

# Public Document Pack

**Peak District National Park Authority**

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Our Ref: A.1142/2392

Date: 7 May 2020



## NOTICE OF MEETING

Meeting: **Programmes and Resources Committee**

Date: **Friday 15 May 2020**

Time: **10.00 am**

Venue: **Cisco WebEx Meeting Room**

**(Joining instructions will be sent to Authority Members separately)**

SARAH FOWLER  
CHIEF EXECUTIVE

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In response to the Coronavirus (Covid -19) emergency restrictions, all meetings of the Authority and its Committees will take place using video conferencing technology.

You can watch our meetings live on YouTube using the following link:

<https://www.youtube.com/user/peakdistrictnpa/live>

Members of the public who have given notice may still speak at this meeting for three minutes. Please call 01629 816352 for more information.

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Link to meeting papers:

<https://democracy.peakdistrict.gov.uk/ieListDocuments.aspx?MIId=2392>

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## AGENDA

- 1 **Apologies for Absence**
- 2 **Minutes of Previous Meeting held on 17 January 2020** *(Pages 5 - 8)*
- 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 | <b>Green Lanes in the Peak District (A7622/SAS)</b> <i>(Pages 9 - 46)</i><br>Appendix 1<br><br>Appendix 2<br><br>Appendix 3<br><br>Appendix 4<br><br>Appendix 5 | 45 mins |
| 7 | <b>Occupational Safety and Health Annual Report (2019)</b> <i>(Pages 47 - 56)</i><br>Appendix 1                                                                 | 15 mins |

## THE MEETING WILL BE ADJOURNED FOR A SHORT BREAK

- |    |                                                                                                                                                                              |         |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 8  | <b>Moors for the Future Partnership 2020/21 Operational Plan and 2020/21 Interim Business Plan</b> <i>(Pages 57 - 108)</i><br>Appendix 1<br><br>Appendix 2<br><br>Appendix 3 | 20 mins |
| 9  | <b>AMP 7 2020-24 Works (MS-C)</b> <i>(Pages 109 - 120)</i><br>Appendix 1                                                                                                     | 20 mins |
| 10 | <b>Climate Change Mitigation Project 2020-25</b> <i>(Pages 121 - 130)</i>                                                                                                    | 20 mins |

## THE MEETING WILL BE ADJOURNED FOR A SHORT BREAK

**11 Minor Property Disposals - Report of the Micro Scrutiny Panel (Pages 131 - 146)**  
Appendix 1

### **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 Committee 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 Committee 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 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 on the Authority's website.

#### **Public Participation and Other Representations from third parties**

In response to the Coronavirus (Covid -19) emergency our head office at Aldern House in Bakewell has been closed. Therefore all meetings of the Authority and its Committees will take place using video conferencing technology. Public participation is still available using a telephone connection. 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 12 noon 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 will make a digital sound recording available after the meeting which will be retained for three years after the date of the meeting.

## **General Information for Members of the Public Attending Meetings**

In response to the Coronavirus (Covid -19) emergency our head office at Aldern House in Bakewell has been closed. Therefore all meetings of the Authority and its Committees will take place using video conferencing technology.

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### **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)

Mr R Helliwell

Constituent Authorities  
Secretary of State for the Environment  
Natural England

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## 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. GREEN LANES IN THE PEAK DISTRICT (A7622/SAS)**

**Purpose of the report**

1. This report sets out details of the implementation of the Authority's strategy for the management of recreational motorised vehicles on unsealed highways and off-road (the Strategy) with an update on the progress in 2019/20 and action plans for green lanes, illegal use and communications for 2020/21.
2. The report also covers the approach agreed by Members last year to encourage wider engagement and understanding of green lanes and their special qualities. In this respect, Members are asked to consider the Strategy in the context of a broader recreational approach.
3. **Key issues include:**
  - The opportunities provided for recreational users and nearby communities
  - The importance of the heritage, nature and landscape value of green lanes
  - Impacts require management and a partnership approach
  - The Authority's statutory purposes and duty and its wider recreation policy.

**Recommendation**

4. **(i) That the report is noted**  
**(ii) That the requirement and scope of a follow-up report is considered in the context of a broader recreational review.**

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

5. The work contributes to:
  - (i) Corporate Strategy 2019-24  
Outcome: A National Park loved and supported by diverse audiences  
Strategic interventions: Implement plans to increase public connection with the National park through the development of quality engagement opportunities that encourage responsible behaviours and by growing sustainable tourism products
  - (ii) National Park Management Plan 2018-23  
The relevant areas of impact are:
    - A National Park for everyone – relevant action is to overcome physical barriers to access
    - Encouraging enjoyment with understanding - relevant actions are: to balance opportunities for enjoyment with conserving a fragile environment; to ensure shared responsibility.
  - (iii) Strategy for the Management of Recreational Motorised Vehicles in their Use of Unsealed Highways and Off-road, and Procedure for Making Traffic Regulation Orders (TROs), 2012.
  - (iv) Sections 5(1) and 11A of the National Parks and Access to the Countryside Act (NPACA) 1949

**Background**

6. In February 2012, the Authority adopted its revised strategy for the management of recreational motorised vehicles in their use of unsealed highways and off-road (Minute 6/12). The Strategy sets out that actions for implementing this strategy will be defined and progress measured. As part of this, detailed action plans have been provided to this committee (formerly the Audit Resources and Performance Committee).

7. The aims of the Strategy are to work in accordance with statutory purposes and duties, in active partnership wherever possible, to protect the special qualities of the National Park which include its open landscapes, bio-diversity, cultural heritage and the settlements of its local communities. Where excessive or inappropriate use of mechanically propelled vehicles away from the ordinary road network threatens the existence, quality and/or enjoyment of those qualities and the sustainability of unsealed roads, the Authority will take appropriate action in line with the principles set out in the strategy.
8. In March 2019, Members considered green lane objectives and the positive promotion of green lanes as part of the annual action planning (Minute 15/19). This was based on the significance of routes for connecting; the access of today with discovering the use of the past, people and nature for enjoyment and understanding, communities to their wider area for the well-being of residents and visitors, and recreationally where part of a promoted trail or an integral link for wider access for enjoyment, escape, or adventure. Working in partnership, it includes:
  - 1) People Objectives - reducing the impact of use on local community; improving amenity and safety for route users; promoting responsible use; encouraging voluntary action; providing for exploration and escape; allowing for the enjoyment of nature.
  - 2) Route Objectives - improving the condition of the route; maintaining the character of the route; enhancing the heritage features of the route; clarifying legal status and/or the line of the route, removing barriers to accessibility; integrating with the access and rights of way network.
  - 3) Area Objectives - protecting the environment of the area, enhancing the biodiversity and wildlife connectivity of the route; minimising illegal use onto adjacent land; preventing deviation from the route.

### **Green Lanes**

9. Green lanes are routes which have or may have motorised vehicular rights in addition to other public rights, and which are not part of the normal road network. Their character varies according to their location and past and present use. Many also have important cultural and natural heritage features as well as being important for their history and biodiversity and can be significant landscape features.
10. Green lanes are an important part of the access network in the National Park. They are multi-user routes which, being tracks, can be particularly suitable for those with limited mobility. They support health and well-being, link communities, add to the bridleway network, are key routes to wider access, and provide for exploration and enjoyment of the special qualities of the National Park.
11. Since the adoption of the Strategy in 2012, significant progress has been made on managing recreational motorised vehicles on priority routes and dealing with illegal use to reduce impacts on the natural beauty and amenity of the National Park in accordance with our purposes, statutory obligations and the Strategy. In partnership, issues have been resolved through a combination of traffic regulation orders (TROs) to restrict recreational motorised vehicle use, voluntary restraint, route repairs, clarification of legal status, signage, and advisory and enforcement operations. For the Authority's TRO routes, surfacing improvements, improvements to structures, opportunities for dedicated disabled parking and supporting guided events have taken place in accordance with the Authority's ongoing duty under the Equality Act. This is in addition to the commitment under the exemptions within each TRO to provide access on application for disabled people who rely on road vehicles for access. A summary report of the seven routes where the Authority has made TROs is provided in Appendix 1.
12. Building on the work undertaken, partnerships developed, and knowledge gained, the following areas reflect the wider approach set out in the report considered by committee

last year in relation to the National Park's special qualities, the development of an inclusive and integrated network, the encouragement of enjoyment with understanding, the provision of access for all, and for the enhancement of routes and their environments through fostering respect and a shared responsibility.

13. **Miles without Stiles** - The Miles without Stiles easy access routes are informing the auditing of green lanes to identify barriers to access and for improvements where appropriate. Long Causeway on the North Lees Estate is being considered as a potential future Miles without Stiles route with advice and guidance being received from the Peak District Local Access Forum and Stanage Forum. Further routes and accessibility improvements are also being considered.
14. **Stay on track** – last year a campaign to keep vehicles to the tracks and for appropriate management to safeguard the verges was identified. This year it will be developed with the support of volunteers to include the identification and promotion of the conservation interest of verges and reinstatement works.
15. **Sharing the history** – this year we will be telling the story of the Peak District's packhorse trails. The Stanage Forum will be assisting at Long Causeway with a walk accessible to all proposed as part of the heritage open day planned for September 2020.
16. **#Peak District Proud** – the launch of this initiative and the social media campaign provides the opportunity for promoting responsibility on green lanes to support and revitalise the Green Lanes Code.

### **Progress 2019-20**

17. A progress report for the period March 2019 to May 2020 is provided in Appendix 2. This sets out the following actions:
  - Consultation and the making of a Traffic Regulation Order at Wetton Hills
  - Derbyshire County Council's consultations and the making of a TRO at Jacobs Ladder, Stoney Middleton
  - Permitting use for the Bemrose motorcycle trial at Washgate
  - Permitting use for cavers at Derby Lane
  - Derbyshire County Council repairs at Chapel Gate, Hurstclough Lane and Minninglow & Gallowlow Lanes
  - Facilitating voluntary restraint at Minninglow & Gallowlow Lanes
  - Staffordshire County Council repairs at Wetton Hills
  - Supporting volunteering at Washgate, Long Causeway and Rainow
  - Logging vehicle use and supporting police operations in the National Park
  - Identification of accessibility and access improvements.

### **Action Plans**

18. The Green Lanes Action Plan for the period May 2020 to April 2021 is provided in Appendix 3. This includes actions on green lanes throughout the National Park and sets out the following actions:
  - Interpretation, promotion, and celebration of green lanes
  - Surveying and auditing the network
  - Identification of accessible routes
  - Improvements to access
  - Verge protection and reinstatement
  - Identification of project funding
  - Supporting Highway Authority repairs
  - Supporting volunteer working parties

- Vehicle logging and monitoring on routes
  - Considering applications for TRO exemptions
  - Supporting voluntary restraint measures at Minninglow
  - Supporting Highway Authorities' clarification of legal status
  - Supporting police enforcement
19. The Illegal Use Action Plan identifies the actions to control illegal motorised vehicular use on routes which carry no vehicle rights, routes which are permanently restricted by way of traffic regulation orders, or on land adjacent to routes with vehicle access. All reports of alleged illegal use are investigated. On the routes where traffic regulation orders have been made, detailed monitoring is undertaken. This is set out in Appendix 1. The Illegal Use Action Plan for the period May 2020 to April 2021 is provided in Appendix 4. This sets out the following actions:
- Improvements for reporting of illegal use
  - Vehicle logging on routes
  - Identification of routes for police presence
  - Maintenance and replacement of signage
20. The Green Lanes Communications Action Plan for the period May 2020 to April 2021 is provided in Appendix 5. This details actions to promote support for green lanes. The plan identifies the roles and involvement of these different groups and the key messages. In implementing the Communications Action Plan, officers will:
- Support public involvement via the Peak District Local Access Forum
  - Interpret and promote green lanes' special characteristics to a wider audience
  - Celebrate green lanes at the 70<sup>th</sup> anniversary and other events
  - Liaise as appropriate with the Highway Authorities on signage, repairs and maintenance, clarification of legal status, and traffic regulation on priority routes and on other routes where issues have been identified, including those where illegal use is occurring
  - Work with the police on enforcement and education operations where illegal use is taking place
  - Liaise with landowners and communities
  - Maintain dialogue with local vehicle user groups
  - Participate in the national forum established by Defra
21. In line with government advice, the work programmes identified in the action plans will take account of Covid-19 implications. At this present time, the emphasis is not on promoting opportunities for access but on developing interpretation and understanding, alongside the support of communities for visitor/tourism provision. The impact of on-site virus mitigation measures on delivery of outcomes will be kept under review.

### **Summary**

22. The strategy for the management of recreational motorised vehicles emphasises the need to protect the special qualities of the National Park and that responsible and sustainable use and a partnership approach is inherent in doing this. The approach agreed last year takes forward the progress made on resolving issues on specific routes and proposes instilling inclusiveness, understanding and respect in line with a broader recreation approach.
23. The action plans aim to focus the officer resource, the involvement of partners, and to seek funding for the protection and enhancement of green lanes across the Peak District. Four main areas of work are identified to encourage wider engagement and understanding of green lanes and their special qualities.

## **Proposals**

24. The report be noted and the requirement and scope for a follow-up report be considered in the context of a broader recreational review.

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

25. **Financial**

In May 2016, Members supported an investment proposal framework which included adding £26k to the baseline budget to deliver the green lanes action plan. This funding relates to officer input to allow progress on the matters identified in the action plans. Any supplementary costs could relate to the scope, scale or mechanism of delivery and be subject to additional funding, including from external sources.

26. **Risk Management**

This report outlines the management proposals for the coming year in order to manage the risk to the Authority. The likelihood of reputational and financial damage to the Authority are considered to be medium (public reputation and possible legal challenge) and the impact of possible damage to the Authority is also medium. The overall risk as described in the risk scoring methodology is therefore assessed as Medium – ie ‘requires management effort to mitigate the risk’. Management actions are set out in the annual action plans which have been drafted within realistic parameters in terms of deliverability and the Strategy and Procedure which is grounded in respect of the Authority’s legal powers and abilities.

27. **Sustainability**

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

28. **Equality**

The requirements of the Equality Act 2010 have been met in the consideration of actions and the Authority will continue to have regard to its duties under the Act.

29. **Background papers:**

None.

30. **Appendices**

1. TRO Report 2020
2. Green Lanes Annual Report – 2019/20
3. Green Lanes Action Plan 2020/21
4. Illegal Use Action Plan 2020/21
5. Green Lanes Communication Action Plan 2020/21

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

31. Sue Smith, Rights of Way Officer, 6 May 2020

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## TRO Summary Report May 2020



### The Roych



#### **The Route**

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

#### **Restriction**

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

#### **Ecological Interest**

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

#### **Archaeological Interest**

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

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

**Landscape Interest**

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

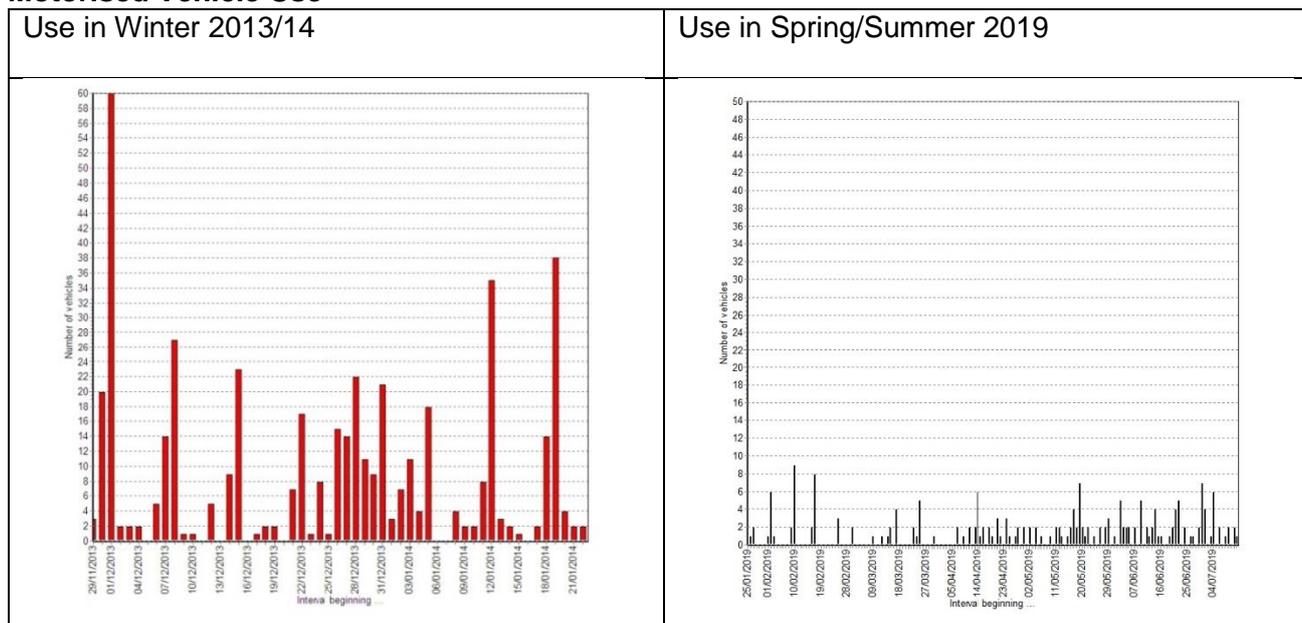
**Recreational Interest**

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

**Condition**



**Motorised Vehicle Use**



**Accessibility**

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

**Chapel Gate****The Route**

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

**Restriction**

Peak District National Park Authority full-time permanent restriction made in May 2014 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature. The route was closed by Derbyshire County Council in November 2014 for repairs completed in 2019.

**Ecological Interest**

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

**Archaeological Interest**

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

**Landscape Interest**

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

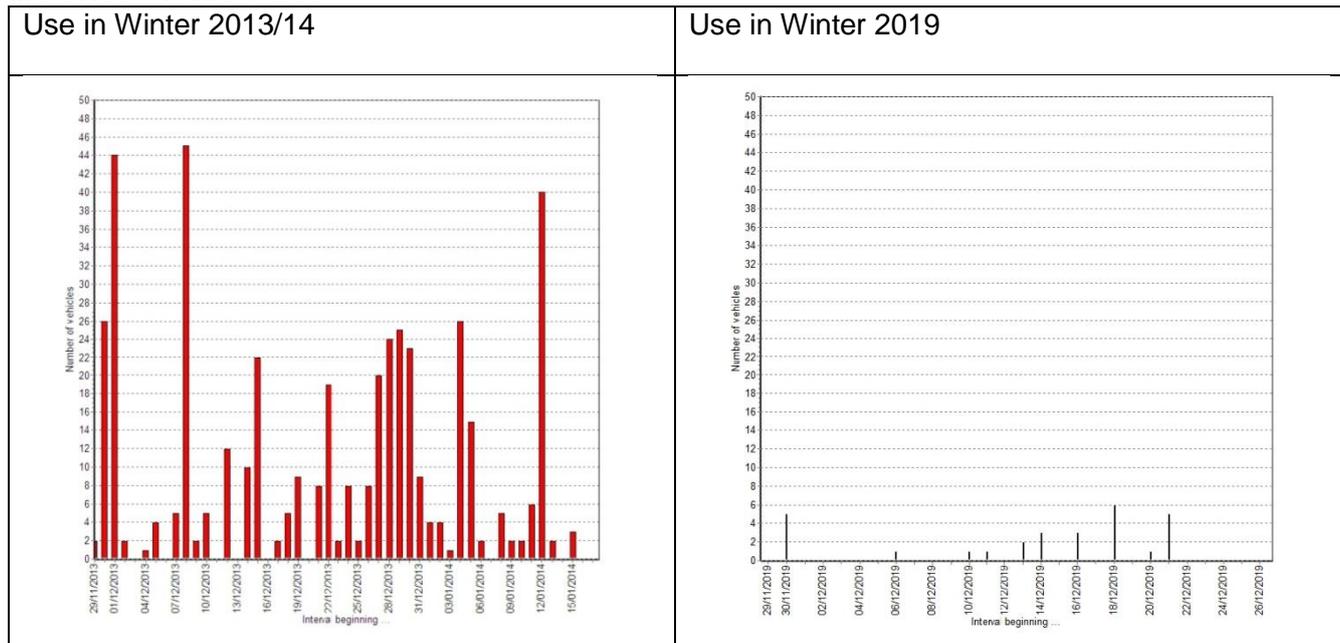
**Recreational Interest**

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

**Condition**



**Motorised Vehicle Use**



### Accessibility

Roadside lay-bys are found at either ends of the route with a concession path providing a link with the southern end of the route. An exemption to the traffic regulation order is provided for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. In 2019, Derbyshire County Council completed their resurfacing works along the southern end of the route which included dealing with the waterlogged top section.

### Long Causeway



### The Route

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

### Restriction

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

### Ecological Interest

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

### Archaeological Interest

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

### Landscape Interest

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

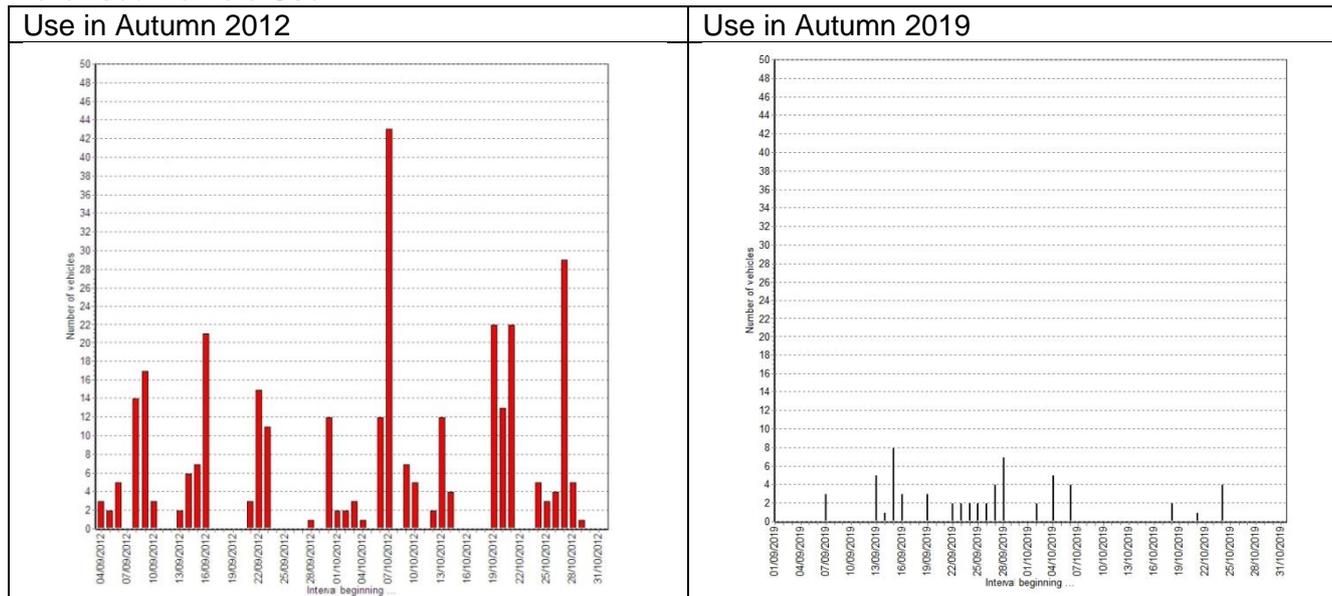
### Recreational Interest

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

### Condition



**Motorised Vehicle Use**



**Accessibility**

Car parks are available at either ends of the route. An exemption is provided to the traffic regulation order for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. DCC undertook resurfacing works in Summer 2014 and as part of the reinstatement refurbished the carpark at Dennis Knoll. The NPA has since widened and resurfaced the access at this location. The route has been categorised by the Disabled Ramblers as a Grade 2 route - suitable for heavy-duty Powerchairs and outdoor mobility scooters. Their first ramble on this route took place in August 2016. A site meeting was held with the Peak District Local Access Forum and Stange Forum in March 2020 to consider its potential as a Miles without Stiles route.

**Leys Lane**



### The Route

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

### Restriction

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

### Ecological Interest

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

### Archaeological Interest

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

### Landscape Interest

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

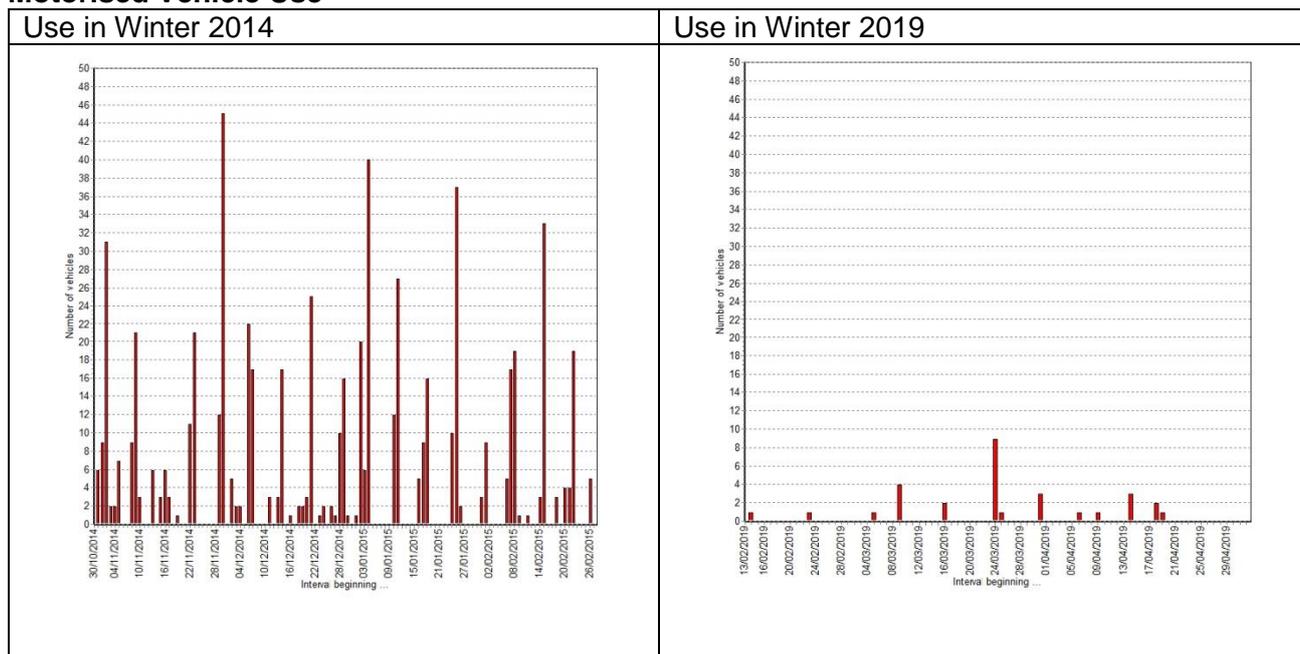
### Recreational Interest

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

### Condition



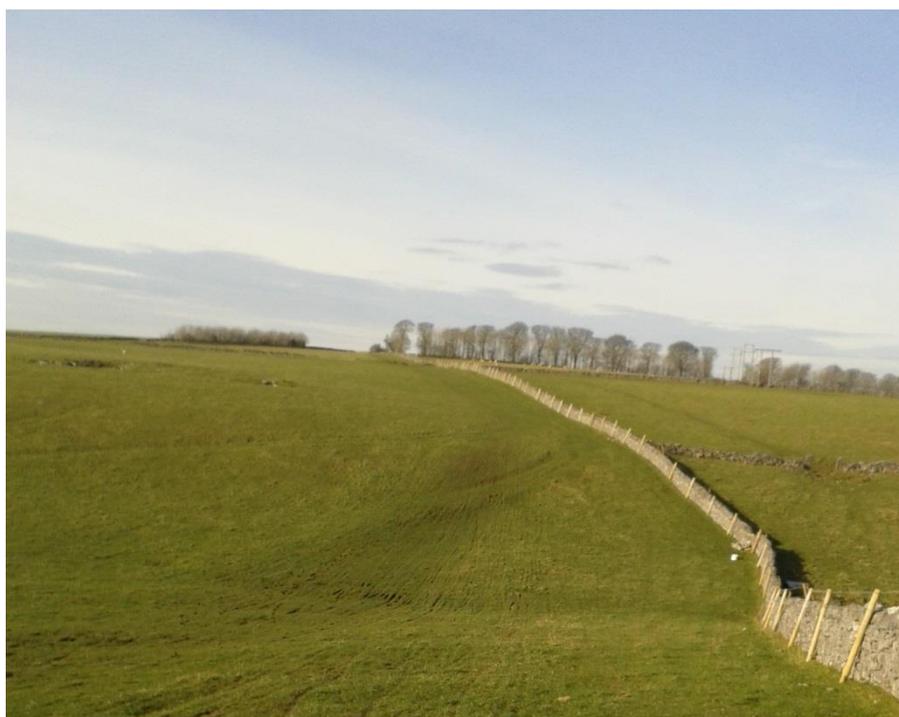
**Motorised Vehicle Use**



**Accessibility**

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

**Derby Lane**



**The Route**

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

**Restriction**

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

**Ecological Interest**

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

**Archaeological Interest**

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

**Landscape Interest**

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

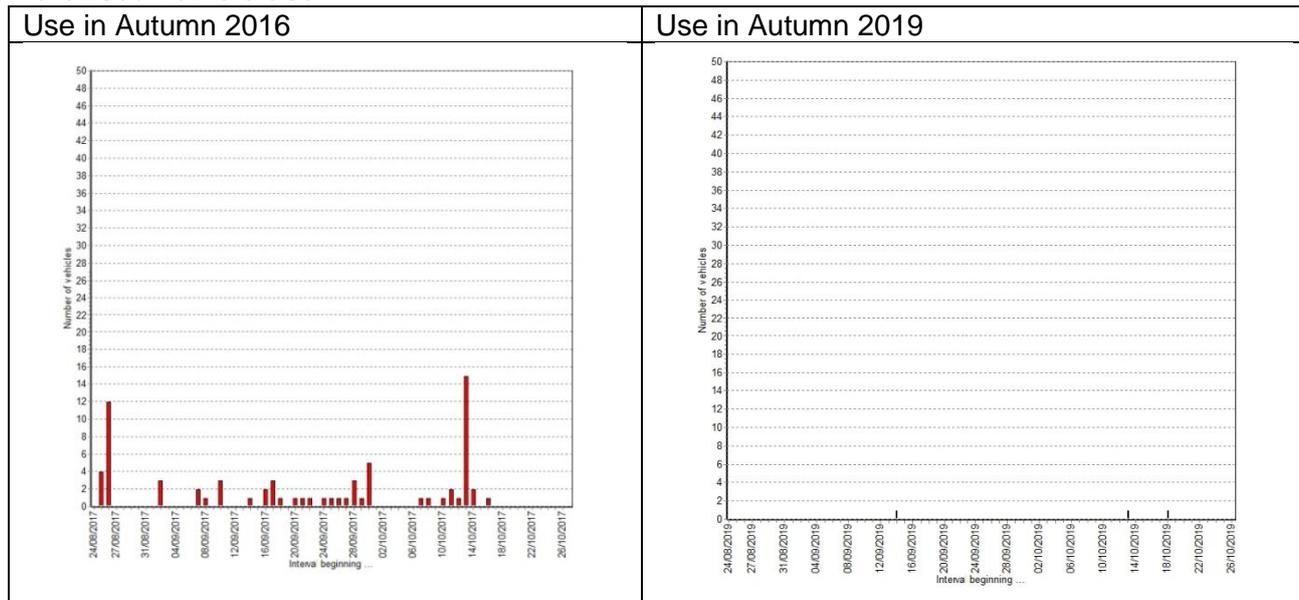
**Recreational Interest**

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

**Accessibility**

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

**Motorised vehicle use**



**Washgate**



**The Route**

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

**Restriction**

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

**Ecological Interest**

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

**Archaeological Interest**

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

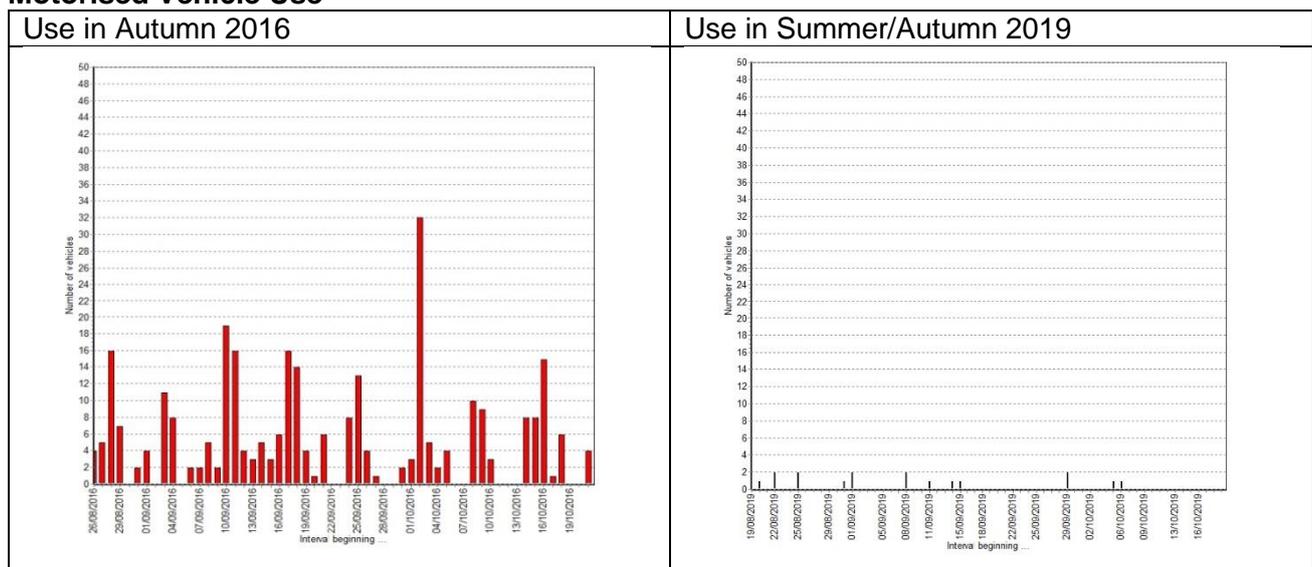
**Landscape Interest**

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

**Recreational Interest**

Washgate is an important recreational asset for all users and has had a long history relating to motorcycle trials. The route leads to a convergence of rights of way at the River Dove and for access to open country.

**Motorised Vehicle Use**



**Accessibility**

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

## Wetton Hills



### The Route

Wetton Hills commences from the Leek Road in the Manifold Valley, in the County of Staffordshire (grid reference SK 098 557), proceeds in a northerly direction for a distance of 400 metres or thereabouts and then northeasterly for 1000 metres to end where it meets the tarmacadamed road from Back of Ecton at Manor House Farm, in the County of Staffordshire (grid reference SK 105 566)

### Restriction

Peak District National Park Authority full-time permanent restriction made in October 2019 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature and the character of the route.

### Ecological Interest

The whole route runs through the Hamps and Manifold Valleys SSSI with the southern end also being within the Peak District Dales Special Area of Conservation (approximately 200m in total). The north-eastern part of the route also forms Section 3 Limestone Hill and Heath/Natural Zone and the south-western part Limestone Dale/Natural Zone. One of the two internationally important habitats for which it was designated – semi-natural dry grasslands and scrubland on calcareous substrates – occurs along the course of the route.

### Archaeological Interest

The route runs through a range of Historic Landscape Character areas and lies downslope of the Scheduled Monument at the summit of Wetton Hill. Other features include a possible site of an early mill, caves and fissures, a stone stab footbridge, the former Leek and Manifold Light Railway which joins the track at its southern end and the Manor House at the northern end of the route which is grade II listed.

### Landscape Interest

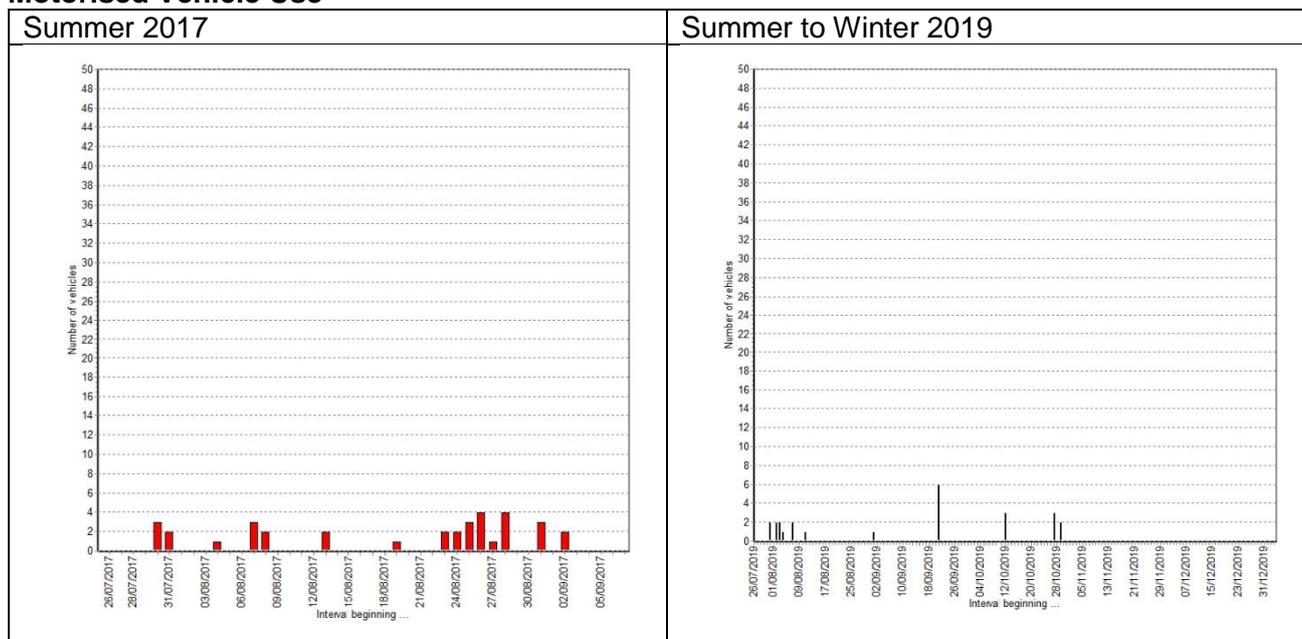
The route lies within the White Peak Landscape Character Area - an elevated limestone plateau dissected by deeply cut dales and gorges. It encompasses a steeply sloping dale landscape with limestone outcrops and extensive tracts of woodland and scrub intermixed with limestone grassland. In smaller dales this is an intimate, secluded landscape where views are tightly controlled by landform and tree cover, in others the dales are wild and open. It also includes a high pastoral landscape with

a varied undulating topography and some steep slopes and which is a remote, sparsely populated landscape with frequent, and in places extensive, patches of rough ground.

**Recreational Interest**

Wetton Hills is an important recreational asset for all users. Wetton Hills lies in an extensive area of open country and is an important recreational asset for all users providing access to Wetton Hill and the Sugar Loaf, a bridleway to/from Wetton Mill, and to link to the Manifold Trail, which is a Miles without Stiles route.

**Motorised Vehicle Use**



**Accessibility**

An exemption is provided to the traffic regulation order for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Works are proposed to replace the stile to improve accessibility.

# Green Lanes Annual Report 2019/20



**PEAK  
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## May 2020

Green lanes are tracks across the National Park used by walkers, cyclists, horse riders and motor vehicles.

This is our third annual report. It reports on the work we have done in partnership with others over this last year.

### 1) Involvement

#### Peak District Local Access Forum

Our Local Access Forum (LAF), the first to be established in this country, celebrates its 20<sup>th</sup> anniversary this year. For the last 10 years it has had a sub-group looking at the issues of recreational motorised vehicles and green lanes. LAF members come from a wide range of backgrounds and interests. We are grateful for their expertise, advice and guidance provided and their collaborative consensus-based approach.



In June 2019, LAF members met officers from Sheffield City Council, Eastern Moors Partnership and Derbyshire Police on the Houndkirk Road to consider how to encourage vehicle users to Stay on Track. Damage to the track verges was looked at and it was clear that we had to change the way of thinking to value the surroundings more than the ability to drive anywhere at will. Options for signage, barriers, reinstatement and enforcement were also considered.

# Green Lanes Annual Report 2019/20



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## Two Forums

The first joint Forum meeting between Peak District Local Access Forum and the Stanage Forum was held in March 2020 on Long Causeway at Stanage. Members discussed enhancing accessibility and considered the potential for a Miles without Stiles route. We also looked at opportunities that the route provides for people to explore the moorland habitat.

Long Causeway is also one of the Peak's District's historic packhorse paths. We will be working with Stanage Forum to look at how we share the history of this iconic route.



## 2) Improvements

### Repairs by Highway Authorities

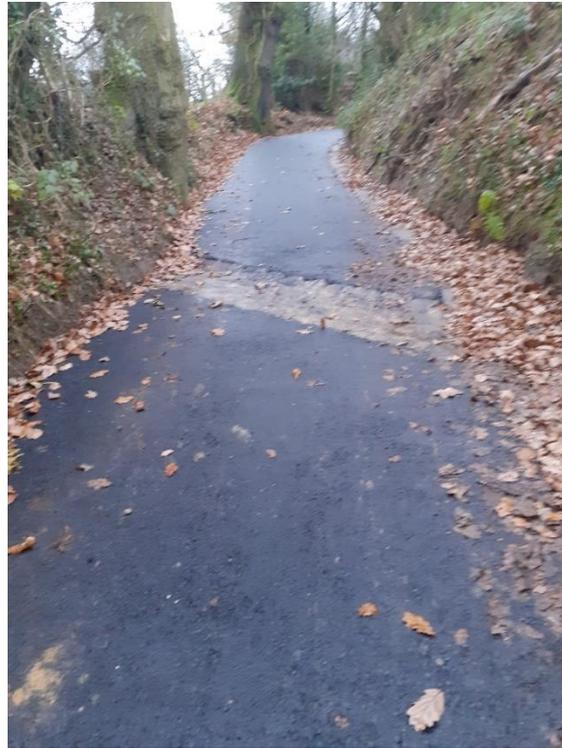
During October to December 2019, Derbyshire County Council carried out works at Hurstclough Lane, near Bamford.

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

# Green Lanes Annual Report 2019/20



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In December 2019, Derbyshire County Council completed the works at Chapel Gate, at Rushup Edge.



# Green Lanes Annual Report 2019/20



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During October to December 2019, Derbyshire County Council resurfaced the track at Minninglow.



In September 2019, Staffordshire County Council carried out repairs to the route at Wetton Hills in the Manifold Valley.



# Green Lanes Annual Report 2019/20



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## Repairs by Volunteers

Kerridge Ridge and Ingersley Vale volunteers carried out repairs to a famous hill climb known as the Corkscrew, near Rainow.

Peak Park Conservation Volunteers (PPCV) cleared out debris from cross-drains at Long Causeway to increase their capacity for the next heavy rainfall.

PPCV also continued with their highly-skilled stone pitching at Washgate.

## 3) Monitoring & Managing

### Data Logging

The Peak District National Park Authority uses electronic logging devices to monitor vehicle use. Differentiating between agricultural vehicles and larger four by four vehicles is difficult so locations are sought to try to eliminate agricultural use to ensure data is as accurate as possible in the recording of recreational use. Data is shared with the police to enable them to make evidence-led decisions on their operations.

During 2019-20 we have monitored 10 sites. This includes all TRO routes, as well as monitoring at Minninglow Lane, Hurstclough Lane and Pindale, near Castleton (below).



# Green Lanes Annual Report 2019/20



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## Signage



We have replaced a damaged Traffic Regulation Order sign at the Washgate route, near Hollinsclough. Where signs are obscured or missing, the traffic regulation order is still in force.

## Education & Enforcement

In a sixth month period up to February 2020, Derbyshire police took the following action on illegal use on footpaths, bridleways, TRO routes and farmland in the High Peak and Derbyshire Dales: 33 traffic offences, 9 letters of advice, 2 warnings and 1 verbal advice.

# Green Lanes Annual Report 2019/20



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## 4) Restraint and Restrictions

### Voluntary Restraint

The Peak District National Park Authority is keen to see user groups taking voluntary action to address issues. In recent years, we have also been working with the Peak and Derbyshire Vehicle User Group (PDVUG) and its associated member groups.

This winter, PDVUG has again been urging recreational vehicle users to refrain from using Minninglow and Gallowlow Lane which gets waterlogged in winter. Ruts can make the lane difficult for all users and the restraint is to prevent further deterioration. This was particularly important this year to protect the repairs which had been carried out by Derbyshire County Council, allowing them time to establish.

### Traffic Regulation Orders



In October 2019, the Authority made a traffic regulation order at the route at Wetton Hills in the Manifold Valley. Details of the order made and the reasoning for these can be viewed at [www.peakdistrict.gov.uk/tros](http://www.peakdistrict.gov.uk/tros). This is also set out in the summary report on the traffic regulation orders made by the Authority.

In July 2019, Derbyshire County Council made a traffic regulation order at Jacobs ladder, Stoney Middleton following consultation.

# Green Lanes Annual Report 2019/20



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## TRO Exemptions

At Derby Lane an exemption to the traffic regulation order allows for caving access on application. During 2019/20, there have been 7 applications for exemptions. Waterfall Swallet also plays a significant contribution towards cave research and during 2019 hosted visits for academics from the UK and Europe.



At Washgate, an exemption was granted for the Bemrose motorcycle trial held in March 2019. This was the 90<sup>th</sup> time the event had been held in the Peak District, commencing in 1921 but with interruptions for World War II and foot and mouth outbreaks.

In 2019, there were 146 riders. The riders passed through the river but did not use it as a stage. They had regard to biosecurity measures, did not refuel on the route, and used marshalls. No walkers, horse riders, or cyclists were encountered; there were three public spectators.

The Reliance Cup Trial did not take place on Washgate in 2019. The Bemrose Trial did not take place in March 2020.

## 5) Reporting

Action plans on green lanes, illegal use and communications for 2019/20 to protect the special qualities of the National Park were approved by National Park Members in March 2019. The plans can be viewed at [www.peakdistrict.gov.uk/vehicles](http://www.peakdistrict.gov.uk/vehicles) and are due to be updated at the May 2020 Programmes and Resources Committee.

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

# Green Lanes Annual Report 2019/20



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A summary report on the Traffic Regulation Orders made by the National Park Authority was provided in March 2019 and has recently been updated. As well as giving details about the special nature of these routes, it also updates the level of logged vehicle use and includes a section on accessibility.

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## Peak District National Park Green Lanes Action Plan 2020/21

### Celebration

#### Interpretation

We will be using the different descriptors of heritage, conservation, community and recreational route categories to aid understanding of the value of and support for green lanes. In 2020/21, we will also be telling the story of the Peak District's packhorse trails and at Long Causeway will be sharing the history with the support of the Stanage Forum.

#### Promotion

During 2020/21 we will be identifying routes which support health and well-being, are key routes to wider access and provide for exploration and enjoyment of the special qualities of the national park. We will also be celebrating green lanes as part of our 70th anniversary events.

### Accessibility

#### Surveys and Audits

During 2020/21, surveys of byways and unclassified roads will be undertaken to identify barriers to access and to assess the character and appropriateness of routes for different users.

#### Improvements

Using available funding, accessibility improvements will be undertaken with the support of landowners and Highway Authorities. Routes will also be identified which might be suitable for promotion as future Miles without Stiles routes. In 2020/21, improvements will be considered at Long Causeway at Stanage, Wetton Hills, Bretton Edge, Kiln Bent Lane in the Holme Valley, and Blakemere and Blakelow Lanes at Bonsall.

### Enhancement

#### Stay on Track

During 2020/21 we will be working with partners and user groups to promote the Stay on Track campaign to help to minimise damage to lane verges and to help to reinstate any areas of damage. We have also received an offer from GLASS to pay for any signage that might be required and will consider the suitability of this, including identifying locations in conjunction with the Peak District Local Access Forum.

#### Repairs and maintenance

The Highway Authorities have a duty for maintenance commensurate with the level of use. Where schedules of repairs are identified, the Authority will seek to ensure that repairs are undertaken in a way that is sympathetic to the character of the route sympathy with the National Park. During 2020/21, the Authority will continue to provide advice on any schemes and, as required, monitor their effect during and following the works.

#### Work by the Authority

The Authority encourages the use of volunteers for small scale works including routine maintenance. The Authority can also liaise with and work with landowners to protect and enhance the National Park and users' enjoyment of it. The Authority does not have a budget for this work and is reliant on support from the Highway Authorities, grant funding and donations. During 2020/21, further work is proposed at Washgate and on other routes as part of the Miles without Stiles work.

## Engagement

### Volunteers

In 2020/21 we will be expanding on the projects managed by Peak Park Conservation Volunteers. We will also be considering different opportunities for volunteering to build on the expertise of our existing volunteers and to link in with Miles without Stiles, Stay on Track and Sharing the History.

### Reporting

During 2020/21, we will be updating the website to encourage wider engagement and understanding of green lanes and their special qualities. We will also be providing details in the ARoW newsletter and other forms of media and at events.

## Monitoring

### Vehicle Logging

We monitor vehicle use using electronic vehicle loggers. During 2020/21 we will focus our monitoring on the following routes: the seven TRO routes, Minninglow and Gallowlow Lanes, Nether Bretton, Pindale, Kiln Bent Lane, Houndkirk Road and Moscar Cross Road. We will also react to developments on other routes where there is intensification or excessive or inappropriate use and monitor accordingly.

### Visual Inspections

We monitor routes by visual inspections and photographic records. This is carried out at the same time as placing vehicle loggers on those routes meriting action. We also undertake visual inspections on other routes, as required. During 2020/21, our focus will be on the routes where vehicle logging is proposed and other routes as required to fit in with the Miles without Stiles and Stay on Track work.

## Respect and Restraint

### Responsible use

Everyone who visits and passes along a green lane has a right to do so with understanding and respect for others and the environment. The National Park's Green Lanes Code promotes responsibility amongst all users. During 2020/21, we will be promoting this in the context of Peak District Proud and with an emphasis on keeping to surfaced tracks.

### Voluntary restraint

Four-wheeled vehicle users have been continuing with the established voluntary restraint at Minninglow and Gallowlow Lane over the winter months and to allow time for the recent repairs to establish. During 2020/21, we will continue to support their measures for restraint. We will continue to monitor the level, type and pattern of vehicle use that takes place, both during and outside the periods of restraint, work with those proposing restraint, and promote the measures.

## Traffic Regulation Orders

### TRO exemptions

On those routes where we have made TROs, exemptions may allow access for specified purposes, on application. In the case of Derby Lane, this is access for the purposes of caving along part of the lane from Monyash. In the case of Washgate, this is for two named motorcycle events which take place annually. During 2020/21, we will consider applications for exemptions for these purposes and for the compliance with the terms on which they may be

granted. Applications for access by registered disabled users may also be received and considered for suitable sections of the TRO routes.

### **Consulting on TROs**

The Authority has powers to make traffic regulation orders. These are similar powers to the Highway Authorities. The Authority also facilitates meetings of the Peak District Local Access Forum who are a statutory consultee for consultations on TROs. The process for TRO consultations involves at least 2-stages: a 28 day consultation with statutory consultees, a 6-week public consultation and also, if required, a consultation to modify a proposed draft order. During 2020/21, we will keep under review any routes throughout the National Park where a traffic regulation order may be a possible course of action.

### **Responding to consultations on TROs**

The Authority is a consultee on consultations on traffic regulation orders carried out by the National Park's constituent Highway Authorities. During 2020/21, we will contribute as required to any consultations on TROs by the Highway Authorities and facilitate meetings of the Peak District Local Access Forum.

## **Legal Status**

### **Determination of legal use**

The Highway Authorities have a duty to determine legal rights and to ensure the definitive map and statement is correct. The Authority can contribute to this through the provision of evidence. During 2020/21, we will respond to consultations with any relevant information we hold.

### **Signage**

The Authority supports the Highway Authorities in the signing of public rights of way in the National Park. We do this by waymarking routes and providing advisory signage where appropriate. During 2020/21, we will check, replace and erect signage on those routes identified for monitoring and those encompassed in the route surveys. Signage will also be considered as part of the Stay on Track work.

## **Funding**

### **Miles without Stiles**

Donations to the National Park's Access Fund, including from the sales of the Miles without Stiles handbook, will be used for access improvements as identified. Additional funding has also been offered by the Peak District Foundation for the work on Miles without Stiles.

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## **Peak District National Park Illegal Use Action Plan 2020/21**

### **Recording Use**

#### **Vehicle logging**

We monitor vehicle use using electrical vehicle loggers. We focus vehicle logging for illegal use on TRO routes and routes where the legal status has recently been resolved. During 2020/21 we will be monitoring all seven TRO routes, Brushfield-Upperdale, Pretty Wood at Eyam, and any other routes where we are aware of continuing illegal use or concerns over illegal use.

#### **Register of reports received**

Reports of illegal use are received from field-based staff, landowners, the police and the public. During 2020/21, we will continue to record and co-ordinate reports of illegal use.

#### **Reporting illegal use**

For action to be taken by the police, reports should be made directly to the police. During 2020/21, we will be updating our website with information to improve the reporting of illegal use to the police.

### **Enforcement**

#### **Priorities for police action**

The routes where we have made traffic regulation orders are a focus for police operations. Other areas of focus include those where there are repeated or increasing illegal use or where there are designations on the land and harm could or is resulting from motorised vehicle use. During 2020/21, we will be asking the police to continue to enforce the seven routes where TROs have been made and the use on adjoining land at Pindale and Rowter Farm, Castleton, at Upper Derwent Valley, and at Moscar Cross Road, Houndkirk and Jumble Lane, Sheffield.

#### **Supporting police operations**

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

### **Signage**

#### **Erecting & maintaining signage**

We erect and maintain signage for the routes where we have made TROs. We also support the Highway Authorities in erecting and monitoring signage to clarify the legal status. During 2020/21, we will be monitoring TRO signage and at any of the other routes upon request and in the course of our day to day work.

### **Managing Use**

#### **Preventing use & remediation**

Detailed schemes of action may be identified in conjunction with landowners, and others including Natural England and the Highway Authority if driving or riding is taking place on a public right of way where vehicular rights do not exist or onto adjacent land. Schemes may include the erection of physical barriers and repairs. We also liaise with local vehicle user groups and the Peak District Local Access Forum. In 2020/21 we will be monitoring the

effectiveness of the barriers at Pindale and at other routes where we have taken action and will be supporting the work by the Eastern Moors Partnership at Houndkirk and Jumble Lane.

Sometimes vehicle use might be within the limits of the highway yet affect features adjacent to the track which are designated for their conservation interest. During 2020/21, the Stay on Track work will focus on these routes with the involvement of the Peak District Local Access Forum.

**Monitoring Accessibility Improvements**

In order to improve accessibility, we might remove barriers which could open up an area to possible use by motorised vehicles. In these cases, we will consider vehicle logging. During 2020/21, we will be monitoring the proposed Miles without Stiles route at Fernilee Reservoir.

## Peak District National Park Green Lanes Communications Action Plan 2020/21

### **Key Messages**

- Green lanes are a valuable part of the access network for a range of different uses and abilities.
- Green lanes provide a sense of place in the landscape, for health and well-being, and for the understanding and enjoyment of nature.
- All users can reduce impact on other users and the environment by using the lanes in a legal, responsible and sustainable manner.
- Partnership working on green lanes will help to contribute to an integrated, maintained, accessible and safe rights of way network.
- Where there is conflict with the conservation of the special qualities of the National Park, action will be taken including the use of TROs as appropriate.
- Illegal use is unacceptable.

### **NPA's Role & Actions**

- Work to conserve and enhance the special qualities of green lanes and the National Park.
- Promote opportunities for everyone to understand, enjoy and celebrate these special qualities in a responsible way.
- Work with Highway Authorities, Peak District Local Access Forum, communities and user groups to identify interests and to minimise impacts of use.
- Support the police in their enforcement of illegal use.

### **Highway Authorities' Role & Actions**

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

### **Police Role & Actions**

- Carry out their duties in relation to enforcement.

### **Peak District Local Access Forum**

- Provide advice and guidance and support public involvement in green lane matters.

### **Users' Role & Actions**

- Use green lanes responsibly and minimise negative impacts on the special qualities of the National Park.
- Promote and implement voluntary actions.
- Implement and promote the Green Lanes Code as part of the wider #peakdistrictproud – Respect Protect Enjoy campaign.

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1. **OCCUPATIONAL SAFETY AND HEALTH ANNUAL REPORT (2019)**

**Purpose of the report**

The purpose of this report is to provide evidence that Occupational Safety and Health (OSH) performance was satisfactory and continuously improving through 2019.

*This report includes an Annexe giving a summary of PDNPA actions to mitigate the effects of the covid-19 pandemic and to comply with Government guidance.*

2. **Recommendations**

**2.1 The work, summarised in this report, to deliver continuing improvements in OSH management at PDNPA through 2019, is recognised**

**2.2 Proposals for priorities to be addressed from 2020 are endorsed**

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

It is a legal requirement to have in place suitable and sufficient arrangements to manage occupational safety and health. Further, it is PDNPA stated policy to continuously improve our management of OSH.

4. **Background**

The Occupational Safety and Health Adviser (OSHA) prepares an annual report on the performance and improvement of PDNPA management of OSH to provide suitable assurances to the Authority that our obligations are being met.

The report includes

4.1 An overall appraisal of OSH performance for the PDNPA for the previous year with particular reference to corporate initiatives making further significant improvements and (from 2019) to performance indicators

4.2 Accident and incident data and analysis for the year 2019 for staff and for visitors including near-miss reporting

4.3 A report on OSH services provided to other National Parks

4.4 Recommendations for further action through 2020

This document has been prepared by the OSHA. The Health and Safety Committee has been provided with a copy for consultation via email (1/4/2020) and Senior Leadership Team will be consulted with and any agreed changes incorporated.

5. **Proposals**

**This report is noted and progress acknowledged.**

6. **Financial**

Some of the work activities of the OSHA and in particular the development of training courses for the NPA family has and will continue to provide future income.

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

8. **Appendices**

Appendix 1 - Occupational Safety and Health Adviser Annual Report for 2019 – Final Draft

**9. Report Author, Job Title and Publication Date**

Jon Wayte (OSHA), HR 6 May 2020

## Occupational Safety and Health Adviser (OSHA)

### Draft Annual Report for 2019

*Note: the coronavirus (covid-19) pandemic was having a very significant and serious effect on the operation on the PDNPA at the time this report was completed. This retrospective report is primarily concerned with OSH performance during 2019 and the management of the NPA during the pandemic is not addressed within the main body of this report. An Annexe has been added to give a summary of actions taken by the Authority to mitigate the effects of the pandemic and to comply with Government guidance.*

#### 1. Context

This report will, in accordance with the Occupational Safety and Health (OSH) Policy, Part III, Governance Arrangements, be submitted to the Health & Safety Committee, Leadership Team and Programmes and Resources Committee.

The purpose of this report is to provide evidence that OSH performance is satisfactory and continuously improving.

This report includes

- 1.1 An overall appraisal of OSH performance for the PDNPA for the previous year with particular reference to corporate initiatives making further significant improvements and to performance indicators
- 1.2 Accident and incident data and analysis for the year 2019 for staff and for visitors including near-miss reporting
- 1.3 A report on OSH services provided to other National Parks
- 1.4 Recommendations for further action through 2020

#### 2. Health & Safety performance

Overall, a good OSH culture exists at PDNPA. Employees understand the importance of OSH management both for their own and for others safety and well-being. During 2019 the profile of OSH has been raised further with an increase in OSHA hours since 1 April 2019 and significant investment in Institution of Occupational Safety and Health (IOSH) training for all managers. Qualitative OSH performance indicators have been introduced for 2019 and are routinely reported in Quarters 1 and 4.

Indicator	Target	Q4 result	Comment
Senior managers (SLT and HoS) completing IOSH <i>Leading Safely</i> within last 3 years	100%	87%*	A new Safety Leadership course is being promoted for all NPAs for delivery in 2020/21
Team Managers complete IOSH <i>Managing Safely</i> within last 3 years	100%	84%	PDNPA has developed a course specifically for NPAs to be delivered 2020
Staff have completed <i>Introduction to Health and Safety</i> course	100%	86%	Further OSH E-learning courses to be added in 2020

Indicator	Target	Q4 result	Comment
Number of near-miss reports received as a proportion of total reports received	50%	55%	This indicator will be further developed with NPA benchmarks in 2020
Generic risk assessments are available for all key NPA OSH matters	100%	100%	The list of <i>key NPA OSH matters</i> will be annually reviewed and agreed

Table 1 Quarter 4 OSH performance indicators summary results

\* Includes two acting HoS nominated for but not completing *Leading Safely*

During a continuous, rolling programme of visits to PDNPA premises and staff at work, the OSHA performs a monitoring and mentoring role. During these visits opportunities arise to recognise and endorse good practice, respond to instances where some improvements are necessary and to further coach staff. Interventions typically include: enhancing competence to manage a wide range of OSH matters, improving the use of available resources and promoting the constant review and improvement of risk management controls. For 2019 OSHA working hours have increased and more and more frequent site visits have been undertaken.

### The risk/action 'escalator'

Where a serious health or safety related matter is identified that requires 'escalation' to senior management for further investigation and/or action, this will be identified. There has, for 2019 been no such incident.

## 3. Key OSH management system developments during 2019

### 3.1 OSH management system – documentation

Good documentation is an essential component part of any safety management system. Knowledge, understanding and use of documented systems are key to our overall success in implementing, maintaining and demonstrating good OSH management. Key documents include: OSH Policy, risk assessments (and where indicated safe work procedures), incident and near-miss reports (and any follow-up investigation reports). All key documents are regularly reviewed and updated by the OSHA.

Key developments in 2019 include

- 3.1.1 An annually revised OSH Policy revised and adopted from 1 January 2019
- 3.1.2 A reviewed and updated set of key-topic, generic risk-assessments\*
- 3.1.3 A reviewed and modified incident/near-miss reporting form to better reflect use for all incidents including for visitors (adopted from September 2019)
- 3.1.4 A new simple report card for encouraging better reporting, particularly for near-misses (introduced August 2019)
- 3.1.5 A set of key OSH performance indicators have been identified and included in routine quarterly performance reports (Q1 and Q4). (See section 2 above)

Many of these documents are shared with other NPAs to foster a more consistent standard and approach to managing key OSH matters within the NPA family.

\* Generic risk assessments are widely shared to form a baseline set of controls for all NPAs.

### 3.2 OSH management system - resources

To ensure that all line management performs suitable day-to-day OSH management, to provide advice to support that function and to ensure that the Authority is able to provide suitable assurances that OSH management at PDNPA is satisfactory, it was recommended that the OSHA resource should be increased. This was agreed and in conjunction with changes to SLAs with other NPAs the OSHA resource at PDNPA was increased to 30 hours per week from 1 April 2019.

Other improvements in the representation of all services at the Health and Safety Committee and for Union and Staff Committee representation, together with a reviewed constitution and role for representatives has significantly further enhanced the overall OSH resource available.

### 3.3 OSH management system - training

Day-to-day, routine management of OSH matters is the responsibility of all employees. All line managers have particular responsibility for ensuring that OSH requirements are properly understood and complied with. A significant component of this responsibility is ensuring that suitable and sufficient levels of information, training, qualification and supervision are provided and maintained. During 2019 Institute of Occupational Safety and Health (IOSH) was introduced for all managers.

Globally recognised *gold-standard* IOSH accredited OSH management training was introduced in 2019.

3.3.1 All Senior Leadership Team and Heads of Service have successfully completed the IOSH accredited *Leading Safely* one-day training course. Two acting Heads of Service were nominated for the course but have not completed it. A future one-day course for senior managers *National Parks Leadership Safety Training* is being developed for delivery in 2020.

3.3.2 Most Team Managers and some other key colleagues (84% of targeted managers), have successfully completed the IOSH accredited *Managing Safely* 3-day course

Following the IOSH courses provided by an external trainer for PDNPA staff in 2019 it was determined that a more bespoke course designed specifically for NPAs would be provide added benefits. The PDNPA OSHA has pursued this and the PDNPA became an approved IOSH training provider for *Managing Safely* in November 2019. The OSHA has developed a specialised version of the IOSH course and the first *Managing Safely for National Parks* IOSH accredited course will be delivered at the Yorkshire Dales NPA in February 2020.

Bespoke PDNPA versions of the ELMS (the National Parks E-learning system) modules *Introduction to Health and Safety* and *Fire Safety* are now mandatory for all staff. Completion of these courses is now a key performance indicator (see Section 2 above). Further ELMS modules including *Manual Handling* and *Working at Height*, have been customised for PDNPA use with embedded links to PDNPA documents. These are available for all staff and line managers are required to identify which of their staff should complete particular modules.

Occupational safety and health matters are now routinely included in all Staff Briefings and articles on specific matters are published in the internal staff magazine *Inside Peak* and featured on payslip letters. By encouraging the further engagement

of all our colleagues in the management of OSH through this training and information our safety-culture is steadily improved and reinforced. We can be confident that this will foster improved awareness of OSH matters, enhanced competence to manage them properly and subsequent continuous improvements in OSH management performance.

#### 4. Accidents and incidents data and analysis for 2019

##### 4.1 Staff

The PDNPA, in common with other NPAs, continues to enjoy a low accident rate. Causes of accidents are familiar and generally only minor injuries have been experienced. There is no identified significant increase in the number or pattern of minor incidents reported for 2019. No RIDDOR reportable incidents were received.

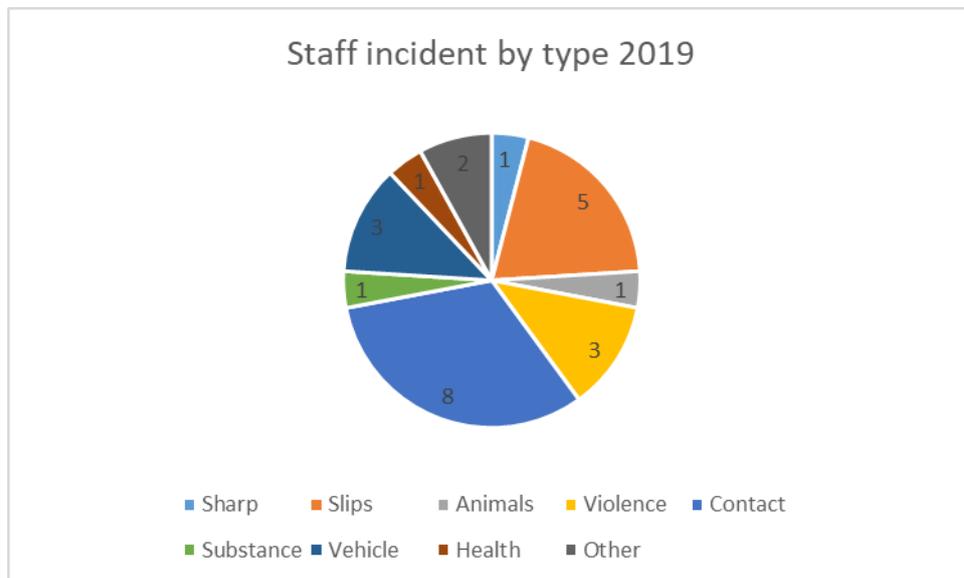


Figure 1 Staff incident by type 2019

While we would hope and expect the number of actual accidents and injuries to remain low we have during 2019 made a special effort to encourage good levels of incident reporting including for near-misses. In 2019 a revised incident reporting form was introduced with some amendments making it more useful for a wide range of incidents, including for visitors and customers. A simple to use near-miss reporting *postcard* was also introduced.

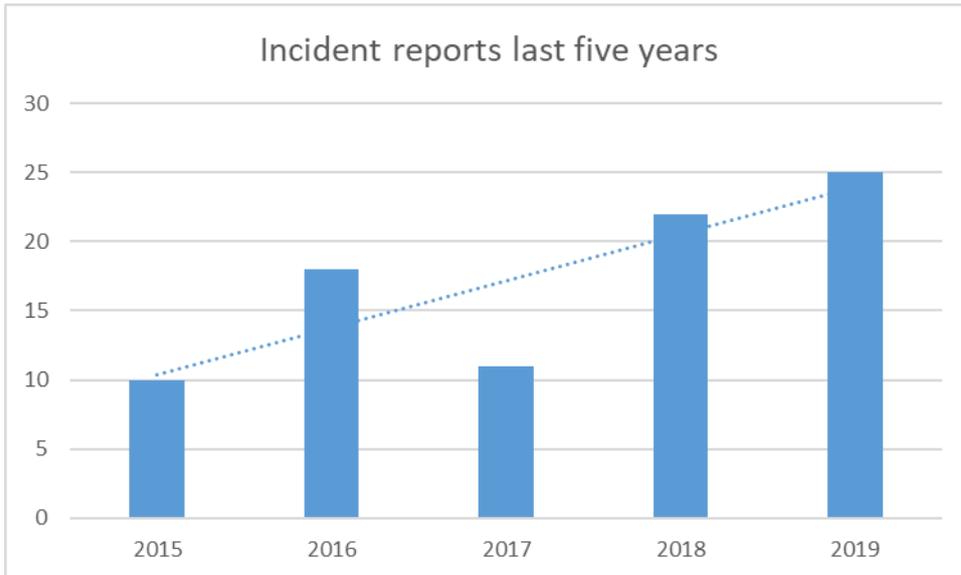


Figure 2 Number of incident reports received over the last five years

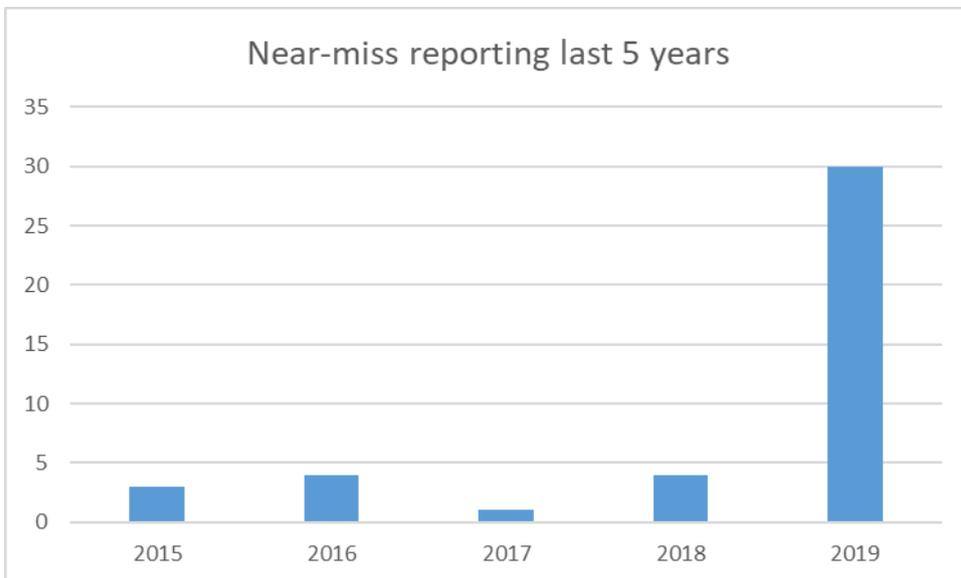


Figure 3 Number of near-miss reports received over the last five years

Given the emphasis on improving overall incident reporting, particularly for near-misses and the further engagement of all employees with OSH management an increase in reporting is to be welcomed and is not an indication of a decrease in safety or control of risks.

The proportion of incident reports that indicate minor incidents and near-misses will be used as performance indicators. The target for near-misses set initially at 50% of all reports received in 2019 has been exceeded in the first year (55%).

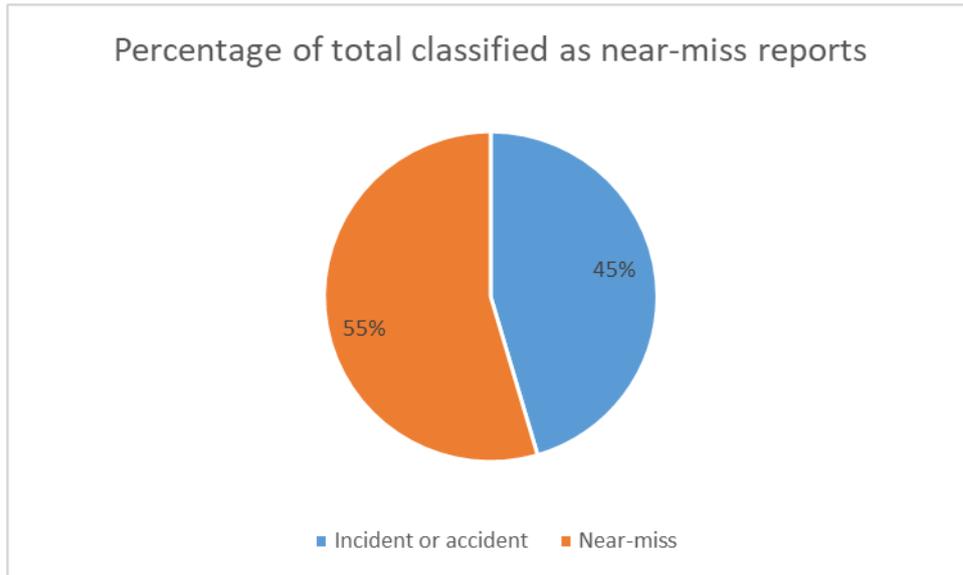


Figure 4 Near-miss reports as a percentage of total reports 2019

#### 4.2 Visitors

Accidents and incidents involving visitors include familiar themes. Slips, trips and falls and cycling related incidents account for nearly all incidents reported. All incidents involving children, young people and visitors on an organised PDNPA event are investigated.



Figure 5 Visitor incident reports received 2019

### 5. OSHA services to other NPAs

The OSHA continues to provide professional OSH advice to other NPAs through both formal Service Level Agreements (SLAs) and more informally. From November 2019 the PDNPA has achieved approved training provider status for IOSH managing safely training. The OSHA has prepared and will provide the first *Managing Safely for the National Parks* course at the Yorkshire Dales HQ for colleagues at the Yorkshire

Dales and North York Moors National Parks in February 2020. Further courses are to be arranged in 2020 for PDNPA colleagues and for other NPAs. The new course allows a broad range of OSH management system components, suitable for NPA wide use, to be shared and provides a further income stream for PDNPA. The value of sharing solutions to common problems and of setting consistent targets and measures of compliance (benchmarking) is included in the course.

A further one-day course for senior managers at NPAs *National Parks Leadership Safety Training* is now being developed. In the same way as *Managing Safely for the National Parks* this course focuses on key safety management issues for the NPAs and allows senior managers to rehearse their actions in response to a fictitious, serious safety-incident. Several other NPAs have registered their interest in both courses.

## 6. Priorities and actions for 2020

The OSHA will continue to perform a rolling programme of workplace visits, audits and inspections and provide OSH advice to all staff at work. The performance indicators introduced in 2019 will be developed further to provide challenging targets for the further improvement of OSH management.

Specific OSH priorities for 2020 include

- 6.1 Carry out a post covid-19 review of PDNPA OSH policies and procedures introducing any temporary or permanent changes to practice in accordance with national guidance
- 6.2 Introduce specific initiatives to further address public sector ill-health priorities of musculo-skeletal injury and mental ill-health
- 6.3 In collaboration with HR colleagues consolidate OSH training records as a central resource for identifying and promulgating post-holder training and refresher training needs
- 6.4 Further develop the use of OSH Key Performance Indicators (KPIs) with the introduction of new and challenging targets for reporting from the first quarter of 2020/21
- 6.5 Complete an overhaul of topic-specific OSH management arrangements for a range of property and task related matters in collaboration with other NPA managers
- 6.6 Develop and deliver (for NPAs) further training and E-learning resources (via ELMS modules) for OSH and supporting material/resources

## 7. Recommendations

- 7.1 The work, summarised in this report, to deliver continuing improvements in OSH management at PDNPA through 2019, is recognised
- 7.2 Proposals for priorities to be addressed from 2020 are endorsed

Jon Wayte  
OSHA  
May 2020

## Annexe

### **Summary of key occupational safety and health actions taken to address the covid-19 pandemic and to comply with Government guidance**

A series of general occupational risk assessments for covid-19 have been produced and widely disseminated. The first of these was produced in mid-March reflecting national official guidance at that time around more frequent hand-washing, looking out for signs and symptoms of infection and encouraging preparations for more home-based working. Subsequent reviews and updates of that first risk assessment changed to include more explicit instructions for all but essential services to be performed remotely and for general social distancing measures to be adopted. Access to PDNPA buildings was restricted at this time and some staff started to assist the Police working within the National Park to encourage the general public to stay at home.

Where these essential services have continued other risk assessments have supported staff in identifying and implementing suitable controls including, wherever appropriate, those contained in the generic risk assessments.

As most staff moved to working from home, Human Resources have also provided regular support to all staff to do so safely and with regard to good mental health and wellbeing. Regular staff communications have included tips for setting up home work stations, adjustments to work routines and for keeping in touch with colleagues. Good use has been made throughout of reference to official national guidance and to other reputable resources.

Attention has latterly been given to soon to be announced measures to allow some work to recommence. Official guidance will be followed and incorporated in future versions of generic covid-19 risk assessments. It is likely that certain measures we are now all familiar with such as hand-washing, equipment cleaning and stricter control over isolation during periods of symptomatic illnesses will be here to stay.

4 May 2020

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**8. MOORS FOR THE FUTURE PARTNERSHIP 2020/21 OPERATIONAL PLAN AND 2020/21 INTERIM BUSINESS PLAN**

**1. Purpose of the report**

This report puts before Committee the eighth Operational Plan from the Moors for the Future Partnership (MFFP). 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.

Also brought before Committee is the MFFP 2020/21 Interim Business Plan.

**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 Moors for the Future Partnership focus is on highlighting the importance of upland and peatland conservation and the need to continue to restore blanket bog at a landscape scale in the North of England. As the work of the Partnership to date has been influenced by EU funding and regulatory guidance, clarification is now crucial on how the known risks to the environment are to be addressed in terms of both protection and improvements.

It is therefore planned that a 5 Year Business Plan will be developed later in 2020/21 as the direction of travel for environmental policy and subsequent funding should be clearer at that point. In the meantime, through continuing to invest in this partnership and its vital work, the individual partner organisations involved are demonstrating their collective support in rising to the challenges facing the UK and at the same time, inspiring others to join this work to achieve long- term impact.

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.

These plans set 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 the 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. 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 interim Business Plan and Investment Planning 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 the Operational Plan and the interim Business Plan 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 both the Operational Plan and the interim Business 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, the documents associated with this report provide a strategic steer through a period of transition over the next 12 months. 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

Appendix 3 - Moore for the Future Partnership Interim Business Plan 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>

Pipeline			
<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.

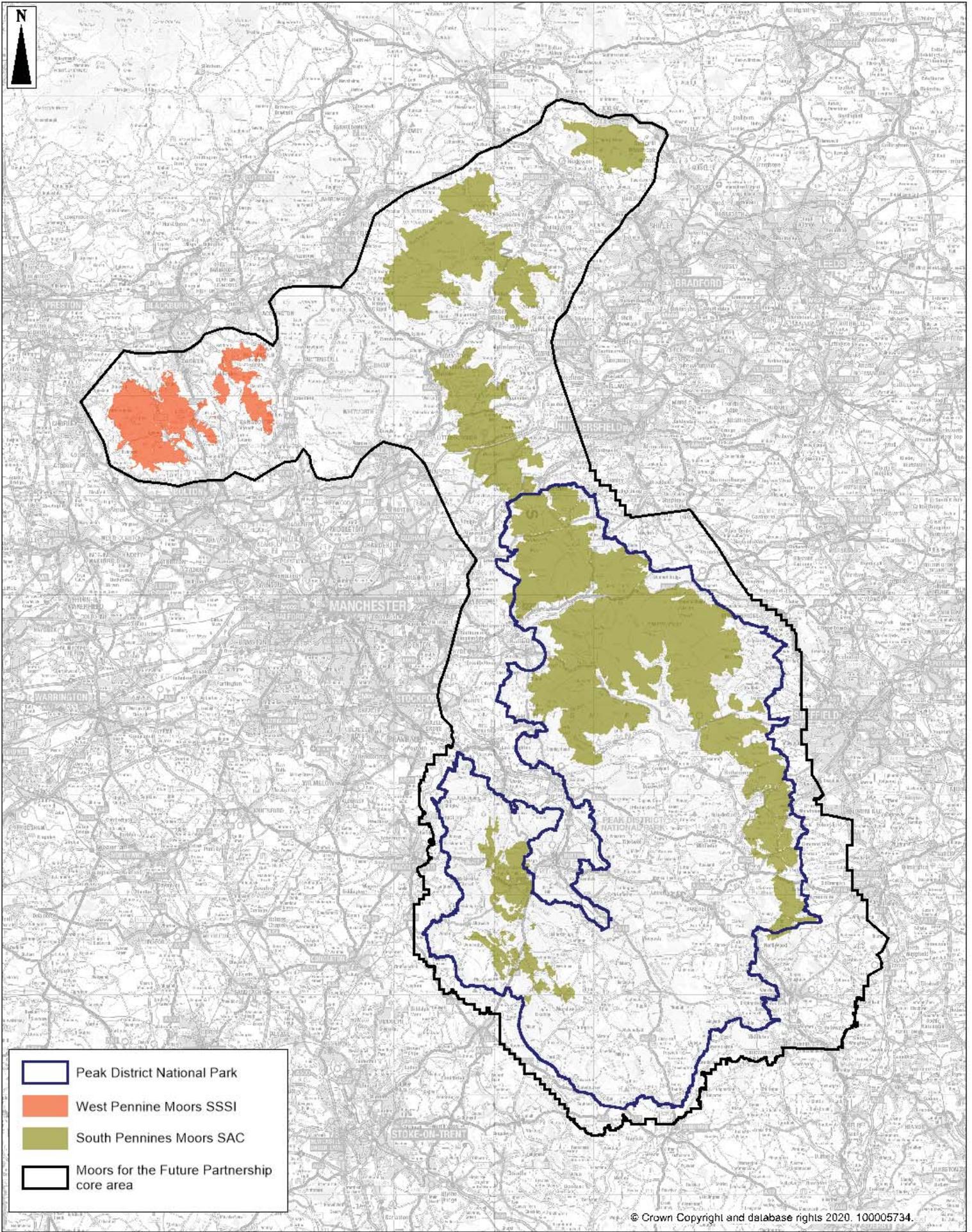
Previous Operational Plans have listed the opportunities being followed, also those of a more aspirational nature. In future, this will be managed through a more visible working process as the volatility of funding makes any statement in time quickly out of date. The Programme Progress Log has been successful 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

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Scale: 1:300,000



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Drawing Name:  
 Moors for the Future Partnership  
 Operational Plan

Drawn by: JA Date: 21/01/2020

## 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				
<i>Which corporate strategy outcome this relates to</i>	<i>A risk should be expressed as: If (x were to happen)..... then (the consequence would be) or "failure to ....."</i>	<i>Actions currently taken or controls we have in place that mitigate the risk e.g. standing orders</i>	<i>This should take into account existing controls</i>	<i>If the rating BEFORE mitigation is green, then no further action is essential. Otherwise, complete what actions you intend to take</i>	<i>The risk level taking into account the mitigating action you are proposing</i>					<i>To complete the mitigating action (s)</i>		<i>Monitoring you intend to use to ensure the action is completed</i>	<b>Against mitigating action and source of assurance</b> <i>To be completed prior to 1/4ly meetings</i>
<b>Strategic Risks – (impact on legal entity of Moors for the Future Partnership PDNPA)</b>													
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 Conservation & 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 Conservation & 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				
<b>Programme risks – risks to delivering programme of projects across the partnership</b>													
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	



2020/21

# Interim Business Plan

Draft VI February 2020

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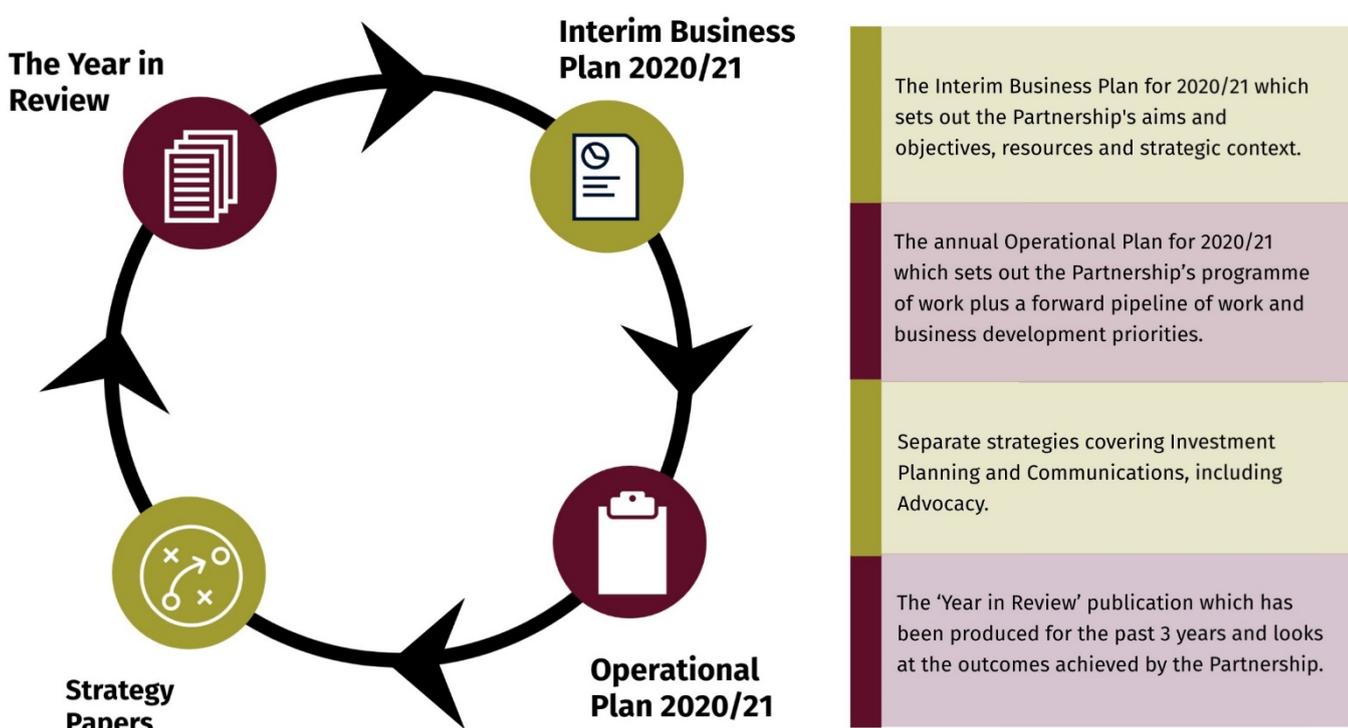
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## INTRODUCTION

This Interim Business Plan has been produced at a time of significant volatility in the UK and is therefore presented as an interim document in order to provide a strategic steer for the Partnership through a period of transition over the next 12 months. It is a direct outcome from the National Heritage Lottery Funded Moor Business project which has facilitated the development of the Partnership over a 15-month period to increase its resilience at a time of change for many of the partners and stakeholders involved.

This Interim Business Plan sits alongside a number of other key documents:-

### Key Partnership Documents 2020/21



The longer-term vision which guides the work of the Partnership includes the National Park Management Plan, Defra's 25 Year Environment Plan, the 2019 Price Review process which guides the investment of Utility Company partners to 2025 and the vision and strategy documents of all of our funding partners.

The Moors for the Future Partnership focus is on highlighting the importance of upland and peatland conservation and the need to continue to restore blanket bog at a landscape scale in the North of England. As the work of the Partnership to date has been influenced by EU funding and regulatory guidance, clarification is now crucial on how the known risks to the environment are to be addressed in terms of both protection and improvements.

It is therefore planned that a 5 Year Business Plan will be developed later in 2020/21 as the direction of travel for environmental policy and subsequent funding should be clearer at that point. In the meantime, through continuing to invest in this partnership and its vital work, the individual partner organisations involved are demonstrating their collective support in rising to the challenges facing the UK and at the same time, inspiring others to join this work to achieve long- term impact.

## Our Mission



"To restore the quality of the Dark Peak, South Pennine Moors and West Pennine Moors, to improve its benefits as a water catchment area, a diverse ecological, recreational and agricultural resource which will be managed to ensure the enduring legacy of these benefits."

## Our Strategic Objectives



**1**

### AWARENESS RAISING

To raise awareness and promote positive action for the restoration and conservation of the upland landscape.

**2**

### CONSERVATION MANAGEMENT

To develop and deliver sustainable land management practice.

**3**

### SCIENCE

To develop scientific expertise for the sustainable management of uplands.

## Our Partnership Also Aims to:

### LEADERSHIP

Be recognised as leaders in this field and influence the direction of conservation policy at a national and international level.

### COMMUNICATION

Communicate about the successful restoration of the uplands and the positive impact that this is now having on communities.

### VALUE

Work as a valued and resourced partnership.



## REVIEW OF PREVIOUS BUSINESS PLAN 2014-2020

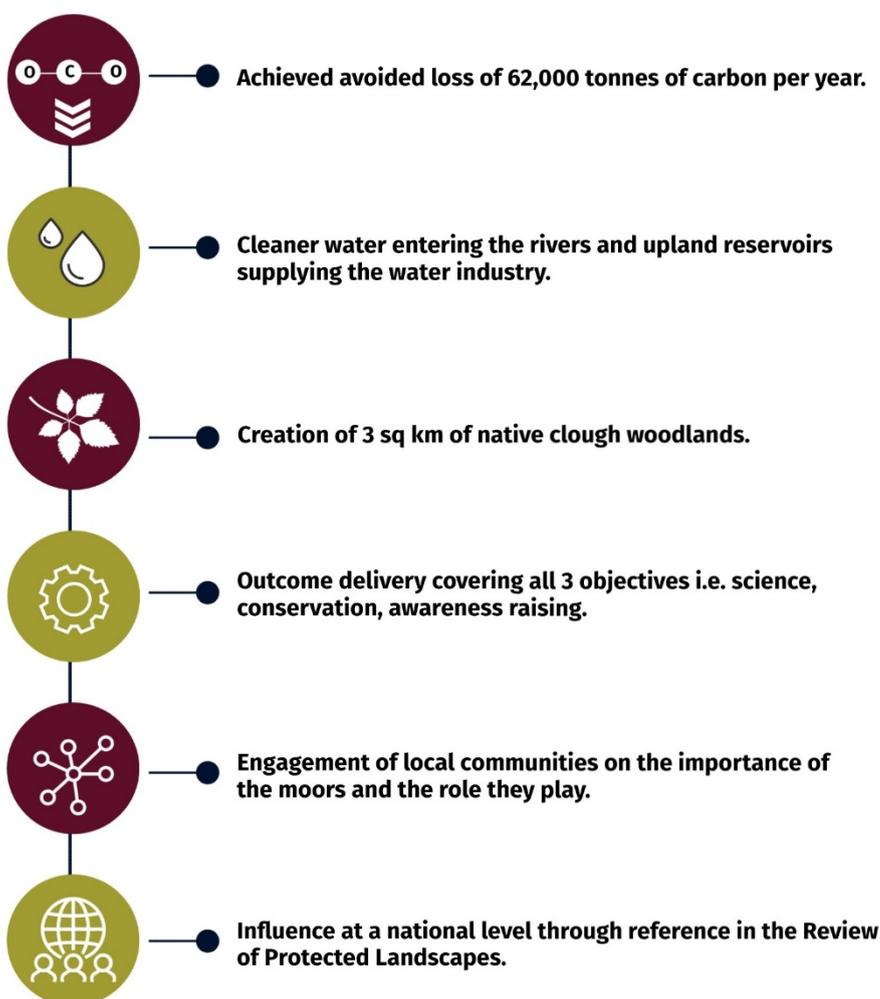
At a time when awareness of climate change and the consequent impact on bio-diversity is an imperative for the UK and the rest of the world, conservation of the uplands is as vital as it was in 2003 when Moors for the Future Partnership commenced its work to protect the most degraded landscape in Europe - 750 sq. km of “rarer than rainforest” blanket bog. The Partnership, hosted by the Peak District National Park Authority, has now transformed over 33 square kilometres of black degraded peat in the Peak District National Park and South Pennines over this 17 year period, making best use of some £40 million of investment from UK and EU funders.

Over the period since the previous Business Plan was developed back in 2014, society’s understanding has grown significantly, not only concerning the impact of individual actions but also the need to manage the vital natural capital of upland areas, highlighted by the impact of flooding and wildfires on local communities.

The Partnership is now working at scale, managing twenty to thirty projects at a time, including multi-million pound schemes. Over the past 6 years, the core working area has been the South Pennines Special area of Conservation and the West Pennine Moors, but the Partnership has also been involved in successful work from the Staffordshire moorlands up to Nidderdale and across to the Forest of Bowland and beyond. Key achievements include (see right).

A detailed SWOT Analysis to reflect the Partnership’s current state of development is in Appendix A.

### Our Key Achievements (2014-20)



## CURRENT CONTEXT

### Global and UK Context

As highlighted in the Introduction, the UK is currently in a period of transition as it has left the EU but with much policy detail still to emerge and the impact of any changes still very much unknown.

What is however certain at a global level, as reported by the UN Secretary General in 2019, that the impact of climate change is happening now and faster than predicted.<sup>1</sup> 2019 has been confirmed as one of the warmest years on record and extreme weather events have hit populations worldwide. The IPCC have stated that global warming must be limited to 1.50C by the end of this century to avoid irreversible and catastrophic impacts. This means that CO2 emissions need to decline by about 45 percent by 2030 and reach Net Zero in 2050. Whilst the IPCC says that this goal is within reach, it also says that to achieve it requires urgent and unprecedented social and economic transformation. Against this starkest of backdrops, the UK has pledged to double its total funding to tackle climate change to £11.6bn over the next five years in order to achieve its Net Zero target by 2050.

At a UK level, peatlands occupy approximately 12% of the UK's land area and store 5.5bn tonnes of carbon, over half of the UK's current carbon storage<sup>2</sup>. Peatlands also provide over a quarter of the UK's drinking water. The UK Natural Capital Peatlands report estimated that fully restoring the UK's peatlands could cost between £8bn and £22bn over the next 100 years but predicted savings of £109bn in terms of reduced carbon emissions. The UK Committee on Climate Change suggested in 2019 and again early in 2020 that 50% of upland peat and 25% of lowland peat should be restored by 2050. The net benefit of achieving this objective is estimated to be £45 billion to £51 billion over the next 100 years if croplands are excluded. A series of national policies are now emerging in early 2020 which begin to address climate change and provide the context for peatland restoration.

- The Government's 25 Year Environment Plan included reference to '*replenishing depleted soil, plant trees, support wetlands and peatlands, rid seas and rivers of rubbish, reduce greenhouse gas emissions, cleanse the air of pollutants, develop cleaner, sustainable energy and protect threatened species and habitats.*' It specifically references restoring vulnerable peatlands and ending peat use in horticultural products by 2030.
- The publication of an England Peat Strategy is awaited in Spring 2020 and is anticipated to have the overall aim of improving the condition of the peatlands, cutting carbon emissions and delivering wider environmental benefits.
- The Government has already invested in funding peatland projects through a £10m peatland grant scheme launched in July 2017.
- The introduction of the Agriculture Bill sets out how farmers and land managers in England will be rewarded with public money for "public goods" in the future - better air and water quality, higher animal welfare standards, improved access to the countryside or measures to reduce flooding. A key aspect of this is the phasing out of Direct Payments from 2021 over a seven-year period and moving to a future Environment Land Management (ELM) scheme system that maximises the potential of the land for food production and for delivering public goods.
- The new Flood and Coastal Erosion Risk Management Strategy (FCERM) will be launched in Spring and will feature nature-based solutions.

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<sup>1</sup> UN Report of the Secretary General – Climate Action Summit 2019

<sup>2</sup> UK Natural Capital Peatlands – ONS July 2019

COP26 (United Nations Climate Change Summit) is being held in Glasgow in November and it is hoped that this will provide a focus from which the Partnership will be able to gain traction for continuing its key restoration work.

## **Local Context**

At the time of the development of the previous Business Plan, it was agreed that a partnership approach was the ideal solution to tackle the degradation and poor ecological quality of large swathes of the Dark Peak and South Pennines which affected many owners and organisational boundaries. In the intervening six years, whilst much has been achieved, there remains work for at least the next 20 years in fulfilling the restoration vision of the organisations involved, accelerating carbon capture and improving water quality.

As stated above, to date all the work of the Partnership has directly or indirectly been influenced by funding streams and regulatory guidance linked to the EU and there is currently uncertainty re the specific impacts on environmental protection. The Partnership will therefore continue to use its influence to input to future UK environmental policy development through contributing to a range of policy initiatives. The Partnership has developed specialist expertise in gathering evidence and monitoring to provide better understanding of the uplands landscape, particularly as the Peak District Moorlands continue to be recognised as an ideal case study for research with learning transferable to other parts of the UK.

Work includes supporting the delivery of the Peak District National Park Management Plan, where the Partnership makes a significant contribution to delivering improved access, carbon security and the conservation of the moorland landscape. The Partnership also increasingly works with the public to interpret science, raise awareness and improve the understanding of visitors on sustainable recreation, responsible tourism and resource use. In addition, for adjacent communities, working with partners to plan for the continuing high risk of moorland fires, flooding and drought conditions will be vital.

A detailed Market Needs Analysis will be carried out in the Autumn of 2020 to build on work to date and to establish where best to focus the Partnership's activity for the next 5 years.

## **HOW WE WORK**

### **Our Scope**

The Moors for the Future Partnership delivers projects that fit within the above agreed objectives, predominantly working with and on behalf of its partners, including its host, the PDNPA. The Partnership's core area of operations is the Dark Peak, South Pennine Moors and West Pennine Moors for delivering practical work on the ground. We work closely with land-owners and constantly seek innovative ways of involving them and seeking their advice. Science and awareness raising projects, communications and consultancy work outside of this area will be undertaken where they contribute to the Partnership's strategic objectives and PDNPA outcomes.

It should be noted that two adjacent City Regions with a combined population of over 5 million inhabitants sit immediately on the borders of the Partnership – Greater Manchester and Sheffield. As indicated earlier, the upland landscape needs to be in the best ecological condition possible to withstand the impact of the changing climate – as evidenced through the moorland fires and drought conditions in 2018 – in order to deliver civic resilience for these adjacent urban communities.

### **How we do business**

Moors for the Future Partnership is a not for profit Partnership that works with multiple partners, and seeks funding to develop, project manage and deliver projects that maximise synergies and bring benefits at scale.

Current partner organisations include the Environment Agency, National Trust, RSPB, Severn Trent Water, United Utilities, Yorkshire Water, Pennine Prospects and the Peak District National Park Authority who all support the Partnership through a funding contribution towards core costs. In addition, Natural England and representatives of the moorland owner and farming community advise the partnership. Further charities and stakeholders also work with the Partnership on specific projects.

## **Staffing**

Work is coordinated through a Core Programme Team, with their focus as set out in Appendix C, including a current team structure chart. The Peak District National Park Authority acts as host employer for both substantive and casual staff.

The core programme team oversees and directs the delivery of projects currently underway and is responsible for designing, organising and coordinating these interrelated projects to deliver the Partnership's core objectives efficiently. In addition, the core programme team lead on business development and it is planned to invest further in dedicated resource for this during the time frame of this Interim Business Plan.

The core programme team oversee and manage the staff that deliver the Partnership's outcomes. All new projects are managed and tested through a scrutiny process for adopting new projects onto the programme. Once a project is agreed it will have a clear management structure, dependent on the size and complexity of the project.

## **Working with other conservation organisations and stakeholders**

Many of the Moors for the Future partners undertake moorland management work on their own properties. In addition, there are other conservation charities working in this area, including individual Wildlife Trusts and the Woodland Trust and it will increasingly make sense to work collaboratively with these organisations wherever possible as opposed to competing for funding. There are also other adjacent Peat Partnerships and Areas of Natural Beauty Partnerships that the Partnership is increasingly looking to collaborate with on larger scale bids such as The Great North Bog. The land over which work is carried out is mainly privately owned or tenanted. As such our farming and moorland owning community are important partners.

## **GOVERNANCE**

Through the National Lottery Heritage Fund, support was put in place through the Moor Business project to look at key aspects of the Partnership, including governance and future funding. With reference to the governance of the Partnership, feedback was taken through the Moor Business process on partnership working and governance processes. This included establishing a Governance Working Group and a detailed review of options for the Partnership was carried out during 2019.

This has resulted in a commitment from existing partners to continue to support the Partnership financially through 2020/21, coupled with a revision to Partnership structures and ways of working which are set out in a revised Terms of Reference. This also includes putting in place a Memorandum of Agreement with each partner so that they are clear what mutual benefits are shared, what core funding covers and any additional, partner specific, activity that is agreed on an annual basis.

This update to the Terms of Reference recognises the role of the Peak District National Park Authority as the host for the Partnership, including the provision of a robust operating and financial framework with all procedures following PDNPA policies and Standing Orders.

Revisions to the Terms of Reference for the Partnership strengthens the strategic decision-making requirement for the Partnership, with a move to a quarterly Strategic Management Board and supporting Operational Management Group plus a wider Forum involving stakeholders. This enables partner organisations to be represented at both a strategic and operational level, with the Strategic Management Board focusing on the provision of strategic direction and high level scrutiny of the work of the Partnership.

## OUR FOCUS WORKING TOWARDS 2025

Through the Moor Business project, all partners have been provided with the opportunity to review and identify the value of being involved in the Moors for the Future Partnership. This has demonstrated that, whilst there are elements of partnership working that clearly needed a ‘refresh’, the rationale for and commitment to working through a shared agenda is very much supported. The key elements have been agreed as follows and are:-

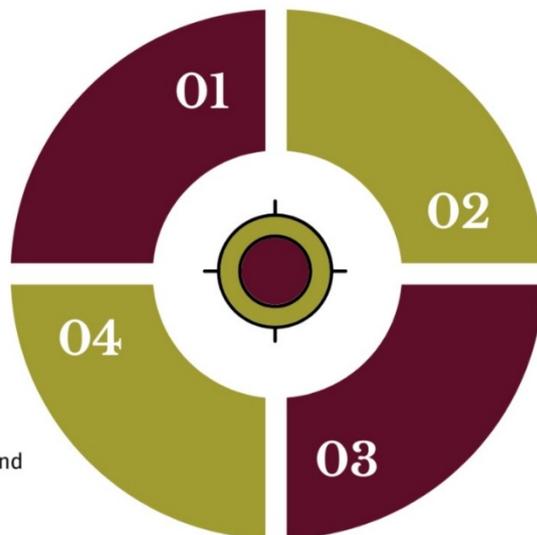
### WORKING TOWARDS 2025

#### 1 Partnership Focus

The Partnership is focused on delivering both current projects and looking to develop future projects that support partners’ objectives.

#### 4 Operational Priorities

The Partnership will operate on high quality upland restoration and on informing and facilitating sustainable land management.



#### 2 Partnership Representation

The Partnership represents the opportunity to work at a landscape scale rather than a series of projects.

#### 3 Sustainable Core Team

The core programme team to improve core cost recovery when bidding for project delivery.

The operational delivery priorities are as set out in the Operational Plan and these sits alongside the Interim Business Plan objectives below:-

## Objectives for 2020-21

1. Adoption of revised Partnership Terms of Reference and Governance Processes by 1.4.20
2. Transition to revised ways of partnership working i.e. confirmation of membership of Strategic Management Board and underpinning Operational Management Group/Task Specific Groups and reporting parameters, by 1.5.20
3. Confirmed MOU in place with all existing funders by 30.6.20
4. Discussion with core funders to agree parameters/ROI for funding support by 30.9.20
5. Development of future project focus to be agreed with Strategic Management Board, shaped by 2020-21 Operational Plan and known latest funding opportunities by 31.5.20
6. Development of an Advocacy Plan and Communications Strategy to be agreed by Strategic Management Board by 31.5.20
7. Delivery of current work programme, and agreed pipeline projects, as set out in Operational Plan by 31.3.21
8. Development of a detailed Market Needs Analysis to focus the Partnership's activity for the next 5 years by 31.10.20
9. Development of 5 Year Business Plan by 31.12.20

## Future Plans

The Partnership recognises the need to develop its resilience and has recently reviewed potential pipeline opportunities in this context. Through this process, it has provided a strategic steer for the delivery team on areas for future focus in line with its agreed objectives. Business development activity is broadly split into:-

- Funding Applications
- Project Management services
- Specialist Consultancy services
- Research Facilitation and Collaboration

In terms of the first area, the Partnership is playing a leading role in a new initiative - The Great North Bog, working with other specialist partnerships across the blanket peat landscape of the North of England which will have a more significant landscape-scale offer into the Government's 25 Year Environment Plan.

Other areas of opportunity include:-

- Natural Flood Management and working with city regions
- Environmental Land Management Scheme – working with land managers to help deliver environmental benefits/public goods
- Opportunities through the Utility Companies Asset Management Plans 2020 to 2025
- Heritage Woodland Project
- Consideration of working with/through other delivery structures to access charitable or commercial opportunities
- Engage more people in citizen science to engage a social ownership of the issues - public benefits of healthy moorland/peatland understood and supported by end beneficiaries
- Support research and development through working in collaboration with Higher Education and other scientific bodies
- Natural capital – including carbon budget and trade offs in restoration.

The Partnership 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 cleaner water entering the rivers and upland reservoirs and storage of carbon.

## **FUNDING**

### **Funding principles and mechanisms**

The Business Plan 2014 -20 set out a range of income generation methods which the Partnership has sought to employ over the last 6 years, with a number of these proving highly successful. This starting point will be returned to as part of the Investment Planning Strategy and 5 Year Business Plan to be developed later in 2020/21. Through the Moor Business process, it has also been established that significant changes are required in structuring improved ratios of core funding from projects, securing new partners and in developing wider commercialisation of services.

One of the income generation methods which has been deployed to date has been a 'core partner' funding contribution which has covered a significant proportion of employment costs of the core programme team and was formalised through a Statement of Intent. As the majority of these existing partner Statements of Intent finish in 2020, a process took place in 2019 to facilitate a discussion on partner funding contributions and the return on this direct investment, in addition to partners' own organisational investment in both staff time and specific project funding contributions.

Having completed this process late in 2019, partners agreed to maintain their existing levels of investment in the Partnership in 2020/21, with an agreed review of core funding to take place in September 2020. This enables the Operational Plan for 2020/21 to be implemented, ensuring delivery of partner outcomes and existing contractual obligations. In terms of future investment in a core programme team, it is hoped to be able to demonstrate to partners the holistic value of their investment in the Partnership and the planned ecosystem services benefits accruing to their organisations over an agreed timeframe. This, in turn, will hopefully provide partners with the necessary strategic rationale to make a longer term commitment at this point.

The core programme team will be working to establish a new Memorandum of Understanding to cover each of these agreements and also to bring on board new funding partners who may manage land, benefit from the Partnership's work and support the mission.

Through the Moor Business process, the following has been established.

- All future projects must be closely scrutinised to ensure full cost recovery and contribute at an appropriate level to fund the core programme team requirements. It is noted that many project funders place tight restrictions on core cost recovery however the Partnership is unable to take on projects unless they make a reasonable contribution to the core.
- The Peak District National Park Authority 'overhead recovery' fee per staff member has been examined and this regular scrutiny must continue.
- Allocating resource to business development and bidding is crucial and the value of this is recognised by partners. The core programme team are experienced and recognise that keeping funding opportunities under constant review, looking for match funding and responding quickly are often necessary to secure funds to deliver the Partnership's vision.

As indicated above, it is very likely that there will be funding opportunities to continue and develop the strategic priorities of the partnership across the Peak District, South Pennines, and potentially further afield. The Partnership is experienced in running major landscape scale projects and the core programme team will be seeking out opportunities to build on this expertise and deliver large spinal projects which align with the agreed objectives.

Any new opportunities will continue to be subject to the Standing Orders and approval process of the PDNPA within the timeframe of this Business Plan.

## **Funding Streams and Establishment Costs 2020/21 – See APPENDIX D**

### **MONITORING**

As an outcome of the Moor Business project, partners have requested that the process of monitoring the Partnership is revised moving forward. To this end, the revised Strategic Management Board will receive the following information at its quarterly meetings:-

- Executive Report – covering strategic developments/programme update/communications
- Financial Update – YTD position against core and project spend
- Risk Register review
- Business Development Log

The quarterly Operational Management Group meetings will receive detailed Programme Progress Logs which includes financial values of projects and is RAG rated. Any issues that require a strategic view will be passed to the Strategic Management Board for decision.

In addition, an overview of the Partnership's finances is undertaken by the Peak District National Park Authority.

In order to assist the transition to delineated Strategic Management Board and operational project structures, meetings will have their agendas managed to provide clear indications if papers are for action or for information.

### **RISK MANAGEMENT**

The Partnership manages risk through a detailed risk register which identifies both strategic and operational programme risks. This is presented as part of the Operational Plan process and for 2020/21, this will now be reported on at the Strategic Management Board on a quarterly basis. Any changes in risk will be identified at this point and specifically highlighted to PDNPA as lead partner through its risk management processes. In addition, individual project issues are identified on the Programme Progress Log and reviewed at monthly project management meetings. Project managers constantly monitor individual Risks, Issues and Dependencies (RID) logs and report to a weekly programme status update.

## APPENDIX A - SWOT ANALYSIS

This SWOT analysis has been developed to reflect the Partnership current state of development.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Successful partnership model delivering multiple objectives with expertise and knowledge.</li> <li>• Specialist team in place to deliver major projects.</li> <li>• Delivered outcomes covering all 3 objectives i.e. science, conservation, awareness raising</li> <li>• Improved bio-diversity</li> <li>• Engagement of local communities on the importance of the moors and the role they play - citizen science <b>and</b> community involvement.</li> <li>• Influence at a national level through reference in Glover review</li> <li>• Engagement with local private landowners</li> <li>• Engagement with wildfire risk mitigation work</li> <li>• Flood risk management work.</li> <li>• Communications work across forms of media.</li> <li>• Work in collaboration with academic institutions to maximise the potential value of scientific work.</li> <li>• Share scientific findings and support the upland scientific community through advice, support and data provision.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources – funding support for core team costs</li> <li>• Expertise focused in key delivery team members</li> <li>• Partnership tensions re operational delivery impact on strategic commitment</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Continued need to restore blanket bog and other moorland habitats.</li> <li>• Raised public awareness on impact of climate change and the need to address it.</li> <li>• Government Policy - Agriculture Bill specifically ELMS and 25 Year Environment Plan</li> <li>• Ecosystem services – payment for ecosystem services</li> <li>• Opportunity to work collaboratively with other peat partnerships</li> <li>• Infrastructure improvement schemes and off setting.</li> <li>• Proximity to urban populations with focused carbon neutral plans.</li> <li>• Need for civic resilience – flooding, fire threat.</li> <li>• Skilled at evidence gathering to support investment.</li> <li>• Current and future Asset Management Plans</li> <li>• More collaboration with other stakeholders and charities to maximise benefit of funding, not dilute it.</li> <li>• Opportunity to work on public health and improving mental health agenda.</li> <li>• Working with renewable energy sector</li> <li>• Working with Northern Forest</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change impacts - uncontrolled moorland fires and potential for backwards steps in restoration</li> <li>• Potential changes in legislation</li> <li>• Increased competition from other stakeholders and charities for limited funding.</li> <li>• Differing objectives between stakeholders.</li> <li>• Impact of tensions/breakdown of partnership relationships.</li> <li>• Agri funding uncertainties/bedding in issues</li> <li>• Risk of pause in funding for capital works.</li> <li>• Lack of support for evidence/monitoring evaluating.</li> </ul>

## APPENDIX B - PESTLE Analysis

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Post Brexit opportunities and threats</li> <li>• 25 Year Environment Plan/ Clean Air Strategy/ Clean Growth Strategy/ England Peat Strategy</li> <li>• National Park funding impact on PDNPA</li> <li>• Support for 'levelling up' in the North of England and for devolved regions such as Greater Manchester.</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Post Brexit economic impacts including employment rates; exchange rates; inflation rate; interest rates; trade tariffs; impact on local economies; impacts on/changes in public and third sector funding.</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Increasing public awareness in taking action on climate change</li> <li>• Changing demographics</li> <li>• Impact of information sharing changes/social media</li> <li>• Changes in lifestyles - recreation and leisure changes; health and wellbeing awareness including mental health</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Technological developments - drones, remote monitoring, use of Apps,</li> <li>• Changes in R and D; working with Research Councils/HE funding for R and D; patents/Licensing/IP</li> </ul>
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Post Brexit legal frameworks including employment law; industry-specific regulations; environmental legislative changes;</li> </ul>	<p><b>Ethical</b></p> <ul style="list-style-type: none"> <li>• CSR priorities for corporates</li> <li>• Impact of climate change on MFFP agenda – recreation and leisure; agriculture and land management; Biodiversity changes; water quality; flooding; wildfires; new restoration techniques,</li> <li>• Development of Natural Capital models</li> </ul>

## **APPENDIX C – Core Team role focus and Organisation Chart**

The Core team consists of:-

Head of Programme Delivery  
Communication Programme Manager  
Programme Manager – Conservation and Land Management  
Programme Office Manager  
Science Programme Manager

With additional support from Programme Administrator and Administration Officers and GIS Officers. It is hoped to appoint a part-time Business Development Officer to support business development work in 2020/21.

Key aspects of the core programme team's work includes:

- Executive leadership across the Partnership, working with partners and the Peak District National Park Authority to deliver against MFFP's vision and key aims
- Providing expert knowledge of respective specialist areas to design and support projects, influence policy, advise partners, and seek new opportunities
- Maintaining programme schedules, ensuring project managers have the support required to effectively deliver a wide range of types and sizes of project
- Managing and motivating project teams to maintain productivity, develop skills, and improve performance
- Business development – seeking new projects, scoping and writing funding applications, and initiating new projects in line with partnership outcomes, alongside dealing with executives, senior managers and committees
- Monitoring and mitigating programme level risks, such as contractor capacity, conflicts of interest, and resourcing clashes, assessing impacts of new projects
- Reporting to individual partners
- Advocacy – representing the partnership at external events, conferences, and meetings in addition to producing responses for consultations, best practice guidance, and policy documents.
- Supporting partners in external bids delivering the partnership's outcomes.



## APPENDIX D – Funding Streams and Establishment Costs

### 1. Partnership Contributions to Core Programme Team 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
RSPB	7,500		7,500
Pennine Prospects	2,000		2,000
Severn Trent	15,000		15,000
United Utilities	15,000		15,000
Yorkshire Water	15,000		15,000
Sub total	<b>227,500</b>	<b>0</b>	<b>227,500</b>
<b>Project Partners</b>			
Multiple partners		34,300	34,300
Sub total	<b>0</b>	<b>34,300</b>	<b>34,300</b>
<b>Total</b>	<b>229,500</b>	<b>34,300</b>	<b>263,800</b>

Pipeline			
<b>Project Partners</b>			
Environment Agency		5,000	5,000
Triodos/Esmee Fairbairn, EA		45,750	45,750
<b>Pipeline total</b>		<b>50,750</b>	<b>50,750</b>
<b>Total</b>		<b>85,050</b>	<b>314,550</b>

Operational Partner funding contributions are as agreed at Dec 2019. In addition, the 'multiple partners' figure shown is income from projects where it is currently possible to cost in programme management.

## 2. Project Funding for Delivery During 2020/21

Projects contracted/approved	Anticipated gross expenditure of project work 2020/21 £	Funders
Private Lands Portfolio	500,000	NE
MoorLIFE 2020	2,003,000	PDNPA, EU LIFE, STW, UU, YWS, NT, PP, RSPB
River Etherow Monitoring	8,000	STW, UU, YWS
Moor Carbon	315,000	Defra
Mend our Mountains	170,000	BMC, Sheffield City Council, EOCA, EPIP
Upland Skies	5,000	RSPB
Building Blocks	1,700,000	NE
GMC NFM (Stalybridge)	76,500	EA
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	120,000	Esmée Fairbairn, Triodos Bank, Defra, EA
AMP7 Works ( <i>approval sought - 20/3/20</i> )	300,000	STW, YWS
Leaves to Clean	128,430	EA
Radcliffe and Redvales NFM	300,000	EA
<b>Sub Total</b>	<b>848,430</b>	
<b>Total</b>	<b>5,628,430</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

### 3. Core Programme Team Establishment Costs 2020/21

Item	Budget £
Employment/on-costs for core team	222,550
Travel / transport	6,000
Stationery / consumables/postage/sundries	950
Photo copying / printing	2,000
Phones + mobiles, conference calls	1,000
Meetings (room hire, refreshments)	1,600
IT costs incl software	3,500
Protective Clothing	1,500
Training/Conference attendance	5,000
Corporate overhead (rent, power, corporate resources, etc)	42,770
<b>Total</b>	<b>286,870</b>
GIS/programme office support (approx. 1 WTE)	31,585
<b>Total incl GIS/Programme office support</b>	<b>318,455</b>
Business Development Officer	28,520
<b>Total incl Business Development Officer</b>	<b>346,975</b>

The above establishment costs of £318,455 cover a core team of 5 permanent staff with additional technical, and administration staff assistance (approximately 1 WTE) where required. Funding is monitored very closely in year, with the budget and spend adjusted accordingly.

Exploring additional projects is one of the programme managers' core activities, including responding to calls for potential work and proactively seeking financial resources with current and future partners. It is hoped to focus on the Partnership investing in a part-time Business Development Officer (cost £28,520) to support business development work in 2020/21.

As indicated in the table, assuming that the two Pipeline Projects are secured as detailed, the Partnership is very close to achieving financial balance in covering these costs in 2020/21 whilst overseeing project delivery of £4,780,000, with a potential £848,000 to be added to this.

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## **9. 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 National Park Authority 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 the National Park Authority 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 Director of Conservation and Planning, in consultation with the Head of Law and in agreement with the Chief Finance Officer.**

- 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 National Park Authority'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 principle 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 National Park Authority 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.  
06/05/2020

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<b>Project Name</b>	<b>MFFP: AMP 7 (Peatland Restoration)</b>
<b>Project Manager</b>	Matt Scott - Campbell
<b>Date</b>	March-20
<b>Version Control</b>	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	Inability to evidence deliverables / outcomes Prior agreement required on Monitoring arrangements	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	Projects fail to deliver on cost, quality and timescale aspirations Poor project delivery leading to; Reputational risk. Contractual commitment failure.	Reputational risk to MFFP/PDNPA landscape doesn't receive vital conservation works	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	

## **10. CLIMATE CHANGE MITIGATION 2020-25 (CF)**

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

This report relates to a proposal for an umbrella authority, for Moors for the Future Partnership (MFFP) on behalf of the Authority to accept funding from a variety of sources for Climate Change mitigation projects up to the value of one million pounds over the next five years.

This will place the Authority in an agile and responsive position regionally and nationally and enable the Authority through the use of the unique skillset and experience within MFFP to meet a number of critical emerging needs associated with the Climate Emergency.

#### **Key Issues**

The growing evidence of the harmful impacts caused by anthropogenic climate change draw a clear picture. We need to do more, we need to do it now and, critically, we do not know what the solutions of the future look like yet. For this reason we need to be prepared and ready to action the next big opportunities.

Moors for the Future Partnership's work over the past 17 years has positioned the Partnership to see, understand, and use, new opportunities for the betterment of society and PDNPA objectives. For example, the development of using heather brash with lime, seed and fertiliser to treat bare peat was tested, developed and pushed through by the Partnership and is now established as the go-to technique for restoring bare peat in the Dark Peak and Pennines. It has totally changed the health and trajectory of over 30 square kilometres of the UK's most damaged and critical blanket bog, much of that in the Peak District.

However, in spite of the huge achievement of the past 17 years, the majority of our peat is still losing carbon because it is too dry, and therefore in poor condition. (A vegetative cap is only the first step towards good healthy bog).

We need to change this and return blanket bogs to the huge carbon sinks that they can be. Peat is a "super-soil" covering only three percent of the earth's land surface, but storing over thirty percent of all terrestrial carbon. Yet only 12% of English blanket bog is in good condition and little of that is in the Peak District.

#### **Anticipated Climate Change Project Portfolio Value 2020-25**

**This Report asks for authority to accept funding up to one million pounds over the next five years.**

This will be used to resource capital works and officer time in new areas of innovative research and development to mitigate climate change issues. For example we already have approximately £70k of secured funding, should authority be given to accept it, working in the Calderdale region, (see case study 2, in the *Background Information* below). This work is expected to be the first of a larger body of work, reaching across the Pennines. (There are nearly 250,000 hectares of blanket bog in England requiring a condition assessment). The authority sought in this report would enable this work and others to grow without repeatedly asking National Park Authority Committees to consider the same evidence for the same purpose, while ensuring clear sight and appropriate risk management remain in place.

### **2. Recommendation**

**That the Programmes and Resources Committee supports the proposed establishment of small projects to tackle climate change through 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 £1 million between 2020-2025, and delegating authority to approve the acceptance of new contracts with external funders under this authority to the Director of Conservation and Planning, in consultation with the Head of Law and in agreement with the Chief Finance Officer.**
- 2) That the Authority may, subject to compliance with its procurement standing orders, enter into contracts for the delivery of Climate Change Mitigation projects.**

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

The strategic fit of the Climate Change work is fully integrated within the MFFP 20/21 Operational Plan and the MFFP 2020 – 2025 Business Plan and is relevant to the Peak District National Park Management Plan Vision. It 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 Climate Change Mitigation 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 multiple external bodies and individuals will also

contribute significantly to the outcomes of other partner organisations within MFFP.

## **Background Information**

### Why is more investment into Climate Change Mitigation required?

Climate change mitigation is a key challenge facing us all.

Numerous cities have declared “Climate Emergencies”, the “State of Nature” Reports are year on year recording declines in our natural resources. The recent Houses of Parliament Report into Climate Change and Wildfire clearly cites anthropogenic climate change as a cause of the worsening situation.

For decades reports and academic literature have clearly shown the role peat, bogs, land management and broader conservation work have in addressing both the causes and impacts of this changing climate. Whether through providing clean water; storing carbon; protecting communities and infrastructure at risk from flooding or enabling economically sustainable rural communities to provide great recreation and exercise for all our visitors – it is all part of a necessarily holistic approach.

The unique skillset and experience MFFP has developed over the past 17 years now places the Authority firmly at the leading edge of innovative land management in the uplands.

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. Now in 2020, we know more about these drivers such as climate change and we know we need to do more than we have before, and we need to do it differently, in some cases. So we are compelled to look deeper and further for the next solutions.

### Case study 1: Roaches wildfire 2018.

Work from the Community Science Project has demonstrated that the drought of 2018 had a significant, long term impact on the hydrology of many of our iconic landscapes, including the Roaches, Chatsworth and Marsden. Drought events are becoming more common and are one of many increasing risks from climate change. The England and Wales Wildfire Forum Conference in November 2019, for example, repeatedly made this case in its various talks and presentations from the UK and around the world.

Wildfires in recent years have highlighted the risk facing our own iconic landscapes. Hills across the Peak District have been severely damaged and there is no quick healing process.

The wildfire on the Roaches in 2018 was unique because our Community Science Project was already collecting data on the site’s condition. This gives us a very rare before-and-after picture of the wildfire and its impact.

The loss of vegetation and subsequent erosion of bare peat led to an average 5.3cm of peat loss across the burn-scar of 61.7 hectares. In some locations the loss was much higher, nearly 10cm. Given the rate at which peat bogs grow when they are healthy, active carbon sinks, that equates to approximately 500 years of peat accumulation lost in one event, 1000 years in some locations.

That equals an estimated 3,244 tonnes of carbon or 11,430 tonnes of carbon dioxide lost in a single wildfire event.

There were 51 wildfires in the South Pennines Special Area of Conservation in 2018. Reports such as the Houses of Parliament's 2019 Report into Wildfire are clear – the likelihood and impact of these wildfire is increasing.

The only area of the Roaches which resisted the wildfire's damaging effect was restored prior to the 2018 wildfire:

- This followed the advice and technical instruction from MFFP's staff through the Private Lands Project.
- MoorLIFE2020 funded our staff to advise following the 2018 fire and has recently produced a report into the carbon loss from this wildfire.
- Funding from our Water Environment Grant (Building Blocks) is now funding the restoration of the site and our staff have surveyed, tendered and overseen the work.
- Research and development through Moor Carbon and MoorLIFE 2020 have given critical insights into potential restoration for this site.
- We are also helping Staffordshire Wildlife Trust and Natural England formulate a long term plan for the site.

This is one example of how MFFP utilises multiple funding streams to maintain focus on the key issues and priorities.

#### Case study 2:

##### Blanket bog condition assessment and wildfire severity assessment.

MFFP's staff have a unique range of skills and experience. Our knowledge of the moorlands, restoration, engaging with land managers and owners is unparalleled. We have recently been given the opportunity to use this resource to produce an innovative piece of work for Calderdale's Natural Flood Management Operations Group.

Calderdale Metropolitan Borough Council has offered a grant of £67,000, (funded by the Environment Agency), for MFFP to produce a report on Calderdale Blanket Bog's ecological condition (as per Natural England's "6 States of Blanket bog") and its wildfire severity condition. This is an innovative project, the first of its kind, providing a strategic assessment of risks and opportunities to protect and enhance this most fragile yet critical habitat.

This would be the first, we hope of many, similar projects covered by this authority. These are emerging needs for the National Park Authority, other authorities and agencies as we strive for strategic, holistic management of our landscapes in the face of a rapidly changing climate.

This work would directly deliver "A sustainable landscape that is conserved and enhanced", part of the National Park Authority's "Our Corporate Strategy 2019-24".

Specifically, it would address KPI 2 (Natural beauty conserved and enhanced), which asks us to: *"Develop methodology for strategic sustainable landscape monitoring with partners, which identifies interventions required to prevent/reduce/reverse/ mitigate negative changes and enhance natural beauty; and addresses any issues arising from the climate change vulnerability assessment of special qualities"*.

The proposal is also in line with the objectives set out in the MFFP 2020/21 Operational Plan and fits into the wider 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. Developing this ‘umbrella project’ authority will further develop the Authority’s responsiveness to climate change mitigation/adaptation related projects and initiatives. Working in this way will give the Authority significant influence with key partners regionally who themselves have significant influence over the management of the moorland landscape.

Authority powers and the geographical reach of the project: The Functional Specific Power of Competence granted to English National Parks in 2016 (Cities and Local Government Devolution Act 2016) enables NPAs to do “anything it considers appropriate for the purposes of...carrying out any of its functions.....anywhere in the United Kingdom and elsewhere”.

Provided that the project actions are appropriate to the Authority’s statutory purposes (such as to conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park) there are no boundary restrictions. However, this will be determined on a project by project basis as part of the delegated authority.

### Project Succession Planning

As previously highlighted MFFP Programme Management continually builds and develops succession within our programme of projects to consistently fight the worst impacts of climate change. This is achieved by matching the multitude of available sources of funding with the restoration needs of the habitats, and the Partnership’s and National Park Authority’s wider outcomes over a huge working area.

In MFFP’s 17 year history an opportunistic approach to all sources of funding has been a vital component of our skill set from external sources. This has unlocked for us the large grants secured by MFFP in MoorLIFE and MoorLIFE 2020 and many smaller ones too.

MFFP has well established relationships with water companies, academic institutions, government agencies and national charities and organisations. We have successfully delivered multi-agency partnership projects which deliver cutting edge research, communications and land management. We are uniquely positioned to deliver more joined up work on our vital landscapes as our society needs to stop the worst effects of climate change. The loss of LIFE funding via the EU indicates that other, probably smaller, but more numerous grants and funding packages will be critical opportunities as we look to the future. While MFFP has achieved significant changes and achievements over its seventeen year history, we also see from this experience that this is merely the end of the beginning – the need to continually evolve and innovate our land management for itself and its wider impact on climate change is clear.

This proposed authority would enable MFFP to use its proven and tested skills and experience to utilise more small but important projects to fight harmful climate change.

The output from this authority will provide answers to the “next big questions” we are only beginning to formulate. A better understanding of the condition of our blanket bog is one answer – so we can start to understand what is missing and what needs repairing most urgently.

This is entirely complimentary to our strategic goals of strengthening our position through greater resilience and filling the critical gaps in our knowledge. Knowing where to act, and having a new arsenal of techniques to work with, can only enhance our future standing on this issue.

### **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 it is imperative that MFFP remains an agile, versatile competitor in the conservation funding market, as we develop future (post-Brexit) projects to continue the work of the partnership.

Each new project under this new authority will be assessed against our ongoing programme commitments, and as at February 2020 there is sufficient capacity within the programme to integrate the additional officer resource, (such as monitoring, surveying and communications) 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.

### **Conservation and Land Management**

The climate change mitigation project proposals to be delivered in the next five years will be developed through an iterative process working with partners and will be specifically tailored to meet, and where possible exceed, their specific strategic, functional or KPI requirements.

Climate change mitigation is rapidly growing as a key driver for many of our partners from water companies to the National Trust, DEFRA and the Moorland Association.

### **Research and Monitoring**

Research and development are key aspects of the fight against climate change's worst impacts. We do not know enough about our most vital landscapes, (*see the Parliamentary Office of Science and Technology's report into Wildfire and Climate Change as one example of the evident lack of evidence*). Through engaging with multiple partners and external bodies we will have the best opportunity to continue to develop our expertise and wider goals.

MFFP has demonstrated experience of:

1. Extensive programme and project management; (including financial and strategic risk management)
2. Cutting edge blanket bog and carbon research and monitoring with leading academic institutes;
3. Engagement with a wide variety of stakeholders in complex, multi-organisation and multi-disciplinary projects;
4. Leading innovation for fire retardant blanket bog;
5. A well-developed network of contacts in local government, DEFRA, academia, utility companies, charities and private land managers;
6. A significant, regular social media presence among target audiences;
7. Proven experience of finding and maximising funding opportunities;
8. Delivery of extensive capital works across a landscape of protected sites.

In a swiftly changing world, where new technologies and strategies are more and more in need, our skills and experience at MFFP are exactly suited to meet this challenge.

This authority will enable us to do so, while giving full sight to senior National Park Authority managers of the strategic fit, function and risks.

This also provides MFFP and partners with the opportunity to focus on the wider ecosystem benefits delivered by peatland restoration, such as natural flood management, water storage and quality, biodiversity, recreation and the local economy and thereafter share and disseminate this

information at a national level. This will contribute to maintaining MFFP's and the Authority's position as a leaders within the peatland restoration community in the UK.

## **Communications and Engagement**

For as long as funding allows, 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 mitigating climate change, primarily focused on the uplands and our core work on blanket bog. 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.

## **Proposals**

As the Climate Change Mitigation proposed authority 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 set of works 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, 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 Climate Change Mitigation if Authority is granted will be as follows:

- **Resource Management Meeting in April 2020:**  
The Climate Change Mitigation proposals are presented for comments and approval to progress to Committee.
- **Programmes and Resources Committee in May 2020:**  
Climate Change Mitigation Proposals put to Committee for approval.
- **Confirmation of initial Contracts by July2020:**  
Upon Authority approval, recommendations for delegated approval to accept new contracts with funders will be made by MFFP and upon acceptance finalised for project start by June 2020.

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

### **Financial:**

The resources available to develop and agree the agreements for working to mitigate against climate change 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 National Park Authority officers with delegated authority to accept new projects in tandem with MFFP recommendations.

The Climate Change Mitigation Authority can be expected to provide project funding income to support core MFFP activities over the 2020-25 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 Climate Change mitigation 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.

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 rejuvenation 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 rejuvenating 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

## **Equality**

There are no equality issues arising from this report.

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

None

## **6. Appendices**

None

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

Chris Fry, Conservation Quality Manager: Conservation & Land Management, Moors for the Future Partnership.  
06/05/2020

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## **11. MINOR PROPERTY DISPOSALS - REPORT OF THE MICRO SCRUTINY PANEL**

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

This report sets out the findings of the Scrutiny Panel appointed by the Committee on 17<sup>th</sup> January 2020 to carry out a micro scrutiny of the process for disposing of minor properties.

#### **Key Issues**

- The Authority has previously agreed its approach to Member Scrutiny.
- As part of this approach any Member can, following consultation with the relevant Chair, make a suggestion for an area of activity to be the subject of a micro scrutiny.
- Following a request from a Member in January 2020 the Programmes and Resources Committee established a Micro Scrutiny Panel to look at the process used for the disposal of minor properties.
- Since January the Panel has met three times to consider the issues raised and look at how the process can be improved. A copy of the report setting out the findings and recommendations of the Panel are set out in Appendix 1.

### **2. Recommendations(s)**

- 1. To note the report of the Micro Scrutiny Panel and its recommendations relating to the process for dealing with the disposal of minor properties as set out in Appendix 1.**
- 2. To ask the Chief Executive in consultation with the Head of Law, Corporate Property Officer and Chair of the Authority to amend the Property Disposal documentation to reflect the recommendations of the Panel, in accordance with the delegation from Authority to make amendments to the Corporate Asset Management Plan and its appendices.**

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

### **3. The Corporate Strategy (2019-24)**

#### Our organisational performance

“The Peak District National Park Authority is an agile and efficient organisation”

“Our well - maintained assets support the delivery of our landscape, audience and community outcomes.”

KPI 26 – Develop a corporate Asset Management Plan – Director of Corporate Strategy and Development and Corporate Property Officer (CPO)

#### **Background Information**

4. On 17th January 2020 the Committee considered a request from a Member to carry out a review on the process used to progress the disposal of a number of minor properties owned by the Authority.
5. In considering the details on why this was believed to be a suitable topic for Member

Micro Scrutiny it was noted that Officers involved in the process had already carried out a review and made changes to the process. It was therefore agreed that the starting point of the review should be to look at the revised process 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.

6. The Committee appointed Cllr C Furness, Prof J Haddock-Fraser, Cllr A McCloy and Cllr B Woods as members of the Micro Scrutiny Panel and agreed that the review would be completed so that a final report could be considered at this meeting of the Committee.

### **Proposals**

7. In considering the request for scrutiny the Panel identified the following issues:
- The timescales for completing the process (November 2017 to June 2019).
  - Value for money considerations such as the use and availability of resources and the overall cost to the Authority.
  - Stakeholder engagement in the process in terms of communications with Parish Councils, Authority Members and special interest groups.
  - The process used in terms of the selecting of prospective purchasers and the methodology used to evaluate offers received.
8. On the 14 February 2020 the Authority approved the Corporate Property Asset Management Plan which included the Minor Property Disposal Tool Kit at Appendix 5. The Micro Scrutiny Panel therefore considered the revised Toolkit and tested it against the issues identified.
9. In approving the Asset Management Plan the Authority agreed to delegate the final wording of the Plan and the associated appendices to the Chief Executive following the conclusion of the Micro Scrutiny on minor properties and in consultation with the Corporate Property Officer, Head of Law and Chair of the Authority. Therefore, if the Committee accepts the recommendations of the Micro Scrutiny Panel, the Toolkit can be amended without taking it back to a meeting of the Authority.

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

#### **Financial:**

10. There were no significant financial implications regarding setting up this Micro Scrutiny Panel and on this occasion additional resources were not required to support the scrutiny process or implement its proposed recommendations.

#### **Risk Management:**

11. None

#### **Sustainability:**

12. None

13. **Equality:**  
None

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

None

15. **Appendices**

Appendix 1 - Disposal of Minor Properties – Report of the Micro Scrutiny Panel

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

Adrian Barraclough, Director of Commercial Development and Engagement, 05 May  
2020  
adrian.barraclough@peakdistrict.gov.uk

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# **Disposal of Minor Properties**

Report of the Micro Scrutiny Panel

May 2020

## **Introduction**

The Panel was established by the Programmes and Resources Committee to undertake a micro scrutiny review of the process recently used for disposing of minor properties.

The decision to commence the disposal process was agreed at a meeting of the Audit, Resources and Performance Committee held on 3 November 2017.

The Panel was a cooperative and collaborative process with the aim of informing and improving the process for future disposals.

In carrying out its task, the Working Group had regard to the seven key principles that underpin the ways of working at the Authority:

- We always start with outcomes
- We always ask what's possible
- We always put the public first
- We always look for efficiency
- We always act with agility
- We always value our colleagues
- We always develop ourselves and others.

4 Members were appointed to the Panel by the Programmes and Resources Committee:

Cllr C Furness  
Prof J Haddock-Fraser  
Cllr A McCloy  
Cllr B Woods

At the first meeting of the Panel Cllr C Furness was appointed as Chair. During the review the Panel was supported by the Director of Commercial Development and Engagement, the Corporate Property Officer and the Democratic Services Manager.

The Programme and Resources Committee had asked that the review be completed so it could be considered at the meeting of the Committee to be held on 15 May 2020.

## **Scope of Review**

In considering the request for scrutiny the following issues were identified:

- The timescales for completing the process (November 2017 to June 2019).
- Value for money considerations such as the use and availability of resources and the overall cost to the Authority.
- Stakeholder engagement in the process in terms of communications with Parish Councils, Authority Members and special interest groups.
- The process used in terms of selecting of prospective purchasers and the methodology used to evaluate offers received.

## **Method of Review**

To look at the existing Officer review of the process to establish whether it adequately addresses the issues raised by Members and examine in more detail those areas where the Panel believes that those issues have not been fully addressed.

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## Background

Over a number of years, for various reasons, the National Park Authority has acquired a number of minor properties, principally to secure and enhance landscape features to the benefit of our National Park to deliver our statutory purposes.

On 3 November 2017 the Audit, Resources & Performance Committee considered a report setting out proposals to rationalise the Authority's minor property portfolio, in accordance with the Asset Management Plan and the DTZ Plan of 2013.

In that report the Committee reviewed the priority list of minor properties for disposal initially undertaken in 2016 and agreed an updated prioritised list of 15 properties. In approving the list it was confirmed that disposals would only be considered where the important features of each property could be secured for future generations to enjoy. At that time it was also acknowledged that securing such features through disposal to likeminded organisations or individuals who share the Authority's management objectives may be reflected in sales at an undervalue as compared to a unencumbered open market disposal.

The Committee agreed that any decision-making and disposal of properties identified with a low to medium risk, including approval of any possible undervalue arising from a disposal process, be delegated to the Resource Management Meeting in consultation with the Head of Law, the Corporate Property Officer and the Chair and Vice Chair of Audit Resources and Performance Committee. It was also agreed that the future of properties identified as high risk would be considered as part of the Asset Management Plan Review.

Following completion of the woodlands disposal project, Officers then embarked on the programme of work to review the portfolio of minor properties. A project team of Officers with expertise in property and other specialist areas was established to consider which of the "minor properties" may be suitable for disposal following the asset disposal guidelines in place. As a result 7 properties were put on the market in spring 2019 for sale.

At the end of the process, in response to the tenders received, the Authority decided to dispose of two properties; land at Losehill Hall and Winster Ore House. The Authority decided not to dispose of the remaining properties at that moment in time but reconsider them as part of the wider Asset Management Plan Review. This decision was made because it was not considered that the potential recipients of the other 5 properties had sufficiently similar management objects to the Authority. Following a subsequent discussion with the successful bidder on one of the two properties identified for disposal the property was retained and it too will be considered as part of the Asset Management Plan Review.

At the end of this process Officers carried out a learning review to consider ways of improving the process for future disposals. As well as finalising the draft Asset Disposal Procedure, an accompanying Tool Kit for Disposal of Assets was produced to help Officers to implement the Asset Disposal Procedure. These two process documents were included in a report on the new Corporate Property Asset Management Plan approved by the Authority in February 2020.

On 17 January 2020, following a request from a Member, the Programmes and Resources Committee approved a proposal to carry out a micro scrutiny of the disposal process and appointed four Members to a Scrutiny Panel. The Panel was asked to look at the process used

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because of concerns over the length of time it took to complete, issues over communication and consultation internally and externally, and the reliability of the method used to score and evaluate bids at the eventual assessment stage. The desired outcome from the micro scrutiny was to consider ways that the Authority's property disposal process could be made more efficient, effective and open.

Key points to consider were:

- Over-long timescales: from ARP decision in November 17 to eventual conclusion in June 19.
- Internal resources: input and availability of specialist Officers, time and monetary cost to the Authority in terms of value for money.
- Stakeholder engagement: clarity, timing and content of communication with parish councils, Authority members and special interest groups;
- Issues of reputational damage.
- Process: The apparent uncertainty over procedures surrounding the selection of prospective buyers and scoring methodology, resulting in just two properties eventually being disposed of.
- Feedback and learning points from Officers.

### **Evidence and Research**

At the initial meeting the Scrutiny Panel considered a timeline of the events that had led up to the scrutiny review and noted that Officers had updated the Minor Property Disposals Toolkit to incorporate their reflections on how the process had worked in practice. In light of this it was agreed that the Panel would:

- Review the standards and risk based approach by considering the difference between the Authority's policies and those adopted by others. This could be achieved by asking whether the Policy agreed by ARP was the right one and did it achieve the goal to balance value for money considerations and ecology protection. It was noted that in disposing of woodlands the Authority had disposed of assets using covenants to offer ongoing protection. Panel Members questioned whether the Authority could have been bolder and more trusting of partners. It was acknowledged that in asking for the review there was no suggestion that Officers had not followed the approach agreed by the Committee.
- Review the policy and process by looking at how the decision to dispose was made and the scoring process used to evaluate offers. It was suggested that this could be achieved through a comparison with how other organisations have approached their minor property disposals.
- Examine stakeholder involvement in the process. Members of the Panel suggested that it would be useful to look at the correspondence around the High Rake and the Winster Ore House to illustrate this.
- Consider whether the process represented good value for money.

To achieve this at the second meeting of the Panel Members considered the approaches adopted by other National Park Authorities and Local Authorities and looked at email correspondence received relating to High Rake and Winster Ore House. In considering the correspondence it was noted that:

- It appeared as if responsibility for progressing the disposals had changed hands several times during the process.
- There had been significant delays in stakeholders, including Members, receiving responses to correspondence.
- There appeared to be some confusion over whether stakeholders were being informed or consulted on disposal proposals.
- There was a need for a greater understanding of the weighting used for scoring and evaluating bids from potential purchasers.

At the third meeting the Panel looked at the Toolkit for Disposal of Assets and considered it in the context of best practice and the specific cases discussed at the previous meeting.

### **Key findings**

Overall the Scrutiny Panel were content with the revised process and recommended a number of changes to make sure that:

- The revised process enables the Authority and its Officers to be bolder in approach by clarifying that the methods of disposal identified in the Toolkit should have equal weighting.
- There is a clear audit trail with good record keeping including meeting notes and agreed actions.
- Good lines of communication were maintained internally and externally with a single point of contact for enquiries. The process needed to be much clearer on whether engagement with stakeholders was consultation or informing or notifying.
- Greater clarity on the stages at which Members have input into the process

### **Conclusions**

To address the findings it is recommended that the Tool Kit for the Disposal of Assets is amended as set out in Appendix I.



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**APPENDIX 1****TOOL KIT FOR DISPOSAL OF ASSETS****Fourth Draft****Introduction**

This process note complements the Asset Disposal Procedure and gives officers a stage-by-stage process for disposing of Authority property. This note is based on 'learning' from the Minor Properties Disposal Project. The Senior Leadership Team and the Chair of the Authority have requested it.

The Tool Kit is based on each disposal process being led by a clearly identified Head of Service ( the 'Sponsoring Head of Service' ) All communication must be sent to the Sponsoring Head of Service to coordinate decisions and responses within their Service, to other Services, to the Chair and Vice-Chair of Programmes and Resources Committee and the Senior Leadership Team. Incoming communication from external organisations and stakeholders must be directed to the Sponsoring Head of Service to respond to.

A 'audit trail' of the whole process needs to be kept by the Sponsoring Head of Service (or an Officer delegated by them). The audit trail must include clear meeting notes and actions points for Stages 1 to 9.

**Key stages****STAGE 1 - Service appraisal of potentially surplus property**

**Sponsoring Head of Service/Director** Does the Authority need to carry out the activity/service that is carried out from the property? Can another organisation, business or person carry out the activity/service?

**Case Worker/Team Manager/Head of Service** Consider if there is a potentially surplus property, the responsibility for which lies within their Service. An initial assessment should be made in accordance with para 4.1.1 and 4.1.2 of the Asset Disposal Procedure (2020) namely:

An initial assessment must be made, with the Overarching Principles in mind, to determine whether land is surplus. Each case should be assessed on the circumstances associated with the land and taking into account the Authority's Corporate Property Asset Management Plan, and the Asset Management Plan Decision Tree should be completed. The following matters should be considered:

- a) Whether the land fits with the Authority's three strategic outcomes on landscape, engagement and communities.
- b) Whether there is an operational need and that operational need can only be met by the particular property.
- c) That the land held is integral to continuity of service delivery.

- d) If the property does not meet (a), (b) or (c) above, whether it offers or could offer significant revenue raising opportunities to warrant retaining it.

Where land satisfies any of the criteria (a) to (d) above, it is unlikely to be surplus. However, even if the property does satisfy any of the above criteria, it could still be considered for disposal if it cannot meet the two criteria below:

- a) **Financial sustainability** – the Authority only owns what it can financially afford to sustain for now and for the period of the capital strategy;
- b) **Asset condition** – any property the Authority owns will be put into satisfactory condition and will be maintained in this condition for the duration of ownership.

Sponsoring Head of Service makes the decision whether the property is ‘provisionally surplus’ and, if so, ‘sponsors’ the proposal for a corporate decision.

**STAGE 2 - Consult with Senior Leadership Team and other Heads of Service if the recommended ‘provisionally surplus’ property can be corporately declared ‘surplus’**

Sponsoring Head of Service sends out attached provisional surplus property report (Appendix 1) to all relevant Heads of Service with a minimum deadline of 6 weeks for their Services’ response. Heads of Services consulted by the Sponsoring Head of Service must reply even if it is to say that they have no comments on the proposal. This will ensure that there can be no ‘come back’ to suggest staff have not been consulted.

Each relevant Head of Service is responsible for consulting the relevant staff in their Service and providing a whole Service response to the Sponsoring Head of Service.

Responses should include:

- A detailed description of any relevant factors not covered in the Provisionally Surplus Report that the Service is concerned about and wishes to discuss
- What are the perceived risks and level of risk to the property that could be compromised by an ‘inappropriate’ future owner
- Advice as to whether additional public designations needs to be placed on the property before disposal (e.g. access and rights of way, local nature reserve status, TPOs)
- Advice as to whether additional legal covenants need to be placed on the property before disposal

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**STAGE 3 - Sponsoring Head of Service decides whether an internal meeting is required to resolve any matters**

The Sponsoring Head of Service analyses other Heads of Service responses and decides whether an internal 'face-to-face' meeting is appropriate to resolve any conflicting advice given and attempt to resolve them. The face-to-face meeting could be with just one or a number of Service representatives. Heads of Service will attend themselves or nominate a relevant specialist to speak on behalf of their Service.

If issues cannot be resolved, refer the matter to relevant Directors to decide whether the property is declared surplus.

**STAGE 4 – Sponsoring Head of Service decides how the property is disposed of**

In order to protect and enhance the property under future ownership, the Sponsoring Head of Service to consider how the property is best disposed of. Advertisement on the open market would be the standard approach.

However, in some circumstances, disposals may be justified without open advertisement. Any proposed disposal that is not based on open market disposal and which may therefore result in a disposal at an undervalue must be the subject of a report to Programmes and Resources Committee to approve the alternative disposal route, whatever the value of the property. The following may be considered as exceptions if fully justified:

- a) In circumstances where the statutory purposes of the Authority can best be furthered by disposal to a limited category of purchasers, the Authority may invite tenders from a select list of parties (or in exceptional circumstances a single party) identified by reference to relevant criteria pertinent to the asset in question. The relevant criteria in each case should be agreed following consultation with relevant Officers; For example, these circumstances could include 'gifting' a property to a single purchaser or transferring a community asset to a single organisation.
- b) The land to be disposed of is relatively small in size and an adjoining or closely located landowner(s) is (are) the only potential or likely purchaser(s);
- c) The nature of the Authority's land ownership and that of the surrounding land ownership is such that the land must be sold to adjoining or surrounding landowners if best consideration is to be obtained;
- d) There may be a right of pre-emption or reversion or other rights of former owners, which prohibit sale on the open market;
- e) Where a 'special purchaser' has been identified. A 'special purchaser' is defined by the Royal Institution of Chartered Surveyors (RICS) as 'A particular buyer for whom a particular asset has a special value because of advantages arising from its ownership that would not be available to other buyers in the market'

- f) Exchange of land - Disposal by exchange of land will be appropriate when it will achieve best consideration for the Authority and is advantageous to the Authority and other parties to exchange land in their ownership. The exchange of land will usually be equal in value. However, any inequality in land value may be compensated for by the receipt of a balancing payment or other means of consideration as appropriate. In such circumstances, the Authority will always obtain an independent valuation to verify that “best consideration” will be obtained.

In the above circumstances (a)–(f), the Sponsoring Head of Service could recommend to the Programmes & Resources Committee one of the following options:

- Targeting a limited category of purchasers
- Negotiation with one particular purchaser

### **STAGE 5 – Sponsoring Head of Service agrees with specialists what covenants (if any) need to put on the disposal**

At this stage, it would be appropriate to consider if any detailed covenants need to be placed on the property. The Sponsoring Head of Service will need to ensure that the case-worker consults with all the relevant Authority specialists and with Legal Services to agree draft covenants to be included in the sale package. The Sponsoring Head of Service should also consider whether any relevant ‘Management Plans’ should be made available to purchasers to guide future management. It is recognised that these may not be legally binding.

#### **Note**

Where possible we prefer to impose restrictive covenants as these run with the land and are enforceable against subsequent owners. However we can (and do) impose positive covenants – these are enforceable against future owners under s33 Local Government Act 1982 and by imposing chain of indemnity covenants or a covenant to obtain direct covenants from future owners supported by a restriction on the title.

### **STAGE 6 – Sponsoring Head of Service recommends method of disposal**

Each of the three methods of disposal highlighted in bold below are of ‘equal weighting’ as potential options.

#### **1. Open Market Method (for freehold or leasehold disposal)**

- a) Private Treaty
- b) Informal Tender
- c) Formal Tender

d) Public Auction

Details, advantages and disadvantages of methods a) to d) are available at Appendix 1 of the Asset Disposal Procedure

**2. By 'limited marketing' to a targeted category of purchaser with appropriate evaluation criteria**

**3. By Community Asset transfer to a single party**

**STAGE 7 – Sponsoring Head of Service to consult with:**

**Firstly the Chair and Vice Chair of Programmes and Resources Committee to seek advice on potential interested parties, key stakeholders and political issues which may affect the disposal process.**

**And then Senior Leadership Team and other Heads of Service that they agree to the decisions made in Stages 4, 5 and 6 above**

This is an additional 'double checking' stage to ensure that there is 'corporate' agreement and sign off to the disposal.

**STAGE 8 – Sponsoring Head of Service ensures that all necessary internal approvals are obtained. In the majority of cases, this stage will be carried out in parallel with Stage 9 so that feedback resulting from the external communications can be reported to Committee.**

The Sponsoring Head of Service may delegate this task to the case-worker but will need to ensure that Standing Order requirements are complied with. It is likely that many proposed disposals will need Programmes and Resources Committee approval as an 'allowable exception' to an open market disposal. The allowable exceptions which may result in the land being disposed of at an 'undervalue' are listed at paragraph 4.7 of the Asset Disposal Procedure.

"The Committee must be made aware of the following:

- a) the justification for the proposal;
- b) how the proposal satisfies the terms of the Local Government Act 1972 General Disposal Consent (England) 2003 (the General Disposal Consent), namely:
  - i) the disposal is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of the whole or any part of the area or any persons resident or present in the area, and
  - ii) the undervalue is less than £2m;
- c) a valuation of the land following the advice provided in the Technical Appendix to the General Disposal Consent.

The ‘template’ attached to this Procedure Note must be used on all occasions for disposals.”

### **STAGE 9 - Sponsoring Head of Service carries out a communication process with external stakeholders**

Sponsoring Head of Service working with Head of Marketing and Communications agrees an external Communications Plan to be ‘rolled out’ with relevant ‘stakeholders’ before marketing and/or negotiations take place. Sponsoring Head of Service and Head of Marketing and Communications decide what is the nature of the communication (eg consulting or informing) and who the relevant ‘stakeholders’ are. This will be assessed on a case by case basis.

Relevant ‘stakeholders’ could include for example:

- Parish Council or Parish Meeting
- Peak District Local Access Forum
- Council for the Protection of Rural England (CPRE)
- Friends of the Peak District
- Specialist interests organisations
- Local relevant Trusts etc.

The Communications Plan for the disposal of each property will need to include clearly defined parameters –frequently asked questions, timescales and methods for responses to whom. The Sponsoring Head of Service and the Head of Marketing and Communications will be responsible for ‘signing off’ the Communications Plan and ensuring any feedback is incorporated into the report to Programmes and Resources Committee at Stage 8 above.. Lead contacts for media interest and community liaison should be nominated and conveyed to all external stakeholders identified.

### **STAGE 10 – Case passed by the Sponsoring Head of Service to a property professional to implement in close coordination with Legal Services**

The property professional will become the sole point of contact and coordinator for the process at this stage. Any internal or external issues that are raised need to pass to the property professional without action on them. The property professional will then seek the necessary advice needed to respond. The property professional will decide with the Sponsoring Head of Service who is the appropriate Officer to respond in each case.

### **STAGE 11 – Disposal completed by Legal Services**