

# Public Document Pack

**Peak District National Park Authority**

**Tel: 01629 816200**

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

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

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

1951-2021



**PEAK  
DISTRICT  
NATIONAL  
PARK**

Our Ref: A.1142/3001

Date: 22 April 2021



## NOTICE OF MEETING

Meeting: **Programmes and Resources Committee**

Date: **Friday 30 April 2021**

Time: **10.00 am**

Venue: **WebEx Virtual Meeting**

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

SARAH FOWLER  
CHIEF EXECUTIVE



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 participate at this meeting for three minutes. Please call 01629 816352 for more information.

**Link to meeting papers:**

<https://democracy.peakdistrict.gov.uk/ieListDocuments.aspx?MIId=2393>

## AGENDA

- 1 **Roll Call of Members Present, Apologies for Absence and Members Declarations of Interest**
- 2 **Minutes of Previous Meeting held on 5th March 2021** *(Pages 7 - 10)* 5 mins
- 3 **Urgent Business**
- 4 **Public Participation**  
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.

## FOR DECISION

- 5 **North Lees Estate Built Asset Proposals (ES)** *(Pages 11 - 88)* 45 mins  
Appendix 1 - Cruck Barn Listing  
Appendix 1 - North Lees Listing  
Appendix 1 - North Lees Piggery Listing  
Appendix 2 - Plan of Estate  
Appendix 3 - North Lees Management Plan 2021-2025  
Appendix 4 - Strategy 1 Cash Flow Forecast  
Appendix 4 - Strategy 2 Cash Flow Forecast  
Appendix 4 - Strategy 3 Cash Flow Forecast  
Appendix 5 - Stanage Forum - Principles for Future of Estate Property  
Appendix 6 - North Lees Indicator Scorecard  
Appendix 7 - Images of North Lees Hall
- 6 **Car Parks Review (ES)** *(Pages 89 - 98)* 20 mins  
Appendix 1

## BREAK

## FOR DISCUSSION

- 7        **Moors for the Future Partnership 2021/22 Operational Plan (CD)** (*Pages 99 - 172*)        20 mins  
Appendix 1  
Appendix 2  
Appendix 3  
Appendix 4
- 8        **Review of Occupational Safety and Health Policy (2021) (JW)** (*Pages 173 - 186*)        10 mins  
Appendix 1  
Appendix 2
- 9        **Occupational Safety and Health Annual Report (2021) (JW)** (*Pages 187 - 196*)        20 mins  
Appendix 1
- 10       **Volunteering Update 20/21 (RMB)** (*Pages 197 - 214*)        20 mins  
Appendix 1  
Appendix 2

## FOR INFORMATION

- 11       **Notes of meetings of the Member Climate Change Task Group** (*Pages 215 - 218*)        5 mins

- 12       **Exempt Information S100 (A) Local Government Act 1972**  
The Committee is asked to consider, in respect of the exempt item, whether the public should be excluded from the meeting to avoid the disclosure of Exempt Information.

### **Draft motion:**

**That the public be excluded from the meeting during consideration of agenda item No13 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**

- 13       **Exempt Minutes Previous of Meeting held on 5th March 2021** (*Pages 219 - 220*)

## **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 and anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Head of Law 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 video 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: Prof J Haddock-Fraser

Cllr J Atkin	Mr J W Berresford
Cllr C Farrell	Cllr C Furness
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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**Peak District National Park Authority**  
**Tel: 01629 816200**  
E-mail: [customer.service@peakdistrict.gov.uk](mailto:customer.service@peakdistrict.gov.uk)  
Web: [www.peakdistrict.gov.uk](http://www.peakdistrict.gov.uk)  
Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE



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## MINUTES

Meeting: **Programmes and Resources Committee**

Date: Friday 5 March 2021 at 10.00 am

Venue: Virtual Meeting - WebEx

Chair: Mr Z Hamid

Present: Prof J Haddock-Fraser, Cllr J Atkin, Mr J W Berresford, Cllr C Farrell, Cllr C Furness, 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 and Cllr B Woods

Apologies for absence: None.

**1/21 ROLL CALL OF MEMBERS PRESENT, APOLOGIES FOR ABSENCE AND MEMBERS DECLARATIONS OF INTEREST**

There were no declarations of interest.

**2/21 MINUTES OF PREVIOUS MEETING HELD ON 4TH DECEMBER 2020**

The minutes of the previous meeting held on 4<sup>th</sup> December 2020 were approved as a correct record.

**3/21 URGENT BUSINESS**

There was no urgent business.

*Cllr Woods joined the meeting at 10:09.*

**4/21 PUBLIC PARTICIPATION**

There was no public participation.

**5/21 NOTES OF THE MEETINGS OF THE MEMBER CLIMATE CHANGE TASK GROUP HELD ON 26 NOVEMBER 2020 AND 26 JANUARY 2021**

Professor Janet Haddock Fraser informed Members that the minutes were presented to the P&R Committee after two meetings of the task group. The meeting on the 26<sup>th</sup> January was a review of the task group as it had been established for a year. An annual report showing what had been achieved over the year, as well as suggesting revised Terms of Reference for the Group, would be presented to the next Authority meeting on the 19<sup>th</sup> March.

Cllr Heath asked that more recognition for farmers needed to be recorded.

**RESOLVED:**

**That the minutes of the Member Climate Change Task Group on the 26<sup>th</sup> November 2020 and the 26 January 2021 be noted.**

**6/21 CLEANING TENDER FOR TOILETS AND VISITOR CENTRES**

The Head of Asset Management introduced the report which was to seek approval to enter into a contract to provide cleaning services at a number of the Authority's sites as the current contract had ceased. The Head of Asset Management explained that due to the resignation of a number of cleaners, extra sites had been incorporated into the contract, so approval from committee was needed due to the level of expenditure.

Members asked whether there were any plans to increase the toilet provision in some parts of the National Park? The Head of Asset Manager explained that the National Park Authority did provide a basic provision, some in conjunction with other partners, but due to lack of budget, there were currently no plans in place to increase the number of toilet facilities.

Members also asked if it was possible to provide signs in the toilets that showed that the products used were environmentally friendly, and if it would be possible to put donation boxes in the toilets? It was agreed that the Authority would look into putting signs into the toilets, but it was explained to Members that donation boxes would not be put into the toilet blocks, as part of the fee from the pay and display carparks paid towards the running costs of the toilets, except for Dovedale which required users to pay 20p to use the facilities, as the Authority did not run that car park.

The Chair of the Authority expressed his gratitude to the Authority for keeping all toilet sites open and operating in a difficult time.

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

**RESOLVED:**

**That expenditure on a contract for the provision of cleaning services in excess of £150,000 (being £206,397 for 3 years) was approved.**

**7/21 EXEMPT INFORMATION S100 (A) LOCAL GOVERNMENT ACT 1972**

**RESOLVED:**

**That the public be excluded from the meeting during the consideration of agenda items 8 and 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 or any particular person including the Authority holding that information).**

**8/21 CONFIDENTIAL MINUTES OF PREVIOUS MEETING HELD ON 4TH DECEMBER 2020**

The confidential minutes of the previous meeting held on the 4<sup>th</sup> December 2020 were approved as a correct record.

**SUMMARY**

The following item was considered under Part B:

9/21 Extension to Castleton Visitor Centre Cafe Lease Term

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## **5. NORTH LEES ESTATE BUILT ASSET PROPOSALS (ES)**

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

This report presents a summary of proposals for changes to the management of built assets on the Estate and seeks approval for investment to maximise the contribution made by the estate's built assets to the Authority's statutory purposes, corporate strategy outcomes and financial sustainability.

#### **Key Issues**

- **This proposal responds to one of the four key element of the Vision for Stanage North Lees – Resources: “The Estate’s assets, including landscape, buildings and facilities will be used to best economic effect within the overall context of sustaining long term environmental, financial and access objectives”.**
- **A long-term plan is presented for the built assets, based on an appraisal of options, consultation feedback from both visiting and resident communities and detailed financial evaluation**
- **The proposal will restore important cultural heritage features, enhance the visitor experience and generate new income.**
- **The plan requires capital investment over £150,000 and therefore approval of the Programmes and Resources Committee**

### **2. Recommendations**

- 1. Members note the revised draft management plan and proposal for assets that form part of the Stanage-North Lees Estate**
- 2. Members approve capital expenditure of £169,560 in relation to the refurbishment of Cattisside Cottage**
- 3. Members approve finance from borrowing of a total sum £305,560 to include the expenditure required for the refurbishment of Cattisside Cottage (2. above) and the installation of renewable energy systems to North Lees Hall and Campsite.**
- 4. Authority to make applications under the Town and Country Planning Act 1990 and the Planning (Listed Building and Conservation Areas) Act 1990 for planning and listed building consent in relation to this proposal be delegated to the Head of Asset Management in consultation with the Corporate Property Officer and Planning Manager**
- 5. Authority to enter into contracts in excess of £150,000 for the refurbishment of Cattisside Cottage be delegated to the Head of Asset Management in consultation with the Head of Law and Chief Finance Officer**

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

#### **Corporate Strategy Outcome: A Sustainable Landscape that is Conserved and Enhanced**

- **KPI8 Increased knowledge, understanding and engagement with archaeology, historic structures and landscapes**
- **KPI9 Increase the percentage of Scheduled Ancient Monuments and Listed**

Buildings conserved and/or enhanced

**Corporate Strategy Outcome: A National Park Loved and Supported by Diverse Audiences**

- KPI13 Increase the Authority’s sustainable income stream
- KPI12 Increase the public connection with the Peak District National Park

Corporate Strategy Outcome: An Agile and Efficient Organisation

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

The Corporate Property Asset Management Plan (2020-2024) recommends, “that the following properties be investigated in order to identify the most appropriate management action in the next 2 to 3 years:

1<sup>st</sup> Warslow Moors Estate

2<sup>nd</sup> Aldern House

3<sup>rd</sup> Fieldhead (Edale)

**4<sup>th</sup> North Lees/Stanage Estate**

5<sup>th</sup> Other properties”

*In relation to Stanage North Lees specifically the Plan states, “A review of the property is currently underway to ascertain whether more income can be raised from the various ‘components’ of the Estate. This may necessitate some capital investment to achieve but any such investment would be achieved through a borrowing arrangement and/or external funding.*

*Once this review has been completed, it will also be possible to examine whether the disposal of any of the component parts of the property could be considered which would not be to the detriment of the Estate outcomes including its financial viability. The proceeds of any disposal could be used to reduce the cost of the capital investment in the Estate.”*

This report makes recommendations, following the review referred to in the Asset Management Plan, for the future use of the buildings at North Lees that will ensure long-term financial sustainability and improved management of these heritage assets.

Authority powers: In addition to the Authority’s express power to provide camping facilities, the Authority has the implied power to take such actions that are calculated to facilitate, or is conducive or incidental to, the accomplishment of s5(1) purposes, in this case being the purpose of promoting opportunities for the enjoyment of the special qualities of the National Park.

**4. Background Information**

Stanage-North Lees is a 542ha. estate located close to Hathersage in the Dark Peak and includes moorland, rock edges, woodland and farmland. The scenic value is exceptional. The dramatic rock scenery of Stanage Edge is set in wild

open moorland with views to the pleasant rural landscape surrounding North Lees Hall and the farm below. As well as being popular with local residents, Stanage is only 6 miles from Sheffield (the UK's fifth largest city). The property receives over half a million visitors per year and people come to enjoy a whole range of activities including: climbing, walking, camping at the Authority's campsite, cycling, picnicking, horse riding, hang-gliding, para-gliding, bird watching or simply enjoying the amazing wildlife and literary heritage.

Stanage-North Lees affords opportunities for visitors to be actively engaged in energetic pursuits or for quiet enjoyment. It is especially important for walking as an area of open access and for climbing for which it is regarded as the birthplace of the sport. Stanage Edge has over 1200 identified routes of different grades and is internationally famous for bouldering. It is also a valued film venue. A short walk from Stanage Edge is [North Lees campsite](#).

Numerous school and outdoor education groups visit the property for sports, landscape and wildlife studies as well as the demonstration of good practice in landscape management, key to which is the farm tenancy.

The land supports internationally important heather moorland and blanket bog, designated as a Site of Special Scientific Interest, Special Area of Conservation and Special Protection Area. It also has a mixture of native broad-leaved and coniferous woodlands and flower rich grasslands. The whole landscape has been influenced by man and contains a wide range of interesting features, four of which are Scheduled Ancient Monuments. These include the remains of a Catholic Chapel, a Romano-British settlement and Bronze Age sites. Interesting buildings include traditional farm buildings (Cruck Barn – Grade II Listed) that predate the 16th century [North Lees Hall](#) (Grade II\* Listed) which has literary associations with the novel “Jane Eyre” by Charlotte Bronte. Listing status of the Cruck Barn and Hall are included as Appendix 1 to this report.

At the top of the long causeway (public right of way) Stanage Pole can be found on the boundary with South Yorkshire and Sheffield.

The geographic location and accessibility of the Estate, along with its natural beauty and topography, offer an exciting and interesting proposition for diversification, although it is clear in considering these, that the purposes of the Authority must be met and any impact on both the local and recreational communities fully considered.

### **Business Need**

The Authority considers this property to be of strategic importance to the fulfilment of its purposes, however it also has aspirations for the Estate to achieve full-cost recovery. In 2019 the estate generated a surplus of £12K above its current cost recover target, achieving 100% full cost recovery against the annual revenue budget. In this case, full cost recovery means the direct annual operating cost plus the element of Authority support service costs apportioned to the estate. This is largely the result of increased revenue from the campsite, the car parks and the residential rental of the hall.

Following condition surveys of all of the Authority's assets for the first time, there is a clear picture of the longer term maintenance costs for the Estate. In order to be truly financially sustainable this expenditure must be planned for and

built into future revenue budgets.

The Authority has set out its ambition to achieve significant reductions in carbon emissions, detailed in the Carbon Management Plan 2 (Programmes and Resources Committee minute 24/20). Reducing carbon emissions from heritage properties can be challenging and is unlikely to be financially advantageous. In order to fund the installation of renewable energy technology at North Lees, it will be necessary to generate surplus income from other activities on the Estate.

The draft Estate Management Plan demonstrates that there is scope and significant public support for achieving much more at North Lees for wildlife, heritage and access. Funding is the limiting factor to what can be achieved.

By utilising the built assets to generate increased income the Authority will be able to fund: better management and restoration of heritage assets; introduction of renewable energy technology leading to reduced carbon emissions; increased conservation work and engagement activity.

The built assets in Authority ownership are shown on the plan included as Appendix 2 and comprise:

- North Lees Hall, currently split into two separate dwellings and let on short-term residential tenancies
- Cattisside Cottage, currently unoccupied
- Cruck Barn, currently unused
- Modern Farm building let to the farm tenant
- Hollin Bank toilets and Ranger briefing room. The toilets are in use but the Ranger Briefing Centre is no longer utilised.
- 5 car parks known as Surprise View (P&D), Hollin Bank (P&D), Upper Burbage Bridge (free), Hooks Carr (free) and Dennis Knoll (free).

Walk-through films of the Hall (east wing only), Cattisside Cottage and the Campsite have been created with the purpose of aiding decision-making for those Members not familiar with the properties. Links are provided below.

Hall East Wing - <https://youtu.be/TKddVeWkbQk>

Cattisside Cottage - <https://youtu.be/jY9yTPWNJOU>

North Lees Campsite - <https://youtu.be/GLGhnFEaq2Y>

The current tenants of the west wing of North Lees Hall requested that a film of the property was not included in this public report, for reasons of privacy. This wish must be respected. However, earlier photos are included in Appendix 7, which may be useful.

Prior to 2015/16 the Hall had been let on a long-term arrangement to the Vivat Trust and was included in their holiday accommodation portfolio. The Authority had minimal involvement during that period. However, the Vivat Trust was liquidated and the property handed back to the Authority. Since that date it has been let as residential accommodation whilst an appropriate long-term use for it

was sought.

The tenancy agreement for the west wing of the Hall (tower) includes provision for the tenants to operate a bed and breakfast business, which they have done utilising one of the rooms whenever Covid-19 movement restrictions have permitted.

The east wing is let to the son of the North Lees Farm tenant but is not linked to the farm tenancy. The farm tenant has highlighted the convenience of this arrangement in the management of livestock. The farm tenant and his family have been proactive in managing visitors to the Estate, particularly during the exceptional conditions last summer when they worked hard to discourage verge parking and other forms of antisocial behaviour. The farm business tenancy ends in September 2022 with the option to extend to September 2024.

Both tenancies are renewed on a 3 monthly basis and both tenants have expressed an interest in a more permanent arrangement.

In 2017 the Authority-owned Cattisside Cottage became vacant. Unfortunately, the property had reached a dilapidated condition due to a lack of maintenance by the Authority. It is currently considered uninhabitable.

The Cruck Barn has significant heritage value but is unsuitable for modern farming. It has been practically redundant for many years and the protections attached to it present a challenge in identifying any potential use. However, it continues to require regular maintenance in order to conserve it in its current condition.

Hollin Bank toilets are a vital resource in such a heavily-visited location. The nearest other public conveniences are in Hathersage. The Ranger briefing room has no source of power or heat and consequently is used for storage only.

The car parks are managed as part of the Estate and in addition to assisting traffic management, contribute vital revenue income but share the Authority-wide approach to tariff structure. A separate report to this Committee today makes recommendations for updating Park-wide car park management arrangements, including introducing a charge for the Hooks Car, Upper Burbage Bridge and Dennis Knoll sites, which are currently free of charge.

The PDNPA's vision for the Estate (2015-2025) is set out in its management plan, developed in partnership with the Stanage Forum Steering Group. The steering group operates as the Authority's voluntary partner in the management of the Estate and represents the views of the many and diverse users of the Estate encompassed by the Stanage Forum. Further information on the work of the Forum can be found [here](#).

Estate Vision:

*To care for, enjoy and promote understanding of the Stanage North Lees Estate in a sustainable way which respects and enhances wildlife, heritage and landscape for everyone, forever.*

Changes of staff have delayed the development of the Management Plan but this has recently been reviewed by the Estate Ranger, working with the Steering Group. A draft of the plan is included as Appendix 3.

During 2019, due to vacancies in the structure and to obtain a useful, external

perspective, the Authority commissioned consultants to appraise the resources element of the Estate vision and in particular the ambition that “The estate’s assets, including landscape, buildings and facilities, will be used to best economic effect within the overall context of sustaining long term environmental, financial and access objectives”. The appraisal resulted in a report identifying potential options to increase net income from the Estate whilst maximising its contribution to the fulfilment of PDNPA purposes and Corporate Strategy outcomes.

No recommendations are identified in relation to the management of land. The current arrangement of farming in accordance with a Countryside Stewardship Agreement is understood to achieve the best financial and conservation value for the Estate. This will be reviewed when details of the new Environmental Land Management Scheme are revealed.

The options presented in relation to the built assets were further refined through internal evaluation and a thorough consultation exercise was carried out during winter 2019 and spring 2020. The consultation activities comprised

- Online public consultation promoted via PDNPA media channels
- Facilitated workshops with specialist staff, local residents, Parish Council representatives and recreational user groups.

The consultation report and supporting documents can be viewed on the [website](#).

Responses to the consultation have influenced the proposals and recommendations contained in this report and engagement with the Stanage Forum Steering Group has continued throughout 2020/21.

Options for change are governed or influenced by a number of additional parameters summarised as:

- Financial constraints on investment
- Sustainability
- National Park Authority’s statutory powers
- Stanage Forum Steering Group’s suggested principles (Appendix 5)
- Heritage considerations
- Future maintenance requirements

### **The value of heritage assets**

Heritage Counts, the annual publication by the Historic Environment Forum, has shown that 87% of people believe that better quality public buildings and public spaces improve quality of life; 90% believe that investment in the historic environment made their area a better place; and 92% believe that investment in historic-led regeneration raised pride in their area. The following is an extract from that report.

“Heritage is important for a variety of reasons, including:

**Sense of place** – heritage provides the unique character that helps to make communities distinctive

**Economic prosperity** – heritage attracts visitors and these in turn help to bring wealth and prosperity to an area

**Regeneration** – heritage can support the revitalisation of deprived areas through their character, location and use

**Civic pride** – heritage contributes to a sense of pride. The legacy of the past reinforces our history and this sense of pride

**Sustainability** – physical life of heritage assets is often greater than their functional life – bringing them back into use is an effective use of resources

**Education** – opportunities to access and understand heritage can have a positive impact on learning and attainment

**Leisure and tourism** – heritage can provide a focus for leisure activities from simply visiting and enjoying a place to providing a focus for detailed research and interpretation

**Health and well-being** – exploring heritage helps people in maintaining a healthy physical life-style and can help to reduce stress and mental health issues”

The National Park Authority owns a number of significant heritage assets and a concentration of these is situated at Stanage North Lees. It is not only responsible for the cost and maintenance of these assets but also has a role to play in demonstrating good practice and advocating for heritage awareness.

## 5. Proposals

The options appraisal commissioned in 2019 identified significant potential for holiday accommodation on the Estate due to its picturesque, unique location, attractiveness to visitors and proximity to other attractions within the Park.

Public consultation identified this option as the most favourable of the possibilities identified.

It is proposed to utilise the Hall and Cattiside Cottage as holiday lets to broaden the accommodation offer already provided by the Campsite. This will generate the highest possible level of revenue income from them in order to support the Estate as a whole whilst maximising opportunities for public engagement with the historic buildings and the National Park.

The economic wellbeing of local communities will benefit from increased visitor spend in the local area.

A unique visitor experience will be provided through the opportunity to stay in a Grade II\* Listed hall situated in a stunning landscape. At present only the tenants of these properties enjoy this opportunity, which does not provide the public benefits that the Authority should be aspiring to achieve, as articulated in the Corporate Strategy.

Additional opportunities include:

- Potential to provide heritage open days and other non-commercial engagement activities by reserving periods from the booking calendar
- Interpreting the landscape and promoting positive behaviour messages to guests as part of the booking information provided.
- Promoting the efforts made to improve the environmental performance of the properties on the estate while preserving and enhancing their heritage value

- Promoting local products and attractions through provision of a guest welcome pack
- Promoting the work of the Peak District National Park Foundation to guests, encouraging support for the place
- Providing the opportunity to participate in engagement and/or volunteering activities as part of a stay

There is currently a high level of demand for holiday accommodation in the UK, which should deliver a quick uptake and awareness, leading to repeat bookings.

The proposal is for a phased approach that will minimise financial risk to the Authority and is within the capacity of its existing staffing arrangements.

### **Phase 1**

Quarter 1 2021/22

Commence extensive refurbishment of Cattisside Cottage to be complete and ready to let as 2 bedroom holiday accommodation by Quarter 1 of 2022/23 utilising an online booking portal and operated via the North Lees campsite office.

The refurbishment project will include replacement of the out-dated back boiler heating system with an air source heat pump to reduce future carbon emissions from the property.

Carbon emission reductions of 5845kg CO<sub>2</sub>e will be achieved by replacing the existing coal fired system with an air source heat pump and zero-carbon electricity contract at Cattisside Cottage.

Quarter 3 2021/22

During the quieter, winter months commence refurbishment of the washroom and washing up facilities at North Lees Campsite including provision of heating in the washroom facilities to encourage longer stays and increased off-peak bookings. This project will include the installation of solar PV on the roof of the campsite building and an air source heat pump to meet hot water and heating demands (subject to obtaining appropriate planning permissions).

It is predicted that a 10% increase in income should be achievable, based on industry standards. A comparable saving of £2,824p.a. will be achieved by utilising renewable technology.

There will be no reduction in carbon emissions since the campsite will be included in the Authority's zero-carbon electricity contract but the property will use significantly less energy than it would if improvements were made without installation of renewable energy technology.

### **Phase 2**

Quarter 4 of 2022/23

Review performance of Cattisside Cottage holiday lettings against projections and providing those are shown to be accurate begin the process of ending residential tenancies at the Hall.

If financial projections are found to be optimistic it is recommended that Cattisside Cottage be let on a residential tenancy, thereby securing a sustainable source of income to support the estate. Similarly, the two dwellings comprising the Hall would continue to be let on a residential basis.

#### Quarter 1 of 2023/24

Carry out basic refurbishment works to the two dwellings comprising the Hall and commence letting both properties during Quarter 2 as holiday accommodation.

Both properties, managed in-hand, can be included in the Authority's zero-carbon electricity contract thereby achieving a reduction in carbon emissions of 2880kg CO<sub>2</sub>e p.a.

### **Phase 3**

#### Quarter 1 of 2024/25

Necessary expenditure on restoring the roof of the Cruck Barn to address sagging timbers.

#### Quarter 4 of 2024/25

Review performance of the holiday lettings against projections and providing those are shown to be accurate, carry out extensive refurbishment of North Lees Hall, restoring it to its a single unit and replacing the existing heating systems to maximise the use of renewable energy. This will include installation of a ground source heat pump and solar PV unit (subject to obtaining necessary planning permissions), achieving no cost saving but a reduction in carbon emission of 26,424kg CO<sub>2</sub>e p.a.

The financial return on large capacity holiday accommodation is proportionally greater than on smaller properties. As a single unit the Hall will generate increased income, in addition to achieving heritage gains.

By phasing the project the financial risk to the Authority is minimised and the timescale indicated above will enable the necessary, thorough archaeological investigations to take place in the field adjacent to the Hall prior to installing the ground source heat pump. There is a possibility that the part of the land adjacent to the Hall may contain the remnants of a 16<sup>th</sup> Century garden. It will be necessary to investigate this with the use of geophysical surveys initially. This is an aspiration of the Stanage North Lees Heritage Action Group and that group will be involved as fully as possible in the surveying/investigation activities. The cost of specialist surveying is included in the cash flows for Strategies 1 and 2.

### **Phase 4**

There is currently no future use identified for the Cruck Barn following the appraisal of options, consultation exercise and financial analysis work. Various suggestions have been made but would not be financially viable without significant external funding.

The fourth phase of this proposal is further investigation of the opportunities to bring the Cruck Barn into an alternative use and of the potential for securing

external funding.

### Potential Demand

Marketing Peak District and Derbyshire has been conducting regular consumer surveys to determine the effect of the pandemic on consumers to date and confidence in the tourism market post-Covid 19.

Respondents to the survey have not been significantly financially affected the pandemic with only 5% stating that they have been “hard hit”.

52% of respondents took a UK overnight break following the lifting of the first lockdown with the most popular destination being the countryside or a village.

Consumer confidence in taking a holiday in the UK over the summer of 2021 is very high and a dramatic shift to spending on leisure activities and holidays is anticipated from early summer.

This evidence of demand indicates that 2021 is an advantageous time to introduce a holiday letting business.

### Alternatives

For the purpose of evaluation, two alternative Strategies (Strategy 2 and 3) have been considered and evaluated against the above proposal (Strategy 1). These are summarised below along with an assessment of the strengths and weaknesses of each approach.

STRATEGY	STRENGTHS	WEAKNESSES
1 Change of use of the Hall to holiday accommodation, refurbishment of Cattisside Cottage as holiday accommodation and improvements to the campsite facilities, maximising use of renewable energy technology throughout.	<ul style="list-style-type: none"> <li>• Achieves greatest contribution to Corporate Strategy outcomes (see table below)</li> <li>• Financially most advantageous by year 7</li> <li>• Greatest carbon emission reduction achieved</li> <li>• Cattisside Cottage brought back into use</li> <li>• Long-term financial sustainability achieved</li> <li>• By retaining control of assets the flexibility to change strategy is maintained</li> <li>• Meets current demand for holiday accommodation</li> <li>• Surplus revenue to fund management plan aims or future match-</li> </ul>	<ul style="list-style-type: none"> <li>• Untested business model for the Authority</li> <li>• Possible increase in management effort</li> <li>• No future plan identified in relation to Cruck Barn</li> <li>• Current residential tenants will be disappointed</li> <li>• Farm tenant will have less presence on site after 23/24.</li> </ul>

	<p>funded bids in relation to the Cruck Barn</p> <ul style="list-style-type: none"> <li>• Reputational benefits in relation to campsite operation</li> </ul>	
<p>2 Continue to let Hall on residential tenancies, refurbishment of Cattisside Cottage as holiday accommodation and improvements to the campsite facilities, maximising use of renewable energy technology throughout</p>	<ul style="list-style-type: none"> <li>• Achieves median contribution to Corporate Strategy outcomes</li> <li>• Financially sustainable</li> <li>• Achieves significant carbon reduction, slightly below that achieved by Strategy 1.</li> <li>• Cattisside Cottage brought back into use</li> <li>• Maintains flexibility with regard to future use of Cattisside Cottage</li> <li>• Meets current demand for rental property</li> <li>• Potential to increase rental value by increasing length of tenancy and encouraging tenant diversification (unquantified)</li> <li>• Reputational benefits in relation to campsite operation</li> </ul>	<ul style="list-style-type: none"> <li>• No or very restricted public access to Hall</li> <li>• Little surplus revenue to fund management plan aims or future match-funded bids in relation to the Cruck Barn</li> <li>• Achieves low contribution to Corporate Strategy outcomes.</li> <li>• Return on investment less favourable than for Strategy 1 over the longer-term</li> <li>• Less flexibility with regard to use of Hall for engagement activities</li> </ul>
<p>3 Continue to let the Hall on residential tenancies and carry out required maintenance only to all built assets.</p>	<ul style="list-style-type: none"> <li>• Financially sustainable</li> <li>• Reduced management input</li> <li>• Potential to increase rental value by increasing length of tenancy and encouraging tenant diversification (unquantified).</li> </ul>	<ul style="list-style-type: none"> <li>• No reduction in carbon emissions achieved</li> <li>• Cattisside Cottage remains unused – possible disposal.</li> <li>• Reputational damage due to lack of public access to heritage assets.</li> <li>• Campsite facilities of a lower standard when compared with market</li> <li>• Achieves low contribution to Corporate Strategy outcomes.</li> </ul>

### Evaluation against Corporate Strategy Outcomes

In order to provide a basic comparison each of the three strategies described above has

been ranked 1-3 based upon the contribution that it makes towards the Authority's Corporate Strategy Outcomes, with 3 being the greatest contribution, 1 being the least and 0 indicating none. By totalling the scores an indication of the best fit approach can be gained. The highest score represents the best fit with the Authority's desired outcomes.

Strategy	CO2e reduction	KPI8	KPI9	KPI12	KPI13	TOTAL
1	3	3	3	3	3	15
2	2	1	2	1	1	7
3	0	1	1	0	2	4

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

#### **Financial:**

A detailed cash flow forecast and explanatory notes in relation to each the 3 strategies is included as Appendix 4.

The capital strategy 2015/16-19/20 identifies a potential £300,000 investment in the Estate, financed by borrowing to deliver "Visitor experiences that inspire: developing the vision for the estate and achieving the full cost objective".

There is a specific reserve fund allocated to the Stanage North Lees Estate with a balance of £90,000.

Funding for the proposal will be achieved from a combination of the Estate specific reserve and borrowing against future income.

Budget costings included in Appendix 4 show the capital expenditure required in relation to each phase of the proposal:

Phase 1 is £207,560

Phase 2 Revenue expenditure only

Phase 3: £146,000 (including necessary forecast expenditure on Cruck Barn roof)

Phase 4: currently unknown

Giving a total capital investment of £353,560 over the next 4 years.

The investment required to introduce parking charges to 3 identified car parks (£24,000) will be exceeded by the resulting increased income within the same financial year and as such will be funded from the annual revenue budget rather than through borrowing against future income and so is not included in the capital investment total above.

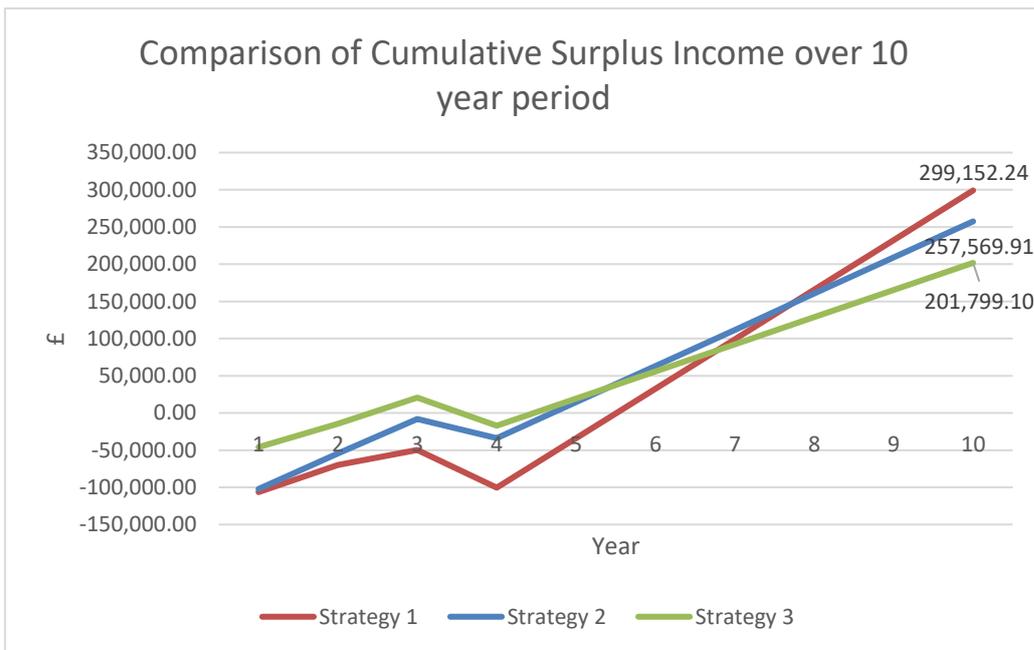
The specific reserve of £90,000 will be used to cover elements of the capital expenditure total that are not included in the required borrowing sum.

The estate revenue budget is anticipated to fund a further £48,610 over the same 4 year period bringing the total expenditure to be funded from borrowing to £305,560. Loan repayments are included in the cash flow forecast appendices.

The cost of required work identified by condition surveys has been built into each scenario. This includes the significant capital cost of reroofing the Cruck Barn, anticipated to be required in 2024/25. This work is required regardless of the chosen strategy.

The graph below shows a comparison of the cumulative cashflow surplus/deficit for each

strategy over a ten year period.



The graph below shows that the proposal is achievable within the finance available. By comparing the reserve balance at year end it can be seen that the estate remains in a positive financial position.



The table below provides a summary of the financial and carbon savings projections and contribution to Corporate Strategy outcomes for each scenario by year ten. Against each of these measures it can be seen that the proposal (Strategy 1) achieves the greatest impact.

Scenario	Cumulative cash surplus (£)	Carbon saving p.a. on completion of capital works (kg CO2e)	Corporate Strategy contribution
1	229,152	35,149	15
2	257,569	32,269	7
3	201,799	0	4

### **Risk Management:**

- The estimates of potential income in relation to holiday accommodation have been provided by the Europe's largest holiday letting agent, Awaze (incorporating Cottages.com, Landal, James Villa Holidays, Novasol and Hoseasons). These figures are based on the number of beds/baths, location and facilities provided. This is the most reliable estimate of income that can be achieved but this cannot be absolutely guaranteed. For example, they do not account for the special characteristics of such a unique property as North Lees Hall, which could command a higher rental charge than average. Alternatively, demand may not be as high as anticipated meaning that income forecasts will not be achieved. By adopting a phased approach the officers can carry out the following gateway reviews against the cashflow forecast:
  - 2022/23 Quarter 4 before committing operating the hall as holiday lets
  - 2024/25 Quarter 3 before committing investment to significant improvements to the Hall

If financial projections are proven to be optimistic and the first gateway cannot be passed then expenditure will be suspended and the Hall can continue to be let on a residential basis. The future use of Cattisside Cottage can be reviewed.

If the second gateway cannot be passed due to the holiday lets performing significantly below the forecast income levels then Hall can be re-let to residential tenants to ensure sustainable income, as projected in Strategy 2.

This approach minimises the financial risk to an acceptable level

A sale valuation of Cattisside Cottage has been sought in its current condition and in the event that it is refurbished. A local estate agent has advised that the property would be marketed at £500,000 in its present condition and £750,000 if refurbished. This valuation seems high but the uniqueness of the location is seen as a major appeal. These valuations give some reassurance that the investment in refurbishing the cottage will be recouped if disposal is considered to be an option at a later date.

- All costs associated with this proposal are based on estimates prepared by the Authority's Corporate Property Team and therefore do not include any contingency at this stage. Consultation on the proposal will be required as part of the permissions process for some of the proposed changes. There is a risk that required planning conditions could increase the total cost. In the event that the required expenditure exceeds the available funds specifications and phasing will be reviewed to deliver the project within the agreed limits.
- The existing electricity supply to the Hall is insufficient for the proposed Heat Pump but is due to be upgraded in 2022 by the distribution network operator. The proposed renewable technologies to all sites will be subject to an application to the network operator prior to installation and while the supply is thought to be sufficient, allowing the technologies to be installed is subject to approval so there is some risk that some of the proposed technologies will not be allowed. If this is the case then the proposals will be reassessed and alternative schemes devised.
- In-house capacity to deliver project is limited. Again, the phased approach will be achievable within capacity of the existing Asset Management Service. In

particular, Building Surveyor capacity to manage refurbishment works has been considered and should be adequate. If capacity in this area presents a challenge external support can be procured utilising a small budget that has been assigned to the Property Team for that purpose.

- In-house capacity to manage the holiday lets is anticipated to be available as part of the existing Campsite operation. The scope of this additional responsibility is limited to answering specific enquiries in relation to bookings, liaising with cleaning/changeover providers regarding bookings and providing a point of contact for guests during their stay. Given that the proposal creates only 3 additional lets, this is not anticipated to generate a significant workload. It is impossible to predict this until the properties become available. Should this estimate of resource requirements prove to be inaccurate, the campsite staffing rota will be increased utilising existing casual staff.

**Sustainability:**

- Financial and environmental sustainability of this proposal are covered in the above report and in Appendix 6.
- The Authority has developed an Environmental Indicator Scorecard to illustrate the current and potential environmental performance of an asset. Scorecard for Cattisside Cottage, North Lees Campsite and North Lees Hall. These are included as Appendix 6 and show the areas of improvement in environmental performance that will be achieved as a result of this proposal being implemented. While not all measures required to move from the 'current' to the 'potential' score/performance have been implemented, all those that are feasible within the scope of the project have and the proposal represents a significant move towards realising the potential for each property.

**Equality:**

- Not applicable

- **Climate Change**

1. How does this decision contribute to the Authority's role in climate change set out in the UK Government Vision and Circular for National Parks?
  - a. Educators in climate change

The use of renewable energy technology to power the estate will be interpreted for visitors to the holiday accommodation portfolio, thereby educating approximately 5344 visitors p.a. about carbon emissions and alternative, low emission energy sources. Detailed interpretations plans will be developed by the Authority's Marketing and Communications Team.

- b. Exemplars of sustainability

There is potential to use the proposed project to demonstrate how net reductions in carbon can be achieved with regard to heritage assets, whilst conserving their special characteristics.

The Authority will have an exemplar project through which to engage with others regarding best practice in carbon management

- c. Protecting the National Park

- d. **Leading the way in sustainable land management**  
Surplus income generated by the proposed project will help to fund the aims of the Estate Management Plan, which seeks to demonstrate sustainable land management and exemplar wildlife conservation across the specially protected and internationally important landscape of Stanage North Lees.
- e. **Exemplars in renewable energy**  
This proposal includes the installation of renewable energy in a number of forms provided in detail in Appendix 6. This presents an opportunity to demonstrate best practice in a number of settings including a commercial campsite, traditional building undergoing a significant refurb (Cattiside) and a heritage asset. The proposed renewable technologies have been selected to reflect best performance and minimal impact.
- f. **Working with communities**  
Stanage-North Lees is managed by the National Park Authority in partnership with Stanage Forum which represents the views of the many and diverse users of the Estate. The Stanage Forum steering group is made up of representatives of the different communities of place and interest that have a stake in the Estate. This proposal has been developed through extensive consultation with the forum and the public more widely.

It is anticipated that the work of the Stanage North Lees Heritage Action Group will help the Authority to better understand the buildings in the landscape more widely and could help with developing ideas for the Cruck Barn.

2. **How does this decision contribute to the Authority meeting its carbon net zero target?**  
The proposal will achieve a cumulative reduction in Carbon emissions of 264,933kg CO<sub>2</sub>e by March 2031 when compared with the emissions currently produced by the Authority's built assets at Stanage North Lees Estate. An annual reduction in of 35,149kg CO<sub>2</sub>e will be achieved upon completion of Phase 3 (year 5)
3. **How does this decision contribute to the National Park meeting carbon net zero by 2050?**  
The above reduction in carbon emissions will make a small contribute to the National Park meeting carbon net zero by 2050. It is hoped that this work will also be used to demonstrate how net reductions in carbon can be achieved with regard to heritage assets, whilst conserving their special characteristics.  
  
The Authority will have an exemplar project through which to engage with others regarding best practice in carbon management
4. **Are there any other Climate Change related issues that are relevant to this decision that should be brought to the attention of Members?**  
None

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

None

- **Appendices**

Appendix 1 - Listing status of North Lees Hall and Cruck Barn

Appendix 2 - Map of the Stanage North Lees Estate

Appendix 3 - Draft Management Plan for Stanage North Lees Estate

Appendix 4 - Cash flow projections

Appendix 5 - Stanage Forum steering group principles

Appendix 6 - Environmental Indicator Scorecards

Appendix 7 - Photographs of North Lees Hall

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

Emma Stone, Head of Asset Management, 21 April 2021  
Emma.Stone@peakdistrict.gov.uk

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# BARNES AT NORTH LEES HALL

## Overview

Heritage Category:

Listed Building

Grade:

II

List Entry Number:

1311113

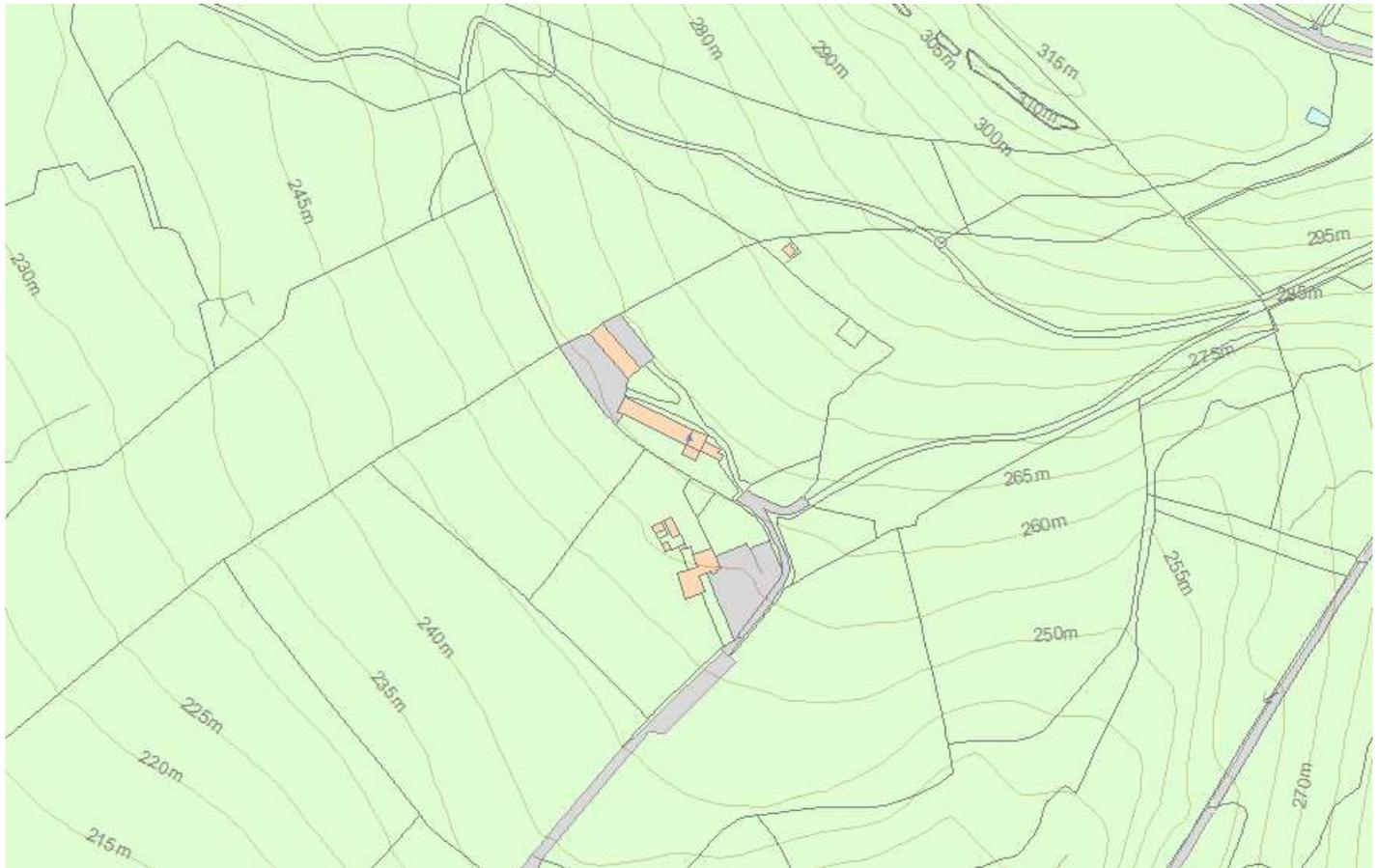
Date first listed:

12-Jul-1967

Statutory Address:

BARNES AT NORTH LEES HALL

# Map



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([https://mapservices.HistoricEngland.org.uk/printwebservicehle/StatutoryPrint.svc/282491/HLE\\_A4L\\_Grade|HLE\\_A3L\\_Grade.pdf](https://mapservices.HistoricEngland.org.uk/printwebservicehle/StatutoryPrint.svc/282491/HLE_A4L_Grade|HLE_A3L_Grade.pdf))

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## Location

Statutory Address:

BARNs AT NORTH LEES HALL

The building or site itself may lie within the boundary of more than one authority.

County:

Derbyshire

**District:**

Derbyshire Dales (District Authority)

**Parish:**

Outseats

**National Park:**

PEAK DISTRICT

**National Grid Reference:**

SK2353083500

## Details

SK 28 SW PARISH OF OUTSEATS

2/80 12.7.67 Barns at North Lees Hall GV II

Farm outbuildings. C17, C18 and C19 in linked range of coursed rubble gritstone with quoins, plain gables, stone slates and concrete tiles. Range consisting of five bay cowhouse with overlofts, to which were added an 'L' plan range at the south east end, with a further extension to the south east in C19. Cowhouse with overlofts. Two storey, five roof bays, with six external doorways, all with cambered heads to massive lintels, and massive stone surrounds. Three openings to centre now partially blocked to form windows. Some ventilation slits to ground and first floor. Former 3-light recessed hollow chamfer mullioned window to first floor, now each with one remaining mullion, and partially blocked. Rear elevation has triangular vents. Four cruck trusses, each with collars and yolks, supporting single purlins with wind-braces, and a ridge purlin. 'L' plan range. Two storeys, one and a half bays to each part with former threshing floor served by tall opening with chamfered segmental arch. Added at south east end, a two bay carriage or cart shed.

Listing NGR: SK2353083500

## Legacy

The contents of this record have been generated from a legacy data system.

**Legacy System number:**

81225

**Legacy System:**

LBS

## Legal

This building is listed under the Planning (Listed Buildings and Conservation Areas) Act 1990 as amended for its special architectural or historic interest.

End of official listing

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# NORTH LEES HALL

## Overview

Heritage Category:

Listed Building

Grade:

II\*

List Entry Number:

1109774

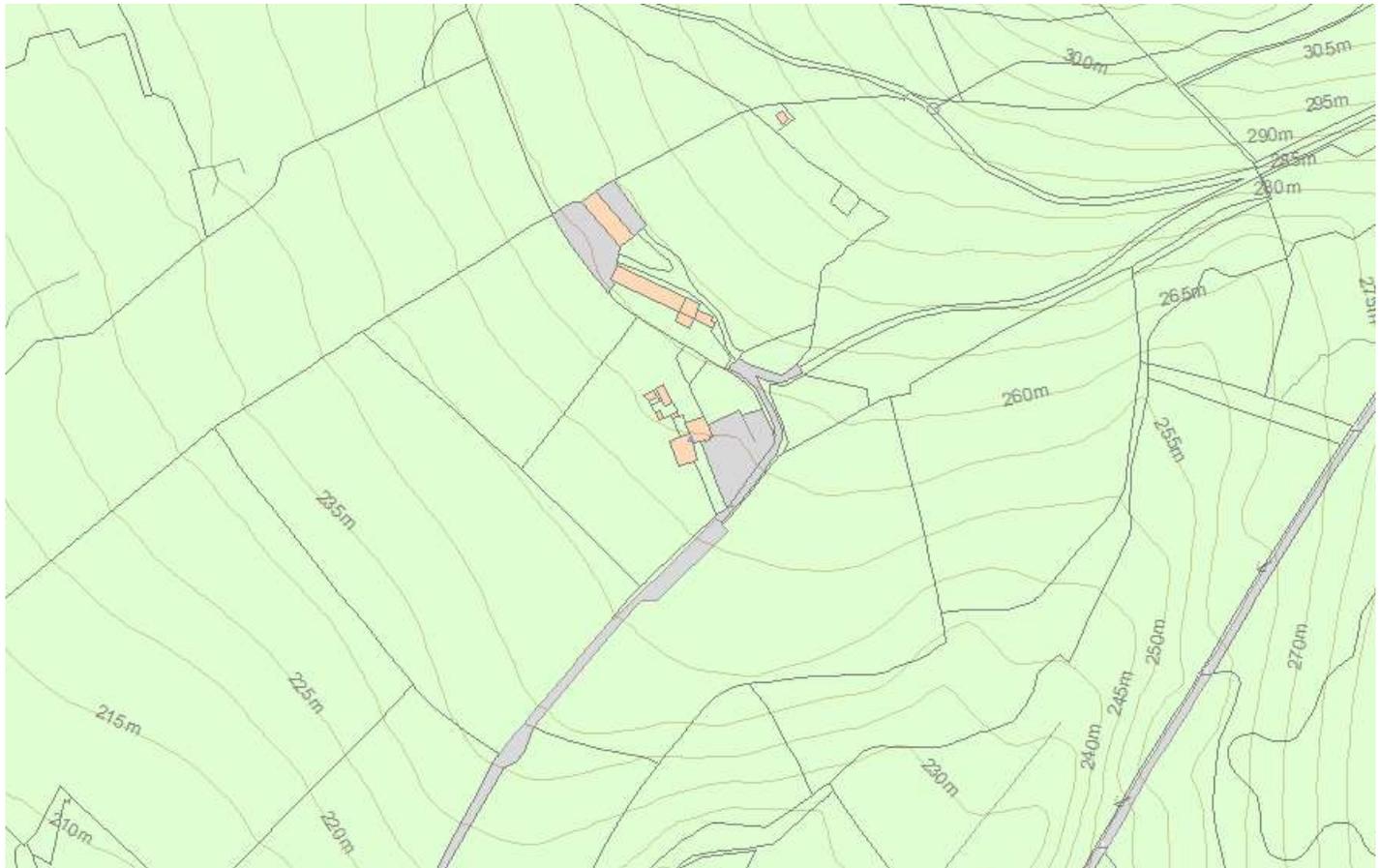
Date first listed:

29-Sep-1951

Statutory Address:

NORTH LEES HALL

# Map



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## Location

Statutory Address:  
NORTH LEES HALL

The building or site itself may lie within the boundary of more than one authority.

County:

Derbyshire

District:

Derbyshire Dales (District Authority)

Parish:

Outseats

National Park:

PEAK DISTRICT

National Grid Reference:

SK2353483443

## History

North Lees Hall is thought to have inspired Charlotte Bronte (1816-55) in the summer of 1845 when she was staying with her friend Ellen Nussey at the vicarage in Hathersage, providing the model for Mr Rochester's Thornfield Hall in her first and most famous novel *Jane Eyre* (1847).

## Details

SK 28 SW PARISH OF OUTSEATS 2/78 29.9.51 North Lees Hall GV II\*

Tower house with lower attached domestic range. Late C16, with some C19 refashioning, and restored in 1965. Coursed rubble gritstone, rising from a chamfered plinth, with quoins, embattled ashlar parapet with moulded merlons and formerly with a lead roof, now with an asphalt covering. Tower house incorporates a taller stair tower to north east corner, to which is attached a domestic two storey range to the north east. Tower House, south east elevation; three storeys and parapet above basement. Stacked 6-light recessed hollow chamfer mullioned and transomed windows, the one to the first floor beneath a hoodmould with stops, those to the ground and second floors beneath continuous drip moulds. C20 casements, those to ground floor openings with diamond leaded lights to upper parts. Taller stair tower projects slightly to rear of main tower with single lights within chamfered surrounds to light staircase half-landings, North west elevation; projecting stack carried on corbels at height of first floor window heads, and a wide doorway to ground floor with deep chamfers to jambs and lintel. South west elevation has four 4-light hollow chamfer mullioned openings to north west end, and three 3-light hollow chamfer mullioned and transomed windows to south east, indicating a change in floor levels in the rear part of the tower. Full height stack projects between windows, now truncated at parapet level, but with base for diagonal stone chimneys. Domestic range adjoins the stair tower, and is possibly a later and lower rebuilding of an earlier range. Stone slated roof with intermediate and end stacks, and coped gables with moulded kneelers, Two storeys, three bays with advanced gabled range off-centre, to north east of doorway, which has a moulded surround with a plain planked door. , 3-light chamfer mullioned windows above doorways with casements. Former C19 3-light mullioned and transomed window to gabled range, now with lower part replaced by C20 joinery. C20 casement to opening with heavy lintel to north east end. Interior; the tower is served by an oak newel stair, and has moulded stone doorcases leading into the principal rooms, The ground and first floor rooms have moulded plaster ceilings which, together with the rest of the interior, were extensively restored in 1965, The ground floor plaster work is dated 1594, with a moulded frieze and a moulded soffit to the main spine beam, The first floor plaster work is more elaborate, with moulded ceiling panels, as well as a frieze, and spine beam soffit. Both ground and first floor rooms have moulded stone surrounds to the hearths and Tudor arched head, and carved chamfer stops to the jambs.

Listing NGR: SK2353483443

This listing was enhanced in 2016 to mark the bicentenary of Charlotte Bronte's birth.

## Legacy

The contents of this record have been generated from a legacy data system.

Legacy System number:

81224

Legacy System:

LBS

## Legal

This building is listed under the Planning (Listed Buildings and Conservation Areas) Act 1990 as amended for its special architectural or historic interest.

End of official listing

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# FARM OUTBUILDING TO THE NORTH WEST OF NORTH LEES HALL

## Overview

Heritage Category:

Listed Building

Grade:

II

List Entry Number:

1109775

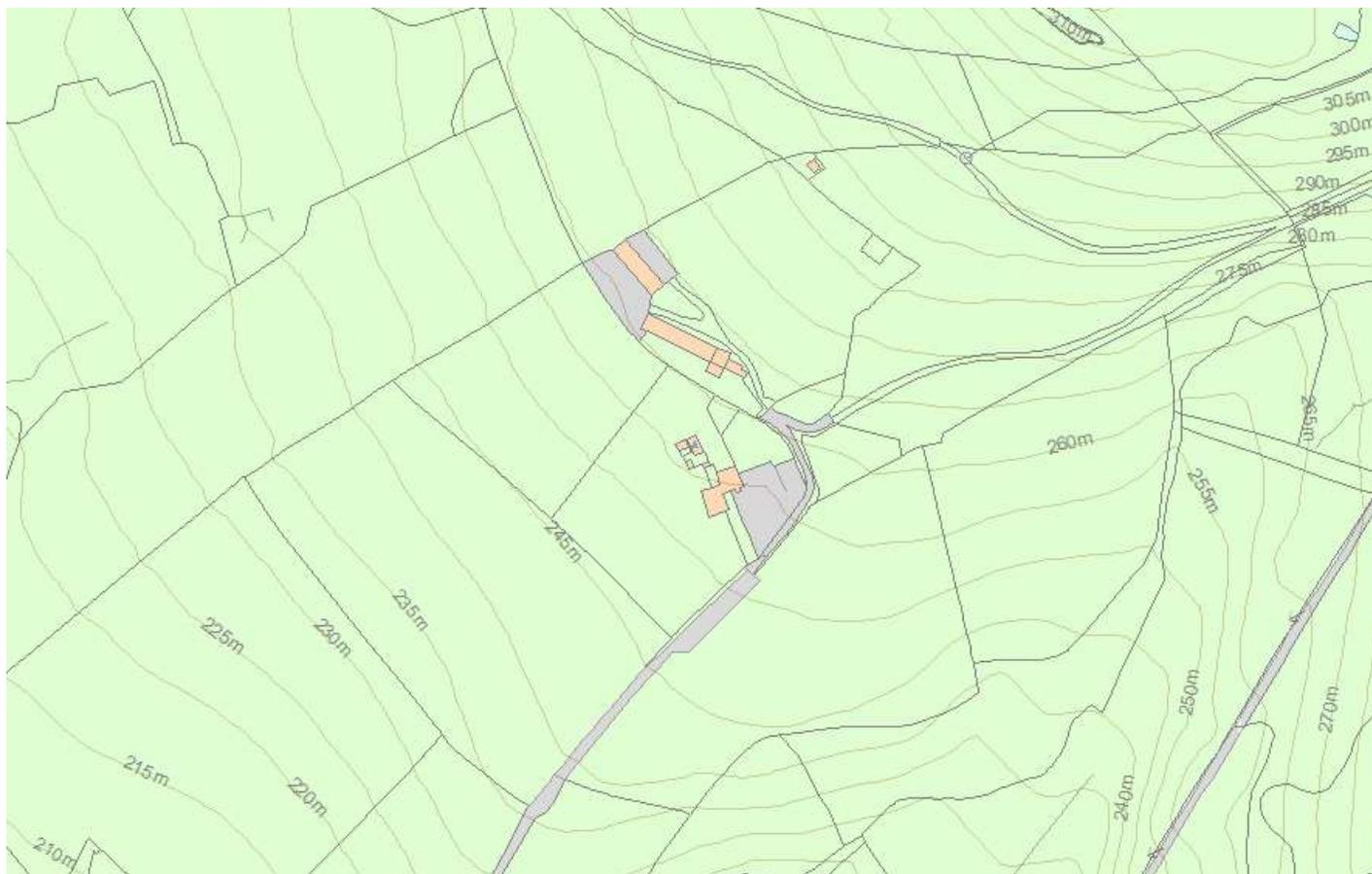
Date first listed:

19-Feb-1985

Statutory Address:

FARM OUTBUILDING TO THE NORTH WEST OF NORTH LEES HALL

## Map



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([https://mapservices.HistoricEngland.org.uk/printwebservicehle/StatutoryPrint.svc/106651/HLE\\_A4L\\_Grade|HLE\\_A3L\\_Grade.pdf](https://mapservices.HistoricEngland.org.uk/printwebservicehle/StatutoryPrint.svc/106651/HLE_A4L_Grade|HLE_A3L_Grade.pdf))

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## Location

Statutory Address:

FARM OUTBUILDING TO THE NORTH WEST OF NORTH LEES HALL

The building or site itself may lie within the boundary of more than one authority.

County:

Derbyshire

**District:**

Derbyshire Dales (District Authority)

**Parish:**

Outseats

**National Park:**

PEAK DISTRICT

**National Grid Reference:**

SK2352283461

## Details

SK 28 SW PARISH OF OUTSEATS 2/79 Farm Outbuilding to the north west of North Lees Hall GV II

Outbuildings. Late C18. Coursed rubble gritstone with quoins, coped enclosure walls and stone slated roofs, Single storey range of outbuildings for small farm animals, consisting of walled enclosures with low monopitch roofed shelters for animals. Listed for group value only.

Listing NGR: SK2352283461

## Legacy

The contents of this record have been generated from a legacy data system.

**Legacy System number:**

81226

**Legacy System:**

LBS

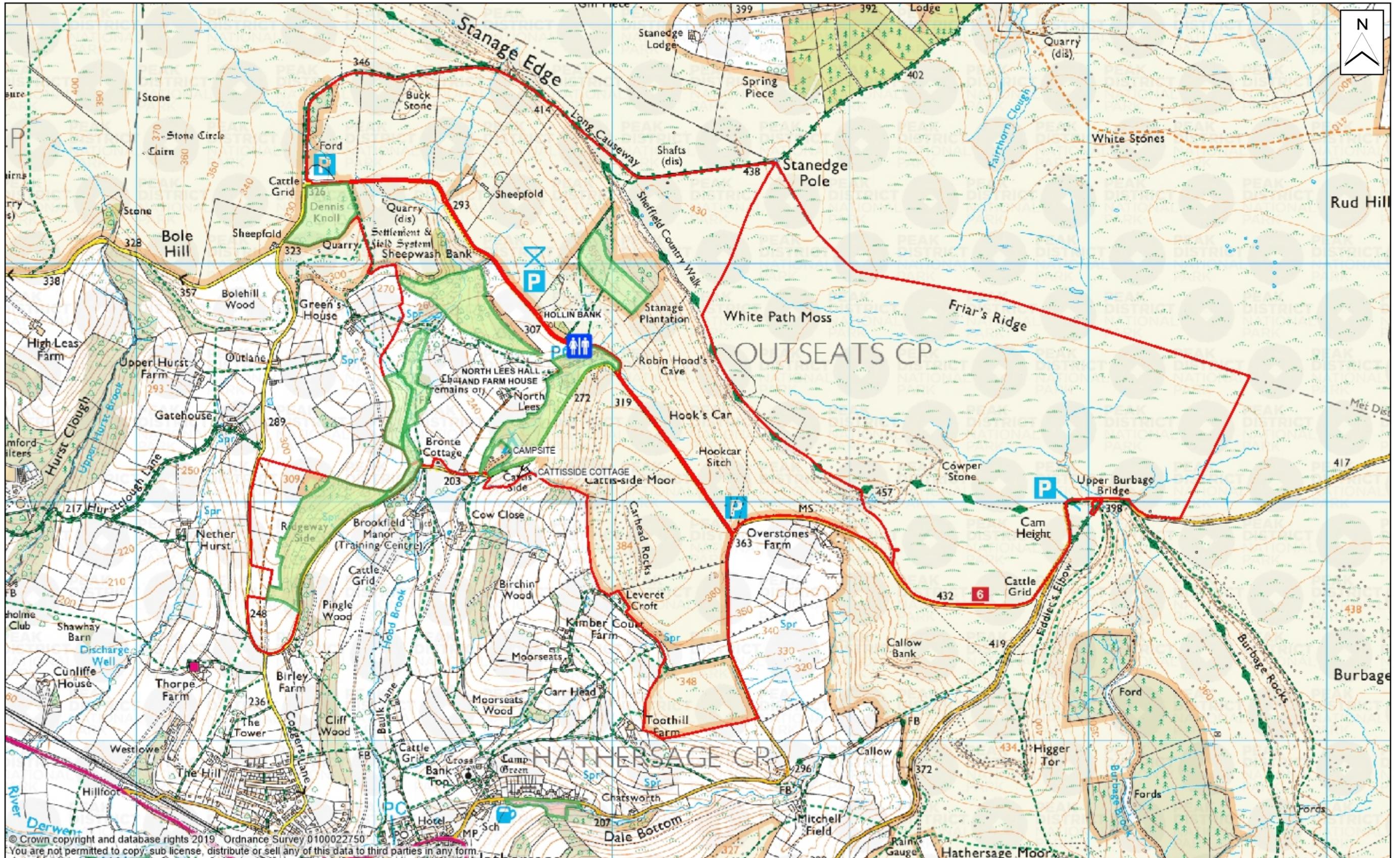
## Legal

This building is listed under the Planning (Listed Buildings and Conservation Areas) Act 1990 as amended for its special architectural or historic interest.

End of official listing

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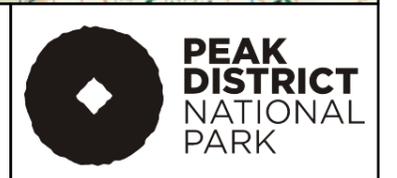


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Drawn by: Stone Emma  
 Date: 24 April 2019  
 Drawing No: APPENDIX 2  
 Scale: 1:15000 at A3

**Title:**

Plan of Stange-North Lees  
 Red line indicates ownership boundary  
 Green areas indicate woodlands



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# **STANAGE-NORTH LEES MANAGEMENT PLAN– 2021 to 2025**

## **Contents**

### **Introduction**

- About Stanage-North Lees
- The Stanage Forum
- About This Plan
- The Vision for Stanage – North Lees
- Guiding Principles for Management
- Reflection on the Previous 5 years
- Relationship to other plans

### 1. **Landscape**

#### 1.1. Landscape

Map 2 Landscape Character Areas

#### 1.2. Geology

#### 1.3. Wildlife

Map 3 Wildlife Habitats and Species

#### 1.4. Cultural Heritage

Map 4 Cultural Heritage Features

### 2. **People**

#### 2.1. Recreational activities

#### 2.2. Access to Stanage-North Lees

#### 2.3. Access at Stanage-North Lees

Map 5 Existing & Proposed Access

#### 2.4. Infrastructure

#### 2.5. Volunteering

#### 2.6. Education & Interpretation

### 3. **Connections**

#### 3.1. Local Community

Map 6 Local Context

#### 3.2. Sheffield Moors

Map 7 Sheffield Moors Land Management

#### 3.3. Sheffield and the Wider Region

Map 8 The Regional Context

#### 3.4. National and International

### 4. **Resources**

#### 4.1. Agri-environment and Woodland Grant Schemes

#### 4.2. The campsite, rents, car park charges and commercial opportunities

#### 4.3. Donations & Sponsorship

#### 4.4. External Funding

## Appendices

- I. Stange Forum Constitution
- II. Stange Forum Consensus Building Principles
- III. Vision Development: Word Clouds

## Abbreviations and glossary

PDNPA - Peak District National Park Authority  
CPRE – Campaign for the Protection of Rural England  
BMC – British Mountaineering Council  
DSC – Derbyshire Soaring Club  
CROW Act – Countryside & Rights of Way Act  
HLF – Heritage Lottery Fund  
PPCV – Peak Park Conservation Volunteers

DRAFT

# **INTRODUCTION**

## **About Stanage-North Lees**

Stanage - North Lees is owned and managed by the Peak District National Park Authority (PDNPA) for the benefit of all. People come here for many reasons including but not limited to walking, climbing, mountain biking, bird watching and to escape from the urban fringes that surround the Peak District National Park (PDNP). This is reflected in Text Box 1, “The Spirit of Stanage-North Lees”, which captures, in quotes, what the Estate means to some of the contributors to this Plan. It also captures some of the challenges of managing this special place.

### **Text Box 1: Spirit of Stanage-North Lees**

#### **Spirit of Stanage-North Lees**

“Proud it’s mine  
Stanage and North Lees  
Escape to reality”

“A place to be at peace, in nature, in a wide open landscape with the sky and air free from clutter.”

“A place for challenge and adventure and freedom for everyone.”

“A place to explore, discover and learn.”

“A place to care for.”

“Stanage is bigger than any of us. It sits in judgement on any who claim the right to manage it.”

“Yet it must be managed in order to do justice to its inheritance, to its wildlife, and to people.”

“It is a public asset which epitomises the value of National Parks and is treasured by its local communities and further afield.”

“It is an important example of synthesis between conservation, recreation and farming, aspiring to a common vision for the whole.”

“But there are challenges: how to enjoy it and how to look after it, how to find common cause with others whose enjoyment is perhaps a bit different from yours, how to reach out to those who have yet to discover all it has to offer, how different organisations can work together.”

“This is a management plan about how to respect Stanage – how to nurture its sense of place progressively, responsibly, sustainably, affordably, for now and for the future, with minimum intervention.”

“It’s your plan because you, the public, helped to formulate it – and it’s yours to make it work.”

Many describe the Estate as a “microcosm” of the entire Peak District National Park (PDNP). This is because the challenges that are faced in managing the Estate are challenges that can be found all over the PDNP. These challenges include managing parking, maintaining rights of way, enhancing wildlife habitat, managing historical buildings and monitoring wildlife populations to name but a few. The management of Stanage can therefore help guide the management of other areas of the PDNP that face similar pressures.

### **The Stanage Forum**

The PDNPA cannot overcome all of these challenges on its own and needs the input of a variety of Stakeholders to help guide its decision making. As a result the Stanage Forum was established in 2000. The Forum enables the voices of the users of Stanage to be heard and to be considered when making management decisions. Each year the Forum appoints a Steering Group to represent its interests and to work in partnership with the PDNPA in managing the Estate. As an advisory body the Steering Group meets regularly and has been influential in undertaking this review and developing the objectives for the next 5 years.

### **About This Plan**

This Plan is a mid-term review of the existing Stanage-North Lees Management Plan 2015 – 2025. Its purpose is to update the text of The Plan and to identify SMART objectives for each of its 4 themes. These objectives will focus resources towards the practical management of the Estate over the next 5 years. In addition new “Aspirational Aims” have been developed. These Aspirational Aims are there to give a longer term focus to The Plan and have the potential to act as the foundation of the 2025 review. They are also included so that should more resources become available before then they can be directed towards achieving one or more of these Aims.

### **The Vision for Stanage – North Lees**

The Plan is driven by the Vision for Stanage – North Lees which was produced in 2014 in partnership with the Stanage Forum and a wider consultative group.

#### **Stanage-North Lees Vision:**

*‘To care for, enjoy and promote understanding of Stanage-North Lees in a sustainable way which respects and enhances wildlife, heritage and landscape for everyone, forever’.*

This management plan is split into four sections reflecting the four quadrants of the Vision: Landscape, People, Connections and Resources. In reality these are artificial distinctions with all elements of the plan inter-related to the extent that it is difficult to set discrete ambitions, aims and targets. We ask that these inter-relationships are recognised and remembered when reading and using this plan.

This Vision was developed in the context of the National Park’s Statutory Purposes (Section 61, Environment Act 1995) namely:

- a) *‘....conserving and enhancing the natural beauty, wildlife and cultural heritage of the area....’* and
- b) *‘.....promoting opportunities for the understanding and enjoyment of the special qualities of the area by the public.’*

and its duty to:

*‘.....seek to foster the economic and social well-being of local communities....’*

and to reflect both the National Park Management Plan Vision and the recently updated Mission Statement for the Peak District National Park:

National Park Management Plan Vision:

*‘The Peak District: Where beauty, vitality and discovery meet at the heart of the nation’*

Mission Statement for the Peak District National Park

*By inspiring millions of people, together we will protect and care for our National Park for the enjoyment of all.’*

It is also important to recognise that the plan has been developed at a time of increasing financial challenge for the PDNPA as the core grant from Government is reducing and the Authority is having to reduce its direct expenditure and find new ways to generate income to resource and deliver its core purposes.

**Guiding Principles for Management**

The plan is dependent on a number of simple and yet robust guiding principles, namely:

- Management plan developed by consensus amongst users/stakeholders where all have an equal voice;
- Management of Stanage-North Lees should aim to minimise impacts on the wilderness, peace and tranquillity of the area;
- The aim should be to achieve the highest standards of landscape, wildlife and cultural heritage management, reflecting the first purpose of National Parks;
- Inclusive access and education for all should be pursued reflecting the Authority’s mission to inspire millions, and its commitment to reach disadvantaged and less well represented groups;
- Management should be on a holistic rather than piecemeal basis, reflecting the fact that the whole is greater than the sum of the parts for both people and the landscape;
- Management should always reflect the context of the landscape of the wider Sheffield Moors;
- The plan should look to the future, having a long – term vision rather than focusing on short- term gain.

These principles were established in partnership with the Stanage Forum at an early stage in the plan’s development.

**Reflection on the previous 5 years**

The first 5 years of the Stanage-North Lees Management Plan 2015 – 2025 have presented new challenges and opportunities. Visitor numbers have continued to rise with a significant increase during 2020 as people looked to the countryside to provide solace from the restrictions placed upon them in response to the COVID 19 pandemic. This has brought pressure on parking facilities and the rights of way network across the Estate and these continue to be dominant themes in this Plan.

Working in partnership with the Tenant Farmer has seen some significant improvements in Biodiversity around the Estate, these include:

- Establishing heather at the Popular End of Stanage Edge as a result of bracken management and heather brash spreading

- Significantly increasing Sundew numbers on White Path Moss as a result of blocking the grips adjacent to the Gas Pipeline
- Maintaining numbers of Ring ouzels successfully breeding on Stanage Edge
- Continued improvements in the species composition of the Estates flower rich Hay Meadows

Other successes include:

- The Establishment of the Stanage North Lees Heritage Action Group (SNLHAG) and their success in applying to the Heritage Lottery Fund for money to undertake further surveys around the Estate.
- Increasing revenue at the campsite so more money can be reinvested back into the Estate

Other successes are highlighted at the beginning of each Section.

### **Relationship to other plans**

The Stanage - North Lees Management Plan details the ambitions for Stanage-North Lees within the context of the National Park Management Plan 2018 -23, which covers the whole of the Peak District National Park and can be found [here](#).

These ambitions also sit within the framework of the Peak District Landscape Strategy and Action Plan which can be found [here](#).

As one of the landholdings which makes up the Sheffield Moors initiative the plan has also been guided by the Sheffield Moors Masterplan which can be found on the Sheffield Moors Partnership website [here](#).

The Management Plan is also compatible with the Local Development Framework Core Strategy which details the Authority's development management policies for the National Park, it can be viewed [here](#).

Other Plans and initiatives that relate to this Plan include:

[Sheffield Lakeland Partnership](#)

[Sheffield Outdoor City](#)

## 1. LANDSCAPE AND BIODIVERSITY

### **Achievements since 2015**

There have been some significant works undertaken across the Estate since 2015, here is a small sample of some of the success:

1. The removal of a large patch of invasive rhododendron from the Ridgewayside Woodland.
2. Sheepwash Bank has been planted with the aid of a woodland grant.
3. Grip blocking has been completed on the blanket bog habitat which will re-wet the moor and help return the SSSI status of the back into favourable condition.
4. Over 200 bird boxes continue to be monitored and maintained and regular bird surveys undertaken across the Estate. Most of this work is undertaken by volunteers.
5. The Mill Pond dam wall has been cleared of ivy to help protect it and to make it more visible to the public.
6. There has been a successful transition to a new 10 year Countryside Stewardship Scheme.

### **Management Principle**

**To achieve cost effective management of the landscape at Stanage-North Lees, maximising benefits for natural and cultural heritage whilst enabling greater understanding, involvement and enjoyment.**

#### **1.1. Landscape**

The varied scenery and stunning views of Stanage-North Lees are at the heart of what makes it special for so many people. Management is dedicated to the protection and enhancement of the landscape and the associated tranquillity, which is widely recognised as having important benefits for people and wildlife. Positive landscape management is also critical for water quality, flood control and carbon capture.

#### Map 2 Landscape Character Areas

The open moors and Stanage Edge all fall within the area of the National Park which is recognised as the 'Natural Zone' because it includes:

- a quality of 'wilderness';
- relatively natural vegetation;
- few obvious signs of human influence such as field boundaries;
- 'open country' which has particular importance for certain types of recreation associated with adventure and contact with nature;
- high wildlife value;
- natural beauty, which is particularly important to conserve.

Within this area there is a presumption against development as laid out in the Local Development Framework. This is echoed in this management plan. Whilst Stanage doesn't fall within any strict definition of wilderness most people perceive it to have a "wilderness quality" which is worthy of protection and enhancement.

The moorland is almost unique within the Dark Peak for being un-fenced at least on one side of the road. This enables visitors to feel part of the landscape rather than separate from it even within their cars. This is particularly important given the location of the property at the entrance to the National Park for many people from Sheffield.

Stanage Edge is also unique within the Sheffield Moors being largely un-wooded. This creates dramatic views from Hathersage and the Hope Valley. Similarly White Path Moss behind the

Edge is very open creating a wide, open, uncluttered landscape of skies and moorland.

In-by pastures and hay meadows bounded by drystone walls, and woodland make up the remainder of the property and have a landscape value that is different but no less valuable. Taken as a whole together with the Natural Zone, the property is recognised as being of very high landscape value.

In 2020 Phytophthora ramorum was identified within Stanage Plantation and a Statutory Plant Health Notice is expected to be served during the lifetime of this plan requiring all larch trees to be felled within this plantation. Larch makes up approximately 50% of this plantation and its felling (and likely removal) will have a significant ecological impact around the immediate area as well as a much wider visual impact. Although this represents a significant short term problem it does provide the opportunity to plan for long term woodland resilience across the Estate. It is proposed to apply to the Forestry Commission for funding to help create A “Woodland Creation Plan” for the Estate. Such a plan would look at the Estate as a whole and identify appropriate areas for creating suitable woodland that would be resilient to climate change.

Farming is a critical element in the management of the landscape. Since 2013 there has been a resident farmer with a flock of mainly Swaledale sheep and a small herd of cattle including pedigree Red Polls and Belted Galloways.

### **Management Aims**

- 1. Maintain the sense of wilderness of the open moor and edge ensuring the landscape remains free from man-made intrusions, and control over-night parking, wild-camping, litter and fly-tipping.**
- 2. Bring together the best of traditional farming practices and a modern farming to manage the grassland and moorland habitats to benefit the natural and historic landscape.**
- 3. Encourage the woodlands to develop into semi-natural features that sit within and complement the landscape.**

### **1.2. GEOLOGY**

Geology underpins the landscape, the wildlife, the cultural heritage and the huge recreational importance of Stanage-North Lees. The hard resistant nature of the millstone grit creates both the dramatic edge features and the moorland plateau behind whilst the softer shales interbedded with sandstones from the farmland and woodland below. The gritstone has been used over the centuries in many different ways – for querns and millstones in the past and for climbing and bouldering today - whilst the topography which has been influenced by the geology has enabled the development of water-powered industries.

The 4 mile long Stanage Edge is recognised as a Regionally Important Geological Site (RIGS). As described in the 1993 RIGS description it is a ‘fine escarpment of coarse millstone grit’ with the main points of interest being:

1. Sedimentary structures with false and cross bedding
2. A gritstone edge
3. A coarse sandstone petrology

In 2010 the site was assessed as not at risk as part of a Peak District wide assessment of geological sites.

### **Management Aims**

- 1. Increase understanding of and enthusiasm for geology recognising it as the foundation of the landscape**
- 2. Work with partners to foster and encourage the strong climber ethic on safeguarding**

**the rock from damage or fixed protection, in particular helping the BMC to promote its “Respect the Rock” campaign.**

### **1.3. WILDLIFE**

A wide variety of habitats are found at Stanage from flower rich hay meadows and pastures to National and European designated moorland, including extensive peat bog, dry heath, rough grazing and rock edges. Native broadleaved and coniferous woodlands are also present, with ancient woodland indicators extensive in some areas. Notable breeding birds include the iconic ring ouzel that breeds on the edge and boulder habitats. Other breeding moorland birds include golden plover, curlew, snipe, and whinchat, with historic breeding records of merlin and shorteared owl. The woodlands support long-eared owls, pied flycatchers, spotted flycatchers, redstart and linnet. In addition there are populations of water voles, various bats, grassland fungi and recent records for adder and the golden-ringed dragonfly although the insect life is largely unrecorded.

Stanage-North Lees is particularly important in a Sheffield Moors context for the area of blanket bog on White Path Moss, for the hay meadows on Ridgewayside and as the link between the Eastern Moors to the south and the bulk of the Dark Peak to the north. This is considered particularly important for the less common species, for example the Golden-ringed dragonfly and the Ring Ouzel, and is also likely to become increasingly significant as a corridor in the face of climate change.

Many of the highest quality habitats including the peat bog on White Path Moss and the meadows at Ridgewayside are in, or approaching, good condition (although there is still room for improvement). Elsewhere there are issues particularly with bracken, and in some of the woodlands, a lack of light reaching the ground flora. The grasslands in front of the Hall are in a process of restoration to a flower-rich hay meadow. Existing agri-environment and woodland grant schemes are designed to deliver maintenance and enhancement across the Estate.

Whilst there is extensive knowledge of the habitats and species amongst staff and local people/natural history groups, little of this is collated into a form that enables effective monitoring, or is usable by the public.

There is widespread consensus that ‘if we can teach people about wildlife they will be touched ... (and) we want to save things that we love’. (Steve Irwin, Australian conservationist.) This principle lies behind all elements of our management plan.

Wilder Stanage – At the time of writing the concept of a “Wilder Stanage” is beginning to emerge. This reflects the idea that Stanage is viewed by many as a “wild” place and that nature also thrives in “wilder” environments. The term “Wilder Stanage” has the potential to reflect both of these aspects of the Estate and visitors to it will hopefully come prepared to experience a wilder landscape full of abundant wildlife. This concept may develop further during the lifetime of this plan.

#### Map 3 Wildlife Habitats and Species

#### **Management Aims**

- 1. Collate and update the wildlife records to ensure our management is appropriately targeted and make available in a publically accessible format**
- 2. Conserve and enhance the quality and diversity of the inter-related wildlife habitats and populations of important species in the context of both climate change and the wider landscape of the Sheffield Moors**
- 3. Enthuse and engage people in the wildlife of Stanage-North Lees through guided walks, appropriate interpretation and social media, aiming to extend**

- understanding, broaden interests and develop care for the countryside
- 4. **Involve a wide range of people (including individuals, community and local naturalist groups, schools and universities) in survey, monitoring, conservation and restoration projects.**
- 5. **Engender pride amongst recreational users and the farm tenant in the role that they play in the conservation of important species and habitats**

#### 1.4. CULTURAL HERITAGE

Stanage-North Lees supports a continuity of archaeological sites from Bronze Age through to the industrial period and the modern day, that is almost without parallel in the National Park and merits considerable further investigation, interpretation and celebration. Our present knowledge of the historic environment is informed in the main by a detailed field survey carried out in 1991 and information on the four scheduled monuments and the listed North Lees Hall and out-buildings. All of this needs up-dating and/or is incomplete. In addition there is a wealth of knowledge held by the Property Ranger on features on the ground and as a result of archival research. Many of the historic features on the holding are in relatively good condition although there are issues with bracken infestation, the stability of some of the built features and trees and scrub.

Alongside the historic features Stanage is also significant in the access movement of the early 20<sup>th</sup> century, and in 19<sup>th</sup> and 20<sup>th</sup> century literature and poetry.

##### Map 4 Cultural Heritage Features

##### Management Aims

1. **Gain a more thorough understanding of the range and time-depth of historical and archaeological features at Stanage - North Lees through archaeological survey and recording; documentary and other research; excavation and other forms of investigation.**
2. **Manage the cultural heritage resource to ensure its conservation into the future, not least by bringing together the best of traditional farming and modern farm practices to deliver benefits for the historic landscape.**
3. **Enthuse and engage people in enjoying the cultural heritage of Stanage - North Lees through guided walks; social media and appropriate interpretation - including a range of popular publications.**
4. **Involve a wide range of people (e.g. community groups; local and regional societies) in survey, monitoring, conservation, restoration and research projects, providing appropriate training.**
5. **In achieving these aims, ensure active engagement with local and regional universities and other providers of tertiary education, and with schools.**

##### SMART Objectives 2021-25

Objective	Timescale	Notes	Responsible for Delivery
Help return White Path Moss Blanket Bog area to "Good SSSI Condition" by undertaking sphagnum translocation with the help of volunteers.	By September 2022	Volunteer resource includes BMC, PPCV and PDNP volunteers	Frances Horsford (Estate Ecologist)

Help return White Path Moss Blanket Bog area to “Good Condition” by enhancing existing gully blocks on White Path Moss with the help of volunteers.	By December 2022	Volunteer resource includes BMC, PPCV and PDNP volunteers	Frances Horsford (Estate Ecologist)
Plant 1000 trees below on North Less Estate, with locations guided by the Woodland Management Plan.	By March 2022	Volunteer resource includes BMC, PPCV and PDNP volunteers	Mark Anderson (Estate Ranger)
Apply to the Forestry Commission for a “Woodland Creation Planning Grant” to help increase woodland cover across the Estate which takes into account features of interest from all disciplines.	By March 2024		Mark Anderson (Estate Ranger)
Build upon the work completed in the NIA by undertaking woodland restructuring work in the plantation woodlands to benefit key bird species and archaeology.	By March 2023		Mark Anderson (Estate Ranger)
Undertake research to identify potential solutions to protect roadside verges from vehicles.	By December 2021		Neil Porter with help from Mark Anderson

Undertake 50m of Hedge laying on an annual basis where appropriate across North Lees Farm	Annual Target	Look to train up a volunteer element who can help with this.	Mark Anderson and Tennant Farmer
Investigate the potential of developing a sustainable feeding area for birds at Hollin Bank car park	By September 2021, implement by December 2021 if appropriate		Mark Anderson

### **Aspirational Objectives**

These objectives are aspirational as at the time of writing no resource was available to begin their implementation.

1. Reduce the amount of bracken cover on the North Lees Estate, fulfilling the goals in the bracken management plan.
2. Reduce verge parking across the Estate to zero by 2030.

## **2. PEOPLE**

This section of the plan covers recreation and access, the visitor and farming infrastructure, education, interpretation and volunteering.

### **Achievements since 2010**

1. **Hathersage Forest School have established a fantastic site to facilitate outdoor learning for children.**
2. **Campsite signage has been updated and includes an interpretation panel and the re-naming of camping fields after local birds species.**
3. **A strong network of volunteers has been established to help monitor the Ring ouzel population across Stanage and the wider Sheffield Moors.**
4. **The Cowper Stone path has been stone pitched.**
5. **The path above Hooks Carr has been surfaced.**
6. **A permissive footpath through Ridgewayside Meadows has been approved and is in use.**

### **Management Principles**

**To encourage a broad range of user groups and individuals to access and enjoy Stanage-North Lees, to increase their understanding, and to develop a sense of belonging and ownership through care for and involvement in, the National Park.**

#### **2.1. RECREATIONAL ACTIVITIES**

As well as being well-used by people who live nearby within the Peak District, Stanage is only 6 miles (9.5km) from the centre of Sheffield (the UK's fifth largest city) and is central to one of the busiest National Parks in the world with over 10 million visitors a year. It is estimated that the property receives over 250,000 visitors per year, making it one of the most visited areas of countryside in the UK. Following the COVID 19 pandemic of 20/21 these figures have increased significantly with normal weekend visitor numbers now regularly exceeding those traditionally witnessed only on Bank Holidays.

People come to enjoy a whole range of activities, including:

- Climbing and bouldering
- Hang and para-gliding
- Mountain-biking and road cycling
- Walking and running
- Horse-riding
- Family trips and picnicking
- Enjoying the view, peace and tranquillity, including at the Scenic layby and the laybys above Sheepwash Bank
- Photography
- Bird watching, Wildlife watching, geology and cultural heritage visits
- Camping and staying at North Lees Hall

Stanage is particularly important for climbing and regarded as one of the birthplaces of the sport. It remains internationally famous for both climbing and bouldering, attracting many national and international visitors. It is also important for walkers and runners and as an important area of open access.

The 2002-2012 management plan resolved the majority of conflicts and agreed the principles of the way forward for recreational use.

Relevant clubs including the British Mountaineering Council (BMC), Ride Sheffield, Derbyshire Soaring Club and the Sheffield Bird Study Group, at appropriate times of the year, actively promote codes of good practice and these are generally well-respected by users.

### **Management Aims**

- 1. Welcome a broad range of recreational users enabling them to increase their physical well-being and enjoy the inherent tranquillity of the landscape.**
- 2. Ensure that conflicts between user groups and between the recreational use and the landscape (including its geology, wildlife and cultural heritage) are minimised recognising that whilst conflicts may not be resolved the Stanage Forum provides us with a process for seeking consensus and common values.**
- 3. Ensure that those who have only recently discovered Stanage-North Lees come to understand the importance of its natural and cultural heritage.**
- 4. Encourage and support local communities and disadvantaged groups and individuals to access the recreational opportunities at Stanage.**

## **2.2. ACCESS TO STANAGE NORTH LEES**

The vast majority of visitors access Stanage-North Lees and the surrounding Sheffield Moors by car. This brings with it issues of safety on the roads and parking in addition to the impact on tranquillity. With the exception of Birley Lane and Coggers Lane below Dennis Knoll, livestock have access to the roads throughout the property whilst walkers, cyclists and horse riders regularly share the roads with cars.

A traffic/visitor management plan was developed as one of the outcomes of the previous management plan and involved the designation of Birley Lane and Coggers Lane as 'Quiet Lanes' and the introduction of a 40mph speed limit on the unnamed road below Stanage Edge from the cattle grid east of Burbage Bridge to Dennis Knoll. (See Map 1.)

Sustainable and public transport options have long been an aspiration although the latter is unlikely to be financially viable in the foreseeable future. It is a 2 mile uphill walk from Hathersage to Stanage Edge and a greater distance from the bus termini in Sheffield.

Many road and mountain cyclists do cycle to Stanage from Sheffield, the Hope Valley and further afield. Stanage is on Sustrans route 66 and the Long Causeway and the bridleway through Stanage Plantation facilitate access for all kinds of off-road cycles. In addition a few local people access Stanage-North Lees on horse-back.

The campsite promotes sustainable travel offering a discount to visitors arriving by public transport or on foot/by bike.

### **2.3. ACCESS AT STANAGE-NORTH LEES**

Most of Stanage-North Lees is designated as open access land and many informal paths have developed over the years, the majority of these provide access to the base of the edge and are used by climbers. The bridle paths on the Estate include the Long Causeway and the Golden Car Bridleway that runs through Stanage Plantation and these are well used by Mountain Bikers. Public footpaths run through the Ridgeway Meadows and through the Hood Brook valley meaning visitors to the Estate can explore a variety of habitats all in one visit quite easily.

Maps 6 and 7 show existing and proposed areas of open access, footpaths and bridleways.

#### **Management Aims**

- 1. Continue with the on-going programme of improvements to the footpaths to Stanage Edge aimed at reducing erosion, footpath braiding and landscape impact whilst retaining wilderness characteristics.**
- 2. Enable and encourage access by less able visitors throughout the property where sustainable and practical and particularly on Long Causeway.**
- 3. Reduce the scope for conflicts on the Golden Car bridleway through Stanage Plantation through surface works and education.**
- 4. Encourage access by horse-riders and mountain bikes, upgrading access points and formalising a bridleway link from Hollin Bank.**
- 5. Minimise on-site signage but maximise its use to aid in the delivery of our management ambitions.**
- 6. Promote responsible access and recreational opportunities encouraging visitors to explore all parts of Stanage- North Lees, using signage at Hollin bank, the website and leaflets.**

### **2.4. INFRASTRUCTURE**

**MUCH OF THIS SECTION WILL BE INFLUENCED BY THE PROPOSALS TO BE PUT TO MEMBERS AT THE END OF APRIL 2021. THE DECISIONS TAKEN AT THIS MEETING WILL INFORM AN UPDATE OF THIS SECTION BUT IN THE MEANTIME THE BULK OF THE INFORMATION IS STILL RELEVANT AND CONTAINS IMPORTANT CONTEXTUAL INFORMATION ABOUT THE BUILT ELEMENTS OF THE ESTATE.**

#### **Aim**

**To manage and maintain the infrastructure of Stanage-North Lees (the buildings and**

## facilities) to help us deliver the Vision for Stanage-North Lees and the National Park

North Lees Hall including the East Wing farmhouse, the traditional farm buildings and to a lesser extent Cattisside Cottage all contribute to the special qualities of Stanage-North Lees and merit conservation in their own right. This falls under the Cultural Heritage section of the plan. In addition they provide opportunities for supporting recreation, farming and site management which is addressed in this section.

### **2.4.1. North Lees Campsite**

The campsite is located in an idyllic setting at the southern end of Tain wood, sheltered (and screened) by trees in all directions, and adjacent to a small stream. It is spread over three small fields and is a short walk both from Stanage Edge and Hathersage.

#### **Management Principle**

**Operate a campsite as an integral part of Stanage-North Lees delivering benefits for the landscape and people, facilitating valuable connections at a local, regional, national and international scale and making a positive contribution to the income of the property.**

North Lees is a high quality but basic campsite which:

- meets demand from recreational users of the Estate and the wider Peak District,
- provides an alternative to wild camping on the Sheffield Moors at a reasonable cost
- provides a National Park camping experience for low income families and special needs groups
- contributes to the delivery of the Duke of Edinburgh scheme in Derbyshire in addition to providing a base for other youth groups.

The campsite requires respect from its customers for other users and its neighbours; it encourages re-cycling and sustainable transport, and contributes to the local economy. Through the ethos of the campsite and the provision of information the campsite promotes understanding of the values of the National Park.

Feedback informally and on forums and websites is generally very complimentary. The general consensus is that the site has a spirit that reflects both this special landscape and the principle of public service.

The campsite is restricted by space, fire regulations and its water supply and sewage system to approximately 60 small tents/100 campers. It is open every day except Christmas Day and Boxing Day. The un-heated campsite amenity block is functional but dated and includes toilets, showers, hot water, under-cover washing up facilities and a drying room. On sunny spring and summer weekends the campsite is at capacity and during school holidays it is busy. 2020 had a limited season due to COVID 19 but when open between July and the end of September the site was fully booked almost every day. It remains to be seen if this trend will continue for future seasons but 2021 is likely to be similar with ongoing restrictions likely to be in place around foreign travel meaning more people looking to holiday in the UK.

## Management Aims

1. Maintain a low impact, basic site that sits within the landscape and is well-respected by its neighbours.
2. Meet the needs of recreational users of the Sheffield Moors including passing custom (single night stays), those preferring to wild-camp (by providing a relatively cheap, value for money experience) and those that are less able.
3. Promote sustainability including recycling, green energy, woodland and grassland conservation (no fires or barbecues), local economy (promoting local products and services), and public transport, cycling and walking as alternatives to the car.
4. Diversify the camping experience with the aim of increasing mid-week and off-season bookings.
5. Upgrade the facilities including a switch to (at least partial) renewable energy source. In addition to the obvious outcomes a renewable energy source could provide a marketing bonus for those visitors seeking a 'green holiday destination' in addition to offering opportunities for promoting renewables more widely.
6. Enhance the opportunities for increasing understanding of Stanage and the wider National Park.
7. Enhance the opportunities for involvement by groups and individuals in the management of the property.
8. Increase opportunities for disabled and disadvantaged groups and individuals to benefit from a National Park experience
9. Work with key partners to implement an effective marketing plan, targeting climbers, cyclists, walkers, D of E and Scout & Guide groups in addition to more general visitors to the National Park.

### 2.4.2. Hollin Bank Building

The building at Hollin Bank includes both public toilets (including disabled facilities) and a storage room. There is an associated disabled parking bay. The toilets are well-used both by people using Stanage-North Lees and by others passing through (by bicycle and car). The building is functional rather than attractive or in-keeping with this sensitive landscape setting on the fringe of the Natural Zone.

#### Management Aims:

1. Maintain Hollin Bank toilets as an essential facility for the property and the wider area.
2. Explore external funding opportunities for a multi-purpose replacement building which better reflects the sensitive landscape setting whilst maximising opportunities for both serving and engaging with the public.

### 2.4.3. Parking

#### Car Parks

At the time of writing the National Park Authority was undertaking a Park wide review of its Pay and Display car parks which may have an effect on this section of the plan. Parking pressure continues to be an issue across the whole National Park and Stanage is no exception and the information below is still pertinent.

<u>Location</u>	<u>No of parking spaces</u>	<u>Payment options</u>
Hollin Bank / Plantation	150	Pay & Display

Hook's Car / Popular End	58	Donation Boxes
Upper Burbage Bridge Car Park	38	
Dennis Knoll / High Neb (surfaced area only)	14	
Total	260	

Lay-bys

Upper Burbage Bridge Lay-by	15
Cabin Track (Scenic) Lay-bys	30
Lay-bys between Hollin Bank & Dennis Knoll	10
Total	55

Car Park provision serves a dual purpose providing opportunities for people to access Stanage and reducing the negative landscape impacts of strung-out parking at the roadside. In addition the design of the layby and adjacent wall at Hook's Car channel people onto the access land along preferred and sustainable access routes and away from ecologically sensitive areas, in subtle ways and without signage or other detriment to the landscape.

At the majority of times the parking provision is adequate. However at busy weekends there aren't sufficient places and up to 100 (or more) additional cars find places to park at the side of the road leading to both landscape and safety issues. In addition the reluctance to pay at Hollin Bank car park results in verge parking even at quiet times.

Refreshment concessions operate out of Hollin Bank, Burbage Bridge and Surprise View car parks.

**Management Aims:**

1. **Actively manage car parking to minimise landscape impacts and improve road safety.**
2. **Review the arrangements for car parking at Dennis Knoll.**
3. **Take opportunities (financial and practical) to enhance the road verges at Hook's Car and Dennis Knoll.**
4. **Increase opportunities for less able and disabled people to park.**
5. **Support refreshment concessions to provide for recreational users, promote understanding of the National Park where possible and increase income into Stanage-North Lees.**

Improvements to parking will need to be assessed within the context of the Local Development Plan.

**2.4.4. The Farmhouse and Farm Buildings**

The East Wing of North Lees Hall is now used as a farmhouse with the historic Cruck barn and adjacent 20<sup>th</sup> century farm building used to house animals, machinery, feed etc. The

Cruck Barn includes a very basic classroom and toilets which is only very rarely used owing to its location within a working farmyard and distance from the road.

### **Management Aims**

- 1. Support a farm business tasked with the delivery of grassland and moorland management.**
- 2. Manage the historic Cruck Barn and East Wing of North Lees Hall as part of a working farm at least in the medium term.**
- 3. Support the farm tenants in diversification enterprises.**

#### **2.4.5. Bells Box**

Bell's Box is owned by 79<sup>th</sup> Sheffield (St. Timothy's) Scout Group and provides basic bunk bed accommodation for seven people in the main area and a further three bunk beds in a separate area. There is a sink unit with running water, and the building is equipped with a chemical toilet. There is no electricity. It is located just up-hill of the farmyard with access only on foot.

In 2014/15 only two groups used Bell's Box although through upgrading their promotion and carrying out improvements to the building they aim to increase this use by 2016. The site is available for hire by any Scout or Guide group.

#### **Management Aim:**

- 1. Support St Timothy's Scouts in facilitating access to Stanage by Scout and Guide groups and involvement by them in the National Park.**

#### **2.4.6. North Lees Hall**

For the past few years the Hall has been let as a residential letting and will continue as such at least for the next 18 months. Longer term management of the Hall will be guided by the decisions made by Members at the end of April 2021.

#### **Objective**

- 1. Secure a future for North Lees Hall that maximises opportunities for the delivery of National Park purposes.**

#### **2.4.7. Cattisside Cottage**

Cattisside Cottage is a two bedroomed cottage with associated work-shop on Birley Lane. The cottage has been empty since November 2018 when the previous Estate Ranger vacated it. Currently the property is in need of major refurbishment. There is a proposal to renovate the cottage and manage it as a holiday let to increase revenue for the Estate. Members are due to make a decision on this proposal at the end of April 2021 and that decision will influence the future of this property.

#### **Objective**

- 1. Use Cattisside Cottage to support the vision for Stanage-North Lees.**

### **2.5. VOLUNTEERING**

Volunteers are core to the delivery of the Vision for Stanage-North Lees embedded in the management of the property from the development of the management principles through to practical conservation tasks. In addition to the specific groups listed below volunteers connected to the Learning & Discovery Team are involved in the delivery of events and activities.

## Management Aim:

**For volunteers to be an integral part of the management of Stanage-North Lees in mutually beneficial relationships, and to forge a strong feeling of 'belonging' towards the Stanage North Lees Estate through specific roles.**

### 2.5.1. Stanage Forum

Volunteers advise on the development of the management plan primarily through Stanage Forum (see Introduction and Appendix I). The Forum meets once a year and it is an opportunity for the PDNPA to inform the Forum of the success and challenges of managing the Estate over the previous 12 months and highlighting the opportunities for the future. During this meeting the Forum elects a Steering Group to represent user groups for the next 12 months. The Steering Group meets regularly throughout the year and their commitment to Stanage-North Lees is played out in feedback to the groups they represent, promotion of the property and very often action on the ground. For example Forum members have been critical to the promotion of the Stanage Sticker, in off-site events and in the practical delivery on the ground of conservation/access projects. The Steering Group is very active and has recently seen the appointment of a new Chair and Secretary which illustrates it is a dynamic, relevant and valued group.

#### Objectives

- 1. To undertake a review of the Stanage Forum Steering Groups Terms of Reference and Membership by the end of 2021.**

### 2.5.2. Volunteer Rangers

The PDNPA volunteers managed through Brunf's Barn Ranger Centre cover the Stanage area and are involved in regular patrolling at weekends, in the delivery of guided walks and in supporting various events and activities, along with initiatives to enhance the fabric of the property as a whole. For example they have been active in the promotion of the Stanage area and influencing visitor behaviour, and promoting the National Park and Stanage-North Lees at events and in wildlife and interpretation projects.

#### Objective

- 1. To establish a core of dedicated volunteers with roles including practical estate skills (dry-stone walling, hedge-laying, boundary and access point repairs), hot-spot roles to alleviate problems such as littering, fires and anti-social behaviour through initiatives such as Peak District Proud, and event/walk leaders to target audience work and promotion with reference to the Diverse Audience Plan by December 2022.**

### 2.5.3. Practical Conservation Volunteers

Practical conservation tasks are regularly delivered by volunteers primarily with support from the Peak Park Conservation Volunteers (PPCV). In addition, although less regularly, volunteers from user groups are involved in access works. For example BMC volunteers have surfaced under the Deliverance Boulder.

#### Objectives

- 1. Work with PPCV to provide at least twenty days of practical conservation volunteering per year.**

#### 2.5.4. Wildlife Survey and Monitoring

Bird surveys, bird ringing and the ring ouzel conservation project are supported by volunteers. Opportunities exist for extending volunteer involvement in survey and monitoring of other species and habitats. This will contribute essential and valuable information to inform and support conservation management.

#### **Objectives**

- 1. Investigate the potential of providing volunteer opportunities to utilise iNaturalist around the Estate by the end of 2021.**
- 2. Continue to support annual bird surveys around the Estate.**
- 3. Continue to support the maintenance of 200 bird boxes around the Estate and the ringing of pied flycatchers, nuthatches and redstarts.**

#### 2.6. **EDUCATION AND INTERPRETATION**

Stanage-North Lees is used by school and university groups for formal education, in addition to informally by groups and individuals learning for themselves about the landscape, cultural heritage and wildlife and about how people use and interact with one of the busiest countryside locations in the Peak District.

#### **Management Aim**

**To develop understanding of the National Park and specifically Stanage-North Lees by maximising the educational and interpretative value of Stanage-North Lees, supporting formal educational visits and developing enhanced opportunities for informal learning and increased understanding.**

##### **2.6.1. Guided walks and events**

An annual programme of walks and events takes place at the Property concentrating on guided walks, the Heritage Open Day at North Lees Hall, and Open Farm Sunday. In 2015 six half day kids club activities were based at the campsite during the school holidays designed to involve children in activities which encourage engagement in the natural world.

#### **Objective**

- 1. Design an innovative annual programme of walks and events designed to enable groups and individuals to learn about and celebrate the landscape by the end of 2021. The groups targeted should match those identified in the Diverse Audience Plan 2021 (DAP).**
- 2. Design a bespoke walk to celebrate the management of the Estate and the interaction between the Stanage Forum and Heritage Group by the end of 2021.**
- 3. Design an annual programme of walks and events based on the outcome of the first 2 objectives by March 2022.**

## 2.6.2. Interpretation

The majority of interpretation was developed in 1997 as part of the Local Interpretation Plan 1995 and included a number of on-site panels, a leaflet pack (now very out-dated) and an oral history book, 'An Accessible Wilderness' produced in 2003, a few copies of which are still available. In addition the Hunter Society produced a leaflet and audio trail in 2012 on the history of Stanage-North Lees with the title 'North Lees Through Time'. Few hard copies of this are still available but both the leaflet and audio trail are available as a download from the Hunter Society website [here](#). This is widely recognised as an excellent publication albeit with a few errors. An additional panel produced by Moors for the Future has also been produced.

### On-site Interpretation Zoning

On-site interpretation is only considered to have a place at Stanage-North Lees in particular and specific locations. A suite of rules have been developed to guide the location and type of interpretation and to inform the approach and way forward for existing on-site interpretation and the development of new projects.

1. No on-site interpretation should be present on the Open Moors or Stanage Edge reflecting the wilderness elements in these landscapes.
2. Interpretation panels are only acceptable and appropriate in areas of high visitor numbers and where the human element in the landscape is already well developed. Four possible sites have been identified:
  - Hollin Bank Car Park
  - Hollin Bank Toilets
  - North Lees Hall
3. At a range of other sites of particular interest small signs are acceptable to enable visitors to find out more about the interest features. These small signs could take the form of just a site name and should be located if at all possible on existing site furniture, for example existing gate posts. A number of possible sites include:
  - Ridgewayside Meadows
  - The Paper Mill
  - The Chapel
  - The Romano-British site

### **Objectives**

1. **Design and install a modern interpretation Panel for Hollin Bank Car Park by the end of 2022. (2022 because by then the forestry works at Stanage Plantation should be completed).**
2. **Design and install a modern interpretation panel for North Lees Hall by May 2022.**

### **SMART Objectives 2021-25**

Objective	Timescale	Notes	Responsible for Delivery
1. To undertake a review of the Stanage Forum Steering Groups Terms of Reference and Membership.	By December 2021		Louise Hawson (Steering Group Secretary)

2. To establish a core of dedicated volunteers with roles including practical estate skills (dry-stone walling, hedge-laying, boundary and access point repairs), hot-spot roles to alleviate problems such as littering, fires and anti-social behaviour through initiatives such as Peak District Proud, and event/walk leaders to target audience work and promotion with reference to the Diverse Audience Plan.	By December 2022	Volunteer resource includes BMC, PPCV and PDNP volunteers	Tom Lewis (Area Ranger North)  With assistance from Mark Anderson
3. Work with PPCV to provide at least twenty days of practical conservation volunteering per year.	Each year		Mark Anderson (Estate Ranger)  With Assistance from Dave Cramp (PPCV Manager)
4. Investigate the potential of providing volunteer opportunities to utilise iNaturalist around the Estate by the end of 2021.	December 2021		Tom Lewis
5. Continue to support annual bird surveys around the Estate.	Each Year		Frances Horsford (PDNPA Ecologist)
6. Continue to support the maintenance of 200 bird boxes around the Estate and the ringing of pied flycatchers, nuthatches and redstarts.	Each Year		Mark Anderson
7. Design an innovative annual programme of walks and events designed to enable groups and individuals to learn about and celebrate the landscape. The groups targeted should match those identified in the Diverse Audience Plan 2021 (DAP).	December 2021		Tom Lewis
8. Design a bespoke walk to celebrate the management of the Estate and the interaction between the Stanage Forum and Heritage Group by the end of 2021.	December 2021		Tom Lewis
9. Design an annual programme of walks and events based on the outcome of objectives 7 and 8.	March 2022		Tom Lewis

10. Design and install a modern interpretation Panel for Hollin Bank Car Park.	December 2022		Mark Anderson
11. Design and install a modern interpretation panel for North Lees Hall.	May 2022		Stanage North Lees Heritage Group

### 3. CONNECTIONS

#### Achievements since 2010

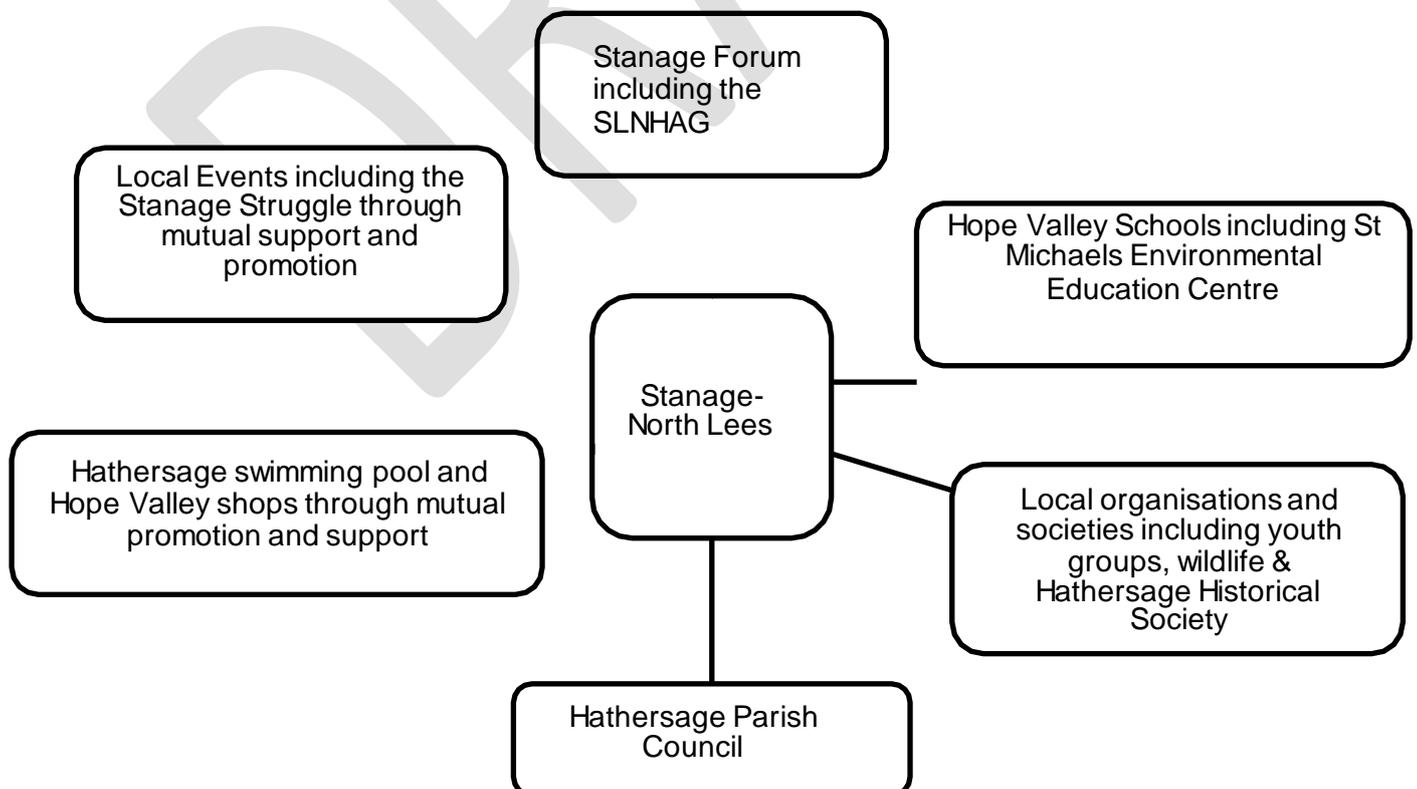
1. The Ring Ouzel project has grown in strength and is now a working collaboration involving the Sheffield Moors Partnership and many volunteers.
2. The Stanage North Lees Heritage Action has been established and is busy raising the profile of the cultural heritage to be found across the Estate.

#### Management Principle

For Stanage-North Lees to play a significant role in the landscape for people, wildlife and cultural heritage, at a local, Sheffield Moors, and regional scale, as well as nationally and internationally.

#### 3.1. LOCAL COMMUNITY (see Map 6)

Diagram 1 illustrates that we are not attempting to manage North Lees Estate in isolation but are committed to working with our partners to provide a space where both people and wildlife can thrive.



## Diagram 1 Our Ambitions for Local Community Links

### Management Aims

1. To embed Stanage-North Lees in the local community as a valued and valuable part of the landscape and of peoples' lives across the generations.
2. To encourage a sense of responsible ownership of Stanage-North Lees amongst local people.
3. To maintain existing links with the local community and create new ones including links with youth groups, schools including Hope Valley College and neighbouring groups in Sheffield.
4. To work with our partners across the wider landscape to facilitate biodiversity gains and improve visitor experiences.
5. To promote the message that North Lees Estate includes an upland sheep and beef farm.

### 3.2. SHEFFIELD MOORS (see Map 7)

The Sheffield Moors Partnership (SMP) includes approximately 56 square kilometres of upland landscape in public sector or charitable ownership on the western edge of Sheffield. The area contains habitats of both national and international importance, providing some of the most popular destinations for outdoor recreation in the Peak District National Park as well as historic environment features also of national and international importance. The partnership developed in spring 2010 out of recognition from the various land owners and managers in the area of the benefit of increased collaborative working. The partners are:

- National Trust
- Eastern Moors Partnership including the National Trust (NT) and the Royal Society for the Protection of Birds (RSPB)
- Sheffield City Council (SCC)
- Sheffield & Rotherham Wildlife Trust (SRWT)
- Peak District National Park Authority

Natural England is also a partner as most of the SMP area has national and international designations because of its important habitats and wildlife.

The vision for the Sheffield Moors is set out in the Masterplan – see <http://www.sheffieldmoors.co.uk> - and concentrates on the principles of connection, collaboration and involvement across the various land-holdings. The benefits from collaborative working include:

- Linked rights of way across boundaries
- Targeting land management to maximise benefits and reduce impacts of infrastructure (eg fencing)
- Deer management
- Predator control
- Shared resource – financial and volunteer resource

### Management Aims

1. Together with the other organisations involved in the Sheffield Moors Partnership to deliver the vision of the Sheffield Moors as the UK's leading model on how the uplands should be managed into the future for people, landscape, wildlife and the historic environment.
2. Explore joint working and the sharing of resources across the Sheffield Moors where it offers mutually beneficial and cost effective solutions.
3. Support and enable joint working between the Partnership and stakeholder groups
4. Encourage adjacent landowners and land-managers (outside of the core Sheffield Moors Partnership) to sign up to the vision for the moors.

## Objectives

1. To host an annual Sheffield Moors Operational Group (SMOG) meeting or work day on Stanage to help foster links between operational staff across the Sheffield Moors Partnership Area.
2. To support the Estates Tenant Farmer to host an Open Farm event each year.

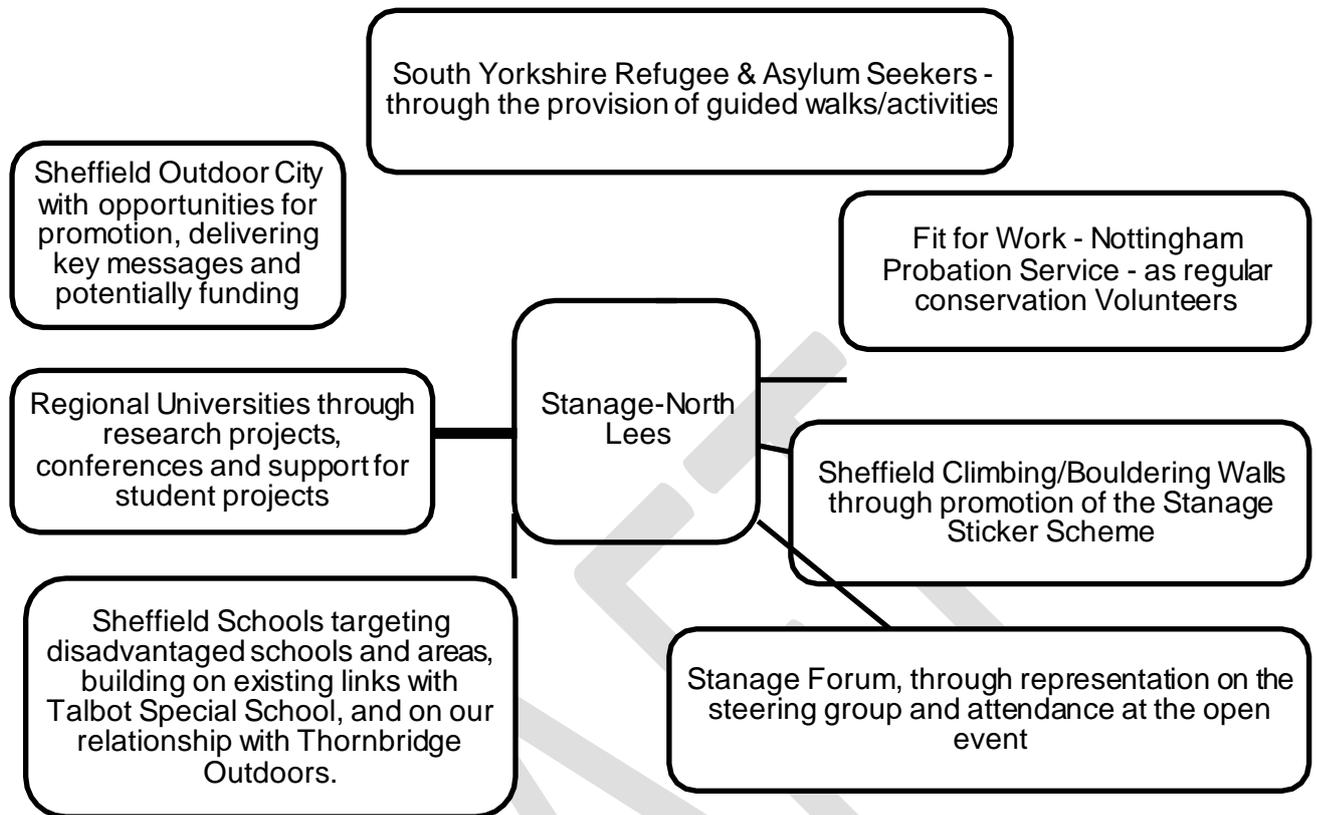
### 3.3. SHEFFIELD AND THE WIDER REGION (see Map 8)

Stanage-North Lees is just 6 miles (9.5km) from the centre of Sheffield (the UK's fifth largest city) and is central to one of the busiest National Park in the world. The statistics relating to visitor home locations vary dependant on season and the survey location. However student-led surveys in Summer 2015 indicate that 60% of visitors are from Sheffield and in winter this is considerably higher. Many of these people visit regularly and like the residents of the local villages treat it as the backdrop to their lives rather than as a visitor destination. Making this distinction is important in our understanding of the use of Stanage-North Lees for recreation. It is the reason why a sunny weekend in winter can be as busy as a summer's day, why the Edge is used for climbing in the evenings and why many visitors will come for just an hour or two. It is also one of the contributory factors in people's reluctance to pay for parking. Stanage is also a day-visit destination for people from other towns and cities within and close-to the National Park including Bakewell, Chesterfield and Nottingham. The 2015 Authority visitor survey which concentrated on visitors to the area close to the hall found that 31% of visitors came from South Yorkshire with a further 29% from the East Midlands, including the Derbyshire Dales area, Chesterfield, Derby and surrounding areas.

The visitor survey also shows that the majority of visitors are from relatively affluent backgrounds whilst the non-visitor survey carried out in Sheffield by the National Park Authority in 2014 shows that the barriers to people accessing the National Park relate to ease of accessibility, lack of knowledge and the location of Stanage so close to Sheffield and to other towns and cities means that we are well placed to deliver the National Park Authority's ambitions to inspire millions and to reach out to everyone.

The COVID 19 pandemic of 2020 and 2021 significantly increased visitors to the countryside nationwide and North Lees was no exception. Although there is no hard data to hand at the time of writing car parking data across the wider Sheffield Moors Area indicates that regular weekends were attracting visitor numbers above and beyond what would only normally be anticipated on a sunny Bank Holiday. The majority of these visitors would have been local given the restrictions on travel during the pandemic period. Anecdotal evidence also suggests an increasing number of visitors from The Greater Manchester area.

Diagram 2 Our Ambitions for Regional Links



**Management Aims**

1. Encourage a sense of responsible ownership of Stanage-North Lees in Sheffield and across the wider region.
2. Establish links with disadvantaged and under-represented groups and individuals from Sheffield and other neighbouring areas to encourage and enable them to access and become involved in Stanage-North Lees.
3. Establish links with one or more local universities for mutual benefit
4. Enhance and extend the links we have with local and regional natural history, cultural heritage and other specialist interest groups for mutual benefit
5. Together with partners in the Sheffield Moors enhance the flow of people from Sheffield across the landscape looking particularly at issues of sustainable transport and linking rights of way.
6. To work with the Peak District National Park Authority Engagement and Area Rangers to fulfil the ambitions of the Diverse Audience Plan (DAP).

**3.4. NATIONAL AND INTERNATIONAL**

The 2015 Authority visitor survey indicates that 29% of visitors come from outside the immediate region with a further 7% from abroad. Stanage has a national and international profile as an iconic location within a National Park and owing to its reputation for climbing.

## Management Aims

1. Act as an ambassador for the National Park with respect to national and international climbing, walking, fell running and mountain biking clubs, promoting the National Park as a destination for sustainable recreation.
2. Work with the Duke of Edinburgh scheme at a national level to promote the National Park and the campsite as an affordable part of a D of E expedition.

## Objective

1. To trial a QR sign at the Chapel to obtain data on potentially using more of this kind of signage across the Estate. Trail Sign to be installed by March 2022.

## SMART Objectives 2021 - 2025

Objective	Timescale	Notes	Responsible for Delivery
To host an annual Sheffield Moors Operational Group (SMOG) meeting or work day on Stanage to help foster links between operational staff across the Sheffield Moors Partnership Area.	Annully		Mark Anderson (Estate ranger)
To support the Estates Tenant Farmer to host an Open Farm event each year.	Annually		Nick and Will Deniff with support from Mark Anerson
To trial a QR sign at the Chapel to obtain data on potentially using more of this kind of signage across the Estate.	Installed by March 2022	Develop a pdf webpage which the QR code can link to.	SNHAG (Person to be decided) with Help from Mark Anderson

## **4. RESOURCES**

### Achievements since 2010

1. A new Countryside Stewardship Scheme has been signed which concludes in 2027.
2. Stanage North Lees Heritage Action Group (SNLHAG) successfully acquired £10k funding from the Heritage Lottery Fund.
3. The Campsite revenue and popularity continues to grow.
4. The 2019/20 financial year saw the first ever year where the Estate had a budget surplus (£12k).
5. Sheepwash Bank was planted as part of a Woodland Grant Scheme.

### Management Principle

Manage Stanage-North Lees so that it is cost neutral to the Peak District National Park Authority including the support costs. This includes applying to external funding bodies to

## help realise the objectives and aims of this Management Plan.

This section of the plan outlines the opportunities for income generation at Stanage-North Lees and the actions that will be implemented to maximise these. Income generation is set against the backdrop of the landscape of Stanage-North Lees and the multiple users of the property.

Rory Stewart (MP and Environment Minister) said in June 2015 when commenting on the report 'So Much More Than The View':

"Our British landscapes are among the most beautiful and precious in the world. And such land remains central to the British imagination, to our souls and to our identity.

"We would miss such landscapes profoundly if they were gone. We have a deep obligation to protect this land, its farms and its communities.....

However, while we celebrate the fact that they have also the potential to bring prosperity, we must never reduce such places simply to their economic value – they are so much more than that."

(Reference)

*Julian Glover in his Landscapes Review 2020 noted:*

*Our landscapes, and their natural beauty, matter in themselves.*

*They shape who we are, how we feel about each other and they make us happy. They are about people as well as place.*

[Landscapes Review 2020 p65](#)

Many of the income generating opportunities are linked to management on the ground. Funding our core costs is likely to remain a challenge.

Volunteering is also a significant resource but is addressed in the People section.

The property also makes a significant contribution to the local economy directly with regard to outdoor shops, cafes and pubs in Hathersage and other local villages, and indirectly in its contribution to the landscape of the National Park and the part this plays in the economy of the wider region particularly Sheffield. This has been recognised by Sheffield City Council who have branded Sheffield as the 'Outdoor City'.

### 4.1. Agri-environment and Woodland Grant Schemes

Agri-Environment - The Higher Level Stewardship Scheme has been replaced with a Countryside Stewardship Scheme and runs through to 2027 and the Tennant Farmer has taken on the responsibility of implementing it. The Scheme makes a significant contribution towards maintaining the viability of the farm. The UK left the EU on the 1<sup>st</sup> January 2020 and with it the Common Agricultural Policy. Trials are currently taking place to establish a new kind of Agro Environment Scheme which proposes to provide "public money for public goods". Details are yet to be released but it is anticipated that North Lees Farm will transition to this new scheme in 2027.

Woodland Grant Scheme – This scheme has provided funds to establish wooded areas across the Estate, most recently on Sheepwash Bank. As noted in Section 1 Stanage Plantation is infected with phytophthora ramorum and all Larch is planned to be felled and removed from this plantation in late 2021. It is proposed that over the next few years a comprehensive Woodland Creation Plan is developed with the aid of a Woodland Creation Planning Grant from the Forestry Commission.

## Management Principle

**1. Continue to enhance biodiversity across the Estate by maximising the opportunities available through Agri-Environment and Woodland Grant Schemes.**

**4.2. The campsite, rents, car park charges and commercial opportunities**

We aim to ensure that the campsite makes a positive contribution to the income of the property, alongside its core objectives of delivering National Park purposes, through a programme of improvements and an enhanced marketing strategy.

Annual rents are currently received from the Hall and farm tenants (for the farmhouse and the farmland separately), and St Timothy's Scouts (the ground rent for Bell's Box).

The future of all built assets on the Estate is currently pending a decision by Members at the end of April 2021.

Car Park Charging across the NPS's car park portfolio has just been reviewed and Members are due to make a decision on the recommendation of that report at the end of April 2021.

Commercial activities include filming, refreshment concessions and businesses leading outdoor activities. The 2002 Management Plan identifies the limits to commercial use of the property suggesting it is allowed so long as it does not:

- Detract from the landscape/sense of wilderness
- Disturb or damage wildlife or ecology, landscape or cultural heritage
- Cause disturbance to local residents and farmers
- Cause conflict with other users of the Estate
- Increase recreational pressure on the area

This list is still considered relevant.

Refreshment concessions are regularly let for Burbage Bridge and Surprise View car parks (in recent years ice cream vans) and Hollin Bank car park (vacant in 2014, a Pizza oven in 2015).

**Management Aims**

- 1. Manage the campsite, rented properties and commercial activities to maximise benefits for the property, both financial and in relation to National Park purposes.**
- 2. Upgrade the 'branding' at the car parks and the delivery of key messages around the positive use of car park income for people and the landscape**
- 3. Implement changes to the car park payment periods, payment options and rates in line with National Park-wide proposals.**

**4.3. Donations and Sponsorship**

The Peak District National Park Foundation was established in 2019 to raise funds to care for The Peak District National Park and make it more inclusive. Stanage North Lees is a priority for the Foundation in its fundraising efforts and work on the Estate funded by the Foundation can be used to promote the Foundations work and profile. It is early days but it is hoped that during the lifetime of this Management Plan the Foundation will become an increasingly important vehicle for raising funds to undertake important biodiversity and recreational work across the Estate.

## Management Principles

1. Encourage donations to the Estate by as many means as possible.
2. Encourage corporate sponsorship and individual donations connected to particular appeals.

### 4.4. External Funding

External funding is likely to be critical to the successful realisation of the objectives outlined in this plan. However, there is a danger that management of the Estate could be driven by requirements of funders rather than the objectives within this plan. The goal therefore is to target specific external funding opportunities that are funding work already identified within this Management Plan. The Plan will act as evidence to funders that a need has already been identified which meets their funding criteria and thus add weight to any application.

## Management Principle

**1. Attract external funding to support our ambitions for high standards of environmental site management, involvement by local people and visitors and outreach to disadvantaged groups and individuals.**

## Objective

1. Identify a sustainable use for the Cruck Barn by the end of 2023.
2. Develop a Phase 2 of the SNLHAG HLF funded project by ?????

Objective	Timescale	Notes	Responsible for Delivery
Identify a sustainable use for the Cruck Barn	December 2023		??
Develop a Phase 2 of the SNLHAG HLF funded project	???		Stanage North Lees Heritage Group



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STRATEGY 2	Year 21/22				Year 22/23				Year 23/24				Year 24/25				Year 25/26				Year 26/27				Year 27/28				Year 28/29				Year 29/30				Year 30/31							
	Apr-21	Jul-21	Oct-21	Jan-22	Apr-22	Jul-22	Oct-22	Jan-23	Apr-23	Jul-23	Oct-23	Jan-24	Apr-24	Jul-24	Sep-24	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26	Apr-26	Jul-26	Oct-26	Jan-27	Apr-27	Jul-27	Oct-27	Jan-28	Apr-28	Jul-28	Oct-28	Jan-29	Apr-29	Jul-29	Oct-29	Jan-30	Apr-30	Jul-30	Oct-30	Jan-31				
<b>Receipts</b>																																												
Opening Balance	90000	80156.5	76162.23	80408.23	-12237	4431.79	21267.04	36894.98	35476.51	43262.34	60097.59	75725.53	82007.06	24792.89	39469.14	52097.08	56219.61	70305.44	84981.69	100609.6	104732.2	120373	135049.2	150677.2	153299.7	168940.5	183616.8	199244.7	201867.3	217508.1	232184.3	247812.3	250434.8	266075.6	280751.9	296379.8	299002.4	314643.2	329319.4	344947.4				
<b>Sales/Turnover</b>																																												
North Lees West Wing	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700				
North Lees East Wing	2000	2000	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231				
Cattiside Cottage					5184	6592	3344	2320	5184	6592	3344	2320	5184	6592	3344	2320	5184	6592	3344	2320	5184	6592	3344	2320	5184	6592	3344	2320	5184	6592	3344	2320	5184	6592	3344	2320	5184	6592	3344	2320				
Additional income from parking charges					6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958				
Additional income from campsite	0	0	0	0	6971.4	5266	1715.3	1744.6	6971.4	5266	1715.3	1744.6	6971.4	5266	1715.3	1744.6	6971.4	5266	1715.3	1744.6	6971.4	5266	1715.3	1744.6	6971.4	5266	1715.3	1744.6	6971.4	5266	1715.3	1744.6	6971.4	5266	1715.3	1744.6	6971.4	5266	1715.3	1744.6				
<b>Other income</b>																																												
Capital Borrowing		169560		38000								85000																																
<b>Total Receipts (E)</b>	4700	174260	4931	42931	24044.4	23747	16948.3	15953.6	24044.4	23747	16948.3	100953.6	24044.4	23747	16948.3	15953.6	24044.4	23747	16948.3	15953.6	24044.4	23747	16948.3	15953.6	24044.4	23747	16948.3	15953.6	24044.4	23747	16948.3	15953.6	24044.4	23747	16948.3	15953.6	24044.4	23747	16948.3	15953.6				
<b>Payments</b>																																												
<b>Project Capital Costs:</b>																																												
Costs associated with west wing									5000				85000																															
Costs associated with east wing																																												
Costs associated with Cattiside Refurb		173560																																										
Costs associated with campsite																																												
Costs associated with P&D expansion																																												
<b>Direct Costs / Cost of Sales:</b>																																												
Marketing and booking system					155.52	197.76	100.32	69.6	155.52	197.76	100.32	69.6	155.52	197.76	100.32	69.6	155.52	197.76	100.32	69.6	155.52	197.76	100.32	69.6	155.52	197.76	100.32	69.6	155.52	197.76	100.32	69.6	155.52	197.76	100.32	69.6	155.52	197.76	100.32	69.6				
Cleaning and laundry (changeover)					829.44	1054.72	535.04	371.2	829.44	1054.72	535.04	371.2	829.44	1054.72	535.04	371.2	829.44	1054.72	535.04	371.2	829.44	1054.72	535.04	371.2	829.44	1054.72	535.04	371.2	829.44	1054.72	535.04	371.2	829.44	1054.72	535.04	371.2	829.44	1054.72	535.04	371.2				
Repayment of borrowing		4331.27		4331.27		5296.27		5296.27		5296.27		5296.27		7455.27		7455.27		7455.27		7455.27		7455.27		7455.27		7455.27		7455.27		7455.27		7455.27		7455.27		7455.27								
<b>Indirect Costs:</b>																																												
Cyclical Maintenance	2000			3500				3500	3500			3500	25500		3000	3500	2000			3500	150			5000	150			5000	150			5000	150			5000	150			5000				
PPM	300	238	560	310	200	238	560	310	583	238	560	310	583	238	560	310	783	238	560	310	1078	238	560	310	1078	238	560	310	1078	238	560	310	1078	238	560	310								
Utilities	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125				
Insurance	3750				3750				3750				3750				3750				3750				3750				3750				3750				3750							
Rates	3068.5				2315.61				2315.61				2315.61				2315.61				2315.61				2315.61				2315.61				2315.61				2315.61							
Cost to rectify defects from Condition Survey	5300			25750				7700					48000																															
<b>Total Payments:</b>	14543.5	178254.3	685	135576.3	7375.57	6911.75	1320.36	17372.07	16258.57	6911.75	1320.36	94672.07	81258.57	9070.75	4320.36	11831.07	9958.57	9070.75	1320.36	11831.07	8403.57	9070.75	1320.36	13331.07	8403.57	9070.75	1320.36	13331.07	8403.57	9070.75	1320.36	13331.07	8403.57	9070.75	1320.36	13331.07								
<b>Closing balance:</b>	80156.5	76162.23	80408.23	-12237	4431.79	21267.04	36894.98	35476.51	43262.34	60097.59	75725.53	82007.06	24792.89	39469.14	52097.08	56219.61	70305.44	84981.69	100609.6	104732.2	120373	135049.2	150677.2	153299.7	168940.5	183616.8	199244.7	201867.3	217508.1	232184.3	247812.3	250434.8	266075.6	280751.9	296379.8	299002.4	314643.2	329319.4	344947.4	347569.9				
Annual cashflow				-102237				47713.55				46530.55				-25787.5				48512.55				48567.55				48567.55				48567.55				48567.55								
Cumulative cost/surplus by year				-102237				-54523.49				-7992.94				-33780.4				14732.16				63299.71				111867.3				160434.8				209002.4				257569.9				

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STRATEGY 3	Year 21/22				Year 22/23				Year 23/24				Year 24/25				Year 25/26				Year 26/27				Year 27/28				Year 28/29				Year 29/30				Year 30/31							
	Apr-21	Jul-21	Oct-21	Jan-22	Apr-22	Jul-22	Oct-22	Jan-23	Apr-23	Jul-23	Oct-23	Jan-24	Apr-24	Jul-24	Oct-24	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26	Apr-26	Jul-26	Oct-26	Jan-27	Apr-27	Jul-27	Oct-27	Jan-28	Apr-28	Jul-28	Oct-28	Jan-29	Apr-29	Jul-29	Oct-29	Jan-30	Apr-30	Jul-30	Oct-30	Jan-31				
<b>Receipts</b>																																												
Opening Balance	90000	84037.01	88730.01	93101.01	44065.01	52460.02	64111.02	75440.02	75412.02	79924.03	91575.03	102904.03	110576	45088.04	56739.04	65068.04	72740.04	78552.05	90203.05	101532.1	109204.1	116571.1	128222.1	139551.1	145723.1	153090.1	164741.1	176070.1	182242.1	189609.1	201260.1	212589.1	218761.1	226128.1	237779.1	249108.1	255280.1	262647.1	274298.1	285627.1				
<b>Sales/Turnover</b>																																												
North Lees West Wing	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700				
North Lees East Wing	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231	2231				
Cattiside Cottage																																												
Additional income from parking charges					6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958	6958				
<b>Other income</b>																																												
Capital Borrowing																																												
<b>Total Receipts (£)</b>	4931	4931	4931	4931	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889	11889				
<b>Payments</b>																																												
<b>Project Capital Costs:</b>																																												
Costs associated with west wing																																												
Costs associated with east wing																																												
Costs associated with Cattiside Refurb																																												
Costs associated with campsite																																												
Costs associated with P&D expansion				24000																																								
<b>Direct Costs / Cost of Sales:</b>																																												
Marketing and booking system																																												
Cleaning and laundry (changeover)					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
<b>Indirect Costs:</b>																																												
Cyclical Maintenance	2000			3500				3500	3500			3500	25500		3000	3500	2000			3500	150			5000	150			5000	150			5000	150			5000	150			5000				
PPM	300	238	560	310	200	238	560	310	583	238	560	310	583	238	560	310	783	238	560	310	1078	238	560	310	1078	238	560	310	1078	238	560	310	1078	238	560	310	1078	238	560	310				
Utilities				407				407				407				407				407				407				407				407				407				407				
Insurance	225.49				225.49				225.49				225.49				225.49				225.49				225.49				225.49				225.49				225.49							
Rates	3068.5				3068.5				3068.5				3068.5				3068.5				3068.5				3068.5				3068.5				3068.5				3068.5							
Cost to rectify defects from Condition Survey	5300			25750				7700					48000																															
<b>Total Payments:</b>	10893.99	238	560	53967	3493.99	238	560	11917	7376.99	238	560	4217	77376.99	238	3560	4217	6076.99	238	560	4217	4521.99	238	560	5717	4521.99	238	560	5717	4521.99	238	560	5717	4521.99	238	560	5717	4521.99	238	560	5717				
<b>Closing balance:</b>	84037.01	88730.01	93101.01	44065.01	52460.02	64111.02	75440.02	75412.02	79924.03	91575.03	102904.03	110576.03	45088.04	56739.04	65068.04	72740.04	78552.05	90203.05	101532.1	109204.1	116571.1	128222.1	139551.1	145723.1	153090.1	164741.1	176070.1	182242.1	189609.1	201260.1	212589.1	218761.1	226128.1	237779.1	249108.1	255280.1	262647.1	274298.1	285627.1	291799.1				
Annual cashflow				-45935				31347.01				35164.01				-37836				36464.01				36519.01				36519.01				36519.01				36519.01				36519.01				
Cumulative cost/surplus by year				-45935				-14588				20576.03				-17260				19204.05				55723.06				92242.07				128761.1				165280.1				201799.1				

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## Stanage Forum Steering Group - March 2019

### Suggested Principles for Review of Options for the Stanage North-Lees Estate

The Stanage Forum Steering Group welcomes the proposed review of options for the Stanage North-Lees Estate. We see of the Estate as the jewel in the Authority's crown. The review is an opportunity to demonstrate how we in the Peak District can work in partnership to deliver on the purposes of the National Park in the context of complex agricultural, ecological, recreational and economic pressures.

The purpose of these Principles is to communicate, from the outset of the review, the priorities of the stakeholders in the Estate. We hope that this will help to guide thinking on options, and to identify opportunities for delivery in partnership with the local community, user groups and the wider population who love and care for the Estate.

The Stanage Forum has agreed a 2025 Vision for the Stanage-North Lees Estate, which forms the basis of the thinking below

[https://www.peakdistrict.gov.uk/\\_data/assets/pdf\\_file/0005/508352/Vision.pdf](https://www.peakdistrict.gov.uk/_data/assets/pdf_file/0005/508352/Vision.pdf)

#### Ten core principles

1. The Estate was sold to the Authority on the understanding that it would always be somewhere everyone could enjoy quiet recreation. The land was acquired with public money and is publicly owned, and should remain so in perpetuity.
2. The Estate should be dealt with as a whole and not fragmented nor any part of it sold. This is because of its heritage; because conservation priorities demand a complex habitat mosaic; and because the 'people' factors can only be managed in the round. It requires a unified management plan to reap the benefits of managing the Estate as a whole, not as separate departmental plans.
3. The open and unfenced moorland character of the Estate should be retained. It is loved for its beautiful landscapes and wilderness value, and this should be enhanced and protected.
4. The wider ecological context of the estate in the landscape, as part of the Sheffield Moors, and as a Site of Special Scientific Interest, must be a key part of any decision.
5. The Estate has a powerful cultural heritage which is deeply valued by the local community and the people of Sheffield. Ease of access, and promotion of access opportunities, to allow a diverse range of users to enjoy the Estate is sacrosanct.
6. Decisions about the future of the Estate must involve local people, and those who enjoy it and farm it. The role of the Stanage Forum in bringing stakeholders together to develop solutions should be recognised for the unique opportunity it brings.
7. All revenue raised must be reinvested in the Estate, in support of the shared vision and management plan.
8. It's vital that the estate has a financially sustainable future. This includes considering diverse sources of funding, and setting clear and realistic objectives and targets for individual aspects of the Estate that can be met without damaging its unique character and qualities.

9. Stakeholder involvement in management and care for the Estate should be at the heart of planning. There is significant potential for increasing volunteer involvement in delivering improvement works, guided walks, visitor engagement, surveys, and monitoring. More strategically, there is potential for delivery of projects or management of assets in partnership with organisations who can bring funding, skills or expertise.
10. The role of the Estate in the economy of Hathersage and the surrounding area, as well as its importance to Sheffield's 'Outdoor City' positioning, should be considered.

### **Specific elements for consideration (taken from minutes of recent meetings)**

1. There is an opportunity to build on stakeholders' love of the unique features and history of the Estate – locally, nationally and even internationally – to generate funding from wider sources, from grants to LEPs to crowdfunding.
2. Contracts with new tenants at the Hall and Farm allow opportunity for diversification, in order for their tenancy to be financially sustainable and allow for stability in management of the Estate.
3. The heritage and archaeological value of the Estate should be enhanced and promoted.
4. The outbuildings and cruck barn should be refurbished and put to profitable use.
5. The camp site and its particular character should be treated a showcase for the National Park, and a significant opportunity for effective outreach and volunteer recruitment
6. The impacts of any options on parking issues on the Estate and in Hathersage must be appraised in the light of existing challenges with roadside parking, particularly on busy weekends.

### **About Stanage Forum and the Steering Group**

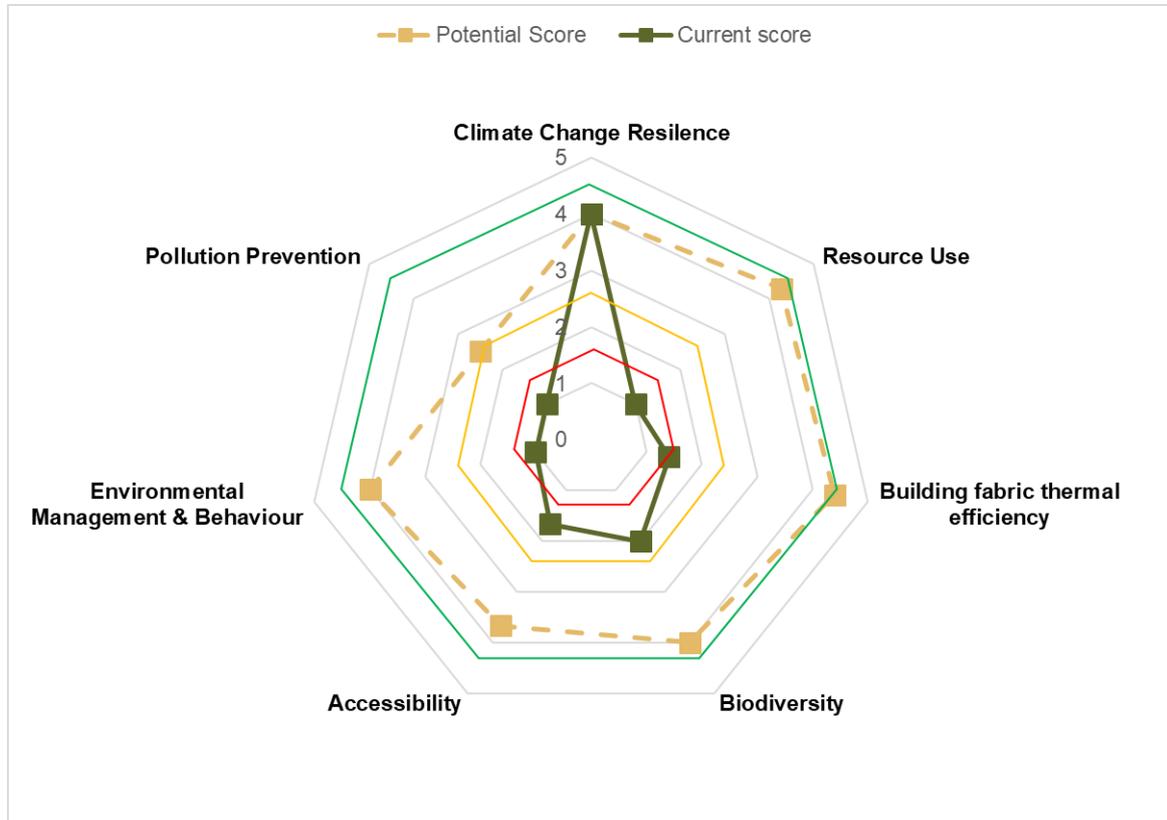
The Stanage Forum is a consultative body, representing stakeholders, which advises on issues affecting the Stanage (North Lees) Estate. It provides a forum for stakeholders to understand each other's' views and concerns, and to generate shared solutions. It is open to all users of the Stanage Estate, and meets once per year.

Between Forum meetings, consultative business is addressed through the Steering Group. Members of the Steering Group are appointed at the annual Forum meeting, and membership is structured to provide a balanced representation of stakeholder groups.

## Appendix 6 – PDNPA Environmental Indicator Scorecard

### CATTISIDE COTTAGE

Current and potential performance:



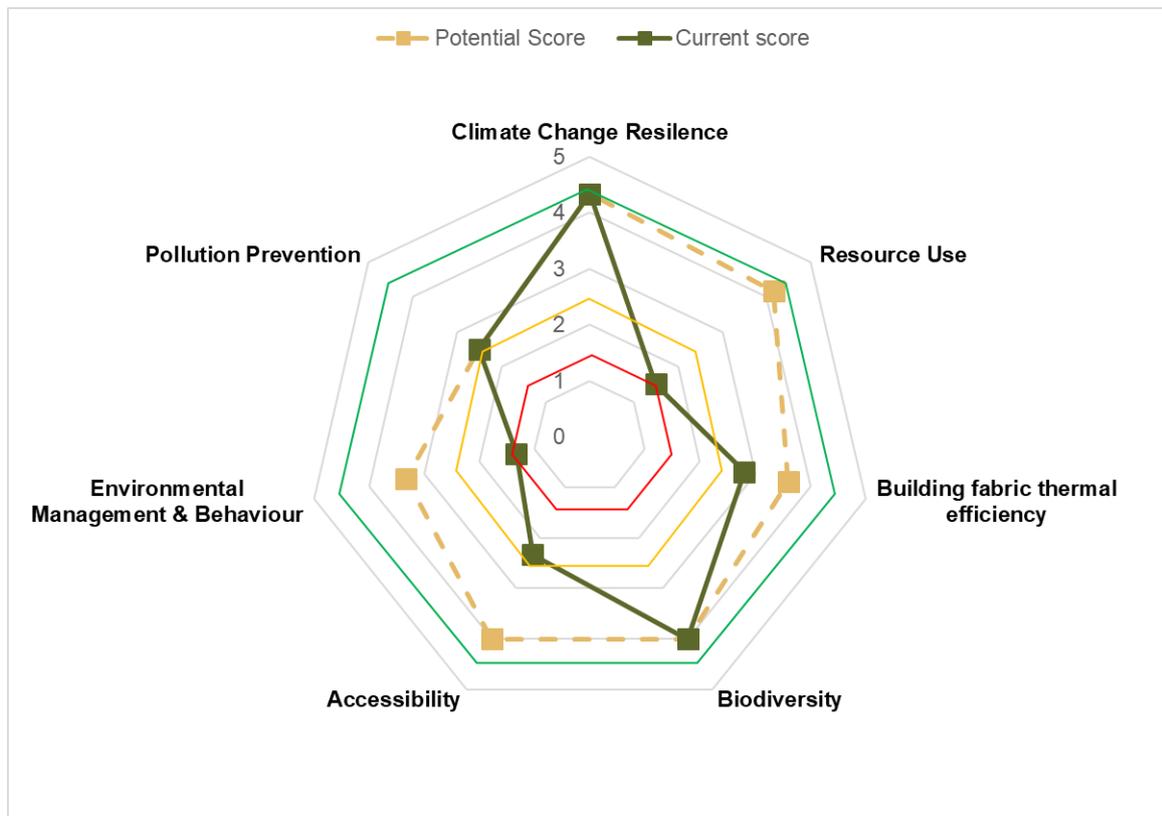
To move from 'current score' towards the 'potential score' the following key measures have either been included in the capital scheme or will be implemented once the property is operational as a holiday let:

1. Resource Use
  - Shift to 100% renewable electricity supply
  - Installation of an Air Source Heat Pump to provide heat
  - Installation of electric oven/induction hob
  - Use of water efficient fittings
  - Provision of recycling facilities for guests
2. Building fabric thermal efficiency
  - New double glazed Windows and doors with draft proofing
  - Roof insulation to current standards
  - Lime based internal wall insulation
3. Biodiversity
  - Management of garden area to support wildlife
4. Accessibility
  - Provision of car charging point
  - Provision of covered cycle storage
5. Environmental Management & Behaviour

- Introduce communications to visitors regarding maximising efficient use of building
  - Install smart meter
6. Climate Change Resilience
    - No further measures feasible
  7. Pollution prevention
    - Installation of new sewage treatment system that meets current standards.

## NORTH LEES CAMPSITE

Current and potential performance:

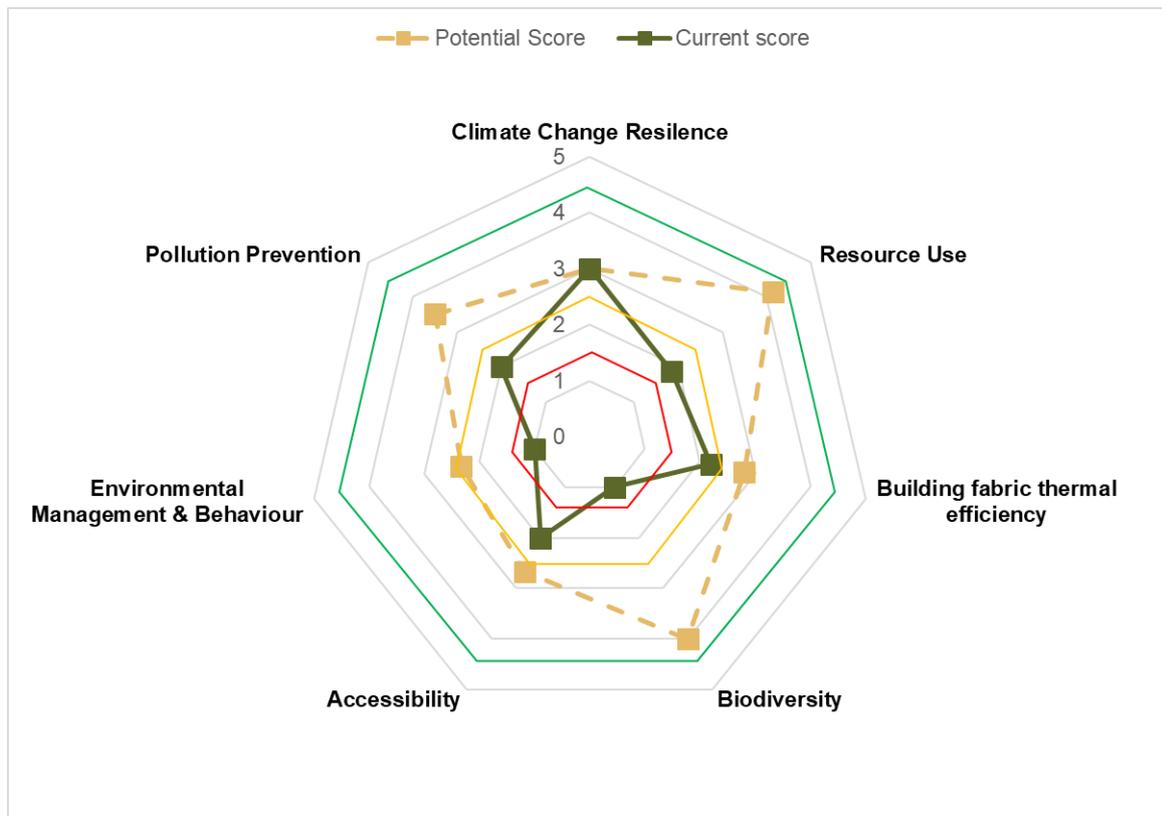


To move from 'current score' towards the 'potential score' the following key measures have either been included in the capital scheme or will be implemented once the property is operational as a holiday let:

1. Resource Use
  - Shift to 100% renewable electricity supply
  - Installation of solar PV to the roof
  - Installation of an Air Source Heat Pump to provide heat and hot water
  - Use of water efficient fittings
2. Building fabric thermal efficiency
  - Improvements to draft proofing to doors
3. Biodiversity
  - No further measures proposed
4. Accessibility
  - Provision of car charging point
  - Provision of cycle storage
5. Environmental Management & Behaviour
  - Introduce communications to visitors regarding measures in place on site
  - Install smart meter
6. Climate Change Resilience
  - No further measures feasible
7. Pollution prevention
  - No further measures proposed

## NORTH LEES HALL

Current and potential performance:

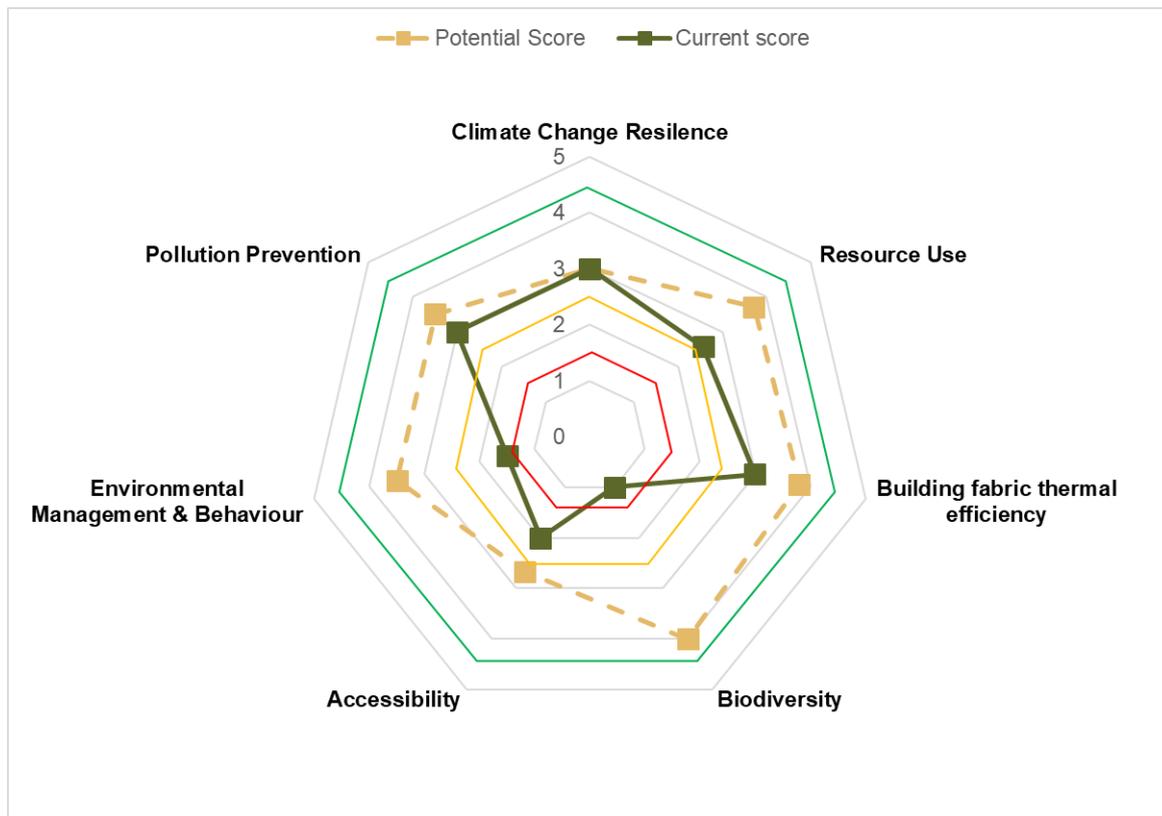


To move from 'current score' towards the 'potential score' the following key measures have either been included in the capital scheme or will be implemented once the property is operational as a holiday let:

1. Resource Use
  - Shift to 100% renewable electricity supply
  - Installation of solar PV to the roof
  - Installation of an Ground Source Heat Pump to provide heat and hot water alongside oil boilers
  - Provision of recycling facilities for guests
2. Building fabric thermal efficiency
  - Improvements to draft proofing to doors
3. Biodiversity
  - Management of garden area to support wildlife
4. Accessibility
  - Provision of car charging point
5. Environmental Management & Behaviour
  - Introduce communications to visitors regarding measures in place on site
  - Install smart meter
6. Climate Change Resilience
  - No further measures feasible
7. Pollution prevention
  - Replacement of oil boilers with electric heating will reduce NOx emissions.

## NORTH LEES FARMHOUSE

Current and potential performance:



To move from 'current score' towards the 'potential score' the following key measures have either been included in the capital scheme or will be implemented once the property is operational as a holiday let:

1. Resource Use
  - Shift to 100% renewable electricity supply
  - Installation of an Ground Source Heat Pump to provide heat and hot water alongside oil boilers
  - Provision of recycling facilities for guests
2. Building fabric thermal efficiency
  - Improvements to draft proofing to doors
3. Biodiversity
  - Management of garden area to support wildlife
4. Accessibility
  - No further measures planned at this stage
5. Environmental Management & Behaviour
  - Introduce communications to visitors regarding measures in place on site
  - Install smart meter
6. Climate Change Resilience
  - No further measures feasible
7. Pollution prevention
  - Replacement of wood/solid fuel heating with electric heating will reduce NOx emissions.

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APPENDIX 7 – IMAGES OF NORTH LEES HALL WEST WING

North Lees Hall

Hathersage, Derbyshire



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## **6. CAR PARKS REVIEW (ES)**

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

To seek approval for the additional income, estimated at £256,522 including VAT (excluding VAT it is £213,768). Figures within the rest of the Report are exclusive of VAT unless stated. This is through the:

1. amendment the tariff for the Authority's pay and display car parks
2. implementation of the mechanism to regularly increase the pay and display charges
3. inclusion of additional car parks for pay and display

### **Key Issues**

- **Members approved biennial reviews of the car park tariffs. The last reviews took place in 2016 and was implemented in 2019.**
- **Additional car parks have been identified as, whilst assisting traffic management also having potential as chargeable sites.**
- **The expected gross income from the proposed changes exceeds £150,000 for the existing and additional sites annually and therefore requires approval of the Programmes and Resources Committee in accordance with the Authority's Standing Orders (Part 7.2(b) and 7.G-1).**

### **2. Recommendation(s)**

1. **That the proposed increase in charges is approved.**
2. **That the proposed mechanism to regularly increase charges is approved.**
3. **That charging is introduced to the additional proposed car parks.**

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

The provision of car parking within the National Park for visitors supports the PDNPA in providing a sustainable, welcoming and inspiring place for all.

The need for visitors to access the countryside has been highlighted through the COVID-19 pandemic. The provision of public car parks helps to facilitate and manage this access. The majority of the car parks are associated with facilities and land that the Authority manages for visitors to use free of charge. This includes the multi-user trails, North Lees Estate and public toilets.

The car park infrastructure provided by the Authority and others helps to manage traffic flow within the park, reducing the incidence of verge-parking and resultant damage to roadside flora.

In addition to assisting traffic management car parks provide a sustainable source of income to offset the management costs of the Authority's assets. The recommendations contained within this report, if approved, will make a significant and planned contribution to the achievement of KPI13 within the current Corporate Strategy period.

### **4. Background**

On 4 October 2016 the Authority, through RMT, agreed several measures to improve car park management at Authority sites, this included alterations to the tariff and introduction of civil enforcement through the Derbyshire Parking Partnership.

The report seeks authorisation to amend the existing tariff, based on inflation, cost increases and benchmarking against other providers. With maintained car park usage this should offer the Authority an estimated increased income of £68,066 (exclusive of VAT).

The report seeks authorisation to increase the number of pay and display car parks operated by the Authority. Based on average income per space in 2019/20, this should offer the Authority an estimated increased income of £145,702 (exclusive of VAT).

The Authority currently operates 44 car parks of which a pay and display system operates in 18. The gross car park and permit income to the Authority in 2019/20 (exclusive of VAT) was £357,920. This has been used as the base figure for all income calculations within the proposals.

The income that the Authority receives from car park charges helps to offset the cost of providing the car parks and the sites that they service, most notably the Monsal, High Peak and Tissington Trails, North Lees Estate and the public washroom facilities..

The operation of the Authority car parks is subject to the Authority Byelaws, and within Derbyshire to the Traffic Regulation Order (TRO) for pay and display car parks. These will require amendment to implement the revised tariff and include additional car parks within the pay and display system. The process of amending the Byelaws is expected to take between 12 and 24 months, however, this is within the control of DEFRA. Implementation of the proposed changes will commence as soon as possible following amendment of the Byelaws.

Amending the Byelaws and TRO requires public consultation, this is advertising within the car parks and the local press. Details will also be included on our website and social media. The TRO consultation process will be managed by Derbyshire County Council (DCC). Consultation in relation to the Byelaw amendments will be carried out by the Authority. This has been normal practice for previous changes.

## 5. Proposals

The proposals are to:

1. **Increase the current tariff.** Table 1 shows the current and proposed tariffs.

**TABLE 1 – Proposed Tariff Increase**

Tariff structure	Existing Charge (£)	Proposed Charge (£)	Excluding VAT (£)	% Increase
Up to 1 hr	1.50	£1.75	£1.46	17%
Up to 2 hr	2.50	£2.90	£2.42	16%
Up to 4hr	4.00	£4.65	£3.88	16%
All day	4.75	£5.50	£4.58	16%
Coaches (where permitted) 2hr	4.00	Increase to 3hrs £5.10	£4.25	n/a
Horse boxes/lorries up to 2 hr	4.00	Increase to 4hrs £5.10	£4.25	n/a
Horse boxes/lorries all day	7:00	£8.10	£6.75	16%
Motorcycles all day	1.50	£2.10	£1.75	40%
Blue badge holders	Free	Free	Free	0%
Cycles	Free	Free	Free	0%
<b>Permits</b>				
Visitors Permit (annual)	40.00	£66.00	£55.00	65%
Holiday permit (week)	15.00	£17.50	£14.58	17%

The above tariff is a 3% per annum increase for 5 years, it has also been benchmarked against local councils and other National Parks. Over the 5 years this is effectively an average 16% increase, this would give an increase in income of £53,742.

The 3% per year is based on levels of inflation since October 2016, the annual rates have varied over this time and at present are lower. Operational costs have also increased during this time. The slightly higher than inflation increases are proposed to enable a robust tariff and income stream for the Authority, until the next tariff review.

Separate charges are proposed for different users, this is to make payments at the car park machines simpler for users. The charge differential will also allow analysis of car park users.

The coach hours have been increased to every 3 hours in line with other local councils. The horse box is altered to half (4 hours) and full days as it has been established that 2 hours is not a feasible length of time.

The annual permit has been raised to 12 days parking, in line with the Severn Trent permit. Comparison with other local authorities is not possible as their passes have much higher charges for the town centre car parks. Based on the number of permits sold in 2019/20, income would increase by £14,324.

## **2. Regularly increase the pay and display tariff**

To improve efficiency and to keep the National Park charges up to date it is proposed to link the pay and display tariff to the annual increases in the Retail Price Index (RPI). The prices will be rounded to the nearest five pence, or the smallest coin the car park machines take. The tariff should be increased on 1<sup>st</sup> April every three years, starting in 2024.

## **3. Increase the number of Authority pay and display car parks**

All of those car parks currently not part of the pay and display portfolio have been assessed for suitability for inclusion. In addition to assisting traffic management (and in particular the enforcement of parking restrictions) such car parks must be financially viable. In order to be financially viable they must be of a size and character that will sustain the investment in required infrastructure and the cost of cash collection services (where applicable).

Car Park machines require a strong mobile signal to operate card transactions. An assessment of signal strength has been carried out to inform this report and recommendations. They need to be in suitable locations for our staff to undertake maintenance and other call outs.

Table 2 identifies the car parks where the introduction of charges will be economically viable and the potential gross income that could be achieved from each site, based on the average revenue per space achieved in 2019/20. The car parks serve our Trails and North Lees Estates with a number of others in popular locations.

Additional operational costs will be incurred, similar to those of the existing car parks around payment processing, machine maintenance, enforcement and lease fees. These have been estimated, and may vary with the level of usage of the car parks and with the split between cash and card payments.

**TABLE 2 – Potential Additional Sites**

Site Name and locality	Spaces	Potential income - existing tariff (excluding VAT)	Potential income - new tariff (excl. VAT)	Estimated additional annual revenue costs	Estate budget
Friden (Nr Newhaven)	45	£12,701	£14,734	£2,031	Trails
Minninglow (Nr Pike Hall)	25	£7,056	£8,186	£2,008	Trails
Narlows Lane (Thorpe)	45	£12,701	£14,734	£2,299	Car parks and toilets
Thorpe Station (Thorpe)	45	£12,701	£14,734	£2,299	Trails
Dennis Knoll (Nr Stanage Edge)	10	£2,822	£3,274	£1,807	North Lees
Hook's Carr (Nr Stanage Edge)	50	£14,113	£16,371	£2,366	North Lees
Upper Burbage Bridge (Nr Stanage Edge)	25	£7,056	£8,186	£2,737	North Lees
Barber Booth, (Edale)_	20	£5,645	£6,548	£1,941	Car parks and toilets
Alstonefield	25	£7,056	£8,186	£1,408	Car parks and toilets
Milldale (Nr Alstonefield/ Dovedale)	40	£11,290	£13,097	£1,609	Car parks and toilets
Derwent Overlook (Nr Fairholmes)	60	£16,935	£19,645	£2,523	Car parks and toilets
Blore Pastures (Ilam)	55	£15,524	£18,008	£1,832	Car parks and toilets
<b>Total</b>	<b>445</b>	<b>£125,600</b>	<b>£145,702</b>	<b>£24,860</b>	

Table 3 shows the current PDNPA parking space provision allocated as chargeable and non-chargeable and the impact of the proposed changes on this provision.

**TABLE 3 – Space Analysis**

Type of space	Number of spaces	% of spaces
Currently chargeable	1,053	58%
Marked disabled bays – non-chargeable	44	2%
Proposed for charges	445	25%
Remaining non-chargeable	264	15%
<b>Total</b>	<b>1,802</b>	

In implementing the additional car parks there will be some initial set up costs including advertising, DCC Officer time associated with amending the Traffic Regulation Order (required to enable enforcement), new P&D machines and additional signage. The initial set up costs are estimated at £106,000. Income projections show that this should be recouped in the first year.

Consideration has been given to utilising the car park at Aldern House during weekends by including it within the byelaws and utilising it as a public P&D car park. The demand for this is

unknown and cannot easily be predicted therefore the financial viability of installing a P&D machine is difficult to evaluate.

It is proposed that this site is included in the byelaws as a chargeable car park and an older P&D machine (scheduled for replacement) from one of our existing sites is repurposed/refurbished and installed at Aldern House, thereby reducing the investment required. This will enable the car park to be opened to the public on a trial basis.

Introducing charging to car parks has the potential to displace users to nearby provision or on road parking, the majority of our car parks are on rural roads that has the potential to cause problems. A number of the sites already experience on road parking, or are on roads too narrow and with unsuitable verges for on road parking.

To mitigate for any additional on road parking it is proposed to undertake additional communication at the sites to highlight how parking fees are spent and the negative impact of verge parking. Previously targeted engagement and PR led to an increase of 29% in parking fees at the Hollin Bank Car Park. In addition on road parking will be surveyed prior to charges being implemented and afterwards to assess the impact, if significant change is identified then further targeted PR will be undertaken, with other actions reviewed.

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

#### **6. Financial:**

There is a risk that expected increase in income may not be achieved. There are a significant number of factors that affect car park income, one of the most unpredictable is the weather as a much smaller number of visitors come during poor weather. The COVID-19 restrictions have had an impact on 2020/21 figures with charging suspended for part of the year, as well as visitor restrictions for most of the remaining year.

The addition of pay and display car parks requires significant investment, this is estimated at £106,000. To limit and manage the risk then the implementation could be phased over a number of years. Table 2 has been ordered to show the potential order for a phased implementation.

The Corporate Property Asset Management Plan 2020 highlighted a backlog of maintenance associated with the Authority's build infrastructure. Car park income is critical to fund ongoing maintenance liabilities, enabling the Authority to continue to provide the facilities that are essential to our visitors and local communities. If the recommendations are not approved/implemented in order to provide the required funds then the backlog of maintenance is likely to continue to increase. No other comparable source of additional income has been identified.

#### **7. Risk Management:**

There could be delays to the processes as the Byelaws rely on two consultation periods with DEFRA, the TRO process is to be managed through Derbyshire County Council (DCC), and as such relies on Officer time of a third party.

Charging for currently free car parks has a risk as visitors may choose not to use the car parks and use road side spaces instead. This is not a safe possibility at some locations. This is also a risk with increasing the tariff. This was highlighted as a risk during the 2016 car park review but those concerns were not borne out.

As part of the implementation of these changes a communications plan will be devised to encourage responsible behaviour and highlight the important role that car park income has in enabling the Authority to carry out its work and provide essential facilities for visitors.

It is not possible to foresee if or where problems might arise. Close monitoring of sites will be required so that mitigating measures can be implemented quickly, in partnership with the Highway Authority.

Pay and display machines in the more remote, and therefore more vulnerable, locations will be card only machines to reduce the risk of machine theft and damage.

## **8. Sustainability:**

The proposed, new pay and display machines will be solar powered, and where possible card only machines will be installed to reduce the need for regular vehicular visits for cash collection and maintenance. The new machines are all mobile enabled so ticket levels and other maintenance issues can be monitored remotely, therefore reducing and managing vehicular visits.

## **9. Equality:**

Annual and weekly permits are available that significantly reduce the cost of parking for regular users.

The charges apply between 9am and 6pm daily and this is not proposed to change. This gives the opportunity to access free of charge outside these hours.

The proposed P&D machines will be installed with consideration to those with mobility limitations.

Consideration has been given as follows to the protected characteristics described in the Equality Act 2010:

Age – no impact

Disability – There will be a small positive impact as the changes will improve flow on PDNPA car parks meaning that there is more likelihood of finding a space. Parking for blue badge holders will remain free of charge and access to disabled parking bays will be protected through the enforcement of restrictions. Some parking providers do now charge for the use of allocated accessible parking however, in order to support visits to the park by under-represented audiences, officers suggest that this approach is not adopted. Anecdotal information indicates that this provision is viewed positively by visitors.

gender reassignment – no impact

marriage and civil partnership – no impact

pregnancy and maternity – no impact

race – no impact

religion or belief – no impact

sex – no impact

sexual orientation – no impact

## **10. Climate Change**

The proposal does not directly contribute to the Authority's role in climate change or the carbon net zero targets. The machines will be managed remotely as outlined in the sustainability section.

Indirectly the car parks provide a mechanism for the Authority to engage with visitors to the National Park regarding issues associated with climate change.

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

None

**Appendices**

Appendix 1 – car parks identified as inappropriate for introduction of charges and rationale

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

Emma Stone, Head of Asset Management, 20 April 2021  
emma.stone@peakdistrict.gov.uk

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**APPENDIX 1 – CAR PARKS IDENTIFIED AS INAPPROPRIATE FOR INTRODUCTION OF CHARGES AND RATIONALE**

<b>Site Name</b>	<b>Reason for exclusion</b>
Hurst Clough (Upper Derwent Valley)	No connectivity, too small to be economically viable. Capacity 15no.
Ilam coach layby	Coaches only roadside layby. Too small and infrequently utilised to be economically viable. Capacity 3no.
Crowden car park	Owned by United Utilities and leased to PDNPA with public toilet provision. Problematic and costly site to maintain. Future management of site is currently uncertain. Capacity 25no.
Clough House, Brookside, Nab Quarry, Vicarage Quarry (Wildboardclough)	A collection of small sites around an area that is under significant parking pressure. Capacity and remote locations make these unlikely to be economically viable.
Derbyshire Bridge	Owned by United Utilities and leased to PDNPA with public toilet provision and disused Ranger Briefing Centre. Problematic and costly site to maintain. Remote location would increase costs of maintenance. Future management of site is currently uncertain. Capacity 115no.
Moor Lane (Youlgreave)	Small, less popular site in remote location. Unlikely to be economically viable based on data available. Important in alleviating on-street parking in Youlgreave and for community use. Capacity 30no.
Ravensdale	Very small and at least 50% utilised by neighbouring residents. Location unsuitable for public access. Provisionally identified for disposal. Capacity 11no.
The Street (Goyt Valley)	Ownership complicated. Tripartite agreement required between United Utilities /Forestry Commission/ PDNPA) has proved impossible to progress. Capacity 10no.
Upperdale (Monsal)	Very small and would not be economically viable. Capacity 10no.

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## **7. MOORS FOR THE FUTURE PARTNERSHIP 2021/22 OPERATIONAL PLAN (CD)**

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

This report puts before Committee the ninth Operational Plan from the Moors for the Future Partnership (MFFP). This plan is for the commitments in the financial year 2021/22 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, along with the associated Service Risk Register.

This report also puts before committee the 2021/22 Interim Business plan again as a one year plan, due to the continuing volatility across the funding landscape which makes it difficult to plan beyond the coming year, with the exception of some longer projects. The Interim Business Plan is a second appendix to this report, along with the associated MFFP Programme Tracker.

### **Key Issues**

It is important to note that this report is not seeking any approval for the projects items contained within the Operational Plan. They have either already been through the appropriate process or (for those in the pipeline) will be subject to standing orders as they develop.

It is seeking approval for the Interim Business plan which is a refreshed version of the previous plan with the Programme finances being now managed through the MFFP Programme Tracker.

During the year of this 2021/22 Operational Plan the Moors for the Future Partnership has so far raised and committed funds of £2.9m. The value of projects in the pipeline (all approved, subject to contract) is an additional £1.7m. This is supported by £100,000 contribution from this Authority and £55,000 direct core funding from partners, with an anticipated £92,820 (£69,820 secured, £23,000 pipeline) additional core funding from projects.

The Authority's Management 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 18 years. Over £40m has been secured and invested by the Partnership's team over this period.

This plan sets out our programme delivery plan – and helps the approvals process better understand how new projects fit into the bigger vision of delivering both the National Park Management Plan 2018-23; outcomes and Key Performance Indicators of the 2019-24 Corporate Strategy - whilst taking into account the requirements of the Moors for the Future Partnership partner organisations.

An integral part of the Programme Management approach is the production of this annual Operational Plan and an active Business 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**

Due to the Covid-19 pandemic, 2020 has been a significantly challenging year, but against this backdrop, the team has continued work tirelessly on delivering projects, whilst continuing to operate in a Covid-safe manner.

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

Recruitment has been undertaken in the last few months, seconding one of our Project Managers for 12 months in to the Programme Officer Manager role and securing a replacement Project Manager - which will strengthen our project delivery resource over the period.

During 2020/21, in addition to managing the delivery of our projects, the programme management team, working with partners, have formed our new Strategic Management Board (a deliverable of our Moor Business Project).

We will continue to develop relationships with new partners and will use the methods agreed in the Partnership's revised Interim Business Plan 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.

The new Strategic Management Board is going through its setting up process and will enable the Partnership to operate at a more strategic level with the individual project boards picking up the operational issues.

## **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 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 2021/22. This will include additional restoration through our EU LIFE funded MoorLIFE 2020 project (ML2020). 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.

MFFP's Water Environment Grant (WEG) funded Building Blocks project will continue delivery into 2021/22. 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 continue to undertake landscape scale gully blocking in 2021/22 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. The Natural Flood Opportunity Mapping project, funded through the Environment Agency East Midlands Team, will make use of and build on this data, in order to complete a GIS analysis to identify areas for future NFM projects.

Other key projects in capital delivery in 2021/22 include restoration through the Private Lands portfolio completing 7 years of capital works delivering on behalf of landowners through High Level Stewardship. In 2021/22 under the Moor Water project, MFFP has worked with our water company partners to secure capital works delivery, communications and research and monitoring activities in line with their Asset Management Period 7 (AMP7). Agreements are in place to deliver Severn Trent's and Yorkshire Water's peatland and wider habitat restoration objectives 2020 – 2024.

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 research 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 2021/22 and recommends it to the Moors for the Future Partnership's Strategic Management Board and Operational Management Group**

**That the Programmes and Resources Committee approves the Moors for the Future Partnership Interim 2021/22 business plan**

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

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

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

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

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

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

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

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

Areas of impact:

1: Preparing for a future climate

2: Ensuring a future for farming and land management

3: Managing landscape conservation on a big scale

4: A National Park for everyone

5: Encouraging enjoyment with understanding

6: Supporting thriving and sustainable communities and economy

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

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

### **Other policy contributions of the Operational and Business planning of the Moors for the Future Partnership**

- This contributes to the Nature Recovery agenda across protected areas and generally across government. (It may in future be of benefit to change our language from that of restoration to that of Nature Recovery.)
- It will provide opportunities for investment in conservation and habitats from future net gain requirements from construction and development.
- It will deliver on the National Parks England plan for Wildlife
- In addition, it will deliver on the often-overlooked need to conserve cultural heritage assets in the upland peat landscape, preventing erosion of this fragile record preserved in peat deposits.

### **Background Information**

The MFFP Operational Plan 2021/22 will be presented to the Programmes and Resources Committee on 30 April 2021. Following consultation with the PDNPA Resource Management Team.

### **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 Board.
- **Moors for the Future Partnership Strategic Management Board in February**  
Accept the Operational Plan for the upcoming financial year.

(note the Plan was delayed this year due to delays caused by the COVID-19 pandemic)

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

#### **Financial:**

The resources available to produce the Operational Plan and carry out the required business development planning 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 2021/22 is currently £2.9m already approved, with a potential £4.7m if the known pipeline projects come to fruition.

#### **Core Funding 2021/22**

The Authority's core contribution to the Partnership in 2021/22 is £100,000. Through the recent re-organisation Members agreed to remove this contribution over the next two years. A stepped approach to this reduction and a review of scale of this reduction will be introduced in a planned way during this year. The corporate overhead paid to the Authority related to the Moors for the Future Partnership staff teams will be £281,032 in the 2021/22 Financial year.

MFFP basic establishment costs are c.£303,000 - to support the current core team of 5 permanent staff with additional technical, and administration staff assistance (approximately 0.5 wte) where required. This amount includes a small amount for costs not directly funded by projects (e.g. business development, partnership visits, and advocacy). Currently (as of March 2021), we are £55,180 away from balancing our core funding for 2021/22. This is in common with the start of previous financial years. 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 monthly and will report quarterly to the CFO through the MFFP Programme Tracker (Appendix 4).

The risk of MFFP core team not securing enough funding to cover its core costs has been included on the Corporate Risk Register (Item 11) in 2021/22. Mitigation measures for this risk include partial funding of the core team, securing core contributions via projects where ever possible and reduction in hours / redundancy of the core team. As the Moors for the Future Partnership has no legal standing in its own right, the PDNPA is legally

responsible for all contracts currently in delivery through the partnership, including staff contracts.

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. In addition, the Programme Office Manager has been working with the Chief Finance Officer to produce a Programme Tracker 2020-25 (Appendix 4). The aim of which is to give the Authority visibility of all MFFP's projects which are in delivery and in the pipeline.

**Risk Management:**

The 2021/22 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 Board at its quarterly meetings.

To mitigate the issue associated with the core funding, assistance from Management 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.£93k associated with projects (contracted £70k, pipeline £23k) and to mitigate this risk we monitor our core expenditure budget very carefully and restrict any expenditure until income is assured.

The Head of Moors for the Future Partnership and the programme management team will continue to pay close attention to partner advocacy during the 2021/22 delivery year in order to maximise any available resources. Engaging additional funding partners is an objective which is included in our individual work programmes.

**Sustainability:**

From a business sustainability perspective, this proposal fits within the context of the Moors for the Future Partnership Business Plan which is also included in this item. 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 approximately 62,000 tonnes per annum of CO<sup>2</sup>.

In addition, 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 sequestration
- 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 2021-22

Appendix 2 - MFFP Service Risk Register 2021-22

Appendix 3 - Moors for the Future Business plan 2021-22

Appendix 4 - Moors for the future current copy of the Programme Tracker (business plan monitoring tool)

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

Kate Morley, Programme Office Manager, Moors for the Future Partnership, April 2021

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**Contents**

1	Introduction .....	2
2	The Purpose of the Operational Plan.....	4
3	The Policy and Funding Landscape Surrounding the Partnership in 2021/22 .....	4
4	This Year’s Activity – 2021/22.....	7
5	Risk Management .....	19
6	Look forward - Business Development .....	20
7	Monitoring This Operational Plan.....	20

## 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 2021/22 financial year. It covers:

- The contractual commitments of work which we will deliver in 2021/22- 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.

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 2021/22 also sits alongside a Business Plan, currently in development following the Moor Business project, this is likely to require reviewing on an annual basis due to the rapidly changing work landscape through COVID-19, post-Brexit changes and a funding landscape which is also subject to rapid change. The Operational Plan, Business plan and the “year in review” are our public facing documents supported by the Programme Delivery Financial Forecast, the Programme Progress Log (the work on the books which is monitored by the Operational Management Group) and the Strategic Business Route Plan (the document giving a future steer for the Partnerships activity overseen by the Strategic Management Board).

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 25 Year Environment Plan and Peat Strategy for England. The Price Review process, which will guide the investment of our Utility Company partners to 2025 and beyond.

### **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 Dark Peak, South and West Pennine Moors to restore and conserve the most degraded upland landscape in Europe.

The Moors for the Future staff team, employed by the Peak District National Park Authority - which also acts as the lead and accountable body - delivers 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 2021/22 Activities**

The Partnership is now entering its 18th 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 the most confident expectations on future bids are also included, the current pipeline of items in the Strategic Business Route Plan, project spend this year is anticipated to be £4.7m.

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 the MoorLIFE 2020 project comes to a close.

The near horizon for the Partnership appears to be significantly volatile, some careful planning is needed this year led by our newly formed Strategic Management Board. There are significant opportunities on the horizon offered by new funding from, for instance, the Nature for Climate fund and the building interest in natural capital payment schemes. There are also significant issues to overcome from the continuing COVID-19 pandemic, the approaching end date of major projects and an expected reduction in the availability of public funding. 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 started 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 government consultations particularly considering the need to recover from COVID-19 and support new UK conservation legislation post-Brexit. Continuing to influence resources and policy supporting the moorland landscape.

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 2021/22 will be to action under the advice of our newly formed Strategic Management Board.

## **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 Operational Management Group (OMG). During this year the new Strategic Management Board will be in place and will give a forward direction and set the future business aspirations of the Partnership. The progress of this will be monitored through a new governing document, The Future Business Route Plan. Items coming to fruition through this Route Plan will then be put forward to be accepted for delivery onto the books of the PDNPA or another partner's financial facilitation.

This Operational Plan forms the public facing "shop front" for both the Strategic Business Route Plan and the Programme Progress Log. Together they give partners a means of monitoring progress against the outcomes required.

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 2021/22**

### **A new funding and policy landscape**

The success of the Partnership 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. During this year the new Environment Act will come into being and the future for previous EU drivers and designations will become clearer. The staff team will be alert for opportunities to influence this by the Partnership.

The Government's 25 Year Environment Plan is a major delivery aspiration and is being underpinned by policy and legislation such as Defra's Peatland Strategy for England, the new Environment Bill (making its way through parliament as this is being written), future farming support and the outcome of the review of protected landscapes. The new Flood and Coastal Erosion Risk Management Strategy has now been released and considering the increasing flood risk to the communities surrounding the Partnerships working area this is also a major driver for us. This brings opportunities for the Partnership on a much bigger stage playing a leading role in initiatives which deliver on these big new areas of policy and interest in the environment, especially the upland environment. A good example of this is the creation of the Great North Bog initiative. The plans of our partners such as the work Pennine Prospects are doing to create the South Pennine Park, the delivery of the Peak District National Park Management Plan, and the Asset Management Plans of the utility company partners, all give a solid driver for the work of the Partnership.

### **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. It seems likely that this priority view will be transferred into UK policy. 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.

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. The policies protecting 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). The Partnership will continue to 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 2 years 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 through farming support is to focus subsidies on paying for environmental benefits. This could have a big and positive 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 2021 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 – 2021/22**

### **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, the early part of the 2021-22 work season will see the project continue to over deliver in a number areas including more bare peat treatment, additional cutting and gully blocking as well as additional sphagnum planting across our working area.

The extension has allowed 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. Final data collection will occur in August ahead of the final analysis and completion of the MoorLIFE 2020 Report in December 2021.

The project will continue delivering 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 throughout the summer and early autumn. The Wildfire Risk Map will be used to focus the Bogtastic Experience on specific audiences and areas ahead of periods of high fire risk. The Wildfire Log that was launched in October 2020 will be promoted ahead of the wildfire season and a second release of the Wildfire Log is being planned for October 2021. We will continue to build on the excellent relationships that we 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 Water Environment Grant funded 'Building Blocks' project received approval for an extension into a third year of delivery in restoration works in the South Pennine Moors, entering its third (and final) year in 2021/22. The project aims to improve biodiversity, through re-wetting and improving the condition of the blanket bogs.

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 Special Area of Conservation 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 had an initial KPI to install 7,800 gully blocks and plant 210,000 sphagnum plug plants in the South Pennine Moors, guided by the prioritised list of gully blocking locations. The project in 2020/21 achieved a huge amount of restoration with over 7,000 gully blocks installed and over 150,000 sphagnum plants installed; these KPIs have now been extended to achieve an additional 3,500 gully blocks and an additional 210,000 sphagnum plugs to be planted.

The project will achieve much more peatland restoration than it originally set out to do.

### **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 HLS projects remaining in the programme that have outstanding capital items, which are both currently on hold. This includes one HLS site where hydrological restoration (gully blocking) and sphagnum planting is planned, and a second site, which includes bare peat restoration. Both projects are in the process of having extensions confirmed by the Rural Payments Agency (RPA) before further work can progress. No work will be planned on these projects until the RPA can guarantee the funds/extensions 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.

#### **Cost Recovery**

The only other 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 have been ongoing throughout the 2020/21 financial year and we are now on track to recover all outstanding debits.

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. Following a period of focused engagement with the RPA, MFFP secured the necessary commitment from RPA to assist with the prompt payment of claims for MFFP and HLS agreement holders. Since this engagement, all MFFPs outstanding capital claims have been successfully paid and agreement holders claims are being paid promptly, allowing the successful recovery of MFFP's costs. It is vital, looking to the future and ELMS, that the RPA continue to ensure that the financial administration of agreements is effective and timely, so that future opportunities for partnership working at a landscape scale can be taken.

#### **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 2021/22. MFFP has 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 before ELMS. At this time we are aware that discussion over potential CS agreements is ongoing, and MFFP have been approached by a number of sites to scope out opportunities for potential collaboration. At the time of writing there are no immediate prospects for future capital delivery through CS, as uptake on this scheme by landowners appear to be slow.

In tandem with this, is the ongoing development work for the incoming ELMS scheme which will replace CS. In 2020/21 MFFP contributed to the ELMS discussion paper consultation in which we shared our experience of partnership working through HLS and CS, feeding back key points relating to the financial underpinning and administration which we have recommend are factored into plans for the future ELMS scheme. We were also specifically invited to contribute to a Defra funded research project as part of the

ELMS development, into how to make partnership working successful under Agri-Env. This was led by Exeter University, and in addition to our own contribution MFFP also facilitated a number of the private landowners we work with to input into this research from their perspectives.

### **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 (now delegated to our Head of Programme Delivery) 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.

### **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 2021/22 MFFP will continue as a key delivery partner on the PROTECT-NFM project. This is a collaborative project between University of Manchester, MFFP and EA. While the capital works element of the project is now completed, data continues to be collected into 2021 and is due to be concluded during the year. 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 2021/22. It is anticipated that there will be a number of academic papers to be produced from the work of the PROTECT-NFM project in 2021 and into the future.

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

### **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.

### **Natural Capital Investment Readiness (Moor Green Investment Project)**

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.

After a successful project bid to The Esmee Fairbairn Foundation, Defra and the Environment Agency, the project was launched in October 2020 and Triodos Bank were appointed as the project financial consultants. Early workshops have been held with Triodos Bank and the project is on target to refine the site selection criteria ahead of stakeholder engagement with potential land owners. The project will look at the potential to create a Special Purpose Vehicle (SPV) and engage with potential funders as part of the site selection process. After initial discussions with Triodos Bank, they have recommended that the project seek an extension to April 2022 for the delivery date for Phase 2 of the project.

### **Moor Water: 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. In May 2020 PDNPA ARP committee gave MFFP the authority to establish a new AMP7 based project for working with our water company partners, called Moor Water. This project will run between 2020/21 and 2024/25 and will continue MFFPs delivery of water company outcomes. The project will include capital works with a biodiversity focus including (where applicable) integrated science and communications. 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.

#### **Severn Trent Water**

A partnering agreement is in place with Severn Trent Water that will enable us to work together on STW AMP7 programme until 2024/25. The project will include capital works including integrated science and communications activities within the Bamford Water Treatment Works Catchment.

## **Yorkshire Water**

Work with Yorkshire Water on their AMP7 programme has progressed under a two stage approach, due to Yorkshire Water's procurement procedures. Purchase orders are in place for MFFP to deliver the first stage, the production of detailed peatland restoration plans for Yorkshire Water's owned SSSI sites. These plans will identify restoration works for the sites to be delivered under the AMP7 programme. The second stage (as outlined under the pipeline section) will see Yorkshire Water and MFFP working collaboratively to deliver their AMP7 outcomes.

## **Natural Flood Management – Phase 1 Opportunity Mapping**

MFFP project team are working with the Environment Agency (EA) to identify Natural Flood Management opportunities in the EA's East Midlands Region. The project will be working with EA Communities at Risk and pluvial Flow GIS data sets to identify areas for future NFM projects. The project will start in April and complete by the end of September 2021. The project team are also discussing extending the scope of the project to include the EA's Yorkshire and Greater Manchester Regions. The addition of these areas to the scope will be fully impacted for feasibility, and if agreed will be integrated within the project. The output of this work across the three EA areas offers the opportunity to highlight areas of peatland restoration that have significant NFM potential for consideration by the EA for future funding under the Accelerated Flood Funding Route.

## **Moor Resilience**

This initiative provides the hosting for multiple projects up to 2025 to deliver projects in the region working collaboratively with Local Authority Partners to improve the resilience of the peatland landscape in their areas to Climate Change and its varied impacts.

## **Calderdale Peatland Condition Assessment**

Working with Calderdale Council (and in time the aspiration is to also work with others), this project will develop an assessment methodology allowing for MFFP to undertake a detailed assessment of peatland resilience to the impacts of climate change from a range of perspectives including resilience to wildfires.

This is the first project on its kind, and it is planned to be a stepping off point in allowing for the peatland resource across the Peak District and South Pennines to be assessed for resilience to the impacts of climate change. This assessment will then lead onto the development of site-specific restoration and practical proposals that will enable greater habitat resilience to climate change to be achieved at a landscape scale. This initial project is a desk and field study activity with the potential for the development and delivery of future capital works.

## **Ilkley Moor Natural Flood Management**

This project is working with Bradford City Council through their NFM funding to undertake peatland restoration on Ilkley Moor to deliver ecosystem service benefits including NFM.

This project commenced restoration works in 2020/21 and will have completed bare peat restoration, gully blocking and sphagnum interventions by the end of March 2021. In 2021/22 MFFP will continue to work with Bradford City Council to advise on further works to address the remaining degradation on the site, including further NFM focused interventions.

### **The Great North Bog: Phase 1**

The Great North Bog is an ambitious, landscape-scale, peatland restoration project that will be delivered in partnership with Moors for the Future Partnership (acting as lead partner for North Pennines AONB Partnership, the Yorkshire Peat Partnership). The Great North Bog initiative will target peatland restoration and conservation across nearly 7,000 km<sup>2</sup> of peatland soils across the uplands of the North of England, currently storing an estimated 400 million tons of carbon. The Protected Landscapes of the Great North Bog represent around 92% of the upland peat in England. The Great North Bog includes four National Parks and three Areas of Outstanding Natural Beauty, and the proposed South Pennines Park. The Great North Bog aspiration would be to also overflow benefits into the surrounding unprotected areas through follow-on projects.

With multiple partnerships having worked independently on the peatlands of the Pennines for nearly two decades, the drive of the Great North Bog is not to create another partnership body, but to engage in high level support and advocacy across the landscape of the northern uplands, supporting the existing partnerships, to achieve a more joined up approach to conservation and management.

The Great North Bog aspiration is to bring together organisations, to promote collaboration and reduce competition, for more efficient and effective restoration of peatlands across the north of England. With the UK's peatlands largely falling into protected areas (SSSI/SAC/SPA), a united approach is the best solution to deliver restoration works, monitoring, and communications, working with local and regional organisations for synergistic national benefit. Restoring the Great North Bog will increase local contractors' skills and capacity, benefitting rural economies.

As peatlands form the headwaters of most of our catchments, restoration of degraded peat has the potential to significantly contribute to flood risk reduction to OM1 and OM2 EA targets, as well as offering contributions to carbon restoration plans and OM4 targets. The Project will also offer an opportunity to utilise blended finance initiatives to deliver benefits through a mix of public and private funding and will be heavily linked to the Environment Agency, Defra, Triodos Bank, Esme Fairburn 'Investment Readiness' project to develop new models in financing.

The Great North Bog has received funding from DEFRA for £62,484 and £90,000 from the Environment Agency. During 2021/22 MFFP will be seeking additional funding for the next phase of the project.

This 18 month development phase delivered between November 2020 - March 2022 aims to establish a collaboration to deliver a 20-year funding, restoration and conservation plan to make a significant contribution to; the UK's climate carbon sequestration targets, flood risk reduction, and delivering other multiple benefits. This initial phase of the project will work to set up and establish strategic governance and advocacy to bring about joined up landscape scale outcomes; including setting up the GNB governance structure, stakeholder engagement with other peatland organisations, an ecosystem services metric review, peatland mapping, a funding strategy and a communications plan.

## **Pipeline and Business Development**

### **Moor Water: Yorkshire Water AMP7 Works**

As of January 2021 MFFP have entered into a framework agreement to provide expert support to Yorkshire Water for their AMP 7 Delivery. This will underpin the collaboration between YW and MFFP on the project. With this now in place, the project design and staff resources requirements are in the process of being agreed, after which this project will commence delivery.

### **BMC Climate Project**

The BMC launched a fundraising campaign in March 2020 to provide a means of collecting donations from members and outdoor industry. The funds raised so far amount to approx. £70,000. This funding will be used to work collaboratively with the BMC to deliver a project that includes volunteer sphagnum planting and awareness raising of the importance of blanket bog. By working with the BMC we will be able to reach a key target audience of moorland users. It is likely that the donations will be used as match funding for a larger engagement project.

### **Peak District Foundation**

A positive relationship is also being developed with the Peak District Foundation. Donations from the Peak District Foundation will be used as above, as matched funding to deliver a public engagement project that will include sphagnum planting alongside other ways of raising awareness of the importance of protecting blanket bog.

## **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. We are currently writing up a paper for publication on the outcomes of the project, with the aspiration of publishing this during 2021.

### **Research Facilitation**

#### **Student Placements**

The Partnership is currently hosting our fourth student placement from Manchester Metropolitan University. Despite COVID-19 limitations impacting the delivery of the placement (which would normally

involve a lot of fieldwork experience) this has been successful in supporting the Partnership's research work, and providing varied experience in the placement. Pending further COVID-19 lockdowns, there will be a review of whether the Partnership can support another placement student in the 2021/22 year.

We were investigating the opportunity for supporting a short term PhD placement in 2020/21, but unfortunately COVID-19 restrictions prevented this from going ahead.

### **Student Projects**

In 2021/22 we continue to support student projects at Universities across the country. Following an increased interest in existing datasets for students to analyse (with COVID-19 restrictions causing fieldwork difficulties), our science team are currently looking at producing a "pack" of data which could be distributed to academic supervisors to facilitate analysis based 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. Joe is currently seeking an extension as COVID has heavily impacted delivery of this project.
- Taco Regensburg, University of Leeds: The treatment of peat pipes in blanket peat: effectiveness and impact. Taco is due to complete his PhD in 2021.

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

### **Research Collaborations**

Through 2021/22 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 18 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.

## **Communications**

The Communications Strategy will be used to inform a Communications Plan for 2021/22 which will be developed and implemented to pull together project communications into a unified programme. This approach allows us to target efforts and maximise the effect of our resources.

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 Pennine Park.

## **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 the results of our work and share best practice. Findings from our research and monitoring programme will be used evidence future land management initiatives and best practice. Innovation in conservation techniques and new communication tools will be showcased wherever we can.

## **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 continue 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 - 2021/22

Table 1: Core Funding 2021/22

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
<b>Operational Partners</b>			
PDNPA	100,000		100,000
Environment Agency	20,000		20,000
BMC	35,000		35,000
Sub total	<b>155,000</b>	<b>0</b>	<b>155,000</b>
<b>Project Partners</b>			
Multiple partners		69,820	69,820
Sub total	<b>0</b>	<b>69,820</b>	<b>69,820</b>
<b>Total</b>	<b>155,00</b>	<b>69,820</b>	<b>224,820</b>

Pipeline			
<b>Project Partners</b>			
EA		3,000	3,000
Yorkshire Water		20,000	20,000
<b>Pipeline total</b>	<b>0</b>	<b>23,000</b>	<b>23,000</b>
<b>Total</b>		<b>23,000</b>	<b>247,820</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.£303,000 - to support the current core team of 5 permanent staff with additional technical, and administration staff assistance (approximately 0.5 wte) where required. This amount includes a small amount for costs not directly funded by projects (e.g. business development, partnership visits, and advocacy). Currently (February 2021) we are £55,180 away from balancing our core funding for 2021/22. This is in common with the start of previous financial years.

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 – Kate Morley

Science Programme Manager – David Chandler

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

**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 2021/22

Projects contracted/approved	ARP/P&R Committee Minute Reference	Anticipated gross expenditure of project work 2021/22 £	Funders
Private Lands Portfolio	48/13, 38/14	562,041	NE
MoorLIFE 2020	38/15	1,150,000	PDNPA, EU LIFE, STW, UU, YWS, NT, PP, RSPB
River Etherow Monitoring	RMT 46/16	10,052	STW, UU, YWS
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		551,780	NE
• Natural Flood Management Opportunity Mapping		19,331	EA
Moor Resilience (note this max between 2020-25) details below:	P&R 17/20	[1,000,000]	Various
• Calderdale Blanket Bog Condition Assessment		33,772	Calderdale Council
• Ilkley Moor NFM Works		43,000	Bradford City Council
Moor Green Investment	RMM 12/19	59,584	Esmée Fairbairn, Triodos Bank, Defra, EA
Moor Water: AMP7 Works Delivery 2020-24 (note this max between 2020-24) details below:	P&R 16/20	[3,000,000]	STW, YWS, UU
• STW AMP7		325,143	STW
• YWS AMP7 Surveys		170,817	YWS
The Great North Bog (note this max between 2021 – 2025) details below:	65/20	[1,200,000]	
• The Great North Bog Phase 1		50,000	EA
<b>Sub Total</b>		<b>2,979,520</b>	
<b>Pipeline – all approved, subject to contract</b>			
Moor Water: AMP7 Works delivery 2020-24 (note this	P&R 16/20	[3,000,000]	STW, YWS, UU

max between 2020-24) details below:			
• YWS AMP7 Surveys		153,290	YWS
• YWS AMP7 capital works delivery		1,500,000	YWS
Peak District Foundation		28,000	Donations
BMC Climate Project		35,000	Donations
<b>Sub Total</b>		<b>1,716,290</b>	
<b>Total</b>		<b>4,695,810</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 2021/22 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 Programme and/or Corporate Risk Register. Strategic Management Board 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 (projected £303k, current secured £225k with an additional £23k 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 2021/22.

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

We will continue to work with existing partners alongside developing relationships with new partners and will use the Future Business Route plan as guided by the new Strategic Management Board to set the bidding and business development work.

### **Core Funding**

Most of the partner Statements of Intent are currently coming to an end. 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. Significant work has also been carried out in better extracting an appropriate level of costs on future projects, establishing a route to funding through natural capital payments and engaging with the charitable trust sector.

The funding of the core support is essential to service business development requirements into the future, and to fully capitalise on the projects currently being delivered. 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.

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 through the Future Business Route Plan and will explore all of those, which have strong possibilities for funding the Partnership's objectives.

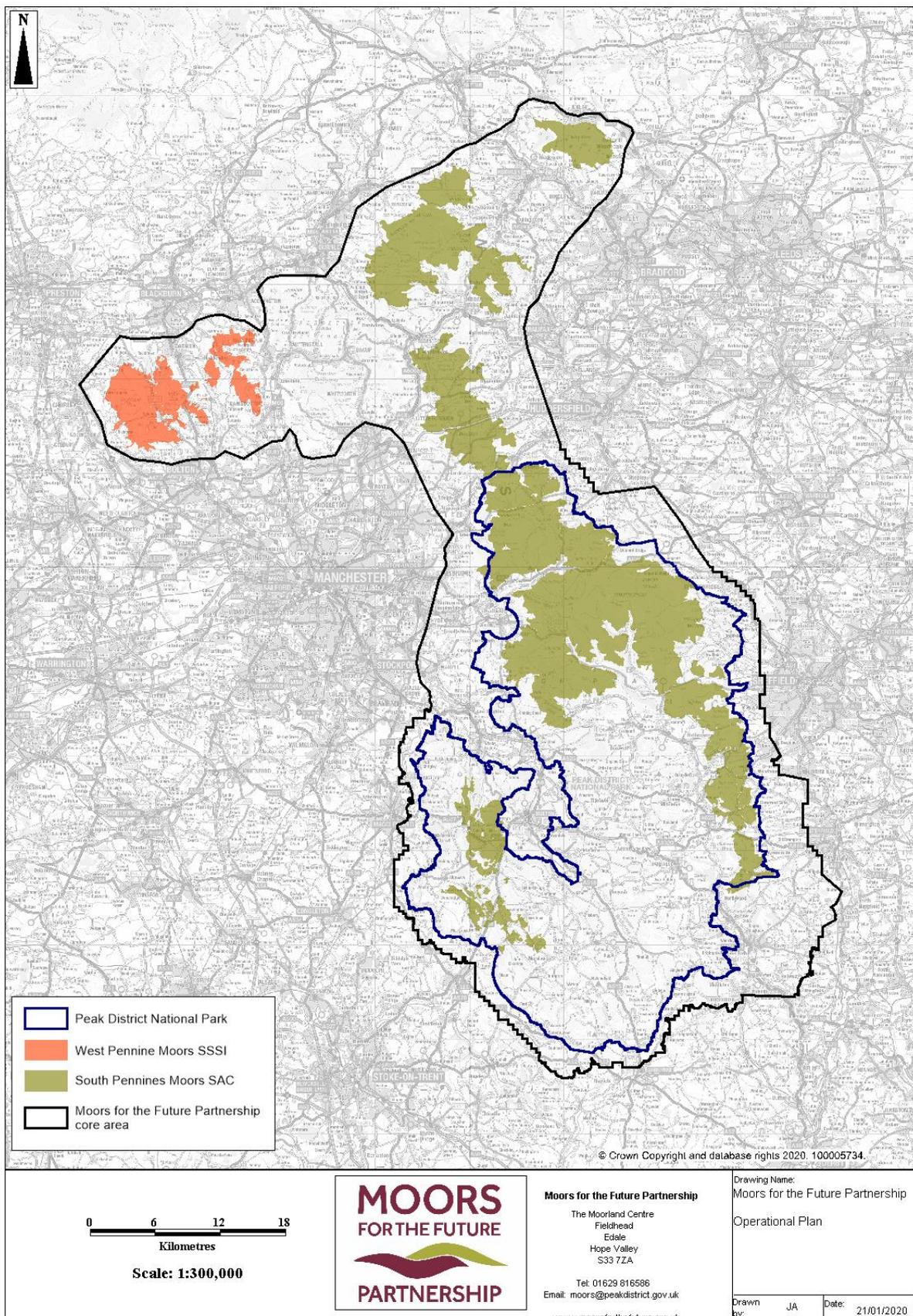
## **7 Monitoring This Operational Plan**

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 Operational Management Group at its quarterly meetings. The Future Business Route Plan will also be reviewed on a quarterly basis dependant on the meeting cycle of the Strategic Management Board which is yet to be confirmed.

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.

# Moors for the Future Partnership Core Working Area



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2021/21 Service Risk Register for Moors for the Future Partnership

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

Corp. Obj.	Risk Description	Existing controls	Risk rating before mitigation L x I	Additional mitigating action (add to service plan)	Risk rating with mitigating action L x I (expressed as Red, Amber, Green)					Time frame of action	Lead officer	How monitor/ Indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4				
Which corporate strategy outcome this relates to	A risk should be expressed as: If (x were to happen)..... then (the consequence would be) or "failure to ....."	Actions currently taken or controls we have in place that mitigate the risk e.g. standing orders	This should take into account existing controls	If the rating BEFORE mitigation is green, then no further action is essential. Otherwise, complete what actions you intend to take	The risk level taking into account the mitigating action you are proposing					To complete the mitigating action (s)		Monitoring you intend to use to ensure the action is completed	<b>Against mitigating action and source of assurance</b> To be completed prior to ¼ly meetings
<b>Strategic Risks – (impact on legal entity of Moors for the Future Partnership PDNPA)</b>													
Sustainable landscape that is conserved & enhanced	Core funding for MFFP - £55k deficit going into 2021/22, including £100k contribution from PDNPA. Reduced 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 National Park Management Plan.  Longer term risk – future financing from all partners	Partial funding of core team. Core contributions secured via projects where ever possible.  Reduce hours/redundancy of core team.	High Likelihood High impact	High level advocacy by PDNPA Management Team with Partners.  Identify Funding opportunities which support the partnership infrastructure with bidding supported as appropriate. Financial contingency in place for redundancy.  Monitoring of core income with CFO through MFFP Programme Tracker	<b>R</b>					Q1 Core income monitoring added to MFFP Programme Tracker  Monitored on a monthly and quarterly basis	Head of Moors for the Future Partnership	Core budget monitored monthly and reported to the CFO 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	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.	<b>A</b>					September 2021	Head of Moors for the Future Partnership	Core budget monitored monthly and reported to NPA quarterly.	
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.	<b>G</b>					On going	Head of Moors for the Future Partnership	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.	<b>A</b>					On going	Head of Moors for the Future Partnership	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  Proactively managing stakeholder relationships	<b>G</b>					On going	Head of Moors for the Future Partnership	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	<p>Failure to maintain core income leading to loss of key personnel. Programme management affected.</p> <p>Reduced bidding for future work and funding. Failure to obtain future project funding.</p> <p>Loss of experienced project delivery teams.</p>	Funding opportunities for core requirements and business development identified and followed up as appropriate.	High Likelihood High Impact	<p>Identification of core cost recovering from projects</p> <p>Conversations continue to be held with individual partners regards contributions in 2021/22</p> <p>Partners to a more take active role in securing core funding.</p> <p>Robust time management to avoid providing unfunded advice.</p>	A					September 2021	MFFP Programme team	Core budget monitored monthly and reported to NPA quarterly.	
	<p>Failure to engage partners. Current and future projects impacted.</p> <p>Programme management and delivery impacted.</p>	<p>Key role and objective of Head of Moors for the Future Partnership role.</p> <p>Robust Action Plan; active engagement, communication and awareness raising.</p>	Medium Likelihood High Impact	<p>Advocacy plan including new partner development in place</p> <p>Business Development role if funding allows</p>	A					March 2022	MFFP Programme team	<p>Quarterly Programme Progress Log.</p> <p>Monitoring via project management triple constraints</p>	
	<p>Insufficient staff capacity leading to long term staff sickness.</p> <p>Staff overworking.</p> <p>Programme management and delivery affected.</p>	<p>Monitor workload/ resource planning.</p> <p>Robust health and safety practices at work. Staff trained and appropriate skills in place.</p>	Low Likelihood Medium Impact	<p>Moor Business Project will enhance succession and resource management planning.</p> <p>Visualisation of commitments expressed through MFFP Programme Tracker</p>	G					On going	MFFP Programme team	<p>Staff working time monitored.</p> <p>Monthly staff updates.</p>	
	<p>Poor project delivery leading to; Reputational risk.</p>	<p>Project management toolkit in place.</p> <p>Quality assurance on delivery via Project toolkit (triple constraints)</p>	Low likelihood Medium Impact	<p>Toolkit, monitoring, reporting, review</p> <p>Special sign off arrangements in place with contractors to manage this process in light of government restrictions.</p>	G					On going	MFFP Programme team	<p>Weekly status updates.</p> <p>Monthly updates with Project Managers.</p> <p>Quarterly operational plan reporting.</p>	

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				
	Poor project delivery leading to; Reputational risk.  Contractual commitment failure – due to restrictions on travel (site visits) due to COVID-19 virus.	Project management toolkit in place.	Low likelihood Medium Impact	Special sign off arrangements in place with contractors, based on photographs or last visit. Defects Liability period extended on contracts, where appropriate enacted payment retention clause until site works seen.  Weekly review of COVID-19 health and safety arrangements, activity authorisation procedures in place.	A					Dependent on Government restrictions	MFFP Programme team	Works will require more formal sign off and visit when COVID-19 restrictions lifted.	
	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	Head of Moors for the Future Partnership	Property Support requests, Sysaid	
	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	



2021/22

# Interim Business Plan

Draft V2 April 2021

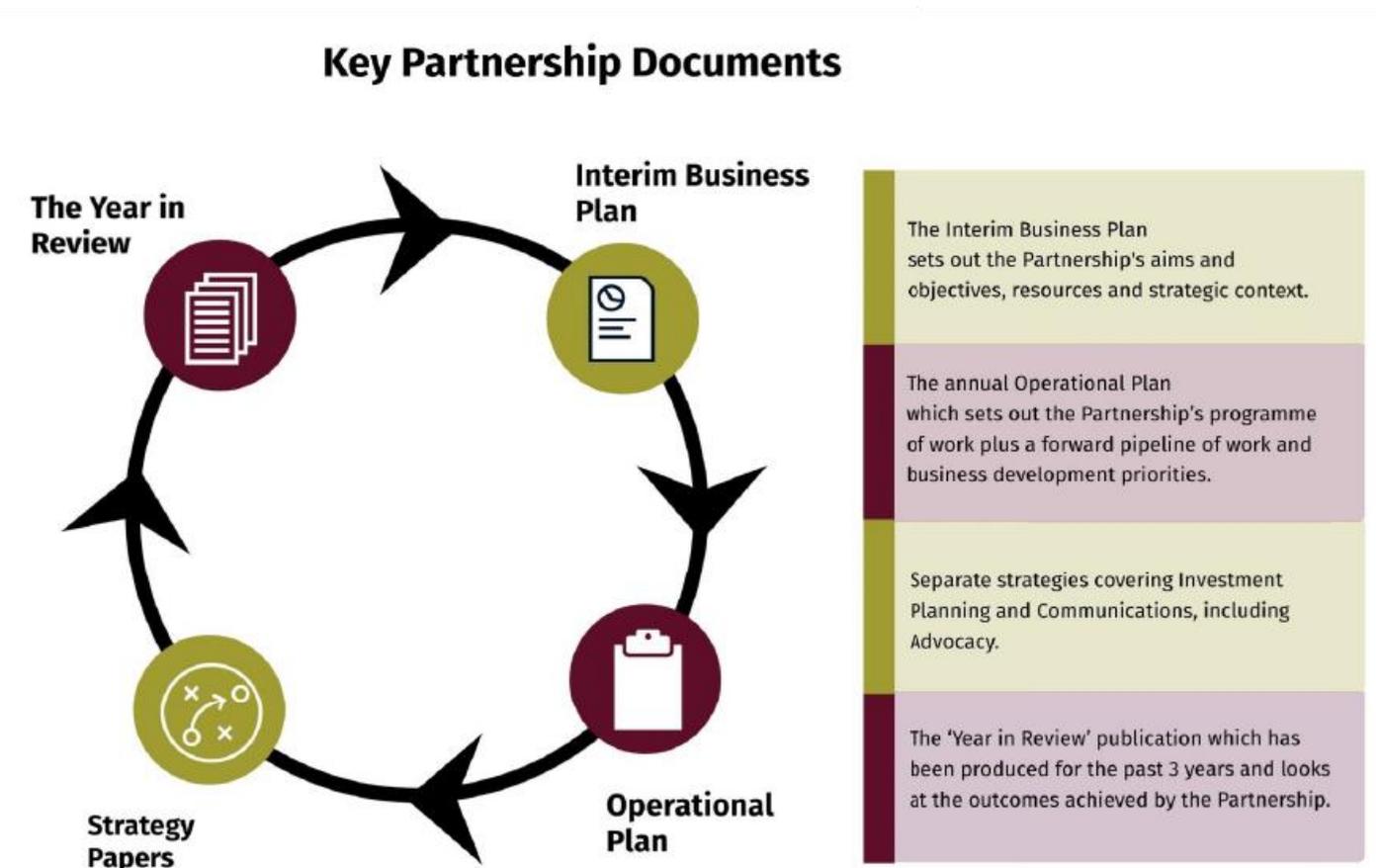
## **CONTENTS**

INTRODUCTION.....	3
CONTEXT OF PREVIOUS BUSINESS PLANNING .....	6
CURRENT CONTEXT .....	7
HOW WE WORK .....	8
GOVERNANCE.....	9
OUR FOCUS WORKING TOWARDS 2025.....	10
FUNDING .....	12
MONITORING.....	13
RISK MANAGEMENT .....	13
APPENDIX A - SWOT ANALYSIS .....	14
APPENDIX B - PESTLE Analysis.....	15
APPENDIX C – Core Team role focus and Organisation Chart .....	16

## INTRODUCTION

This Interim Business Plan has been rolled over from last year at a time of significant volatility in the UK. The plan to produce a plan out to 2025 has been postponed by a year, and this will stand until then through this period of change. It will provide a strategic steer for the Partnership through a period of transition over the next 12 months. It is an outcome from the National Lottery Heritage Funded Moor Business project, facilitating the development of the Partnership over this 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:-



The long-term vision which guides the work of the Partnership includes the National Park Management Plan, Defra's 25 Year Environment Plan, the 2024 Price Review process which guides the investment of Utility Company partners to 2030, 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 2021/22 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.



## CONTEXT OF PREVIOUS BUSINESS PLANNING

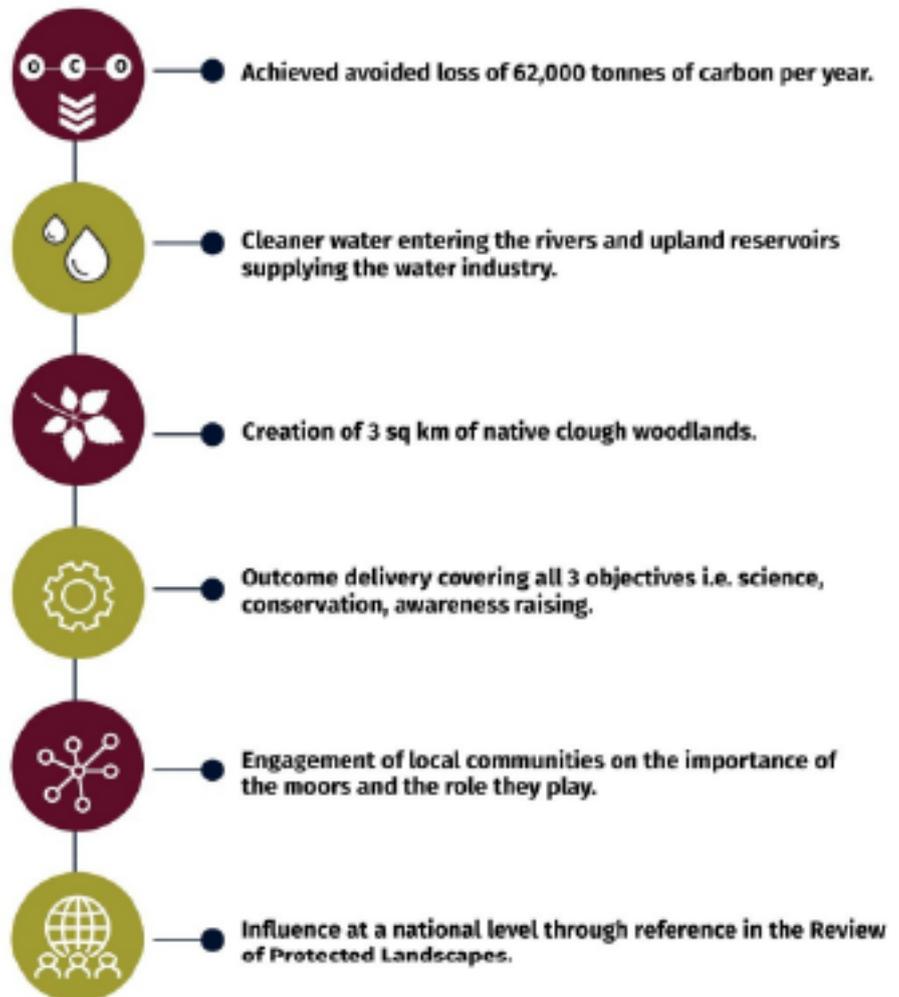
At a time when awareness of climate change and the consequent impact on biodiversity is an imperative for the UK and the rest of the world, conservation of the uplands is as vital as it was in 2003. When Moors for the Future Partnership commenced its work to protect the most degraded landscape in Europe - 750 sq. km of “rarer than rainforest” blanket bog. The Partnership, hosted by the Peak District National Park Authority, has now transformed over 35 square kilometres of black degraded peat in the Peak District National Park and South Pennines over this 18 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. The core working area is 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 (2014-21)



## 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, with much policy detail still to emerge and the impact of any changes still very much unknown.

What is certain at a global level, however, as reported by the UN Secretary General in 2019, is that the impact of climate change is happening now, and faster than predicted. <sup>1</sup> 2019 was 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 1.5°C by the end of this century to avoid irreversible and catastrophic impacts. This means that CO<sub>2</sub> emissions need to decline by about 45% 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 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 Regions with a combined population of over 11.5 million inhabitants sit immediately on the borders of the Partnership – including 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 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:-

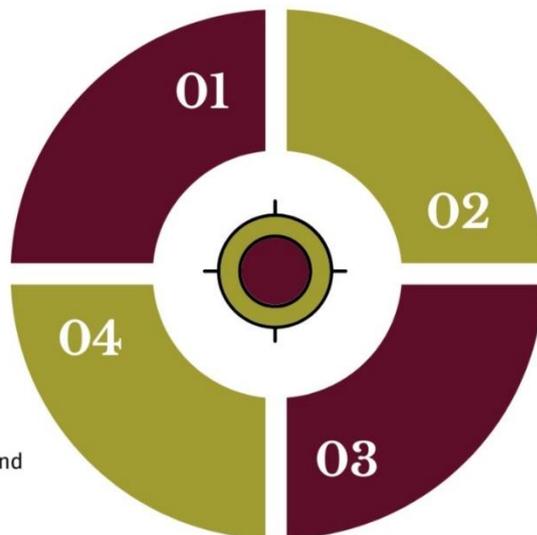
### WORKING TOWARDS 2025

#### 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. The objectives are shown in the following table. Due to the issues of working through the challenge of a year dominated by Covid19, these business development priorities are partially delivered and this programme is being carried over into 2021/22.

## Objectives for 2021-22

1. Adoption of revised Partnership Terms of Reference and Governance Processes
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.
3. Confirmed MOU in place with all existing funders.
4. Discussion with core funders to agree parameters/ROI for funding support.
5. Development of future project focus to be agreed with Strategic Management Board, shaped by 2021-22 Operational Plan and known latest funding opportunities.
6. Development of an Advocacy Plan and Communications Strategy to be agreed by Strategic Management Board.
7. Delivery of current work programme, and agreed pipeline projects, as set out in Operational Plan.
8. Development of a detailed Market Needs Analysis to focus the Partnership's activity for the next 5 years.
9. Development of 5 Year Business Plan.

## 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 Nature for Climate Fund offers a major opportunity to 2025, also 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
- Opportunities through Corporate Social Responsibility and Public Giving.
- Environmental Land Management – working with land managers to help deliver environmental benefits/public goods
- Opportunities through the Utility Companies Asset Management Plans 2020 to 2025 and the next planning period driven by the 2024 Public Spending Review.
- 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 2021/22. 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 2020/21, 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.

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.

## **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 2021/22, 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:-

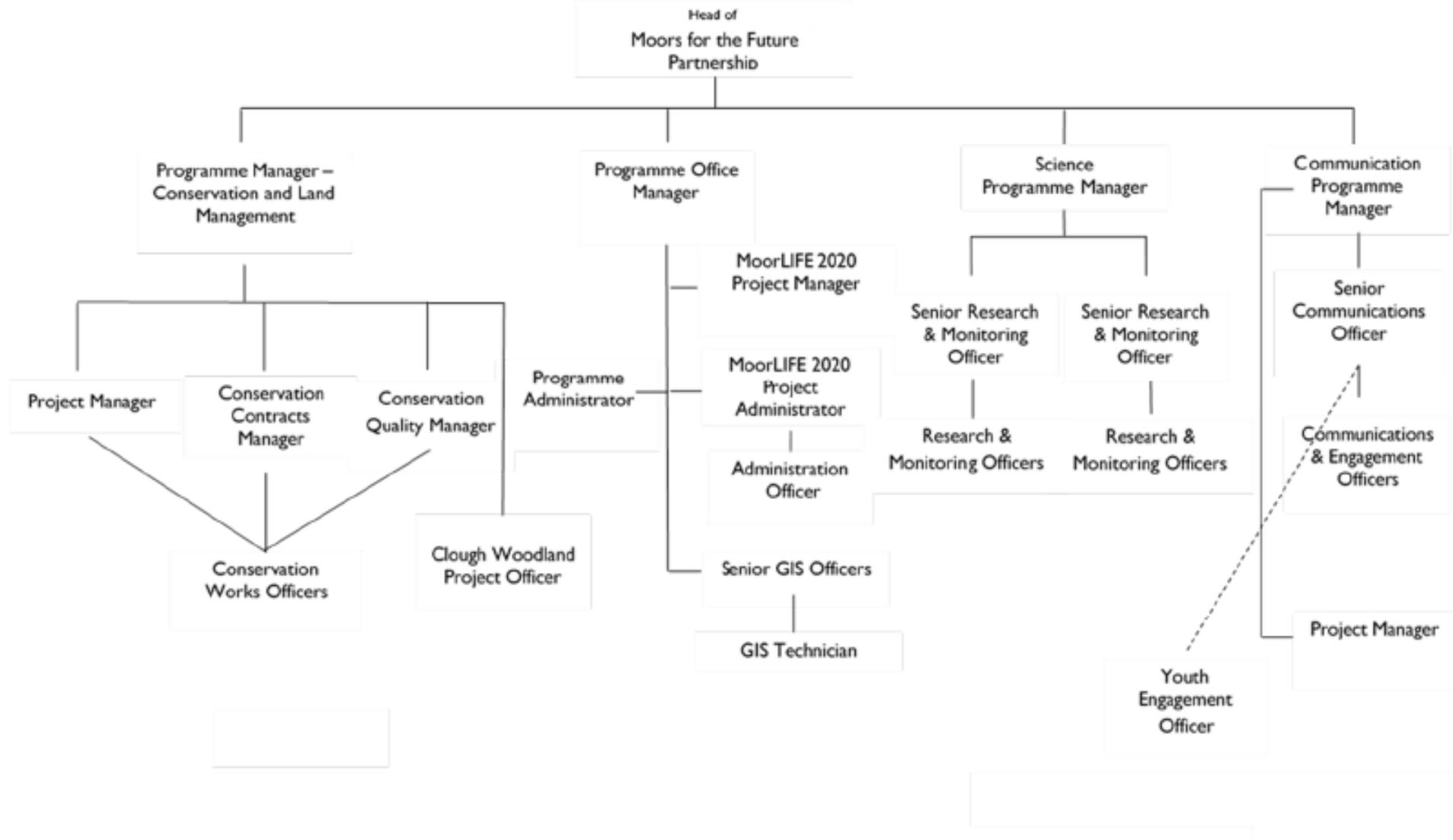
Head of Moors for the Future  
Communication Programme Manager  
Programme Manager – Conservation and Land Management  
Programme Office Manager  
Science Programme Manager

With additional support from Programme Administrator and Administration Officers and GIS Officers. It is still hoped to appoint Business Development Officer support in 2021/22.

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.

# MOORS FOR THE FUTURE PARTNERSHIP

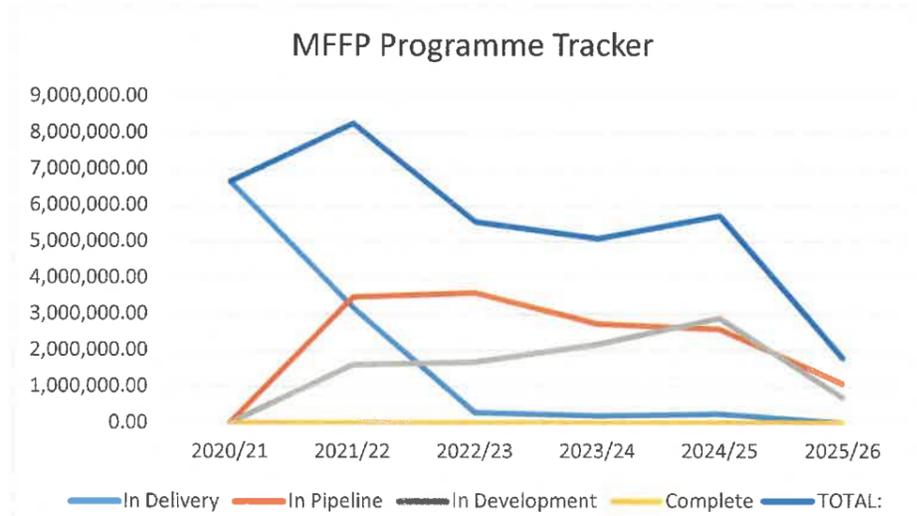




Moors for the Future Partnership: Programme Tracker 2020/21 - 2025/26  
 DRAFT Version V3 KM 2021 03 31

	Last updated	TOTAL PROJECTS VALUE	Delivered up to 2019/20	To be delivered 2020-26	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Check
In Delivery	31/03/21	24,290,329	13,709,446	10,580,884	6,675,129	3,188,372	280,504	193,370	243,509	0	0.00
In Pipeline	31/03/21	13,481,577	0	13,481,577	0	3,482,135	3,592,135	2,736,268	2,586,268	1,084,771	0.00
In Development	31/03/21	9,040,000	0	9,040,000	0	1,607,000	1,682,000	2,164,000	2,887,000	700,000	0.00
Complete	<i>to be revised</i>	0	0	0	0	0	0	0	0	0	0.00
<b>TOTAL:</b>		<b>46,811,906</b>	<b>13,709,446</b>	<b>33,102,461</b>	<b>6,675,129</b>	<b>8,277,507</b>	<b>5,554,639</b>	<b>5,093,638</b>	<b>5,716,777</b>	<b>1,784,771</b>	<b>0.00</b>

Classifications	
In Delivery	Projects which have received approval and are currently in delivery
In Pipeline	Projects which have received committee approval or are under £30k and are subject to contract negotiations or awaiting delegated authority approval
In Development	Projects which at initial ideas stage only, including grant funding opportunities e.g. Ofwat's Water Industry Innovation Competition
Complete	<i>To be revised</i>



Project	Overview
Favourable Condition Project	Monitoring the impact of peatland restoration work
Upland Woodland Monitoring	Monitoring the impact of woodland on water quality
Etherow Monitoring	Monitoring the impact of peatland restoration work on the River Etherow
Climate Change Vulnerability Assessment Project	A CCVA of the priority features of the PDNPA's Special Qualities
Crompton Moor	Working with volunteers to plant burnt areas with Sphagnum plants and set-up monitoring.
Moor Business	Examination of the Governance of the Moors for the Future Partnership with partners
MFFP Volunteer Management	Community Science Project legacy for working with community volunteers
Peat Depth Survey	Peat depth assessment of Peatlands surrounding Manchester, including bulk density measure with which to calculate carbon content
Upland Skies Development	RSPB Project, MFFP delivering citizen science and land manager engagement work element in development phase
Cadent Gas Restoration	Re-cover and revegetate areas of exposed Gas Pipeline and damaged moorland
BMC Climate Change	Climate Change communications & engagement
Harden Moor	Production of a PA2 Report (identification of capital works for Countryside Stewardship applicants)
Butterworth & Blackstone Edge	Production of a PA2 Report (identification of capital works for Countryside Stewardship applicants)
Private Lands Project - Project Management	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park
Private Lands Project - Peaknaze	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park
Private Lands Project - Saddleworth	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park
Private Lands Project - Mossy Lea	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park
Private Lands Project - Wessenden Head	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park
MoorLIFE 2020 Personnel	Restoring large areas of blanket bog on Bleaklow, Black Hill and in the South Pennines. Associated awareness raising and knowledge transfer/ expertise development
MoorLIFE 2020 Travel	Restoring large areas of blanket bog on Bleaklow, Black Hill and in the South Pennines. Associated awareness raising and knowledge transfer/ expertise development
MoorLIFE 2020 External Assistance	Restoring large areas of blanket bog on Bleaklow, Black Hill and in the South Pennines. Associated awareness raising and knowledge transfer/ expertise development
MoorLIFE 2020 Equipment	Restoring large areas of blanket bog on Bleaklow, Black Hill and in the South Pennines. Associated awareness raising and knowledge transfer/ expertise development
MoorLIFE 2020 Prototype	Restoring large areas of blanket bog on Bleaklow, Black Hill and in the South Pennines. Associated awareness raising and knowledge transfer/ expertise development
MoorLIFE 2020 Consumables	Restoring large areas of blanket bog on Bleaklow, Black Hill and in the South Pennines. Associated awareness raising and knowledge transfer/ expertise development
MoorLIFE 2020 Other costs	Restoring large areas of blanket bog on Bleaklow, Black Hill and in the South Pennines. Associated awareness raising and knowledge transfer/ expertise development
MoorLIFE 2020 Overheads	Restoring large areas of blanket bog on Bleaklow, Black Hill and in the South Pennines. Associated awareness raising and knowledge transfer/ expertise development
Working with ML2020 Project Partners Multiple Partners	Delivery of the Breeding Bird Survey
Working with ML2020 PP National Trust	Monitoring work to support the Slow the Flow Group in Calderdale
Working with ML2020 PP Environment Agency - NFM	Delivery of NFM mapping for GMMC communities at risk of flooding & peatland restoration works on Noel Stool
Working with ML2020 PP Environment Agency Redvales & Radcliffe	Delivery of Natural Flood Management capital works to compliment the EA Flood Defence Programme in the Irwell River Catchment
Working with ML2020 PP Environment Agency GMMC	Slowing the flow of water into communities at risk of flooding in GMMC through restoring moorland hydrology on degraded blanket bogs on Stalybridge.
Working with ML2020 PP Natural England	Restoring hydrology in the South Pennine Moors- identification of gully blocks dam construction and sphagnum planting
Natural Flood Management Opportunity Mapping	GIS based project to identify opportunities for NFM interventions in the Upper Derwent
Moor Restoration Mapping	Collation of historical data GIS restoration data in the Dark Peak & South Pennines

Moor Carbon	Restoration of upland and lowland peatlands, create habitats for vulnerable wildlife, reduce flood risk by slowing rain water flow and increase carbon capture
Mend Our Mountains Great Ridge	Bridleway restoration works in Langsett area on Cut Gate and North America Farm bridleways and Great Ridge Pathway
Mend Our Mountains Cut Gate	Bridleway restoration works in Langsett area on Cut Gate and North America Farm bridleways and Great Ridge Pathway
Mend Our Mountains North America Farm	Bridleway restoration works in Langsett area on Cut Gate and North America Farm bridleways and Great Ridge Pathway
AMP7 2020-24 Works (Moor Water Project Management)	Working with Water Company Partners to achieve their outcomes for the AMP7 programme, through coms & engagement, research & monitoring and peatland restoration.
AMP7 2020-24 Works (Moor Water STW Works)	Working with Water Company Partners to achieve their outcomes for the AMP7 programme, through coms & engagement, research & monitoring and peatland restoration.
AMP7 2020-24 Works (Moor Water Yorkshire Water Surveys)	Working with Water Company Partners to produce capital works plans for their AMP7 catchments
Moor Green Investment	Pilot project to investigate natural capital
Moor Resilience	Working collaboratively with local authority partners to improve the resilience of the peatland landscape to climate change and its varied impacts
Moor Resilience	Working collaboratively with local authority partners to improve the resilience of the peatland landscape to climate change and its varied impacts
Moor Resilience	Working collaboratively with local authority partners to improve the resilience of the peatland landscape to climate change and its varied impacts
The Great North Bog Phase 1	Collaborative working for the 4 Northern peatland restoration programmes funded by the EA
The Great North Bog Phase 1	Collaborative working for the 4 Northern peatland restoration programmes
Smithills Estate NFM	Installation of natural flood management interventions on Winter Hill.

Dept/CC	Funder	Total Project Value	Pay	Non Pay	Delivered to 2019/20	To be delivered (2020-26)	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
VC6 V14	Yorkshire Water, Natural England	38,107	21,874	16,233	36,498	1,609	1,609	0	0	0	0	0
VC6 V29	Severn Trent Water	10,000	9,340	660	9,658	342	342	0	0	0	0	0
VC6 V35	Yorkshire Water, Severn Trent, United Utilities	87,220	78,018	9,202	36,959	50,261	10,053	10,052	10,052	10,052	10,052	0
VC6 V38	PDNPA	95,000	87,500	7,500	92,115	2,885	2,885	0	0	0	0	0
VC6 V39	Community Forest Trust	19,913	13,698	6,215	14,164	5,749	5,749	0	0	0	0	0
VC6 V42	Heritage Lottery Fund	72,947	45,325	27,622	70,197	2,750	2,750	0	0	0	0	0
VC6 V45	Various	22,652	21,152	1,500	9,610	13,042	13,042	0	0	0	0	0
VC6 V49	National Grid, PD Foundation, 1% for the Planet	28,000	17,814	10,186	0	28,000	28,000	0	0	0	0	0
VC6 V50	RSPB	10,400	8,558	1,842	4,993	5,407	5,407	0	0	0	0	0
VC6 V52	Fisher German, JFT Civils Delivery Team	28,325	6,717	21,608	0	28,325	28,325	0	0	0	0	0
VC6 V53	BMC, Corp donations	24,363	24,113	250	0	24,363	24,363	0	0	0	0	0
VC6 V54	Bradford MBC	16,388	4,175	12,213	0	16,388	16,388	0	0	0	0	0
VC6 V55	Steer Ethelston	28,302	25,530	2,772	0	28,302	28,302	0	0	0	0	0
VM2 VSA	Natural England	834,504	834,504	0	831,504	3,000	3,000	0	0	0	0	0
VM2 VSD	Natural England	1,112,460	0	1,112,460	1,112,460	0	0	0	0	0	0	0
VM2 VSE	Natural England	961,268	0	961,268	961,268	0	0	0	0	0	0	0
VM2 VSL	Natural England	1,884,844	0	1,884,844	1,605,112	279,732	0	279,732	0	0	0	0
VM2 VSM	Natural England	529,015	0	529,015	172,342	356,673	74,364	282,309	0	0	0	0
VM3 WMA	EU LIFE, Yorkshire Water, United Utilities, Severn Trent	3,387,758	3,387,758	0	2,253,758	1,134,000	584,000	550,000	0	0	0	0
VM3 WMB	EU LIFE, Yorkshire Water, United Utilities, Severn Trent	230,757	0	230,757	203,757	27,000	19,000	8,000	0	0	0	0
VM3 WMC	EU LIFE, Yorkshire Water, United Utilities, Severn Trent	3,432,910	0	3,432,910	2,338,910	1,094,000	894,000	200,000	0	0	0	0
VM3 WMD	EU LIFE, Yorkshire Water, United Utilities, Severn Trent	470,635	0	470,635	454,635	16,000	14,000	2,000	0	0	0	0
VM3 WME	EU LIFE, Yorkshire Water, United Utilities, Severn Trent	24,600	0	24,600	24,600	0	0	0	0	0	0	0
VM3 WMF	EU LIFE, Yorkshire Water, United Utilities, Severn Trent	2,842,243	0	2,842,243	1,642,243	1,200,000	900,000	300,000	0	0	0	0
VM3 WMG	EU LIFE, Yorkshire Water, United Utilities, Severn Trent	118,577	0	118,577	98,577	20,000	10,000	10,000	0	0	0	0
VM3 WMH	EU LIFE, Yorkshire Water, United Utilities, Severn Trent	735,521	735,521	0	504,521	231,000	151,000	80,000	0	0	0	0
VM4 WPB	Various	115,000	18,650	96,350	105,162	9,838	9,838	0	0	0	0	0
VM4 WPF	National Trust	10,000	7,624	2,376	8,000	2,000	2,000	0	0	0	0	0
VM4 WPJ	Environment Agency	48,225	10,600	37,625	44,709	3,516	3,516	0	0	0	0	0
VM4 WPK	Environment Agency	98,125	14,626	83,499	0	98,125	77,101	21,024	0	0	0	0
VM4 WPL	Environment Agency	76,410	10,006	66,404	43,410	33,000	33,000	0	0	0	0	0
VM4 WPN	Natural England	1,860,496	224,257	1,636,239	166,496	1,694,000	1,142,220	551,780	0	0	0	0
VM4 WPP	Environment Agency	23,331	19,331	4,000	0	23,331	4,000	19,331	0	0	0	0
VM4 WPM	Natural England	20,750	20,750	0	0	20,750	20,750	0	0	0	0	0

VM5	Defra	2,717,441	264,765	2,452,676	799,690	1,917,751	1,917,751	0	0	0	0	0
VM6 WDB	BMC, PD Foundation, HF Holidays	118,903	21,627	97,276	13,000	105,903	83,365	22,538	0	0	0	0
VM6 WDC	BMC, Sheffield CC, EOCA	74,010	11,150	62,860	4,799	69,211	69,211	0	0	0	0	0
VM6 WDD	Sheffield WT, EPIP, Sheffield CC	136,500	11,764	124,736	62,300	74,200	74,200	0	0	0	0	0
VM7 WFA	Severn Trent, Yorkshire Water	499,113	499,113	0	0	499,113	28,402	122,418	122,418	122,418	103,457	0
VM7 WFB	Severn Trent Water	524,886	0	524,886	0	524,886	0	219,725	114,261	60,900	130,000	0
VM7 WFD	Yorkshire Water	360,692	302,545	58,147	0	360,692	36,585	324,107	0	0	0	0
VM8 WGA	Esmee Fairbairn	119,168	96,668	22,500	0	119,168	59,584	59,584	0	0	0	0
VM9 WHB	Calderdale MBC	67,545	67,545	0	0	67,545	0	33,772	33,773	0	0	0
VM9 WHC	Bradford MBC	193,000	27,507	165,493	0	193,000	150,000	43,000	0	0	0	0
VM9 WHD	Kirklees Council	5,000	5,000	0	0	5,000	0	5,000	0	0	0	0
VK1	Environment Agency	90,000	5,000	85,000	0	90,000	50,000	40,000	0	0	0	0
VK1	Defra	60,333	60,333	0	0	60,333	60,333	0	0	0	0	0
V56 VC6	Woodland Trust	24,693	2,250	22,443	0	24,693	24,693	0	0	0	0	0
		<b>24,290,329</b>	<b>7,022,708</b>	<b>17,267,622</b>	<b>13,709,446</b>	<b>10,580,884</b>	<b>6,675,129</b>	<b>3,188,372</b>	<b>280,504</b>	<b>193,370</b>	<b>243,509</b>	<b>0</b>

Status	RISK	PM as of March 21	Check P+NP=Total	check	D+TBD=Total	Check J:O=I
In delivery	LOW	MP	0	0	0	0
In delivery	LOW	TC	0	0	0	0
In delivery	LOW	TC	0	0	0	0
In delivery	LOW	DCh	0	0	0	0
In delivery	LOW	Trish P	0	0	0	0
In delivery	LOW	JM	0	0	0	0
In delivery	LOW	DW	0	0	0	0
In delivery	LOW	TC	0	0	0	0
In delivery	LOW	DW	0	0	0	0
In delivery	LOW	PS	0	0	0	0
In delivery	LOW	DW	0	0	0	0
In delivery	LOW	KT	0	0	0	0
In delivery	LOW	KT	0	0	0	0
In delivery	AMBER	MSC	0	0	0	0
Fee recovery in process	AMBER	MSC	0	0	0	0
VAT recovery in process	AMBER	MSC	0	0	0	0
In delivery	AMBER	MSC	0	0	0	0
In delivery	AMBER	PS	0	0	0	0
In delivery	AMBER	DCr	0	0	0	0
In delivery	AMBER	DCr	0	0	0	0
In delivery	AMBER	DCr	0	0	0	0
In delivery	AMBER	DCr	0	0	0	0
In delivery	AMBER	DCr	0	0	0	0
In delivery	AMBER	DCr	0	0	0	0
In delivery	AMBER	DCr	0	0	0	0
In delivery	AMBER	DCr	0	0	0	0
In delivery	AMBER	DCr	0	0	0	0
In delivery	LOW	DCh	0	0	0	0
In delivery	LOW	KM	0	0	0	0
In delivery	LOW	DJ	0	0	0	0
In delivery	LOW	JF	0	0	0	0
In delivery	LOW	LAW	0	0	0	0
In delivery	LOW	DCr	0	0	0	0
In delivery	LOW	DCr	0	0	0	0

In delivery	AMBER	LAW	0	0	0
In delivery	LOW	PS	0	0	0
In delivery	LOW	PS	0	0	0
In delivery	LOW	PS	0	0	0
In delivery	LOW	MH	0	0	0
In delivery	LOW	MH	0	0	0
In delivery	LOW	MH	0	0	0
In delivery	LOW	DCr	0	0	0
In delivery	LOW	CF	0	0	0
In delivery	LOW	KT	0	0	0
In delivery	LOW	CF	0	0	0
In delivery	AMBER	MH	0	0	0
In delivery	AMBER	MH	0	0	0
In delivery	LOW	DJ	0	0	0

Last updated:

31/03/21

Project	Overview	Funder	Total Value	Pay
AMP7 2020 - 2024 Works: Moor Water	Delivery of Water Companies Asset Management Programmes 2020-24	Yorkshire Water	6,000,000	750,000
AMP7 2020 - 2024 Works: Moor Water	Delivery of Asset Management Programme 7 2020-25	United Utilities	300,000	50,000
BMC Climate Project	Various fundraising initiatives to support the work of the MFF Partnership	BMC (Access and Conservation Trust)	70,000	35,000
Accelerated Flood Funding	Delivery projects under the Flood Coastal Erosion Risk Management Strategy linked to Opportunity mapping	Environment Agency	1,500,000	200,000
NFM opportunity mapping GMMC	Opportunity mapping for NFM interventions in the GMMC region	Environment Agency	20,000	20,000
NFM opportunity mapping Yorkshire	Opportunity mapping for NFM interventions in the Yorkshire region	Environment Agency	20,000	20,000
Natural Investment	Natural Capital scheme trial through the Investment Readiness Fund	Environment Agency & Defra	141,734	81,734
Growing Resilience	Provision of expert advice to a sphagnum growing project	Calderdale BC	6,000	6,000
Peat Partners Resilience Funding	Invitation from EF to co create a peatland partnerships resilience scheme.	Esmee Fairbairn Foundation	300,000	300,000
Great North Bog	Funding to support staff resource for MFFP on the GNB initiative, through National Parks England	Highways England	125,000	112,500
Moor Green Futures	Working with the PD Foundation to harness the growing interest in the heritage of blanket bogs	Heritage Fund	4,998,843	3,324,595
<b>TOTALS</b>			<b>13,481,577</b>	<b>4,899,829</b>



Last updated:

31/03/21

Project	Overview	Funder	Total Value	Pay
AMP 8 (2025-2030)	Delivery of Asset Management Programme 2025-30	Water Companies	300,000	300,000
In house Partnership Consultancy Service	Including GIS services, policy writing, PA2 surveys and project management services for partners	Various	400,000	400,000
Wildfire resilience and post fire restoration planning	Delivery of fire site recovery plans and resilience planning services	Various	120,000	110,000
Nature for Climate Fund	Delivery of Phase 2 of the Great North Bog	Defra	6,000,000	600,000
Outdoor Industry CSR	Corporate giving/contributions from the outdoor industry for discrete projects	Various	150,000	30,000
Climate Observatory	Expansion of services delivered from the Moorland Centre, Edale	tbc	2,000,000	250,000
Ofwat Water Industry Innovation Competition	Working in partnership with Water Companies to grow the sector's capacity for innovation	Ofwat	tbd	
Peak District Foundation	Various fundraising initiatives to support the work of the MFF Partnership	Donations	50,000	5,000
Hawes Bank Donation	Donation to MFFP via the Goldern Bottle Trust	Green Bottle Trust	20,000	20,000
<b>TOTALS</b>			<b>9,040,000</b>	<b>1,715,000</b>

Unsuccessful				
No Moor Flooding	Innovation Resilience Programme for England	Environment Agency	6,000,000	2,000,000

Non-pay	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Status / notes	Risk	Likelihood of Success	Champion	Check	P+NP=Total	Check	FY=Total
0	0	0	0	0	0	300,000	PR24 process starts 2022		Hopeful	CD		0		0
0	0	25,000	50,000	75,000	100,000	150,000	Initial ideas stage		Hopeful	CD		0		0
10,000	0	60,000	60,000	0	0	0	Initial ideas stage		Likely	CD		0		0
5,400,000	0	1,500,000	1,500,000	1,500,000	1,500,000	0	Initial ideas stage		Hopeful	CD		0		0
120,000	0	0	50,000	75,000	25,000	0	Initial ideas stage		Likely	CD		0		0
1,750,000	0	0	0	500,000	1,250,000	250,000	Initial ideas stage		Likely	CD		0		0
							competition rounds 2021, 22 & 24		Likely	DCh	tbc	tbc		
45,000	0	12,000	12,000	14,000	12,000	0	Discussion on project ideas		Likely	CD		0		0
0	0	10,000	10,000	0	0	0	initial meetings stage		Hopeful	CD		0		0
<b>7,325,000</b>	<b>0</b>	<b>1,607,000</b>	<b>1,682,000</b>	<b>2,164,000</b>	<b>2,887,000</b>	<b>700,000</b>								

4,000,000	0	0	1,000,000	2,000,000	1,500,000	1,500,000	Early outline discussions							
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Last updated:

31/03/21

Project	Status	Risk description	Existing controls	Risk rating before mitigation
<b>MoorLIFE 2020 VM3</b>	In delivery	Four principle risks within the MoorLIFE 2020 project; exchange rate movements; the Sterling ceiling set for the total project budget; the contractual treatment of partner contributions; and the possibility of expenditure being found ineligible.	Capping Sterling budget	high x high
<b>Private Lands Project VM2</b>	In delivery	Risk of Agreement Holders not paying their management fees or VAT bills to the Authority	Management of relationship	High x Medium
<b>MoorLIFE 2020 Project Partners VM4 Breeding Birds Survey</b>	In delivery	Failure to develop nature recovery networks in the Peak District National Park. Breeding Bird Survey published in October 2019 but withdrawn due to data analysis concerns.	Breeding Birds Survey	high x high
<b>MoorLIFE 2020 Project Partners VM4 Building Blocks</b>	In delivery	Risk of underspend in the project due to Covid impacts, resulting in the project being unable to meet it's KPI's	Dialog with NE	High x Medium
<b>Moor Carbon VM5</b>	In delivery	Risk of underspend in the project due to Covid impacts, ensuring that all evidence can be collated and submitted to Defra by 29/03/21. Value of underspend £740,627	Dialog with Defra	High x Medium
<b>Mend Our Mountains VM6</b>	In delivery	Risk that consent from private landowners to deliver capital works on their land may be withheld and works would have to be moved to another location	Ongoing discussions with land owners and funders	Medium x Medium
<b>AMP7 2020-24 Works VM7 Severn Trent Water</b>	In delivery	Projects fail to deliver on cost, quality and timescale aspirations Poor project delivery leading to; Reputational risk, Contractual commitment failure.	MFFP have well defined and established Programme and Project Management protocols in place that will be utilised in the delivery of this project.	Medium x Low

<b>Moor Green Investment VM8</b>	In delivery	Pilot project to ascertain the feasibility of a natural capital investment project in the Peak District.	Pilot / research project only	low x low
<b>Moor Resilience VM9</b>	In delivery	Projects fail to deliver on cost, quality and timescale aspirations Poor project delivery leading to; Reputational risk, Contractual commitment failure.	MFFP have well defined and established Programme and Project Management protocols in place that will be utilised in the delivery of this project.	Medium x Low
<b>VK1 Great North Bog</b>	In delivery	Late nature of outcome of Defra grant impacted on ensuring funding could be spent and claimed by 31/03/21 deadline. This in turn impacted on the ability to draw down the EA grant for 2020/21 & 2021/22.	Partnership agreements in place with YPP & North Pennines ANOB on for the duration, including specified values and deliverables. Ongoing dialog with EA and Defra and timescales and deliverables.	Medium x Medium
<b>VC6</b>	In delivery	Projects fail to deliver on cost, quality and timescale aspirations Poor project delivery leading to; Reputational risk, Contractual commitment failure.	MFFP have well defined and established Programme and Project Management protocols in place that will be utilised in the delivery of projects under this department.	Medium x Low
<b>GMA RMF</b>	Service budget	Core funding for MFFP - £55k deficit going into 2021/22, including £100k contribution from PDNPA. Reduced 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 National Park Management Plan.	Partial funding of the Core team. Core contributions secured via projects where possible. Reduction in hours / redundancy of the core team.	High x High
<a href="#">MFFP Service Risk Register</a>		See Service Risk Register for more information		

Mitigating action	Risk rating with mitigating action (LxI)		Timeframe of mitigating action	Lead Officer	How to monitor / indicator	Project Manager	Value of Risk
Consider hedging transaction. Reserve created and kept under review £500k	Impact	High	Periodic Assessment - <b>£500,000</b> in reserve for duration of the project (completion date 31/05/22)	JW (CFO)	CFO Budget Monitoring Group P&R Committee	DCh	<b>£500,000.00</b>
	Likelihood	Medium					
	Rating	AMBER					
Regular contact with both Agreement Holders and in the case of DN, close relationship with NE to ensure that the Agreement Holder receives their payments on time.	Impact	High	Regular assessment of when payments are made add add in date stamp & expected completion date Current Value of outstanding Management Fee / VAT payments <b>£78,638.53</b>	CD	MFFP Programme Managers Meetings Project Manager	MSC	<b>£78,638.53</b>
	Likelihood	Low					
	Rating	AMBER					
Discussions with the consultants to rectify this.	Impact	Low	Discussions with the consultant to be concluded by Dec 2020, with revised survey published in 2021.	CD	MFFP Programme Managers Meetings Project Manager	MH	
	Likelihood	Medium					
	Rating	GREEN					
Extension request submitted and approved by NE to enable delivery to continue in 2021/22.	Impact	Low	Permissions and approvals in place for delivery in 2021/22 by February 2021	CD	MFFP Programme Managers Meetings Project Manager	LAW	
	Likelihood	Low					
	Rating	GREEN					
Change request to enable spend to be moved into 2021/22 submitted and (initially) approved by Defra. Planned spend for 2021/22 has been cancelled, with works completed by 28/03/21 in order to ensure that all financial processing can be completed and submitted to Defra by 30/03/21	Impact	Medium	31/03/2021 Final claim (and evidence) submitted to and accepted by Defra - Value of final claim £1,358,000.00 to be paid by Defra by end of April 2021	CD	MFFP Programme Managers Meetings Project Manager	LAW	<b>£68,000.00</b>
	Likelihood	High					
	Rating	AMBER					
Contingency plans in place, should permissions be withheld.	Impact	Low	Permissions and consents for work in place by Autumn 2020.	CD	MFFP Programme Managers Meetings Project Manager	PS	
	Likelihood	Medium					
	Rating	GREEN					
Collaborative agreement in place with STW for the duration of the AMP7 period which sets out how MFFP and STW will work together. All the proposed and potential works to be delivered within the scope of this project fall completely within MFFP established areas of expertise	Impact	Medium	Ongoing	CD	MFFP Programme Managers Meetings Project Manager	MH	
	Likelihood	Low					
	Rating	GREEN					

The project will gather information on the feasibility of natural capital investment in peatland restoration projects.			For the duration of the pilot project (completion Dec 2021)	CD	MFFP Programme Managers Project Manager	DCr	
	<b>Impact</b>	Low					
	<b>Likelihood</b>	Low					
	<b>Rating</b>	GREEN					
All projects under this authority will produce cash flow forecasts, including income and expenditure, prior to seeking delegated authority. All the proposed scope of these projects fall within MFFP's established areas of expertise.			Ongoing	CD	MFFP Programme Managers Project Manager	MSC	
	<b>Impact</b>	Medium					
	<b>Likelihood</b>	Low					
	<b>Rating</b>	GREEN					
Partnership agreements in place, claim submitted to Defra and accepted. Year 1 claim submitted to EA and accepted.			Defra fund until 31/03/21 & EA fund until 31/03/22	CD	MFFP Programme Managers Project Manager	MH	£7,500
	<b>Impact</b>	Medium					
	<b>Likelihood</b>	Low					
	<b>Rating</b>	AMBER					
All projects under this authority will produce cash flow forecasts, including income and expenditure, prior to seeking delegated authority. All the proposed scope of these projects fall within MFFP's established areas of expertise.			Ongoing	CD	MFFP Programme Managers Project Manager	Various	
	<b>Impact</b>						
	<b>Likelihood</b>						
	<b>Rating</b>	GREEN					
High level advocacy by the PDPNA Management Team with partners. Identify funding opportunities which support the partnership infrastructure with bidding, supported as appropriate. Financial contingency in place for redundancy. Monitoring of core income with CFO through MFFP Programme Tracker			Q1 2021/22 Core income added to and monitored via Programme Tracker  Current forecast deficit £55,000.00	CD	MFFP Programme Managers CFO monitoring through Programme Tracker	CD	£55,000.00
	<b>Impact</b>	High					
	<b>Likelihood</b>	Medium					
	<b>Rating</b>	AMBER					
	<b>Impact</b>						
	<b>Likelihood</b>						
	<b>Rating</b>						

£709,138.53

**MFFP Core contributions tracker**  
**To be added in Q1 2021/22**

08/02/21

Project Name	Funder	Cost Centre	Department	Start Date	Completion Date	Last claim paid on	Auditable Y/N	Date to which records to be retained to	Types of records to be retained	Location of records (electronic)	Location of records (originals)	Contact Name
Private Lands Project: Saddleworth	Natural England	VSE	VM2	01/04/16	31/03/19	01/11/19	Y	01/11/24	Receipted invoices, tender return reports, etc.	N\projects/PLP/saddleworth	(e.g. archive box xxx)	Matt Scott-Campbell
AMP 7 PR19												
Bamford Action Plan												
Bradford Council - NFM Pilots												
Breeding Bird Survey												
Build A Bog												
Butterworth and Blackstone Edge Feasibility Study												
CABB												
Cadent Gas												
Calderdale NFM Guidance Project												
Catchment Restoration Fund (CRF)												
CIRIA EA Report 10 2020												
Climate Change Vulnerability Assessment												
Clough Woodland Project												
Cold Springs Farm												
Community Science Monitoring Project												
Conserving Bog												
Crompton Moor												
Crompton Moor 2												
Dungonnell Bog												
East Crowden HLS NT												
Etherow Monitoring Project												
Glossop Clough Woodland												
GMMC Communities at Risk												
Great North Bog												
Gully Blocking - monitoring impact on Woodhead Estate												
iCASP												
Ignition Risk Mapping Peak District												
Ilkley Moor Feasibility Study												
Kinder Catchment Project Monitoring												
Land Managers' Engagement Project - IN DEVELOPMENT												
LSF All Projects												
Mend Our Mountains - Cut Gate												
Mend Our Mountains - Great Ridge												
Mend Our Mountains - North America farm												
MFFP H&S Project 2014												
Moor Business												
Moor Carbon (DEFRA Peatland Restoration)												
Moor Green Investment Project												
Moor Resilience												
Moorland Restoration Handbook												
MoorLIFE 2020	EULife		VM3	01/10/15			Y	5 years after final payment	ALL - invoices, contracts, timesheets, travel claims	N/Projects/ MoorLIFE 2020		Diarmuid Crehan
MoorLIFE 2020 Partner Projects	VM4											
Moss Rake East Quarry												

Under Development



01/02/21

Project	Overview	Dept/CC	Funder	Total Project Value	Pay
Private Lands Project - Moscar	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park	VM2 VSB	Natural England	355,532	0
Private Lands Project - Grindsbrook	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park	VM2 VSC	Natural England	709,878	0
Private Lands Project - Deer Hill Moss	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park	VM2 VSJ	Natural England	206,923	0
Private Lands Project - The Roych	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park	VM2 VSK	Natural England	450,162	0
Private Lands Project - Morridge Moor	Delivery of Higher Level Stewardship capital works plans on privately owned moorlands in the Peak District National Park	VM2 VSR	Natural England	7,615	0
Working with ML2020 PP Yorkshire Water	Delivery of peatland restoration works on Snailsden and Thurlstone Moors	VM4 WPC	Yorkshire Water	334,695	30,618
Working with ML2020 PP United Utilities	Delivery of peatland restoration works on Sykes Moor	VM4 WPD	United Utilities	41,336	4,493
Working with ML2020 PP RSPB	Provision of advice to RSPB Northern Ireland	VM4 WPG	RSPB	9,086	7,559
<b>TOTALS</b>				<b>2,115,226.40</b>	<b>42,670.00</b>

*under development*

Non Pay	Delivered to 2019/20	To be delivered (2020-26)	2020/21	Status
355,532	355,532	0	0	Complete
709,878	709,878	0	0	Complete
206,923	206,923	0	0	Complete
450,162	450,162	0	0	Complete
7,615	7,615	0	0	Complete
304,077	334,695	0	0	Complete
36,843	41,336	0	0	Complete
1,527	9,086	0	0	Complete
<b>2,072,557.00</b>	<b>2,115,226.40</b>	<b>0.00</b>	<b>0.00</b>	

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## 8. **REVIEW OF OCCUPATIONAL SAFETY AND HEALTH POLICY (2021) (JW)**

### **Purpose of the report**

1. The Authority's *Occupational Safety and Health Policy*, a document required by law, is reviewed annually so that changed circumstances are taken into account and improvements made wherever possible. Members are asked to approve the new *Occupational Safety and Health Policy (2021)*.

### **Recommendations**

2. **That the revised *Occupational Safety and Health Policy (2021)* be approved as Authority policy from 30 April 2021.**

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

3. It is a legal requirement to have a suitable occupational safety and health policy setting out the Authority's intentions, organisation and arrangements to deliver occupational safety and health. The *Occupational Safety and Health Policy (2021)* satisfies that requirement.

### **Background**

4. The Authority's *Occupational Safety and Health Policy*, is reviewed annually to ensure it is up-to-date with both the Authority organisation and arrangements to deliver occupational safety and health and with current legislation.

The style and principle content of the *Occupational Safety and Health Policy (2021)* was substantially updated in 2018. The revised version for 2021 makes only minor changes to text, such as to the titles of officers and committees named in the Policy.

The style and content of the *Occupational Safety and Health Policy (2021)* has been adopted by a number of NPAs seeking to streamline their occupational safety and health system documentation and to achieve greater consistency with other NPA family members.

More specific guidance on roles and responsibilities for specific OSH matters is available separately.

5. This document has been prepared by the Occupational Safety and Health Adviser (OSHA). The Health and Safety Committee (6 April 2021) and RMM (12 April 2021) have been consulted with and any agreed changes incorporated.

### **Proposals**

6. The new *Occupational Safety and Health Policy (2021)* should be ratified as Authority policy for adoption from 30 April 2021.

### 7. **Financial**

There are no obvious additional costs involved. By agreeing similar policies at other National Parks further development and implementation costs may be reduced.

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

9. **Appendices**

- i. Minutes (draft) of the Health and Safety Committee 6 April 2021.
- ii. Final DRAFT *Occupational Safety and Health Policy (2021)*.

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

[Jon Wayte (OSHA), HR] – 22 April 2021

## HEALTH AND SAFETY COMMITTEE

Tuesday APRIL 2021 in Webex - VIRTUAL MEETING 10.00 AM - 12.00 PM

File: A1182/4/2875

### MINUTES

#### 9/21 Apologies for absence

Apologies were received from Neil Hanshaw, Rebecca Knighton, Rachel Mora-Bannon, Rosie Olle and Felicity Stout.

#### 10/2 Minutes of the meeting held on 12 January 2021 (attached)

The minutes of the previous meeting held on 12<sup>th</sup> January 2021 were approved as a correct record.

#### 11/2 Matters Arising

Jon Wayte informed the committee that he had sent round the final version of the Health and Safety Policy this morning and explained that there was still some work to be done on appendix one. The committee agreed that Jon would circulate the appendix once it was finished.

Theresa Reid asked Joanne to confirm if the links from the Resilience Webinars had been made available and if she was available to view them. Nat Webster answered this and advised that all of the webinars had been recorded and been made available for staff to view for up to two weeks after it was streamed.

#### 12/2 Draft OSH Annual Report for 2020

Jon Wayte introduced this item and informed the committee that the context of the Annual Report was largely dominated by Covid and the Authority's response such as home working, support available and the surveys run by HR. IOSH target is to get people trained which has been happening over the last three years, new courses will be being provided this year. Jon explained that due to the Authority's IOSH he was able to deliver training to other Authority's, he had managed to provide the training to the Yorkshire Dales before Covid. But he was looking into providing the training virtually through an online platform such as WebEx Training.

Jon also informed the committee that he hadn't done many visits through the year due to a large number of places being closed however he had visited the open places more than he would usually.

The number of accidents/incidents hadn't changed much since 2019 and there was a similar number of slips and trips. There was also one violent and one vehicle incident reported. The 'trend' shows accidents were down on the previous year but up over the course of five/six years, this is assumed to be down to better reporting of incidents and near misses. There seemed to be more accidents to visitors especially in cycle hire. Jon also informed the committee he was still providing services to Northumberland and the South Downs and attending their health and safety committees.

Jon has applied for rapid work place testing for the Authority and is looking into different routes in which this can be applied. Including the possibility of tests being run at Aldern House, Edale and once able staff being able to do the tests themselves at home.

It was agreed that Jon would take the report to Management Team and then Programmes and Resources Committee for approval.

The committee asked for clarity on the 'violent incident'. Jon explained that planners went to visit the site and they were met by staff that were working on the land. He explained it was physical violence however the planners were harassed and they were also followed by the workers once they left the premises in the cars. The incident had been followed up and dealt with and the Authority had sent a letter. The area was also updated on Earthlight to warn others for future visits.

### 13/2: General Covid Update

Each of the members of the committee were asked in turn to give an update on their team and how they were working currently.

Matt Freestone – Matt explained that not much had changed for them apart from how they are managing Aldern House. Not many staff are going into the other bases and so Martin is conducting weekly checks on the currently unoccupied sites. Matt said there is currently no issues with the people attending Aldern House and all are following the rules however he explained that they may need support in the future when more people start going into the office.

Sue Beswick – Explained she is working from home and that they are preparing to open the visitor centres on Monday, cycle hire opened last week. They will be sending the risk assessments to Jon this week ready for reopening. The kiosks have all reopened for takeaway. Sue said that Jon's support will be key. Sue did tell the committee they are having some issues with customers some not wanting to wear masks and other complaints because customers have received parking fines. Sue queried if it would be possible for the teams to have some complaint handling training.

Sue was informed by members of the committee that Rob had provided an online course for the volunteer rangers and it had also been offered to Lisa for the casual staff. Rangers have been told to walk away in difficult situations however this is harder in the visitor centres. Sue explained that had been lots of complaints at the Castleton Visitor centre due to carpark fines being issued by High Peak Borough Council. Jon and Sue agreed that complaints would be logged so they can keep an eye on where a lot of the complaints are coming from and to identify any training or support needed. Sue would also contact Rob about him providing a training course on conflict handling for the visitor centre staff.

Andy Farmer – The rangers are using some of the offices which has been covered by a risk assessment. They have had one issue but that has been resolved. Volunteers are out and about again and this is also covered by a risk assessment. They are currently meeting remotely but have completed a risk assessment on sharing cars. They will think about volunteer rangers being back in the offices from June.

Geoff Smith – Said he hasn't spoke to all the team recently but he is feeling comfortable being in the office. They are trying to get out and about more and had been out with the apprentices completing risk assessments and counting the Ash trees. They were using IPADS and separate equipment to do this. They are also having weekly one to ones with Anna still on a Monday although they hadn't had one this week due to the Bank Holiday.

Martin Hill – Emphasised what Matt was saying, Aldern House has been open since May for staff. Martin said that majority of the staff that come in are the same people and so they know the protocol now. He also informed them that inductions are still available but 99% of people coming into the office have already had an induction. He also informed the committee that not enough people are coming into the office to mean they have had to implement the zoning rules. Members of the committee were asking for confirmation about what would happen come June. Martin, Matt and Jon all agreed that there wasn't any guidance currently about returning to normal 'work' and that they hope come June more will be in place to help them understand the best way to approach 'normal working' and more staff in Aldern House.

Mark Anderson – Not much to report mostly just himself working. Campsites will be reopening on Monday and so they will be doing some training with the casual staff.

Nat Webster – Had been doing a lot of the wellbeing work including writing a report. Been difficult trying to keep up to date with what is open and the furlough of staff. Been working closely with finance. Some staff from the Learning and Development team will be going onto furlough due to not doing much work with schools at the moment. All of the visitor centre staff and majority of campsite staff will be returning from furlough through April. They are still finding different ways to do things. Nat also asked the committee if they had any concerns to please flag them.

### 14/2: Workplace testing for asymptomatic staff not working at home

Jon Wayte introduced this item he explained to the committee that he had been debating if it would be worthwhile applying for workplace to testing for the Authority. He had talks with DEFRA and decided to register, waiting for the order of tests to arrive. Tests will start at Aldern House and there will be a room booked for them to be done in, testing will also possibly start at Edale. Once the tests arrive he will send out information about it. Advised that staff that are going out to work get tested once a week.

The committee asked if staff would be paid if they are having to travel to get tested. Jon explained that all testing is voluntary but would look into it. It hasn't been fully discussed by the Management Team yet.

There were concerns from some of the committee regarding paying staff to be tested and which budget this would come out of. Staff that don't work in Bakewell and would have to travel could also mean travel claims being put in. Hoping for a more flexible way of doing the tests and that ideally home testing would be the best option. It was agreed that they would discuss the testing at the easing of lockdown meeting on the 15th April.

Nat and Jon agreed that more information about testing would be provided in the well being emails being sent by HR. Jon informed the committee that he had already promoted the community testing. It was also discussed that it could cause conflict between staff if some refuse the testing and other's don't want to work with those who haven't been tested.

There was also concern raised about how the tests would need to be stored and disposed of. Jon informed the committee that he isn't certain on how the tests would need to be stored but that they don't need to be kept cool – in a fridge for example. He also doesn't believe it will need to be clinical waste unless above a certain amount every day but he will check this.

#### 15/2: Risk Assessments

Theresa informed the committee that this is Neil Hanshaws item but he isn't in the meeting today so Andy Farmer and Jon Wayte would take them through the item.

Andy informed the committee that Neil has been reviewing risk assessments and that he is taking the lead on the Health and Safety aspect for this. The main risk assessment to be discussed today was that of changing wheels on the new pool cars and how to deal with it. It was explained that the new pool cars and ranger vehicles have all the correct equipment within them. The risk assessment has been re-written and has a method statement included on how to change the wheels.

It was mentioned that people should only change the tyres if they feel confident enough to do so. The risk assessment was included in the report pack for members of the committee to look at. It was explained that the risk assessment would cover both views and give instructions for those confident to change the tyre but also what staff should do if they are not confident to change the tyre.

They are looking at giving training especially to the rangers who often find themselves lone working in remote places and Neil would provide this training. All vehicles need to be included in the risk assessment.

It was agreed that the instructions would be kept in all cars so that staff can make the decision themselves if to change the tyre or not.

#### 16/2: Health & Wellbeing Report

Nat Webster took the committee through this item. Nat explained that it would be a brief update over the last couple of months and the report included key metrics, sickness and absence. Nat explained that HR had contacted all 40 members of staff that had put disagree or strongly disagree on the statements 'I rate my mental health as good' and 'I have enough communication with my line manager'. This was done to see if HR could offer any support.

The tea breaks that they have been running will continue after Easter and a schedule will be sent out in due course so staff have enough notice. The Ultimate Resilience webinars have now finished and they are not planning on organizing any more as they had covered all but one topic that they offer. The feedback from staff that had attended the webinars had been positive.

Nat also asked the committee to let HR know of any feedback themselves or the team may have on things they would like more information on as this can be done through the well-being emails. Moving forward they are starting to think more about the future and have a draft action plan in place.

The committee wanted to know if there were any trends when the staff were contacted regarding mental health and manager contact. Nat explained that there were no obvious trends and that the manager contact can be quite subjective. Some staff may be happy talking to their line manager once a week whereas this may not be enough for some.

The surveys have shown that the Authority are doing a good job and staff are feeling overwhelmed but are happy with the support from their managers and HR.

ACTION: GIVE FEEDBACK TO NAT ON HEALTH AND WELLBEING STRATEGY.

17/2 Safety Officers Report and safety legislation update

Jon Wayte went through this item he explained that the covid regulations are important and they are looking at what the next step will be. The update comes out every Monday and Jon is reading this every week to keep up to date.

18/2 Safety Representative's/Staff Committee reports

Theresa asked Joanne and Mark for there feedback for this item.

Joanne Cooper explained that she didn't have a report but she was concerned about what will happen when people have to return into the office. Joanne explained that she doesn't think all staff will be happy with the options and it could cause some conflict. Joanne suggested that Unison and Staff Committee are bought into the discussions and that more regular meetings may be helpful. Mark agreed that there were no specific issues.

Theresa informed the committee that Heads of Service were currently looking at service levels and the needs of staff and the organization would impact on return to office and home working.

19/2 Service Reports

No service reports were identified.

20/2 Any other business

There wasn't any other business identified.



## Care

*We care for the Peak District National Park, the people we work with and all those we serve. It is at the heart of everything we do.*

## PART I

### Our Occupational Safety and Health Policy: Statement of intent

It is our intent to:

- demonstrate an ongoing and determined commitment to improving occupational safety and health throughout our organisation
- comply with the requirements of health and safety legislation as a minimum
- exceed the guidance of the Health and Safety Executive and that of other relevant regulatory bodies, wherever practicable

## Principles

**1. AWARENESS: All of our people and the people we work with, will have good awareness and understanding of occupational safety and health hazards and risks that may affect them and others**

### 1.1 Occupational Safety and Health Policy statement.

Adequate resources will be provided to ensure all our people and others we work with are aware of this policy and are committed and supported to achieve its' effective implementation.

### 1.2 Communication and consultation.

There will be active open communication and consultation between all our people and others we work with. Occupational safety and health will be integrated into our communications, wherever appropriate.

### 1.3 Management roles and responsibilities.

Roles and responsibilities for occupational safety and health will be defined, as necessary, within job descriptions and routinely included in service plans.

The Management Team, comprising the Chief Executive and Heads of Services, will ensure that:

- adequate resources are provided for occupational safety and health

- occupational safety and health is adequately assessed, controlled and monitored
- our people are actively involved on matters that affect occupational safety and health

#### 1.4 Hazard identification.

We will identify our occupational safety and health hazards. We will inform our people and others we work with, as appropriate, of these workplace hazards.

We will require our contractors and working partners to identify occupational safety and health hazards that may impact on our work activities.

### **2. COMPETENCE: All our people and working partners have the competence to undertake their work with minimum risks to occupational safety and health**

#### 2.1 Occupational safety and health training.

All our people will be adequately instructed and trained on the occupational safety and health issues that affect them, and the safe working practices that should be followed.

We will ensure, as far as is practicable, the occupational safety and health competence of our contractors and others we work with.

#### 2.2 Behaviour and culture.

The Management Team will demonstrate leadership in occupational safety and health, including undertaking tours to ensure that occupational safety and health issues are identified, assessed and managed. Systems will be in place and people will be empowered to raise occupational safety and health concerns with all levels of management.

#### 2.3 Risk assessment and management.

We will assess the risks associated with occupational safety and health hazards in the workplace. All our people will be informed of the occupational safety and health hazards and risks that affect their work. We will take action to prevent, reduce or control risks to an acceptable level and reduce the potential for incidents and accidents. We will require our contractors and working partners to identify, assess and control occupational safety and health risks that may impact on our work activities.

### **3. COMPLIANCE: Our work activities achieve compliance with legislation, and our people are empowered to take action to minimise occupational safety and health risks**

#### 3.1 Incident investigation.

We will report and investigate accidents, incidents and near misses to drive improvement in our occupational safety and health management. Any lessons learned will be used to take corrective action to prevent recurrences.

### 3.2 Measuring performance.

We will actively and openly, review and report on our occupational safety and health performance against agreed objectives and targets. Action plans will be developed to support the delivery of these objectives and targets.

### 3.3 Occupational safety and health management system.

We will implement management systems to ensure we:

- comply with health and safety legislation as a minimum
- continually improve our occupational safety and health performance, wherever practicable adopting recognised best practice

### 3.4 Contractor improvement.

We will engage and collaborate with our contractors, as far as is practicable, to ensure their:

- occupational safety and health capability and competence fulfil our expectations
- occupational safety and health performance is monitored and reviewed
- work activities have minimal occupational safety and health impacts on our activities

## **4. EXCELLENCE: PDNPA is recognised for excellence in the way it manages occupational safety and health**

### 4.1 Developing innovative practices.

We will constantly encourage, develop, review and share “occupational safety and health good practice” both internally and externally.

### 4.2 Influencing people we work with.

We will only work with others who are willing to meet and achieve our occupational safety and health expectations. We will engage and influence working partners to drive improvements in occupational safety and health.

### 4.3 Work-related health.

We will assess our occupational health risks. All our people will be informed of the occupational health risks that affect their work. We will take action to prevent, reduce or control occupational health risks to an acceptable level and reduce the potential for ill health, including assessing all our people’s fitness for work. Health surveillance will be conducted, as necessary.

## PART II

### 5. Delivering our policy

Our policy will be delivered by:

- generating a culture that does not tolerate threats to occupational safety and health
- ensuring the involvement of all our people and all of the people we work with
- all Services and Teams implementing suitable management systems and processes in the workplace

#### 5.1 Organisation and arrangements for implementing the Authority's Occupational Safety and Health Policy

Roles and responsibilities for Authority Members, managers, those with special responsibilities for occupational safety and health and for all staff are clearly stated in job descriptions.

*See also Appendix A which details OSH responsibilities for specific matters – available separately.*

##### 5.1.1 Authority Members

Authority Members have a duty to ensure that occupational safety and health is effectively managed through the organisation. Having delegated authority to deal with occupational safety and health matters to the Management Team, Members ensure that there are in place comprehensive corporate occupational safety and health arrangements through the scrutiny of reports at the Programmes and Resources Committee.

##### 5.1.2 Management Team responsibilities

Management Team shall ensure that all operations are compliant with relevant regulatory frameworks and legislation.

- (a) The Chief Executive is responsible for providing leadership to Heads of Service. The Authority's Management Team, which comprises the Chief Executive and the Heads of Service, is responsible for setting the strategic direction of occupational safety and health management, ensuring delivery and for monitoring and reviewing occupational safety and health performance.
- (b) The Chief Executive (or Deputy) shall commission investigations in the case of work-related accidents that involve a fatality, specified injury, occupational disease or dangerous occurrence, as defined in the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) on advice from the OSHA.

- (c) The Management Team shall receive an annual report on safety performance from the Occupational Safety and Health Adviser (OSHA) and conduct an annual review of this Policy.
- (d) The Head of People Management will act as Management Team lead on health and safety, including Chairing the Authority's Health and Safety Committee.
- (e) Heads of Service shall allocate appropriate resources to enable Team Managers and the staff allocated to each service to discharge their occupational safety and health responsibilities.
- (f) Heads of Service shall be responsible for putting the Authority's policy arrangements into practical effect to manage workplace risks for their service(s). Though this may in practice be devolved to other staff and services, the responsibility will remain with the Head of Service.

### 5.1.3 Team Managers

Team Managers are responsible for the day-to-day operational occupational safety and health management of their team members and others working with or for them, including volunteers. Key Team Manager safety management tasks include:

- (a) Ensuring that all those at work and volunteering are given sufficient information, appropriately supervised and/or trained and are suitably competent, for the tasks they are expected to undertake.
- (b) Where necessary, the production, maintenance and use of suitable and sufficient risk assessments and/or work instructions.
- (c) Ensuring that all safeguards and safety procedures identified by risk assessments and by other relevant documents, such as manufacturers operating instructions, are properly used and followed.
- (d) Ensuring that an incident report form is completed and received for any significant incident, including accidents, near misses and any violent incident.
- (e) Considering, for all reported incidents received, whether any further action is necessary and for these incidents complete an incident investigation report. Completed reports are sent to a Head of Service/Management Team as necessary, for comment.
- (f) Ensuring appropriate arrangements are put in place for dealing with emergencies.
- (g) Ensuring that work to be carried out by any other people that we work with is organised and managed so that risks to Authority staff and others are reduced to the lowest practicable level.

#### 5.1.4 All Employees, Volunteers and Authority Members

All Employees, Volunteers and Authority Members are responsible for the day-to-day operational safety management of themselves and others working with them, for risks that they create or have control over. This means that:

- (a) All those at work, volunteers and Members shall co-operate with managers so that the Authority is not prevented from carrying out its legal obligations.
- (b) All safeguards, safety procedures and other controls identified by risk assessments shall be complied with.
- (c) Any accident, near miss or violent incident shall be reported promptly to the appropriate line manager using an official incident report form.

#### 5.1.5 Role of the Occupational Safety and Health Adviser (OSHA)

The Authority has one professional, part-time OSHA who is responsible to the Head of People Management. The role of the OSHA includes:

- a) The provision of competent advice in respect of Occupational Safety and Health (OSH) to the Authority, its officers and staff.
- b) The introduction, maintenance and continuous development/improvement of suitable corporate systems and processes to ensure key statutory obligations are met in respect of OSH.
- c) The production, presentation and ratification of an annual OSH report providing evidence of the Authority meeting its statutory obligations, making continuous improvements in OSH management, identifying lessons learned and actions taken in the previous year and planning for further improvements.
- d) Carrying out premise and service OSH inspections and audits identifying any matters requiring attention, giving advice and assisting in the completion of those actions where appropriate.
- e) Assisting line managers in the preparation and review of specific risk assessments, on request.
- f) Supporting the provision of OSH training as necessary/appropriate.
- g) Conducting incident/accident investigations as directed by the Authority and its officers.

#### 5.1.6 Role of Safety Representatives

Safety Representatives play a key role in promoting and supporting good occupational safety and health management. Safety Representatives are all

members of the Health and Safety Committee and represent all areas of the Authority and its staff. The role of Health and Safety Representatives includes:

- a) Participating as a member of the Health, Safety Committee and attending meetings of the committee, as required.
- b) Promoting good occupational safety and health practice.
- c) Acting as a point of contact for all staff, volunteers and members for all matters concerning occupational safety and health.
- d) Encouraging and monitoring incident and near miss reporting and initiating further incident investigation, where necessary.
- e) Monitoring and reporting on working practices to line managers in accordance with a forward work programme agreed by the Health and Safety Committee.
- f) Reporting all activity performed and findings to the Health and Safety Committee (Representatives Service reports).

### **PART III**

#### **6. Governance arrangements**

6.1 A Health and Safety Committee is constituted under the Safety Representatives and Safety Committees Regulations 1977. It comprises

:

- Head of People Management (Chair of the Committee)
- UNISON Accredited H&S Representative
- A Staff Committee Representative
- Occupational Safety and Health Adviser
- Safety Representatives from all Services

The Committee, which has both consultative and performance management roles, shall routinely meet quarterly.

At the spring meeting, the Committee shall:

- (a) Receive and review the Occupational Safety and Health Annual Report for the previous year. This report shall include performance information.
- (b) Agree and set strategic objectives for the following year. This to include occupational safety and health training and system developments such as significant new OSH documentation including generic risk-assessments and associated guidance, specific safety-management plans, safe working procedures and other guidance.

- (c) Consider any occupational safety and health matters raised by UNISON, Staff Committee and Safety Representatives.

At the autumn meeting, the Committee shall:

- (d) Receive, review and agree the Occupational Safety and Health Policy to be implemented the following year.
- (e) Receive an update on progress with meeting strategic objectives (see 6.1b above).
- (f) Consider any occupational safety and health matters raised by UNISON, Staff Committee and Safety Representatives.

The constitution of the Committee allows for the co-option of other members of staff and specialists, as necessary.

The Committee may convene a meeting at any other time, as necessary, to be arranged by mutual consensus.

- 6.2 Management Team receives reviews and approves the Occupational Safety and Health Annual Report and the Occupational Safety and Health Policy, following the respective Health & Safety Committee meetings, for implementation the following year. Management Team may also receive reports of safety matters escalated to them for action and incident investigations sponsored by members.
- 6.3 Programmes and Resources Committee receives, for notification and endorsement, the Occupational Safety and Health Annual Report and the revised Occupational Safety and Health Policy for implementation the following year. Programmes & Resources Committee receives such reports on behalf of the Authority.

*Note: Appendix A detailing OSH responsibilities for specific matters is available separately*

## **9. OCCUPATIONAL SAFETY AND HEALTH ANNUAL REPORT (2020) – (JW)**

### **Purpose of the report**

1. The purpose of this report is to provide evidence that Occupational Safety and Health (OSH) performance was satisfactory and continuously improving through 2020.

### **Recommendations**

2. **2.1 The work, summarised in this report, to deliver continuing improvements in OSH management at PDNPA through 2020, is recognised**  
**2.2 Proposals for priorities to be addressed from 2021 are endorsed**

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

3. 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.

### **Background**

4. 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 our management of occupational safety and health during the COVID-19 pandemic.

4.2 Accident and incident data and analysis for the year 2020 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 2021

5. This document has been prepared by the OSHA. The Health and Safety Committee has been consulted with (6 April 2021) and RMM (12 April 2021).

### **Proposals**

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

7. **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.

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

9. **Appendices**

Appendix 1 - Occupational Safety and Health Adviser Annual Report for 2020 – Final Draft

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

[Jon Wayte (OSHA), HR] – 22 April 2021

## **Occupational Safety and Health Adviser (OSHA)**

### **Draft Annual Report for 2020**

#### **1. Context**

The coronavirus (covid-19) pandemic was having a very significant and serious effect on the normal operation on the PDNPA at the time this report was completed. This retrospective report is primarily concerned with OSH performance during 2020 throughout which the pandemic caused many alternative working arrangements to be adopted. Consequently, this report focuses on the special arrangements put in place to maintain the safety and health of our staff and those others who may be affected by our operations during this period.

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

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

This report includes

- 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
- Accident and incident data and analysis for the year 2020 for staff and for visitors including near-miss reporting
- A report on OSH services provided to other National Parks
- Recommendations for further action through 2021

#### **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 2020 the profile of OSH and particularly of risk assessment has been raised significantly further due to the coronavirus COVID-19 pandemic (hereafter referred to as COVID).

Qualitative OSH performance indicators were introduced from 2019 and are now routinely reported in Quarters 1 and 4.

**Table 1 Quarter 4 OSH performance indicators summary results**

Indicator	Target	Q4 result	Comment
Senior managers (SLT and HoS) completing IOSH <i>Leading Safely</i> within last 3 years <sup>1</sup>	100%	87%	A new Safety Leadership course is being promoted for all NPAs for delivery in 2021
Team Managers completing IOSH <i>Managing Safely</i> within last 3 years <sup>2</sup>	100%	84%	PDNPA has developed a course specifically for NPAs. First delivered in February 2020 <sup>3</sup>
Staff have completed <i>Introduction to Health and Safety</i> course	100%	86%(tbc)	Further OSH E-learning courses were added in 2020 including for fire safety, work at height and manual handling
Number of near-miss reports received as a proportion of total reports received	50%	24%	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 'key NPA OSH matters' will be annually reviewed and agreed

Notes: 1. A new half-day course for senior managers/leaders was originally intended for delivery in 2020 – held up by COVID this will now be offered for remote 'live' delivery in 2021.  
 2. There have been significant organisational change at PD and a review of training needs for new/redesignated managers will be completed to identify candidates for IOSH Managing Safely for NPAs in 2021. The first course may be delivered as soon as May 2021.  
 3. Since the delivery of the first IOSH Managing Safely for NPAs course, live at the Yorkshire Dales NPA in February 2020 the programme has been held up by COVID. A new remote 'live' version of the course is now prepared for delivery in 2021.  
 4.

Normally, the OSHA performs a continuous, rolling programme of visits to PDNPA premises and staff at work. During this programme, the OSHA provides a monitoring and mentoring role including opportunities 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 2020, due to COVID and the exceptional working arrangements for many staff the programme has been provided differently.

The OSHA, like many staff, has worked from home for much of the time. A constant stream of official guidance and the publication of Regulations passing many restrictions and requirements for COVID into law, have been monitored, digested and where necessary, transposed into risk assessments and other guidance for NPA operations. Throughout 2020, most NPAs have shared information and interpretation of the rules and guidance to assist and support staff at work.

With many staff working from home, guidance on setting up home based workstations and other support, particularly about maintaining communications and considering good mental-health and wellbeing have been priorities. Staff surveys have been used to identify individual staff concerns and common problems and these have been addressed on a case-by-case basis.

As COVID restrictions changed during 2020 and different operations either reopened/recommenced or closed and ceased risk assessments and work arrangements for those operations was reviewed and reissued. Staff returning to workplaces or operations were routinely briefed on their return. The OSHA has also maintained a regular visit schedule to all workplaces that have been operational throughout the different stages of lockdown, tier restrictions and reopening. During these visits questions have been answered, important messages about the restrictions reinforced and staff competence and confidence enhanced. This has included a weekly presence at Aldern House. This continues into 2021.

### **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. Apart from COVID, which is well covered in this report, there has, for 2020 been no other such incident.

### **3. Key OSH management system developments during 2020**

#### **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.

Changes in 2020 include

- An annually reviewed OSH Policy, revised and adopted from 1 January 2020
- A reviewed and updated set of key-topic, generic risk-assessments\*
- A reviewed and modified Business Continuity Plan (BCP), which has been widely considered in respect of COVID and 'lessons learned'. (This work is being completed at the time of compiling this report).

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 COVID risk assessments have been produced and regularly updated throughout 2020. These are also regularly shared with other NPAs.

#### **3.2 OSH management system - resources**

In conjunction with servicing continuing SLAs for OSH advice to other NPAs the OSHA resource at PDNPA, is maintained at 30 hours per week since April 2019.

Representation of all services at the Health and Safety Committee together with Union and Staff Committee representation continues. The H&S Committee has continued to meet remotely during COVID.

#### **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. This has continued, supported as necessary by the OSHA during COVID restrictions through 2020.

Globally recognised *gold-standard* IOSH accredited OSH management training was introduced in 2019 and all managers were recruited.

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 provide additional 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 was delivered at the Yorkshire Dales NPA in February 2020. Further courses have been interrupted by COVID and work has been completed to provide the courses remotely. These will recommence in early 2021/22.

Bespoke PDNPA versions of *Introduction to Health and Safety* and *Fire Safety* are mandatory for all staff. 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. Review of existing modules and identification of further OSH modules will be completed in 2021.

Occupational safety and health matters are now an established item included in all Staff Briefings. COVID has had a generally positive effect in encouraging the further engagement of all colleagues in the management of OSH. This is likely to improve and reinforce our safety-culture. We can expect this to foster improved awareness of OSH matters in general; enhance competence to manage them properly and subsequent continuous improvements in OSH management performance.

#### **4. Accidents and incidents data and analysis for 2020**

##### **4.1 Staff and Volunteers**

The PDNPA, in common with other NPAs, continues to enjoy a low accident rate. Causes of accidents are familiar and only minor injuries have been experienced. There is no identified significant increase in the number or pattern of minor incidents reported for 2020.

There were 11 accidents reported by staff and 2 by volunteers.

Since 2019, efforts have been made to increase the number of near-misses reported to identify matters that might be addressed before accidents happen. In 2019, a performance target was set for 50% of all report to be near-misses. This target was exceeded in 2019 but for 2020 has dropped to 24%. It is difficult to be sure of the reasons for this but this may have been, at least in part, because many staff have been working from home for long periods during 2020. The target will remain at 50% and near-miss reporting will continue to be encouraged.



Figure 1 Staff and Volunteer accidents by type 2020

Following measures to increase and improve accident and near-miss reporting through 2019 the overall number of reports increased. This number has declined in 2020 but as discussed, this may be due to the exceptional working arrangements during the COVID pandemic.

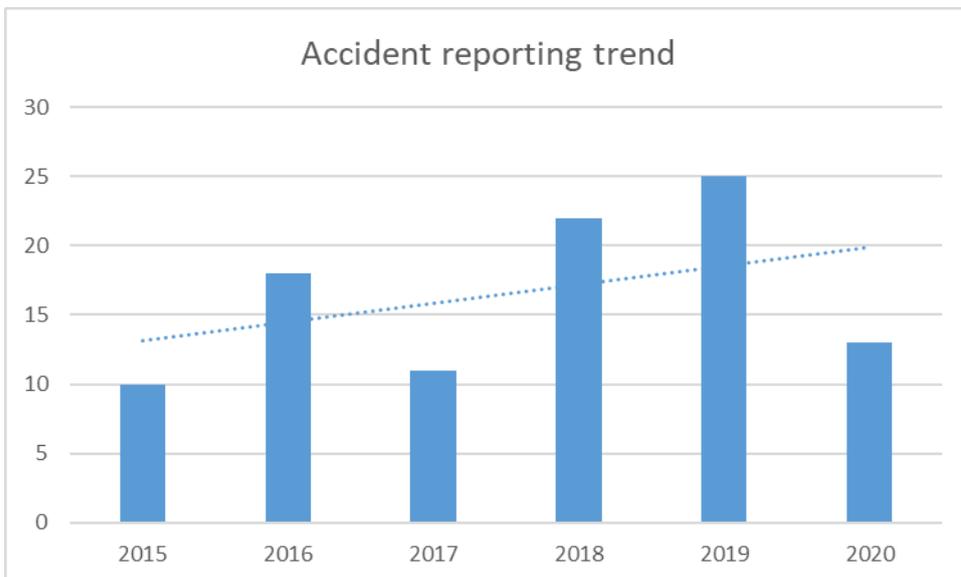


Figure 2 Trend in the number of incident reports received since 2015

The proportion of incident reports that indicate minor incidents and near-misses is used as a performance indicator. The target for near-misses, as a proportion of all reports is 50%. For 2020, 24% of reports were classified as near-misses.

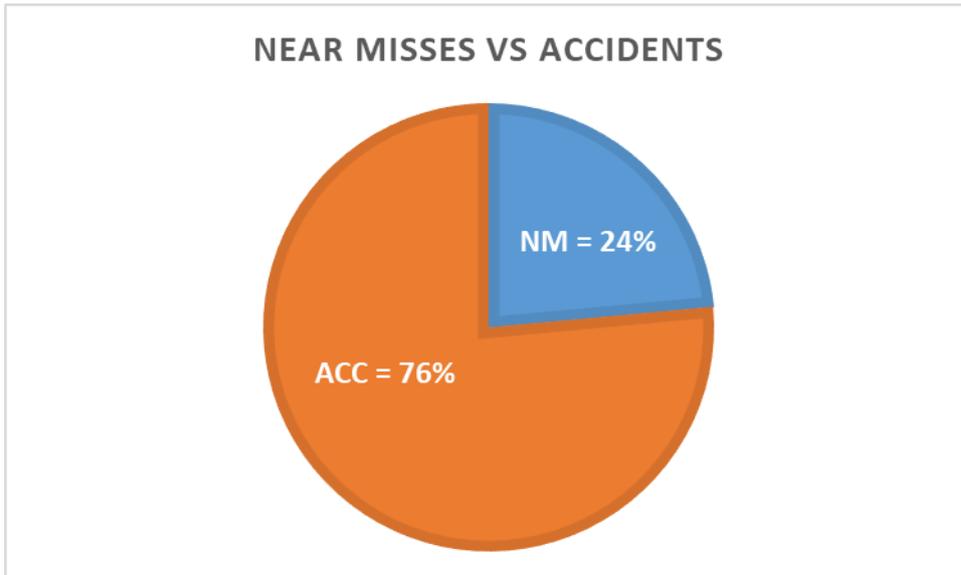


Figure 4 Near-miss reports as a percentage of total reports 2020

#### 4.2 Visitors

Accidents and incidents involving visitors include familiar themes. Slips, trips and falls (often involving first aid) and cycling related incidents account for all incidents reported in 2020. The number and type of incidents reported are consistent with previous years. All incidents involving children, young people and visitors on an organised PDNPA event are fully investigated.



Figure 5 Visitor incident reports received 2020

#### 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. Since November 2019, the PDNPA has qualified as an approved training

provider for IOSH managing safely training. The OSHA has during 2020 prepared to deliver a remote 'live' *Managing Safely for National Parks* course and these will commence during 2021. The new course, which allows a broad range of OSH management system components, suitable for NPA-wide use, to be shared, is eagerly anticipated and will provide 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 half-day course for senior managers at NPAs *National Parks Leadership Safety Training* is now being prepared for remote 'live' delivery. 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. Unsurprisingly, COVID will feature quite significantly in this new course.

Several NPAs have registered their interest in receiving both courses during 2021.

## **6. Priorities and actions for 2021**

The OSHA will continue to perform a rolling programme of workplace visits, audits and inspections and provide OSH advice to all staff at work. These visits will be prioritised on staff continuing and returning to work during the lifting of COVID restrictions.

Specific OSH priorities for 2021 include

- Continue to support staff during COVID restrictions, including staff working from home and at PD workplaces
- Consolidate learning from working during COVID and maintain benefits and improvements in work methods as work returns to normal
- Introduce workplace COVID testing for asymptomatic people
- Review the use of OSH Key Performance Indicators (KPIs) with the introduction of new and challenging targets for reporting during 2021
- Complete an overhaul of topic-specific OSH management arrangements for a range of property and task related matters in collaboration with other NPA managers
- Consolidate the position of PDNPA as a provider of essential OSH training for the NPA family

## **7. Recommendations**

- The work, summarised in this report, to deliver good and continuously improving OSH management at PDNPA throughout 2020, is recognised
- Proposals for priorities to be addressed from 2021 are endorsed

Jon Wayte  
OSHA March 2021

## 10. **VOLUNTEERING UPDATE 20 – 21 (RMB)**

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

Volunteering Update 2020- 2021

#### **Key Issues**

- Update on volunteering activity 20-21 and summary of COVID impact

### 2. **Recommendation**

**To support the volunteering programme for 2021 as outlined in the Volunteer Action Plan - Appendix 2. To continue to invest and grow volunteering to support our strategic aims.**

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

### 3. KPI 14 – Rebuild the value of National Park Authority volunteer support.

### 4. **Background Information**

#### **Impact of COVID on the volunteering programme**

- Had to pause volunteering entirely for 14 weeks, then phased return to volunteering. Subsequent lock down paused for further 2 months
- The changes in government guidelines and subsequent lockdowns have made the management of the volunteer programme extremely difficult.
- Total Volunteer hours 20-21 **12,064**
- New KPI to reflect this downturn in volunteering activity.

*'Rebuild the value of National Park Authority volunteer support-Volunteer support across the National Park Authority is returned to pre-Covid value of £750,000 per annum'*

Volunteering is moving to the People Management service in the management restructure as part of our core behaviour to 'work as one team'. This will ensure that systems and processes will be hopefully more consistent from a central position.

**Full update on the PDNPA volunteering programme activity in 2020- 2021- See Appendix 1.**

## 5 **Proposals**

That we continue to focus on the 4 main elements of the volunteering programme as outlined in the Volunteering Action Plan Appendix 2:

- Investing in our people- to ensure volunteers and volunteer managers are supported
- Systems and processes- to ensure a consistent experience
- Resource and infrastructure- to ensure that volunteering is planned for
- Volunteering development-to ensure that we diversify our offer and are fit for the future.

That volunteering is no longer reported as an individual programme to P&R but falls in with the Diverse Audience Plan and regular corporate reporting to Authority

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

**Financial:**

The volunteering value has been greatly reduced this year and volunteering activity is not expected to get to 2019 levels until at least summer 2021.

**Risk Management:**

There is a risk that due to the pandemic many of our volunteers won't return when safe to do so. We need to have a recruitment strategy for new volunteers

**6. Climate Change**

No issues to report.

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

None

**8. Appendices**

**Appendix 1 - Volunteering Update**

**Appendix 2 - Volunteering Action Plan 2021-24**

Rachel Mora-Bannon, Volunteer Coordinator, 22 April 2021  
Rachel.mora-bannon@peakdistrict.gov.uk



# **Volunteering Update Programme and Resources Committee**

**April 2021**

**Rachel Mora-Bannon**

**Volunteer Coordinator, People Management**



# COVID Impact on volunteering

- Impact of COVID- Had to pause volunteering entirely for 14 weeks, then phased return to volunteering. A subsequent lock down paused volunteering for further 2 months
- The changes in government guidelines and subsequent lockdowns have made the management of the volunteer programme extremely difficult.
- Volunteer hours - running at about 25% of normal activity
- New KPI to reflect this downturn in volunteering activity.

*'Rebuild the value of National Park Authority volunteer support-Volunteer support across the National Park Authority is returned to pre-Covid value of £750,000 per annum'*

# Volunteer Numbers

## Actual 19-20

Hours	Hours	Value
Unskilled	20,038	£195,320
Skilled	28,651	£549,856
Professional	1,140	£52,625
<b>Totals</b>	<b>49,829</b>	<b>£797,801</b>

20-21		
Category	Hours	Value
Unskilled	2054	20540
Skilled	9977	194100
Professional	33	1650
<b>Totals</b>	<b>12064</b>	<b>216290</b>

# What has been achieved?



**Investing in our people-**Improved training for volunteers and a relaunched ranger training programme. VOICE group continues to grow and strengthen volunteer representation in decision making. Increased support for Volunteer managers, master classes and difficult situations training.



**Systems and processes-** Volunteer expenses have been processed online. There has been better use of online training (ELMS launched with volunteers) and Better Impact. There is consistency with volunteer processes across the authority. During the pandemic there has been a focus on improved volunteer communications



**Resource and infrastructure-** A reviewed and refreshed website has been launched. Actively working with the Foundation and partners to secure funding for volunteering . A further 5 years funding has been secured from TARMAC for volunteering. Reviewed action plan in line with Diverse Audience Plan



**Volunteering development-** New roles have been created in the Foundation and trails teams. Other roles in development e.g. Visitor Centre volunteers. Our corporate volunteering offer is being developed and we are looking at new ways to engage volunteers through new approaches e.g. INaturalist and family volunteering projects.

# 2020 Volunteer Survey



## Recommendation and enjoyment:

**86.3 %** of our volunteers would recommend volunteering with us

**94%** of our volunteers enjoy volunteering with us



# Funding



- TARMAC- funding secured for the next 5 years
- Focus on Corporate Social Responsibility programmes
- Working in partnership with the Foundation
- Volunteering part of all external funding bids
- NLHF- Brunt's Barn and the Stories of Padley Project
- Consolidating our built resource- Pump Farm replacing Marsh Farm

# Diverse Audience Plan- Volunteering Programme



## Cultural Change

- Training and development
- Welcome to all
- Flexible and accessible volunteering opportunities

## Ways of working

- Recruitment
- Partnership working to create our volunteering Champions/ co create opportunities
- Digital platforms

## Projects

- Guided walks
- Family volunteering
- Learning roles e.g. Generation Green



# Next steps 2021

- Working as part of the People Management team on 'one team' approach to communications, D, I and E, reward and recognition, pathways to employment, staff volunteering days
- Supporting the Engagement team to strengthen and expand their volunteering programme- Volunteer rangers and volunteers to support learning
- Community Volunteering and #PDP Ambassador scheme
- New roles within at Visitor Centres, cycle hire and trails
- Volunteer Manager Capability and Confidence programme
- Remote/ Micro volunteering- INaturalist
- Volunteering programme to support the Diverse Audience Plan e.g. Generation Green

## PDNPA Volunteering Action Plan 2021-24

Key deliverable	Activity	Success measures	Who should be involved RACI	Timescales/ Funding
<b>All PDNPA volunteers are well informed, feel appreciated and understand their role in the organisation</b>	<ul style="list-style-type: none"> <li>• Create volunteer communication and engagement plan (to include reward and recognition)</li> <li>• Support creation of organisational values</li> <li>• Improve the social aspects of volunteering and ensure there are regular ways for volunteers to connect</li> <li>• Create an alumni group of inactive/ finished volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• There are a range of ways to communicate with volunteers and involve them in decision making</li> <li>• Annual programme of volunteer recognition</li> <li>• Positive messages about volunteering are communicated</li> </ul>	Accountable: Volunteer coordinator Responsible: volunteer managers Consulted: Volunteers	Plans created and shared by March 2021
<b>All volunteers are able to help shape their experience and can contribute to planning and decision making in the PDNPA</b>	<ul style="list-style-type: none"> <li>• Results of volunteer surveys are included in volunteer action plans</li> <li>• Volunteers are represented in team meetings and volunteering is a standard item all relevant meeting agendas</li> <li>• Include a greater understanding of volunteer motivations at recruitment stage</li> <li>• Develop the Volunteer VOICE group support the development and shaping of new volunteer programmes.</li> <li>• Volunteers consulted when changes are made to delivery</li> </ul>	<ul style="list-style-type: none"> <li>• When changes are made or new roles created volunteers feel engaged in the process</li> <li>• Volunteers more visible in the decision making process especially related to volunteering</li> <li>• All volunteer roles are represented when consultations take place</li> </ul>	Accountable: Head of Engagement Responsible: Volunteer coordinator, Volunteer managers Consulted: HR, Volunteers Informed: SLT	Volunteer VOICE Meetings ongoing Volunteering future workshops held Jan 2021

Volunteer Action Plan April 2021- DRAFT

	<ul style="list-style-type: none"> <li>• SLT have a plan to communicate organisational change</li> </ul>			
<p><b>The PDNPA, partners and stakeholders are engaged in the volunteering ambition and vision</b></p>	<ul style="list-style-type: none"> <li>• Create <i>Introduction to volunteering in the PDNPA</i> session for all new staff</li> <li>• Volunteering included in Staff roadshows</li> <li>• ESV developed- Staff are able to volunteer 3 days per annum externally or in the park if they wish</li> <li>• Hold a Members volunteering masterclass</li> <li>• Communicate impact of COVID and change in volunteering KPI</li> </ul>	<ul style="list-style-type: none"> <li>• Regular volunteering introductions are held by WebEx for new staff</li> <li>• The current situation with volunteering is understood by SLT</li> <li>• All staff understand the benefits of being an organisation which works with volunteers</li> <li>• All staff have the opportunity to be volunteers</li> </ul>	<p>Accountable: Head of Engagement Responsible: Volunteer coordinator, Volunteer managers Consulted: HR Informed: Volunteers</p>	<p>Volunteering end of year infographic April 2021 Introductory module for staff created by March 2021</p>
<p><b>A wide range of diverse volunteer roles and opportunities are available across the Park.</b></p>	<ul style="list-style-type: none"> <li>• New Roles are developed: <ul style="list-style-type: none"> <li>○ Volunteer path watch (rights of way)</li> <li>○ Heritage ambassadors</li> <li>○ Visitor Centre volunteers</li> <li>○ Cycle Trails volunteers</li> <li>○ Volunteers supporting activity at North Lees</li> <li>○ Fundraising volunteers</li> <li>○ Learning volunteers</li> </ul> </li> <li>• Hold volunteering Masterclasses for staff to support volunteering development</li> <li>• Scope community volunteering roles</li> </ul>	<ul style="list-style-type: none"> <li>• More diverse volunteers involved in the work of the park</li> <li>• More local people engaged to volunteer</li> <li>• Volunteers recruited in at least 2 new departments</li> </ul>	<p>Accountable: head of Engagement Responsible: Volunteer coordinator, Volunteer managers Consulted: HR Informed: Volunteers, OLT and team mangers</p>	<p>Trails, VC and Fundraising Roles Volunteers in roles by March 2021 Numbers increased by Dec 2021 Volunteering Masterclasses Spring 2021</p>

## Volunteer Action Plan April 2021- DRAFT

<p><b>A more diverse audience is aware of the volunteering opportunities available in the park and are encouraged/ confident in/ to apply.</b></p>	<ul style="list-style-type: none"> <li>Actively recruit for diversity in volunteering - with refreshed recruitment materials, images and digital platforms</li> <li>Deliver the volunteering actions in the Diverse Audience plan</li> <li>Create partnerships for volunteering</li> <li>Refresh recruitment materials, images and digital platforms</li> </ul>	<ul style="list-style-type: none"> <li>Volunteers in the PDNPA are more representative of the national demographic</li> <li>Volunteering Images and communications are more representative of the national demographic</li> </ul>	<p>Accountable: Volunteer coordinator          Responsible: Volunteer coordinator, Engagement Support officer, Marketing Team Manager, Volunteer Managers and          Consulted: volunteers          Informed: OLT</p>	<p>Ambition for diversifying volunteering as part of audience development plan          Ongoing</p>
<p><b>Wider family volunteering and shorter term micro volunteering opportunities available</b></p>	<ul style="list-style-type: none"> <li>Start a Family volunteering project aimed at our local diverse audiences/ social deprivation</li> <li>Identify projects where people can volunteer from home (to support our vulnerable volunteers who are yet to return)</li> <li>Develop the use of citizen science software to engage remote volunteers</li> </ul>	<ul style="list-style-type: none"> <li>More families engaged in volunteering</li> <li>A suite of ways volunteers can be involved in the work of the PDNPA</li> <li>Use of INaturalist</li> </ul>	<p>Accountable: Head of Engagement          Responsible: Volunteer coordinator          Consulted: Rangers, volunteers</p>	<p>Plans Jan 2021 in response to Covid outbreak</p>
<p><b>Volunteering in the PDNPA is at a nationally recognised standard and the volunteer journey is consistent</b></p>	<ul style="list-style-type: none"> <li>Review/ refresh of PDNPA process in line with IIV.</li> <li>Investors in volunteers accreditation is achieved</li> <li>Ensure that the partner volunteer policies and processes are consistent</li> </ul>	<ul style="list-style-type: none"> <li>IIV is achieved and the success is celebrated</li> <li>The whole organisation is engaged in the benefits of volunteering</li> <li>PDNPA is an organisation that selects volunteers</li> <li>Volunteer Managers know what good volunteer management looks like</li> </ul>	<p>Accountable: head of Engagement          Responsible: Volunteer coordinator, Volunteer managers          Consulted HR, SLT, OLT, volunteers          Informed: All staff</p>	<p>IIV achieved by December 2021</p>

Volunteer Action Plan April 2021- DRAFT

<p><b>Volunteering activity in the Ranger Engagement team is exemplary and serves as a great example to the rest of the organisation</b></p>	<ul style="list-style-type: none"> <li>• Volunteering in the Engagement team is reviewed to ensure that capacity, training and compliance are managed</li> <li>• Vol resource mapping is undertaken</li> <li>• Review and relaunch of Ranger training programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Ranger training programme is accessible and supports engagement activity</li> <li>• Staff have the capacity to manage their volunteer teams</li> </ul>	<p>Accountable: head of Engagement Responsible: Volunteer coordinator, Engagement Volunteer managers Consulted; volunteers Informed: All staff</p>	<p>Training re-launch Jan 2021 Future of volunteering workshops with staff and volunteers Jan 2021</p>
<p><b>All volunteer line managers are capable and confident in managing volunteers</b></p>	<ul style="list-style-type: none"> <li>• Develop a capability and confidence programme for volunteer managers (and VVM's)</li> <li>• Volunteer management will be added to staff job descriptions and person specifications, as new volunteer roles are established</li> </ul>	<ul style="list-style-type: none"> <li>• Training and development opportunities in a variety of formats will be available for all volunteer line managers</li> <li>• There will be clarity on process and how to manage the volunteer journey</li> </ul>	<p>Accountable: head of Engagement Responsible: Volunteer coordinator, Volunteer managers Consulted; volunteers Informed: All staff</p>	<p>Capability and confidence programme planned for launch March 2021</p>
<p><b>Technology and systems available are fully used to support volunteering across the organisation</b></p>	<ul style="list-style-type: none"> <li>• Continue to support full use and engagement in system</li> <li>• Expand use of technology where possible to support volunteering e.g. apps and mobiles</li> <li>• All volunteers have access to online training through ELMS</li> <li>• Relaunch Volunteering webpages</li> <li>• Review the volunteer expense process</li> </ul>	<ul style="list-style-type: none"> <li>• All staff and volunteers will use Better Impact to manage their volunteering experience</li> <li>• Training and support will be given on Better Impact and ELMS</li> <li>• Technology will be used to support volunteering where appropriate</li> </ul>	<p>Accountable: HO Engagement Responsible: Volunteer managers, Engagement support officer Consulted: Volunteers CBST, HR Informed: Volunteers and volunteer managers</p>	<p>BI Ongoing ELMS ongoing</p>
<p><b>Volunteer activity is planned for and resourced across the</b></p>	<ul style="list-style-type: none"> <li>• Grow volunteering team through new volunteer roles and placements</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment of <i>Kickstart</i> placement</li> </ul>	<p>Accountable: Head of Engagement</p>	<p>Budget planning January 2021</p>

## Volunteer Action Plan April 2021- DRAFT

<p><b>PDNPA and external resources are explored to support volunteering</b></p>	<ul style="list-style-type: none"> <li>• Create volunteering planning pro-forma including risk and budgeting</li> <li>• Investigate external funding or corporate sponsorship opportunities for future volunteering requirements for next 5 years to support volunteering following on from the pandemic.</li> <li>• The importance of planning and resourcing for successful volunteering communicated across the organisation</li> <li>• Volunteer roles that require access to PDNP IT systems, and hardware will be identified and accommodated</li> </ul>	<ul style="list-style-type: none"> <li>• All volunteer activity will be well planned and resourced</li> <li>• Annual budgets for volunteer activity will be set.</li> <li>• External funding will be obtained to support volunteering</li> </ul>	<p>Responsible: Volunteer coordinator, PPCV Officer          Consulted: Volunteer managers, OLT, SLT, HO Marketing and Fundraising          Informed: Volunteers</p>	<p>External funding gained by August 2021          Kickstart placement March 2021</p>
<p><b>PPCV activity is well structured and organised and future developments are planned for</b></p>	<ul style="list-style-type: none"> <li>• Review PPCV team structures in line with organisational review</li> <li>• Actively seek opportunities for PPCV to develop partnership working with target audiences</li> <li>• Create robust reporting and recording processes for PPCV</li> <li>• Review finances budgets and forecasting</li> <li>• Review corporate volunteering packages</li> </ul>	<ul style="list-style-type: none"> <li>• PPCV activity is accurately and regularly reported</li> <li>• Roles and responsibilities in the team are clear</li> <li>• The financial systems support volunteering activity and not hinder it</li> <li>• Corporate volunteering is extended</li> <li>• New partnerships with target audiences created</li> <li>• Existing partnerships strengthened and developed</li> </ul>	<p>Accountable: head of Engagement          Responsible: Volunteer coordinator, PPCV Volunteer managers          Consulted; volunteers          Informed: All staff</p>	<p>PPCV role review Jan- March 2021 as part of Engagement team structure</p>

Volunteer Action Plan April 2021- DRAFT

		<ul style="list-style-type: none"> <li>External funding sought to support partnership working</li> <li>Recruit 5 more PPCV supervisors</li> </ul>		
<b>Padley Chapel project</b>	<ul style="list-style-type: none"> <li>Develop and submit bid with Padley Chapel project partnership</li> </ul>	<ul style="list-style-type: none"> <li>Improved and compliant facilities at Brunt's Barn</li> <li>Apply for planning permission</li> </ul>	<p>Accountable: Head of Engagement Responsible: Volunteer manager Consulted: project team</p>	<p>Explore funding and partnership options Spring 2021</p>
<b>The Impact of volunteering on PDNPA is measured and communicated</b>	<ul style="list-style-type: none"> <li>Review Volunteering KPI in line with COVID recovery</li> <li>Review Impact reporting within engagement team structures</li> <li>Introduce robust reporting/ measurement methodology</li> <li>Ensure that we measure the health and wellbeing impact on volunteers of volunteering</li> </ul>	<ul style="list-style-type: none"> <li>The benefits of volunteering on the organisation and the individual are recognised.</li> <li>Achievements are celebrated</li> <li>Volunteering is measured in both quantitative and qualitative methods</li> <li>Reporting will ensure we are working towards volunteering KPI's</li> </ul>	<p>Accountable: Head of Engagement Responsible: Volunteer coordinator, Strategy and performance team Consulted: Volunteer managers, volunteers Informed: OLT, SLT</p>	<p>New recording format in engagement team March 2021 Revised KPI in place from March 2021</p>
<b>All volunteers are able to work safely and legislation is followed</b>	<ul style="list-style-type: none"> <li>Ensure that COVID health and Safety in relation to volunteers is followed across the park</li> <li>Ensure that the safeguarding process is followed as part of all new volunteer roles</li> </ul>	<ul style="list-style-type: none"> <li>All volunteers have the skills and training to undertake their roles</li> <li>Low numbers of volunteer incidents</li> </ul>	<p>Accountable: head of Engagement Responsible: Volunteer coordinator, Engagement Volunteer managers Consulted; volunteers</p>	<p>GDPR review Feb 2021</p>

## Volunteer Action Plan April 2021- DRAFT

	<ul style="list-style-type: none"> <li>• Use BI to record training and understanding of policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• All compliance training is undertaken and recorded</li> </ul>	Informed: All staff	
<b>Volunteering programmes that support the Diverse audiences plan</b>	<ul style="list-style-type: none"> <li>• Volunteers actively supporting the Health walks programme</li> <li>• Volunteer Ranger programme which supports the delivery of activities</li> <li>• Working in partnership to create bespoke volunteering opportunities for target groups and volunteering activities are co-created with target groups</li> <li>• Gain a clear understanding and plan for what volunteering opportunities are interesting, useful and wanted by target groups</li> <li>• Explore partnerships with NHS to provide volunteering opportunities as part of social prescribing</li> <li>• Diversity/ Welcome training session undertaken by all volunteers</li> <li>• D and I is included in all new volunteer Inductions.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and development programme for volunteers supporting health walks</li> <li>• Volunteers involved in developing and planning the health walks programme</li> <li>• Enough volunteers recruited and retained to support delivery of activities</li> <li>• Rangers training and confident in welcoming all</li> <li>• Additional staff recruited to provide supported volunteering opportunities</li> </ul>	Accountable: Head of Engagement Responsible: Engagement managers Consulted: Rangers, Volunteer coordinator, Volunteers	Volunteer consultation on Walks programme Jan 2021

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**PEAK DISTRICT NATIONAL PARK AUTHORITY**  
**Climate Change Member Task Group**  
**Tuesday 26th January 2021**  
**Webex videoconference**

<b><u>Attended by:</u></b>	
<u>Members</u>	
Janet Haddock-Fraser (JH-F), Chris Furness (CFu), David Chapman (DC), Charlotte Farrell (CFa), Lydia Slack (LS), Ken Smith (KS), Andrew McCloy (AM)	
<u>Officers</u>	
Matt Mardling (MM), Emily Fox (EF)	
Agenda item	Action
1. <u>Apologies for absence</u>  David Hickman (DH)	
2. <u>Minutes of the last meeting and matters arising</u>  Minutes agreed all actions completed	
3. <u>The future purpose and direction of the task group</u> Andrew McCloy (AM) summary of introduction <ul style="list-style-type: none"> <li>• National Parks should be exemplars of best practice in combating climate change.</li> <li>• We need better data and a base line trajectory to compare our progress against.</li> <li>• Addressing climate change requires collective action, which goes beyond the Authority, including through a strengthened National Park Management Plan.</li> <li>• This group should take a strategic approach to the problems we face.</li> </ul>	

<b>3</b>	<p><i>Continued...</i></p> <p><u>Summary of discussion themes</u></p> <ul style="list-style-type: none"><li>• We need to be strategic and consider scope 3 emissions.</li><li>• We need to work beyond the limits of the Authority to reach net zero as a National Park area.</li><li>• We should play an advocacy role and use our external networks in Districts and communities; meeting up to support and share ideas with similar climate groups from councils, organisations and community groups.</li><li>• Communication and climate change messaging is an issue, which needs addressing in all of its forms. Including internal, partner, community, visitor and stakeholders.</li><li>• The National Park England climate plan should be our blue print for action.</li><li>• Look for a more consistent approach to benchmarking between National Parks.</li></ul> <p>JHF – Summing up, we need a steering group, it is not a task and finish group. We need to understand scope three to understand the park as a totality.</p> <p>The National Park England climate plan should be a blue print for what we are doing in the park. We can bring skills to bear in partnership with officers. We need an outward face to other similar groups in the National Park. We need to take the budget forward to implement the consultancy.</p>	EF/MM
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<p>4</p>	<p>An update and discussion on member participation by theme:</p> <ul style="list-style-type: none"><li>• Agriculture, forestry, Landscape – Lydia and Ken</li><li>• Moorland – David and Ken</li><li>• Cement works – Chris</li><li>• Transport – Charlotte and Janet</li></ul> <p>KS - BBC internet news highlights a report on global change biology with a ten point advisory plan for tree planting. Maybe helpful to have a look at. It confirms our previous discussions in this group.</p> <p>DC – December’s Moorlife programme should have been received by now. Work is carrying on. Some issues with Covid but sphagnum is still going in.</p> <p>AM - Regarding the DDDC Climate Officer will it be an external and internal facing post and do we expect to have a relationship with them?</p> <p>DC - Yes the remit includes external liaison and looking at funding sources plus putting the consultants’ proposals into practice.</p> <p>CFa - Nothing to report.</p> <p>DC - The recent Europarcs webinar regarding peat was mostly about carbon credits but still interesting and worth watching.</p> <p>JHF - Rural Community Environment Fund is interesting.</p> <p>MM - Yes and some funds are still available for groups who may be interested. The Belper community car-charging example is relevant to National Park communities and also the Cromford Mill water wheel.</p> <p>AM - Yes the Great North Bog funding bid has been met very favourably. So cautiously optimistic. I am keen to see more for community based work.</p> <p>CFu - Cement works is still the elephant in the room. Any changes will be incredibly expensive and needs to link with other works. The next meeting is March 6th.</p>	
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	<p><i>Continued...</i></p> <p>LS - With ELMS it appears that funding is going to be available via the National Park but the timing is very short as they want to start in April this year. So we need to be very careful because if it does not go well it will reflect badly on us. Also I attended a workshop on the Manchester nature recovery networks so it will be interesting to see how it comes together.</p> <p>MM - Officers are meeting in Feb regarding COP26. This follows a cancelled call for National Park engagement before Christmas. But to be aware that last time it was quite short notice for a response.</p> <p>AM - Would like to underline the importance of this group. Let's find out how we are going to get to 2050.</p>	
5	<p><u>AOB</u></p> <p>CFa - I am coordinating a Derbyshire wide campaign for 'twenty's plenty' so please get involved.</p> <p>DC - The moorland restoration is largely within High Peak would it help Charlotte's group to have a presentation from MFTF.</p> <p>CFa - It is other areas than moorland that we need progress with.</p> <p>JHF - I need to meet up next week with EF/MM to discuss how we take this forward.</p>	JHF

Summary of Actions

**EF/MM** - Implement the Small World benchmarking consultancy

**JHF** - To meet up with EF/MM to discuss how we take this discussion forward

**Future Meetings:**

TBA late March to mid-April

***Distribution:***

***All invitees  
Andrew McCloy  
James Berresford  
Senior Leadership Team***