

Public Document Pack

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



Our Values: Care – Enjoy – Pioneer

Our Ref: A.1142/3068

Date: 21 April 2022



NOTICE OF MEETING

Meeting: **Programmes and Resources Committee**

Date: **Friday 29 April 2022**

Time: **10.00 am**

Venue: **Aldern House, Baslow Road, Bakewell, DE45 1AE**

ANDREA McCASKIE
INTERIM CHIEF EXECUTIVE

Link to meeting papers:

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

AGENDA

- 1 **Roll Call of Members Present, Apologies for Absence and Members Declarations of Interest**
- 2 **Minutes of Previous Meeting held on 21st January 2022** *(Pages 5 - 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 **National Parks England Delivery Plan for Environmental Land Management in National Parks - A Peak District National Park Update (SLF)** *(Pages 11 - 32)* 60 mins
Appendix 1
Appendix 2
Appendix 3
Appendix 4
- 6 **Moors for the Future Partnership 2022/23 Operational Plan (KM)** *(Pages 33 - 86)* 20 mins
Appendix 1
Appendix 2
Appendix 3
Appendix 4
- 7 **Moors for the Future Partnership Environment Agency Natural Flood Management Capital Delivery 2022-30** *(Pages 87 - 102)* 20 mins
Appendix 1
Appendix 2
- 8 **Great North Bog Support Project 2022-2030 (CD)** *(Pages 103 - 112)* 20 mins
Appendix 1
- 9 **Exempt Information S100 (A) Local Government Act 1972**
Draft motion:

That the public be excluded from the meeting during consideration of agenda item No 10 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12 A, paragraph 3 'information relating to the financial or business affairs of any particular person (including the authority holding that information)'.

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. However as the Coronavirus restrictions ease the Authority is returning to physical meetings but within current guidance. Therefore meetings of the Authority and its Committees may take place at venues other than its offices at Aldern House, Bakewell. 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 816352, email address: democraticandlegalsupport@peakdistrict.gov.uk.

Written Representations

Other written representations on items on the agenda, except those from formal consultees, will not be reported to the meeting if received after 12 noon on the Wednesday preceding the Friday meeting.

Recording of Meetings

In accordance with the Local Audit and Accountability Act 2014 members of the public may record and report on our open meetings using sound, video, film, photograph or any other means this includes blogging or tweeting, posts on social media sites or publishing on video sharing sites. If you intend to record or report on one of our meetings you are asked to contact the Democratic and Legal Support Team in advance of the meeting so we can make sure it will not disrupt the meeting and is carried out in accordance with any published protocols and guidance.

The Authority will make a digital sound recording available after the meeting which will be retained for three years after the date of the meeting. During the period May 2020 to April 2021, due to the Covid-19 pandemic situation, Planning Committee meetings were broadcast via Youtube and these meetings are also 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. The Authority is returning to physical meetings but within current guidance. Therefore meetings of the Authority and its Committees may take place at venues other than its offices at Aldern House, Bakewell, the venue for a meeting will be specified on the agenda. Also due to current guidelines there may be limited spaces available for the public at meetings and priority will be given to those who are participating in the meeting. It is intended that the meetings will be audio broadcast and available live on the Authority's website.

This meeting will take place at Aldern House, Baslow Road, Bakewell, DE45 1AE.

Information on Public transport from surrounding areas can be obtained from Traveline on 0871 200 2233 or on the Traveline website at www.travelineeastmidlands.co.uk

Please note there is no refreshment provision available.

To: Members of Programmes and Resources Committee:

Chair: Mr Z Hamid
Vice Chair: Prof J Haddock-Fraser

Mr J W Berresford	Cllr C Farrell
Cllr C Furness	Cllr C Greaves
Cllr A Gregory	Cllr Mrs G Heath
Cllr A McCloy	Cllr C McLaren
Miss L Slack	Cllr P Tapping
Cllr D Taylor	Ms Y Witter
Cllr B Woods	

Other invited Members: (May speak but not vote)

Mr R Helliwell

Constituent Authorities
Secretary of State for the Environment
Natural England

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MINUTES

Meeting: **Programmes and Resources Committee**

Date: Friday 21 January 2022 at 10.00 am

Venue: Aldern House

Chair: Mr Z Hamid

Present: Prof J Haddock-Fraser, Mr J W Berresford, Cllr C Farrell, Cllr C Furness, Cllr A Gregory, Cllr A McCloy, Cllr V Priestley, Cllr P Tapping, Cllr D Taylor and Ms Y Witter

Apologies for absence: Cllr C Greaves, Cllr C McLaren, Miss L Slack and Cllr B Woods

1/22 ROLL CALL OF MEMBERS PRESENT, APOLOGIES FOR ABSENCE AND MEMBERS DECLARATIONS OF INTEREST

Item 5

Cllr McCloy declared a personal interest as he was Chair of National Parks England.

Item 7

Cllr Farrell declared a personal interest as she was a member of the Hope Valley Climate Action Transport and Travel Group

2/22 MINUTES OF PREVIOUS MEETING HELD ON 3 DECEMBER 2021

The minutes of the previous meeting held on the 3rd December 2021 were agreed as a correct record.

3/22 URGENT BUSINESS

There was no urgent business.

4/22 PUBLIC PARTICIPATION

No members of the public had given notice to make representations to the committee

5/22 NATIONAL PARKS ENGLAND DELIVERY PAPER - NATIONAL PARKS FOR EVERYONE

The report which informed Members about National Parks England's Delivery Plan for National Parks, what it meant for the Peak District National Park and how it fits with the Authority's National Park Management Plan, was introduced by the Head of Engagement.

The Head of Engagement confirmed that with regards to achievability within current resources, the paper outlined the focus for work and the sense of direction. A more detailed plan for the recreation hubs programme was being worked on and would be brought to the committee the following year with an update of the NPE National Parks for everyone delivery. Grants available via the Farming in Protected Landscapes Programme and money raised via the Peak District National Park Foundation could be aimed towards this work.

The effectiveness of the plan in producing more environmentally considerate behaviour from visitors would be evaluated using a number of measures including the Nature Connection Index produced by the University of Derby and by service user surveys. Members expressed a wish to see the results of this work at a future committee.

Officers also described a further engagement initiative- Ambassador Schools and Centres. The Ambassador Schools programme included work with schools both inside and outside the National Park, and Rangers were being particularly encouraged to work with local schools. The Ambassador Centres programme, was a structured way to work with outdoor centres in the National Park for them to understand and embed National Park messages into their work with local schools and young people for our urban neighbours.

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

RESOLVED:

To note how the Authority is currently taking forward National Parks England's Delivery Plan for National Parks for Everyone in the Peak District National Park and how it is informing the Authority's future National Park Management Plan and Corporate Strategy.

6/22 GENERATION GREEN PAPER (LF)

The report, which informed Members about the Access Unlimited Coalition and the Generation Green project, was introduced by the Generation Green Project Manager.

Members congratulated the Project Manager on the success of the Generation Green project and expressed regret that it was due to end, as the goal of getting young people interested in nature was felt to be of vital importance. The targeted, initiative led approach, was felt to have been particularly successful.

The recommendation as set out in the report was moved and seconded.

Officers confirmed that the YHA were leading on pursuing different funding models for continuing the work of the projects, for example via the Heritage Lottery Fund, and DEFRA, and that this could involve looking at private sector funding. An application has been submitted to continue the Access Unlimited programme to June 2022, and funding bids were being written to try to extend work beyond June 2022, and to retain experienced staff. Appropriate permissions will be sought with the development of such bids and grant extensions as and when required in line with Standing Orders.

The motion was put to the vote and carried.

RESOLVED

To note the paper and support the immediate and longer term actions set out in Section 8 of the report.

The meeting adjourned for a short break at 11.25 and reconvened at 11.35.

7/22 PEAK DISTRICT SUSTAINABLE TRANSPORT PROJECT

The report which informed Members about proposals for a Sustainable Transport Project for the National Park, and sought approval for the development of the report into a formal proposal and a bidding document for funding, was introduced by the Transport Policy Planner.

The recommendations as set out in the report were moved.

Officers confirmed that in 2022 the intention was for the Hope Valley Explorer bus service to be an hourly service, with two vehicles, operating from Easter weekend to the beginning of September. Whilst the service would call at Bamford and Hope stations, it was unlikely that it would be able to wait for connecting trains due to the disruption this would potentially cause to the bus timetable. It was also confirmed that the “Explorer” and demand response models could be developed further to new routes.

Members questioned whether the cost of providing the Explorer service would be better invested in subsidising fares out of Sheffield into the National Park, rather than in providing an internal bus service which still left families with the expense of travelling into the Park. Officers advised that the amount of money which the Authority had available to subsidise services was very small. The Hope Valley Explorer starts at Chesterfield at the beginning of the day and connects with other services at Baslow, however the Authority was prohibited from competing with commercial services, which it would be doing if it ran buses out of Sheffield.

Members further discussed the expense for a family of using public transport to visit the National Park rather than their private car, and what measures could be taken to encourage this. A congestion charge was suggested, the funds raised by this potentially being reinvested in public transport. Officers advised that this was not a measure that was being considered, in part because of the impact that such a scheme could have on people with low incomes.

“Park and ride” schemes had been considered, but direct provision of them was expensive. This model was particularly the focus of the Peak District Connect and Moorlands Connect services, and potentially in the future could also operate from the Peak Resort Site.

A job description had not yet been finalised for the Project Officer role outlined in the report as it would be necessary to ensure funding was in place before the role was established.

Members discussed the need for an integrated transport strategy across the local area in order to counter the environmental cost of car use and coordinate the work of the many partners involved, however resources continued to be an issue. It was felt that further research would be necessary to ensure the success of any such strategy and that a symposium event should be held for all partners involved in public transport in the local area.

A amendment was proposed to add “including a project officer” to the end of the first recommendation.

The motion for the recommendation as amended was seconded put to the vote and carried.

RESOLVED

- 1. To offer support for the development of this report into a formal proposal and bidding document for a Peak District Sustainable Transport Project, including a project officer.**
- 2. To support the development of the bid with partner organisations including our constituent transport authorities.**
- 3. To agree that this project be steered under the auspices of the Member Climate Change Steering Group.**
- 4. To support the convening of a meeting with appropriate partners in Spring/Summer to develop the bidding document.**

Cllr Furness left the meeting.

8/22 COLLABORATIVE NATURE FOR CLIMATE WOODLAND CREATION PROJECT

The report, which sought approval for acceptance of external funding for a four year collaborative woodland creation project with the Woodland Trust, was introduced by the Natural Environment and Rural Economy Team Manager.

The recommendations as set out in the report were moved and seconded.

Officers confirmed that based on previous experience they were confident that the scheme would be taken up by landowners and that any financial risk of a lag of cash flow in claiming grant money back from the Woodland Trust had been minimised via an agreed process.

The motion was put to the vote and carried.

Cllrs Farrell and Tapping and Ms Witter left the meeting for a short period, before returning and did not vote on this matter.

RESOLVED

- 1. To support the acceptance of funds from the Woodland Trust (WT) to deliver a project to create approximately 105 hectares of native woodland, these being:**
 - Funding from the WT of up to £189,000 staffing costs over 4 financial years (2021/22 to 2024/25) on a full cost recovery basis;**
 - To finance the capital cost of individual agreements up to a maximum total of £913,500 (average cost per scheme, based on existing project, of around £8,700).**
- 2. That the collaboration agreement with the Woodland Trust will be finalised by the Head of Landscape in consultation with the Chief Finance Officer and the Head of Law**

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- 3. That the Authority may, subject to compliance with its procurement standing orders, enter into contracts for the delivery of the project.**

9/22 EXEMPT INFORMATION S100 (A) LOCAL GOVERNMENT ACT 1972

RESOLVED

That the public be excluded from the meeting during consideration of agenda item No 10 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).

10/22 AWARD OF CASTLETON VISITOR CENTRE CAFE AND CATERING LEASE (A.214/SB)

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5. NATIONAL PARKS ENGLAND DELIVERY PLAN FOR ENVIRONMENTAL LAND MANAGEMENT IN NATIONAL PARKS – A PEAK DISTRICT NATIONAL PARK UPDATE (SLF)

1. Purpose of the report

To inform Members about National Parks England's Delivery Plan for Environmental Land Management in National Parks, what this means for the Peak District National Park and how it fits with our National Park Management Plan and the review currently taking place.

Key Issues

- The Delivery Plan for Environmental Land Management in National Parks has been devised by National Parks England (NPE) and the ten English National Park Authorities to drive action for farming and land management systems which deliver a 'triple dividend': enhanced environment, improved productivity and more vibrant communities in response to the 25 Year Environment Plan.
- The Authority will deliver its commitments to the Delivery Plan through our Corporate Strategy and National Park Management Plan (NPMP). Both include commitments for the Authority, alongside our partners, for a diverse, working and cherished landscape which enhances the special qualities, in particular by ensuring a sustainable future for farming and land management and working at an even bigger landscape scale.
- The NPE Delivery Plan is part of our evidence base for the current review of the NPMP and Corporate Strategy.
- The decision to leave the European Union has provided the opportunity for the biggest shake up of farming and land management support since the Second World War. The 25 Year Environment Plan, the Government's 30 by 30 ambition and the Government's response to the Landscapes Review collectively demonstrate the ambition for nature recovery and for climate change mitigation and adaptation; and in particular the role of National Parks and other Protected Landscapes in delivering these ambitions.
- A new approach to supporting farmers and land managers is being developed which involves phasing out the Basic Payment Scheme (funding based largely on the area of land owned) and replacing it with an Environmental Land Management (ELM) approach. ELM will use public money to reward farmers and land managers for public good delivery. A range of new farm productivity and diversification support schemes are also being developed.
- In addition, the Farming in Protected Landscapes (FiPL) Programme was launched in June 2021 for which members approved delivery arrangements for this National Park at the Authority meeting on the 2 July 2021 (Minute reference 57/21).
- Sustainable farm and land management businesses that deliver a wide range of public goods for which farmers receive a sustainable and realistic income are vital if the Peak District National Park is to be celebrated as a living and working landscape which delivers NPMP aims.

2. Recommendation

- 1. To note how the Authority is currently taking forward National Parks England's Delivery Plan for Environmental Land Management in the Peak District National Park and how it is informing our future NPMP.**

How does this contribute to our policies and legal obligations?

3. The National Park Management Plan.

The Delivery Plan for Environmental Land Management will be able to contribute to maintaining and enhancing all seven Special Qualities described in the NPMP and in particular: 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 4 - Landscapes that tell a story of thousands of years of people, farming and industry, Special quality 5 - Characteristic settlements with strong communities and traditions, Special Quality 6 - An inspiring space for escape, adventure, discovery and quiet reflection and Special Quality 7 - Vital benefits for millions of people that flow beyond the landscape boundary.

4. The Delivery Plan will also be able to contribute to all six Areas of impact of the current NPMP: 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 and 6 - Supporting thriving and sustainable communities and economy.

5. The Corporate Strategy.

The NPE's Delivery Plan for Environmental Land Management in National Parks will be able to contribute to many of the outcomes and Key Performance Indicators (KPI's) in particular:

A sustainable landscape that is conserved and enhanced: -

- Distinctive landscapes that are sustainably managed, accessible and properly resourced - KPIs 1, 2 and 3.
- High quality habitats in better condition, better connected and wildlife rich through nature recovery networks – KPI's 4, 5, 6 and 7
- Cherished cultural heritage that is better understood and looked after – KPI's 8, 9, 10.

Thriving and sustainable communities that are part of this special place: -

- Influencing and shaping the place through strategic and community development KPI's 16,17, Active participation through sustainable projects that connect people to place – KPI 20.

6. The Peak District Landscape Strategy.

The PDNP contains a great variety of landscapes shaped by variations in geology and landform and the long settlement and use of these landscapes by people. The Landscape Character Assessment shows how the landscapes of the National Park and its surrounding area has been divided into a series of Regional Character Areas representing broad tracts of landscape which share common characteristics. Within each Regional Character Area, a number of Landscape Character Types have been defined based upon the pattern of natural and cultural characteristics. The 2009 version establishes a baseline audit of the current character of the landscape and provides a framework for the measurement of future landscape change. The strategy is currently under review and will be brought forward for consideration by Members shortly. The Wooded Landscape Plan approved by Members at the Programmes and Resources Committee on the 3 December 2021 (Minute 40/21) will form part of this strategy but was developed in advance to help ensure that the right tree is planted in the right place for the right reason.

7. The Landscapes Review.

The Government has provided its response to the recommendations of the Landscapes Review and provided the opportunity for stakeholders to respond during a consultation period which ended on the 9 April 2022. Members considered and approved a response to this consultation at the National Park Authority meeting on the 18 March 2022 (Minute No 21/22).

Background Information

8. National Park England's Delivery Plan for Environmental Land Management in National Parks.

In December 2020 NPE published a suite of four interconnected Delivery Plans which set out how National Park's will:

- protect and enhance the natural environment
- become leaders in tackling the climate emergency
- support thriving communities where sustainable farming and land management deliver a wide range of public goods
- set out their vision to support the health and wellbeing of the whole nation.

9. The NPE's Delivery Plan for Environmental Land Management in National Parks is one of these four delivery plans and is shown at Appendix 1. The vision for Environmental Land Management is:

10. "National Parks in England to be celebrated as living, working landscapes where sustainable farming and land management systems deliver a wide range of public goods; farmers receive a sustainable and realistic income, and National Park Authorities (NPAs) play a central role in shaping those systems for a 'triple dividend': enhanced environment, improved productivity and vibrant communities".

11. The vision will be achieved by: -

- collaboratively working with farmers and land managers, Defra and other partners to develop effective Environmental Land Management (ELM) schemes and increase understanding of and buy-in to future farming policy and its focus on delivery of public goods, through supporting Tests and Trials, the National Pilot, and the traditional buildings restoration pilot.
- Linking national priorities to the local context, through an enhanced management plan approach that forms the basis of spatial prioritization within ELM and links with nature recovery and other public benefits.
- Ensuring that the current investment in agri-environment and Basic Payment schemes, estimated at £150m per annum across all English National Parks, is sustained but focused on 'public payments for public benefits' that support viable farm businesses.
- Developing the model of NPAs as 'environmental brokers', blending public-private and green finance, contributing to resilient rural communities and economies.

12. The aim is that within 10 years, these initiatives will enable: -

- National Parks to be priority areas within ELM
- ELM to provide funding for delivery of a broad range of public benefits that include cultural as well as natural capital
- ELM to be a tool for economic, social and environmental well-being
- Priorities to be identified and agreed at a local level within a national framework
- Resources for advice and facilitation

- Farmers and other land managers to be engaged in design, delivery and monitoring of ELM
- The National Park brand to be recognized as a 'quality mark' for environmental management and high-quality food production.
- NPAs to have a key role as 'environmental brokers'
- A clear and effective regulatory baseline
- Public support

13. **Background statistics.**

The following provides a summary of the Peak District National Park -

- 555 square miles (150,000 ha) of protected landscapes
- 84% farmed land
- All Less Favoured Area - 86% Severely Disadvantaged
- 46% grassland, 32% moor/heath, 8% rough pasture, 8% woodland
- 34.8% nature designations (Sites of Special Scientific Interest, Special Protection Areas, Special Areas of Conservation)
- Shaped by people over centuries with 1,500 to 3,000 farms/smallholdings which are mainly beef, sheep & dairy
- 90% of land privately owned, 47% tenanted.

14. **Nature Recovery.**

An update report on progress in the Peak District National Park in delivering towards the NPE's Delivery Plan for Wildlife was brought to this committee in December 2021. At the same committee a report on the high-level Nature Recovery Prospectus produced for each National Park as an initial step to help influence government and as a starting point for further discussions with partners and other key stakeholders was also shared. The PDNP Nature Recovery Prospectus has been used to help initial discussions with partners and stakeholders. Further work to develop One Nature Recovery Plan for the Peak District is on-going.

15. **Existing environmental protection and land ownership.**

Only 33% of the national park is protected by designations (Site of Special Scientific Interest (SSSI), Special Protection Area (SPA), Special Area of Conservation (SAC). Whilst this Authority, Natural England and the Forestry Commission does own about 5% of the land in the Peak District National Park the remainder is privately owned. Land owning environmental Non-Government Organisations (eNGOs) such as the National Trust (Approximately 12% of the National Park) do have generally aligned nature recovery and climate change mitigation and adaptation ambitions to the Authority.

16. **Public goods.**

The six public goods referred to in the 25 Year Environment Plan are: -

- Clean & plentiful water
- Clean air
- Thriving plants & wildlife
- Adaptation/mitigation of climate change
- Reduction/protection from flooding
- Beauty, heritage, access and engagement.

To deliver an integrated and balanced suite of public goods across the Peak District landscape farmers and land managers need to receive a sustainable and realistic income which rewards the public goods delivered as well as the market place rewarding

for high quality food production.

17. Funding for public goods delivery and future farm support.

As already identified in the current NPMP and Corporate Strategy the delivery of public goods does need to be properly financially rewarded and for the moment the mainstream source of funding for this is national agri-environment schemes.

18. The 25 Year Environment Plan and the more recent Agricultural Transition Plan set out the Government's intentions to revolutionise the support system for farming and land management by looking to reward the delivery of public goods.

19. The PDNP landscape does provide opportunities for farmers and land managers to diversify their income streams such as providing educational access, camping sites etc, subject to any required consents. Delivery of nature recovery will provide further opportunities for diversification and for the wider rural economy but this is within the context of a changing support system.

20. The Basic Payment Scheme (BPS) which in essence pays farmers and land managers for the area of land they manage will be phased out over a seven-year period ending in 2027. Current agri-environment schemes will also be phased out and replaced with the proposed Environmental Land Management (ELM) approach from 2024 onwards.

21. ELM will consist of three voluntary schemes: -

- Sustainable Farming Incentive (SFI) - this focuses on making agricultural activities more sustainable. It will pay for actions that all farmers can choose to take and which can be taken at scale across the whole farmed landscape in order to have the most impact e.g. reducing inorganic fertiliser and pesticide use, taking care of soil and improving farmland biodiversity, water quality, air quality and carbon sequestration. An SFI pilot has been introduced with the learnings feeding in to three standards (Arable and Horticultural Soils, Improved Grasslands Soils, Moorland and Rough Grazing) which will be rolled out later in 2022. Funding will also be available for an annual health and welfare review for livestock. More standards will be introduced incrementally between 2023 and 2025, with the full range available from 2025 onwards
- Local Nature Recovery (LNR) – this is the more ambitious successor to Countryside Stewardship (CS). It will pay for the right things in the right places and supporting local collaboration to make space for nature in the farmed landscape. This scheme will particularly contribute to Government targets for trees, peatland restoration, habitat creation and restoration and natural flood management. LNR will be piloted in 2022/23.
- Landscape Recovery (LR) - this will pay landowners or managers who want to take a more radical and large-scale approach to producing environmental and climate outcomes through longer-term land use change and habitat and ecosystem restoration. This likely to involve agreements which are bespoke and tailored to each project. Currently there is a call for applications for LR projects as part of an initial pilot for the scheme.

22. It is also proposed to support access and heritage through all three ELM schemes but the details for how this will be delivered are not yet clear.

23. Farmers and land managers will be able to enter a combination of schemes, so long as the actions they commit to in both schemes are compatible and no actions are being paid for twice (double funding). The aim is to have a single, simple service that shows all the available options in one place. The application and agreement process will

move increasingly on line. Broadband connectivity and speed together will virtual working skills and experience become even more important.

24. ELM is due to start fully at the end of 2024, and in the meantime farmers and land managers are being encouraged to look again at the existing Countryside Stewardship Scheme. In protected landscapes (National Parks and AONBs) farmers and landowners are also being encouraged to prepare for 2024 through applications to the Farming in Protected Landscapes programme (FiPL).
25. FiPL was launched in June 2021 and will run until 31 March 2024. Funding has been allocated to the forty-four Protected Landscapes in England and aims to:
- Foster closer working between Protected Landscape organisations and the farmers and land managers living and working in these special landscapes.
 - Deliver outcomes under the four FiPL themes of climate, nature, people and place.
 - Deliver outcomes for the Protected Landscapes Management Plan priorities
 - Support farmers and land managers to develop and deliver projects which help get their businesses ready for the changes from 2024 onwards.
- A national framework has been provided for how FiPL is to be delivered but this does allow for local flexibility which can deliver to local circumstances. This linking national priorities to the local context is one of the asks of the NPE's Delivery Plan.
26. A suite of new national schemes are being launched to support farm business resilience, farm productivity, diversification and innovation. Work is also on-going to pilot approaches to support new entrants to farming. Please see Appendix 2 for a summary of the different schemes.
27. Other sources of funding particularly through the private sector will increasingly provide more funding opportunities. However, exactly how public and private funds will be blended and work in a complimentary way rather than in competition and without duplication or double funding is yet to be fully worked through and agreed.

Proposals

28. As Programmes and Resources Committee Members will be aware from the report in October 2021 it has been agreed that the progress towards delivery of the four NPE Delivery Plans will be overseen by this committee. The Authority is already undertaking many activities, both on our own and in partnership, that assist in meeting the environmental land management ambitions. These activities will also deliver for wildlife and nature recovery.
29. The summary below updates Members on the key environmental land management related activities we are focussing our resources on:

30. **Influencing**

- The work of the Authority's Officers at national stakeholder meetings representing both the English National Park Authorities and the PDNPA.
- Delivering one of the ELM Tests and Trials, the Peak District Test which explores the use of national character area descriptions as part of the building blocks for the ELM schemes particularly in terms of spatial prioritisation; development of Land Management Plans through which it is likely that farmers and land managers will make their public good offer and monitor progress; collaboration; advice and guidance. Learnings from which will feed into the development of the ELM. The final report will be available on the Authority's website shortly.

- Designing and delivering the Farming in Protected Landscapes Programme (FiPL) for Defra. Learnings from FiPL will also feed into the development of the ELM.
- Existing Landscape scale partnerships – Moors for the Future Partnership (MFFP) has made very effective use of the previous North Peak Environmentally Sensitive Areas scheme (ESA) and the Environmental Stewardship Higher Level scheme (HLS), enabling agreement holders to access and then deliver, through MFFP over £12m of capital works which would not have been possible without the Partnerships intervention. Being able to continue this relationship through ELM will require a financial administration, which supports third party involvement. Without which it will unrealistically place the burden of cash flow on agreement holders.
- The South West Peak Landscape Programme (SWPLP) is nearing completion and has successfully delivered 18 projects which in particular demonstrate the need for facilitation when working with farmers and land managers, that important fungi grassland sites are often not recognised leading to a potential loss of biodiversity interest.
- The White Peak Partnership agreed that the highest priority was to influence the design of ELM which has resulted in the Peak District ELM Test which has provided learnings which now feed directly into the further development of ELM (please see earlier bullet point).
- Peak District Land Manager's Forum which brings a representative range of farmers, land managers, land owners and organisations together to consider issues and opportunities.
- Moorland Management Group which is working on five key topics – resilient sustainable moorland, visitor engagement, fire risk, moorland birds, rural and wildlife crime.

31. **Delivering**

- The work of the Authority's farm advisers with farmers and land managers brokering the national agri-environment schemes, the Authority's own small-scale Land Management Grant scheme and the recently launched FiPL programme.
- Existing Landscape scale partnerships – Moors for the Future, South West Peak Landscape Partnership and the White Peak Partnership.
- A range of smaller-scale projects such as the invasive species project.
- Continuation of the Environmental Land Management Test and Trial small-scale White Peak practical field trials.
- The Farming in Protected Landscapes Programme which is delivering under the four themes of climate, nature, people and place. A short summary of the programme including outputs and outcomes from year one of delivery are provided at Appendix 3.
- The Woodland Trust Partnership extending and growing the arrangements for small-scale woodland creation using Nature for Climate funds approved by Members in January 2022.
- The management of the Authority's own land has long demonstrated innovation and early adoption of environmental land management. Environmental management schemes have been fundamental to the delivery of environmental land management. A recent example includes a major re-wetting project on the Swallowmoss Moors (Warslow Moors Estate).

32. **Regulatory**

- Regulatory work including planning (including Biodiversity Net Gain),
- Environmental Impact Assessment Regulations advice and support.

- Land management consultations e.g. for felling Licences, Section 156 disposals (sale or lease of Water Company land).

33. Partners also continue to deliver in a wide range of ways for nature recovery for example:

- Sheffield Moors Landscape Partnership.
- Sheffield Lakeland Landscape Partnership led by Sheffield and Rotherham Wildlife Trust with a range of complimentary projects.
- Derwent Catchment Partnership.
- The Ravine Woodland Project - a partnership project led by Natural England to mitigate the impacts of Ash Dieback on the internationally designated Ash woodlands of the Peak District dales.
- NE is working towards a greater understanding of how Biodiversity Net Gain can be used to deliver our collective ambitions for nature recovery on the White Peak plateau. They are also working with Severn Trent Water (STW) on specific projects where STW is providing funding for Nature Recovery.
- Environmental Non-Government Organisations own land e.g. National Trust, RSPB and the Wildlife Trusts.

34. In terms of future plans and strategies, as Members will be aware, we are currently reviewing our Corporate Strategy and the National Park Management. At the September meeting of Authority (Minute reference 67/21), Members committed to aligning these two plans and strategies so that we have one vision for the National Park. This will ensure that what the Authority seeks to achieve will be the same as what we are seeking to achieve with partners.

35. Although we are still at a relatively early stage in the review process, a clear theme in discussions around the vision for the National Park is that landscape and nature recovery must be a central element to it. Therefore, it is likely that there will be a greater emphasis on landscape and nature recovery than in our current framework. NPE's Delivery Plan on Environmental Land Management is a key part of our evidence base for the review so that we ensure we are delivering the relevant elements of it in the future. Sustainable farming and land management will be an essential part of delivering all these aims.

Are there any corporate implications members should be concerned about?

Financial:

36. Current activities led by the Authority as described above are funded but progress will need to be kept under review particularly as the continuation of programmes and projects increasingly rely on full cost recovery which is not always available from key funders e.g. National Lottery Heritage Fund. FIPL is also using existing staff resources to support delivery and this is likely to continue throughout the life of the programme. This results in reduced capacity to support farmers and land managers with applications to the current national agri-environment schemes.

37. The assessment of the Rural Development Programme total annual funding coming in to the PDNP in 2014/15, when the coverage of land in agri-environment schemes was at its highest (87%), is approximately £30 million. It is anticipated that this figure and more will be needed to provide the public funds required to reward farmers and land managers for the public goods they are already delivering and those that they could deliver. A resilient and sustainable farming and land management business model must be found if the collective ambitions of the NPE Delivery Plans and the current and emerging NPMP priorities are to be delivered. Please see Appendix 4 which shows the breakdown of farm business income for each farm type.

Risk Management:

38. The greatest risk is if farmers and land managers, who own the majority of the PDNP, do not engage with and deliver the public goods desired. If future ELM schemes do not sufficiently reward farmers and land managers for the public goods they deliver, there is unlikely to be sufficient uptake. Whilst the public purse, through national environmental schemes, is currently the mainstream source of funding for public good delivery in the medium to longer term private sector funding and Biodiversity Net Gain are likely to play an increasingly significant role and may be able to offer greater incentives.
39. Continuing uncertainty about the future detail of and level of payments for ELM coupled with the growing impact of the BPS reductions will result in farm and land management businesses seeking ways to remain resilient and sustainable. Some land managers may choose or feel they have no option but to try and replace lost BPS payments through increasing agricultural production e.g. increasing stock numbers or through diversification. Whilst such changes could be positive they may also have associated negative landscape, environmental and biodiversity impacts. Influencing ELM design, ELM payment levels and how public and private funds will be blended together in a way which delivers nature recovery remains key.
40. There is also a risk that all partners may not engage or that they may engage with different priorities.

Sustainability:

41. Our work on environmental land management directly improves the sustainability of the Peak District landscape.

Equality, Diversity and Inclusion:

42. There are no direct implications for equalities in the activities contained within this report.

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**
Delivering to NPE's Environmental Land Management in NPE's Delivery Plan will help enable the Authority to be educators in climate change through the maintenance, enhancement, restoration, expansion and increased connectivity of its habitats and the maintenance, enhancement, restoration and conservation of its cultural heritage.
 - b. **Exemplars of sustainability**
Delivering to NPE's Environmental Land Management in NPE's Delivery Plan will enable the Authority to demonstrate how environmental land management and a sustainable approach to farming and land management can lie at the very heart of developing a strong economy and sustaining thriving local communities
 - c. **Protecting the National Park**
Delivering to NPE's Environmental Land Management in NPE's Delivery Plan will help enable the Authority to protect the special qualities of the National Park in particular 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 4 - Landscapes that

tell a story of thousands of years of people, farming and industry, Special quality 5 - Characteristic settlements with strong communities and traditions, Special Quality 6 - An inspiring space for escape, adventure, discovery and quiet reflection and Special Quality 7 - Vital benefits for millions of people that flow beyond the landscape boundary.

d. Leading the way in sustainable land management

Delivering to NPE's Environmental Land Management in NPE's Delivery Plan will help enable the Authority to lead the way in sustainable land management.

e. Exemplars in renewable energy

Delivering to NPE's Environmental Land Management in NPE's Delivery Plan will help ensure that proposals for renewable energy are not at the expense of other special qualities such as biodiversity and cultural heritage.

f. Working with communities

Delivering to NPE's Environmental Land Management in NPE's Delivery Plan will involve the Authority working with communities and in particular the farming and land management community.

2. How does this decision contribute to the Authority meeting its carbon net zero target?

Environmental land management will have positive carbon emissions, sequestration and carbon storage in soils and vegetation implications for the land in its ownership. The Authority may wish to take this into consideration in its own carbon net zero assessments.

3. How does this decision contribute to the National Park meeting carbon net zero by 2050?

Environmental land management will have positive carbon emissions, sequestration and carbon storage in soils and vegetation implications across the PDNP.

4. Are there any other Climate Change related issues that are relevant to this decision that should be brought to the attention of Members?

The need for a more sustainable approach to farming and land management in the National Park in terms of the public payments made for the public goods delivered being realistic to enable sustainable and resilient farm and land management businesses.

44. Background papers (not previously published)

None.

45. Appendices

Appendix 1 NPEs England's Delivery Plan for Environmental Land Management in National Parks

Appendix 2 Range of new schemes for farmers and land managers

Appendix 3 Farming in Protected Landscapes Peak District Year 1 2021/2022

Appendix 4 Breakdown of farm business income for each farm type.

Report Author, Job Title and Publication Date

Suzanne Fletcher, Head of Landscape, 21 April 2022

Delivery Plan for Environmental Land Management in National Parks

This document is 1 of a suite of [4 interconnected and interrelated workstreams](#) that have been devised by the English National Park Authorities in response to the [25 Year Environment Plan](#)



Our Vision: National Parks in England to be celebrated as living, working landscapes where sustainable farming and land management systems deliver a wide range of public goods; farmers receive a sustainable and realistic income, and National Park Authorities (NPAs) play a central role in shaping those systems for a ‘triple dividend’: enhanced environment, improved productivity and more vibrant communities.

We will achieve this by:

- Collaboratively working with farmers, land managers, Defra and other partners to develop an effective Environmental Land Management scheme (ELMS) and increase understanding of and buy-in to future farming policy and its focus on delivery of public goods, through supporting Tests and Trials, the National Pilot, and the traditional buildings restoration pilot.
- Linking national priorities to the local context, through an enhanced management plan approach that forms the basis of spatial prioritization within ELMs and links with nature recovery and other public benefits.
- Ensuring that the current investment in agri-environment and Basic Payment, estimated at £150m per annum across all English National Parks, is sustained but focused on ‘public payments for public benefits’ that support viable farm businesses.
- Developing the model of NPAs as ‘environmental brokers’, blending public-private and green finance, contributing to resilient rural communities and economies.

Over the next 10 years, these initiatives will enable:

- **National Parks to be priority areas within ELMS** – where applications receive a priority weighting or identified nature recovery ideas and other key public goods are allocated ring-fenced budget.
- **ELMS to provide funding for delivery of a broad range of public benefits that include cultural as well as natural capital** – ELMS will be a key tool to both manage and enhance natural and

cultural heritage and improve public understanding of, access to and involvement with natural beauty.

- **ELMS to be a tool for economic, social and environmental well-being** – an integrated approach to ELMS, facilitated at a local level has the potential to ensure investment in ELMS can deliver economic and social as well as environmental benefits. An initial investment of £150m in ELMS could, through local integration and facilitation deliver a wider economic benefit of £300m per annum.
- **Priorities to be identified and agreed at a local level within a national framework** - a formal role for National Park Management Plans within ELMS, and beyond, to determine how national and local priorities can be delivered with spatial priorities informing individual land management plans (as the potential application mechanism for ELM) and landscape scale action.
- **Resources for advice and facilitation** – dedicated farm advice and facilitation resource in each National Park working with farmers and land managers and across our boundaries with AONB partners to deliver better outcomes.
- **Farmers and other land managers to be engaged in design, delivery and monitoring of ELM** – they are empowered and supported with technical advice and support to ensure that the environment is as much a part of their business as food production.
- **The National Park brand to be recognized as a ‘quality mark’ for environmental management and high-quality food production.**
- **NPAs to have a key role as ‘environmental brokers’** – linking buyers (public and private sector) of environmental goods with potential providers (landowners, managers and farmers).
- **A clear and effective regulatory baseline** – that protects the natural beauty and environment of National Parks and statutory rights of access.
- **Public support** – the wider public are aware of, understand and support the role of NPAs, farmers and land managers in the caring for the National Park special qualities and the payment of public funds for public good delivery.



Clean & plentiful water



Clean air



Thriving plants & wildlife



Adaptation/mitigation
of climate change



Reduction/protection
from flooding



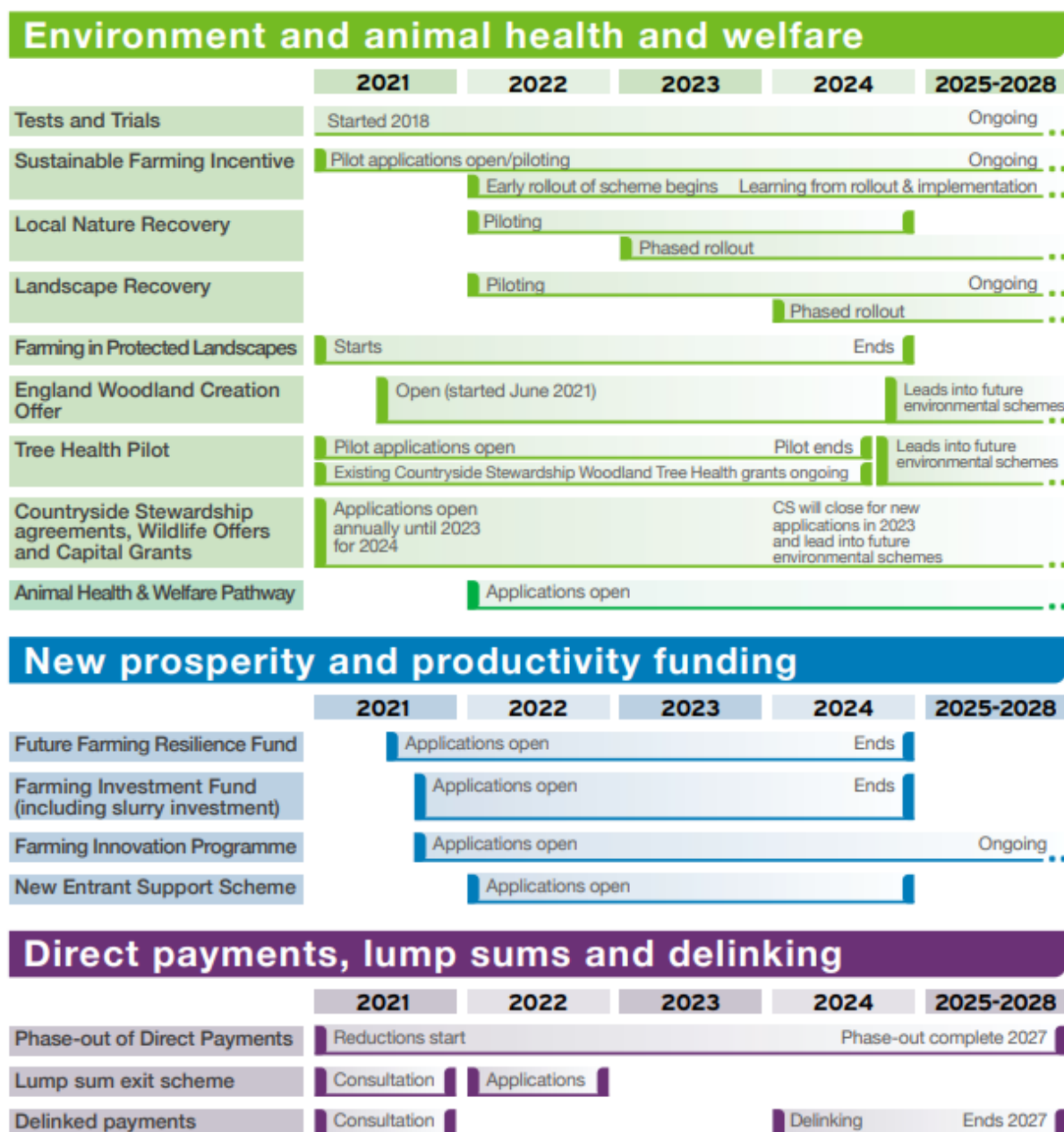
Beauty, heritage, access
& engagement

We will monitor progress against this Plan and undertake a light-touch review each year.

How can you help?

- **Better data and information** – Government departments and agencies to provide NPAs with improved data.
- **Working together** - to support the transition to a new farming system that delivers high quality food, environmental and other benefits and farmers/land managers are empowered to deliver and receive a fair payment for public benefits.
- **Working with government** - to ensure the current level of investment is at least sustained and re-focused on ELMS and that ELMS is clearly integrated with other funding sources and a new regulatory framework.
- **Building support and understanding** – within the farming community, across all stakeholders and amongst the public about the role of farming/land management in managing and enhancing our National Parks.

Appendix 2 Extract from Defra's Farming is Changing leaflet December 2021 showing the range of new schemes coming on stream.



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Background

The Farming in Protected Landscapes programme is a part of Defra's Agricultural Transition Plan which was launched in November 2020. The programme was developed by Defra with the support of Area of Outstanding Natural Beauty (AONB) and National Park staff from across England. It was launched on the 24 June 2021 and will run until the 31st March 2024.

The programme offers funding to farmers and land managers in Areas of Outstanding Natural Beauty (AONB), National Parks and the Broads. It is a programme of projects not an agri-environment scheme. The programme will fund projects that:

- support nature recovery
- mitigate the impacts of climate change
- provide opportunities for people to discover, enjoy and understand the landscape and its cultural heritage
- protect or improve the quality and character of the landscape or place

Peak District update

As soon as year 1 (2021/22) funding was confirmed in late May recruitment for the FiPL staff began but it was not possible to get all the staff in place until the end of October 2021. Authority Farm Advisers have also been supporting the delivery of the programme and will continue to do so during the remaining two years. Despite the challenging timescale and with the support of local contacts and networks such as the local NFU and CLA representatives and farmers and land managers on the Peak District Land Managers Forum Brexit sub-group FIPL was successfully launched locally and began to deliver.

The year 1 project fund budget of circa £1.1 million was the largest allocation of the three-year programme and unfortunately this was not a full year given the launch date and the time needed to recruit staff. Following discussions with Defra the year one project fund allocation was revised down to £475,000 with the balance of £625,000 re-allocated to for years 2 (2022/23) and 3 (2023/24). Despite over committing this revised year one project fund budget by approximately 15% Covid-19, contractor, materials and equipment availability have impacted on project completion dates and the final spend was £440,000. However, given the challenges of the new programme this is considered a success and is a testament to the interest and engagement in the programme by Peak District farmers and land managers and the hard work of the FiPL team.

The FiPL Year 1 Headlines report provided below summaries the project delivery across the four themes in a format that allows comparison across all protected landscapes and a whole-England picture to be assessed as requested by Defra. In addition to these headline statistics there are less tangible programme outcomes which in many cases have more relevance and significance to the individual farm and generally to the future landscape of the National Park. The project team have encouraged farmers to think about FiPL projects in the context of their ambition for their holding or on the wider landscape. A focus on public goods delivery, particularly in relation to nature recovery, climate change mitigation and management and encouraging an enhanced relationship between people and protected landscapes has also been encouraged. Common themes include:

- Infrastructure to support regenerative agriculture with the associated benefits for soil health, carbon storage and sequestration and biodiversity. This has included hedge planting to subdivide bigger grazing units and the establishment of herbal leys, with similar projects in development for year 2 along with the water supply necessary to facilitate grazing.
- A marriage of land for grazing and the establishment of trees in the development of wood pasture landscapes e.g. tree planting within improved grassland swards and along historic field boundaries. One farmer is being supported to develop his proposal for an agro-forestry project (to be funded through the Mersey Forest).
- Ensuring that habitats and/or features are in good condition making them more resilient to climate change whilst also delivering benefits for the natural and cultural heritage of the National Park.
- Enhancing access to or across high quality sites.

Farming in Protected Landscapes

Year 1 Headlines

We've been able to deliver the following by working with a range of partners, such as:

- 65 farmers/land managers plus the National Trust, Wildlife Trusts & Farming Life Centre
- 19 farmers who have not engaged with agri-environment schemes before
- 9 farmers who we have not engaged with before
- 1 new farm cluster created and 1 existing informal cluster supported

Our Local Assessment Panel has met 6 times in the first year of the programme. The Panel includes representatives from;

- Natural England
- National Farmers Union
- Country Land & Business Association
- Environmental Non-Government Organisations
- The Farming Community
- National Park Authority

Our main stakeholders are our farmers and other land managers

44 projects delivering for climate



Including:

- 6 ha of wood- pasture creation and 7ha enhancement
- 1 ha woodland management
- 3.2 ha of land being managed with regenerative farming techniques
- 1 information gathering project to inform regenerative agriculture
- 507 in-field and boundary trees planted
- 1 project to pilot a strategic approach to moorland wildfire prevention and mitigation; with a second project to protect moorland habitats from fire damage

25 projects delivering for people



Including:

- 4 new permissive paths supported accessing features of interest and land supported through FiPL
- 6 projects to make the landscape more inclusive for visitors
- 4 projects to support greater public engagement in land management
- 2 projects delivering farmer-farmer training for environmental land management

68 projects delivering for nature



Photo Credit: Tom Aspinall

Including:

- 2511 metres of hedgerows planted and 996m restored
- 36 ha of positive management on SSSIs
- 106 ha of habitat improvement for biodiversity
- 6 projects delivering enhanced water quality in River Hamps SAC river catchment
- 620m riverbank protected delivering enhanced water and habitat quality, targeted in one location at the protection of a native crayfish refuge
- 13 pond restoration projects for great crested newts



60 projects delivering for place



Including:

- 5 historic structures/features where the restoration project has been initiated
- 10 projects increasing the resilience of nature friendly sustainable farm businesses, through diversification projects or support for the existing business
- 135 meters of dry-stone walling restored
- 3 SHINE features maintained or improved
- 5 archaeology/ecology/bird surveys to inform sustainable nature-friendly farm businesses

Summary

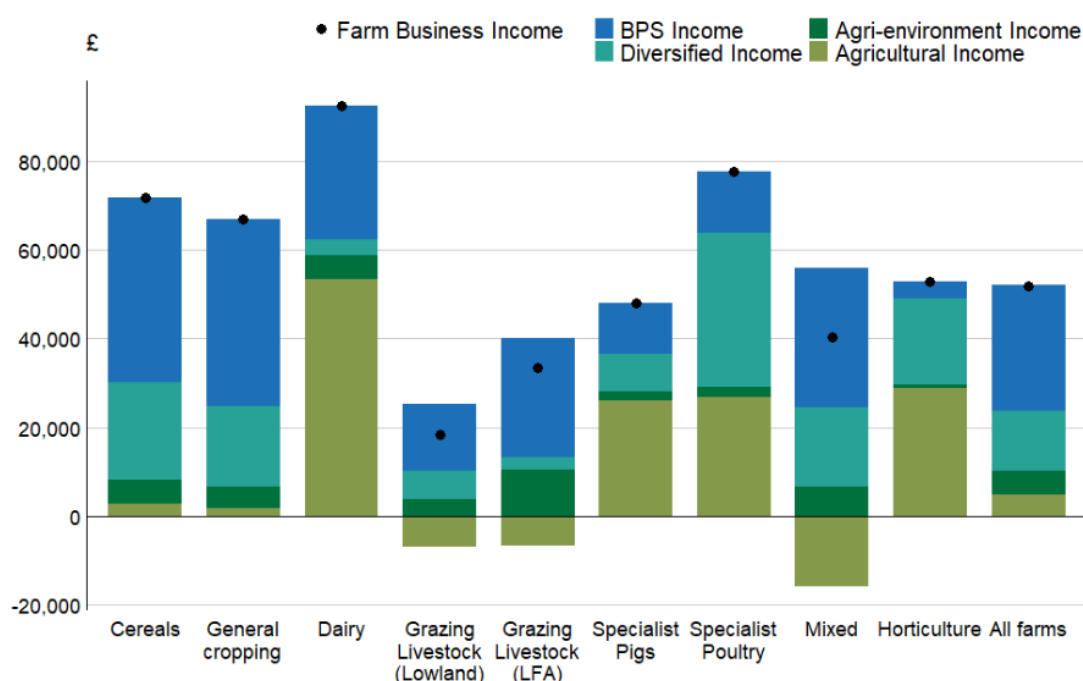
- 
- 72 projects supported
 - 12 projects completed
 - 158.2 ha of land supported
 - 1,793 ha of high-quality moorland and species rich grassland including SSSIs also supported through projects
 - 59 projects in Severely Disadvantaged Areas (SDAs)

Appendix 4 - Breakdown of farm business income for each farm type.

Please note that whilst this data is from English farm businesses the Dairy and Grazing Livestock (LFA) (Less Favoured Areas) farm types are useful comparisons for the types of farms here in the Peak District National Park.

3 Farm Business Income by Cost Centre

Figure 3.1 Cost Centre^(a) breakdown for Farm Business Income^(b) by farm type^(c), 2020/21.



(a) The data shown are the averages across all farms in the sample including those that do not have any income within some of the cost centres. The resulting Farm Business Income is shown by the dot.

(b) Rounded to the nearest hundred.

(c) The sample sizes for specialist pig and poultry farms are relatively small with average incomes subject to greater variation. Individual farms can also have a large influence on the results, for more details see individual farm type commentaries

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6. MOORS FOR THE FUTURE PARTNERSHIP 2022/23 OPERATIONAL PLAN (KM)

1. Purpose of the report

This report puts before Committee the tenth Operational Plan from the Moors for the Future Partnership (MFFP). This plan is for the commitments in the financial year 2022/23 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 2022/23 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 2022/23 Operational Plan the Moors for the Future Partnership has so far raised and committed funds of £3.3m. The value of projects in the pipeline (all approved, subject to contract) is an additional £1.7m. This is supported by £75,000 contribution from this Authority and £25,000 direct core funding from partners (£17,500 in the pipeline), with an anticipated £179,200 (£158,200 secured, £21,000 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 19 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 continuing Covid-19 pandemic, 2021 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 16 projects being delivered at any one time through the Partnership, delivering three objectives outlined in the section below.

During 2022/23, in addition to managing the delivery of our projects, the programme management team, working with partners, have continued to develop our fledgling 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 in place and continuing to develop 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

The programme team will take every opportunity to make the most of communications opportunities in new projects, however, the end of MoorLIFE 2020 will mean that capacity for communications and engagement may be reduced. A Communications Plan for 2022/23 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 scarce 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.

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 2022/23. This will include:

In delivery this financial year will be the Moor 4 Climate project, funded by Defra/NE's Nature for Climate Fund Discovery grant scheme, This project is focused on removing barriers to peatland restoration across MFFP's core working area. This will be a 15 month project from Jan 2022 to April 2023 during which time MFFP will co-produce with our Partners detailed restoration plans for circa 14,000 ha of degraded blanket bog, and bid into the two remaining capital bidding rounds to secure restoration capital under the grant route. These are anticipated in summer 2022 and summer 2023.

Other key projects in capital delivery in 2022/23 include 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.

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 2022/23 and recommends it to the Moors for the Future Partnership's Strategic Management Board

That the Programmes and Resources Committee approves the Moors for the Future Partnership Interim 2022/23 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 2022/23 will be presented to the Programmes and Resources Committee 29th April 2022. 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 February** The draft Operational Plan for the following year will be presented for comments.
- **Programmes and Resources Committee in March**
Final version of Operational Plan put to Committee for approval; Committee then to recommend the final version (after any changes required by Committee) to Moors for the Future Partnership Strategic Management Board.

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

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 2022/23 is currently £3.3m already approved, with a potential £1.7m if the known pipeline projects come to fruition.

Core Funding 2022/23/22

The Authority's core contribution to the Partnership in 2022/23 is £75,000. This will be the first financial year that the PDNPA's core contribution to the MFF Partnership will reduce. 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 £234,070 in the 2022/23 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 April 2022), we are £6,300 away from balancing our core funding for 2022/23. 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 2022/23. 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 2022/23 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.£179k associated with projects (contracted £158,200, pipeline £21,000) 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 2022/23 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 CO².

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, Diversity and Inclusion

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 2022/23

Appendix 2 - MFFP Service Risk Register 2022/23

Appendix 3 - Moors for the Future Business plan 2022/23

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, 21 April 2022

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1 Introduction

This is the annual Operational Plan produced by Moors for the Future Partnership (MFFP). It is the Partnership's strategic approach to our programme of work for the 2022/23 financial year. It covers:

- The contractual commitments of work which we will deliver in 2022/23 - 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 our annual report "A Year in Review" which is the look back at the previous year's activities.

This Plan for 2022/23 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 Tracker, the Programme Progress Log (the work on the books which monitors the delivery of this plan) and the Strategic Business Route Plan (the document giving a future steer for the Partnership's 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 Ofwat Price Review process will guide the investment of our Utility Company partners to 2025 and beyond.

What is 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 2022/23 Activities

The Partnership is now entering its 19th 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 £2.9m.

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 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 Peak District National Park Management Plan, the plans of all our partners and in particular Defra’s 25 Year Environment Plan, the new England Peat Action Plan and the Asset Management Plans of the utility companies (AMP7 which started in 2020 and working towards AMP8 starting in 2025). 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 2022/23 will be to action the advice of our 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. A Programme Progress Log (PPL) on a quarterly basis monitors the progress of delivering this plan. The PPL reports (in support of the Programme Tracker) to the Resource Management meeting of the PDNPA (as the equivalent of the PDNPA Service Plan reports). The various Project Boards of the individual projects then deliver the main actions of the PPL. The Strategic Management Board 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 Strategic Business Route Map. Items coming to fruition through this Route Map 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 Map 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 2022/23

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 still 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 programme team will continue to engage with consultations on new policy and bidding into new funding such as the initial success into the Nature for Climate Fund and emerging opportunities in natural capital funding from major business.

The Government's 25 Year Environment Plan remains a major delivery driver now supported by the recently launched Peatland Action Plan. Following the high visibility and support for the conservation of

peat at COP26 there is this year great opportunity to build on support and develop business. The recent success with bidding the Esmée Fairbairn also brings business development support to approach CSR and public giving support with a dedicated officer. The Future Farming support is becoming clearer and the Government response to the review of protected landscapes is now published. The Flood and Coastal Erosion Risk Management Strategy is giving more priority to natural solutions to assist with the increasing flood risk to the communities surrounding the Partnerships working area. This is a major driver for us. This will all add up to a very busy year, bringing existing projects to a close, in particular MoorLIFE 2020, the biggest ever conservation grant given to the UK by the EU LIFE programme. The year ahead 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 have done in creating 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 of previous EU Species and Habitats Directive, supporting a nationally and internationally important assemblage of wildlife has been well transferred and embedded in UK policy by COP26. With the recovery of nature a priority, peatland is a priority for the UK in addition to 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. It is now well understood that the cost of inaction on these priorities, 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.

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 that 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 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.

4 This Year's Activity – 2022/23

Ongoing projects

MoorLIFE 2020

During the EU LIFE Mission to the project in Oct 2021, the project was invited to apply for an extension to the project to 30th September 2022. The project submitted an extension request in Mid-December and received approval for the extension in early 2022 from the EU LIFE Programme. The extension focused is on the Science deliverables and continuing to deliver the Bogtastic experience.

The project achieved all of the conservation and land management deliverables and KPIs by December 2021. The project are currently capturing the GIS records of this restoration work ready for the project's Final Report due to be delivered by 31st December 2022.

The science reporting for the project is progressing as the teams are finalising the trajectory reports from the field labs and the earth observation reports. Final data collection from the project happened in August 2021 and the teams are conducting the analysis and completion of the findings for inclusion into the Final MoorLIFE 2020 Report.

The project communications team is producing the Laymans Report and helping finalise the project report deliverables. The team are also finalising this year's Bogtastic Van season, this additional season will continue raising 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 during of the 2022 wildfire season. 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.

Moor For Climate: Nature for Climate Discovery Project

MFFPs Discovery project under the **Nature for Climate Peatland Grant Scheme (NCPGS)** started in January 2022 and which will be ongoing until April 2023.

This project is focused on removing barriers to peatland restoration across MFFP's core working area. This will be a 15 month project from Jan 2022 to April 2023 during which time MFFP will co-produce with our Partners detailed restoration plans for circa 14,000 ha of degraded blanket bog, and bid into the two remaining capital bidding rounds to secure restoration capital under the grant route. These are anticipated in summer 2022 and summer 2023.

This project will see the MFFP team co-ordinating with and collaborating over forward restoration plans and bidding with key Partners and stakeholders across 18 water body catchments. This with a view to strategically securing capital funding through the grant route up to 2025 with a view to optimising the amount of priority restoration we can achieve through the grant route.

The Discovery project is revenue only and does not involve any capital works. The project aim is to address the barriers to restoration that have been identified in relation to the areas included within the bid.

The geographical areas included within the bid were scoped into the project during the bidding period in summer 2021, when all MFFP's partners were invited to input on their restoration priorities, and where there is also firm opportunities for match funding. The bidding work was also fully co-ordinated with our Partners across the Great North Bog (GNB).

The restoration planning work and bidding on this project will be ongoing throughout 22/23, and if MFFP is successful with a planned capital bidding into the next round (summer 2022), this could see the first capital work to come from this grant route potentially entering delivery in autumn/winter 22/23. We also have firm plans for bidding into the spring summer 2023 capital bidding round for capital works to commence from winter 2023. All potential restoration work that may be awarded in the future will have until 2025 to complete from their start date.

The project provides MFFP with the remit and opportunity to remain in a central convening and delivery role for the Partnership up to 2025 and beyond, and is a strategically valuable project enabling vital planning work across our core working area and Partner base to address restoration priorities at a landscape scale.

Overland Flow Monitoring project (RSPB/UU)

Following RSPB and United Utilities (UU) successful capital grant award under the **Nature for Climate Peatland Grant Scheme (NCPGS)** for a Restoration Grant on Dovestones, MFFP have been engaged to deliver the monitoring element of this project evidencing the impacts of restoration in addressing the issue of overland flow as linked to the degraded hydrology of the peatlands.

This topic is highly relevant to gaining further insight into moving the sites (and by extension the regions) peatlands towards favourable condition. This project provides the opportunity to gather robust data on the subject evidencing the impacts of planned restoration interventions that will be valuable in informing future decision making about applying restoration techniques and approaches.

This project was bid for in 2021 by the RSPB and UU independently of MFFP partnership's wider bidding to the Discovery Grant. MFFP involvement commenced in Q4 of 2021/22. The work of the project will be ongoing until January 2025.

This project will deliver a science-based rationale for installing bunds on parts of the site, and designing and delivering a monitoring programme for these bunds. The project will help to build the evidence base behind bunding as a restoration technique. This project seeks to improve our knowledge of the benefits and impacts of bunding on blanket bog habitats. This will provide data which is critical to enhance our understanding of bunding as a restoration technique.

The deliverables will be:

- Literature review
- Design overland flow demo trial
- Monitor overland flow demo trial

- Design full trial and bunding works
- Surveying and identifying mini catchments
- Design for full trial and bunding works
- Installation/monitoring of full trial
- Analysis of data and final report

MFFP has a respected position among the community of peatland practitioners throughout the South Pennines and beyond, taking a leading role in development and delivery of research to inform and support peatland restoration techniques and approaches. This project offers an opportunity to support partners in delivery of a project while building our understanding and experience of a growing restoration technique.

Bunding is increasingly being seen as potentially valuable solution to degraded peatlands, in the case of this project primarily for Natural Flood Management benefits, but also across wider benefits (re-wetting, biodiversity, facilitating conditions for moorland species to grow, water quality etc). Building the evidence base for bunding is crucial both in maximising the benefits delivered using this technique, but also understanding risks and implications for the landscape.

Bunding specifically targets the restoration of the acrotelm, an element which is highly degraded on Dovestone due to a long history of industrial pollution, erosion, and wildfire. Bunding also offers potential to reduce wildfire risk, diversify dominating vegetation such as *Molinia*, and improve growing conditions for native bog species, improving biodiversity in these locations.

Delivering research work for partners is part of the core working of MFFP, and therefore strategically fits well in the Partnership's Research and Monitoring Programme.

Private Lands Portfolio (PLP)

Overview

By autumn 2019 the Partnership's delivery of Higher-Level Stewardship (HLS) funded capital works had functionally come to completion. As a result of focused engagement between NE and land managers with MFFP in support, two HLS projects were able to secure short extensions from RPA in financial year 2021/22 to allow outstanding capital items to be delivered, having up to that point been both on hold pending NE and agreement holders agreeing forward plans and/or RPA confirming the funds in place. These works were subsequently delivered by MFFP for and on behalf of the relevant agreement holders. This included one HLS site where hydrological restoration (gully blocking) and sphagnum planting was yet to be delivered and a second site, which included urgent bare peat restoration. The outstanding works on both projects were successfully completed on site by the end of the 21/22 financial year.

Cost Recovery

The only other remaining activity beyond the end of the 2021/22 financial year on this project is to complete the cost and income recovery for the portfolio. This will include submitting the PDNPA's claims for the capital works delivered in 2021/22 to RPA for payment, and recovery of the corresponding VAT owing following the capital expenditure in year. The VAT will be claimed by the HLS agreement holders from HMRC as per the established protocol on this project and thereafter repaid to the PDNPA. MFFP

will also invoice HLS agreement holders directly for the management costs associated with the delivery which the HLS agreement holders will claim back from RPA, again as per the established protocol.

In addition to the recovery of costs on the project from the 2021/22 financial year MFFP will also complete the recovery of one remaining long term outstanding debt with a HLS agreement holder as linked to PLP capital works delivery. The recovery of this outstanding debit was re-baselined in 2019/20 and cost recovery plans were formalised through the PDNPA Legal Services. Outstanding cost repayments have been ongoing throughout the 2021/22 financial year and we are now on track to have fully recovered all outstanding debits within the 2022/23 financial year.

Upon completion of our income/debit recovery work in 2022/23 (as highlighted) this project will be closed-out and no further capital work is anticipated for delivery on this project. This has been a long lived and successful project through which a great deal of vital restoration has been delivered working in partnership with NE and a large number of HLS agreement holders.

Future opportunities to achieve peatland conservation through Agri-Env Schemes

During 2020 and 2021 MFFP had as highlighted in our previous Operational Plan, been engaged with investigating the potential with our Partners for further restoration opportunities through Agri-Env schemes, particularly in relation to Country-side Stewardship (CS). MFFP produced a number of PA2 feasibility studies to assist NE and agreement holders to establish new CS agreements, but since that time we have not become aware of any of these being made live, and we have no plans as at the time of writing for piloting the delivery of capital works through CS.

In 2020/21 MFFP also contributed to Defra consultations on the incoming new scheme (ELMS) which will shortly replace CS. This scheme is yet to start, and the Partnership will remain open to, and proactive around working with Partners to assess any forward opportunities for undertaking peatland restoration with the landowning and managing community through this scheme once established.

Conceptually this could involve a future successor project to the PLP based around delivering restoration through ELMS. Within this MFFP would also seek to develop synergies with emerging opportunities for working with Natural Capital based financing for peatland restoration that MFFP are working on currently through our Moor Green Investment Project. This would potentially open the opportunity for dovetailing public and private funding around payments for ecosystem services (public goods), a topic which is to be a firm focus within ELMS.

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 2022/23 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 and analysed into 2022. 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 has been ongoing throughout 2021/22. As at the time of writing a number of academic papers are going through the peer review process in which MFFP have recognition/co-authorship. As further analysis of the experiments continues in 2022/23 further academic papers evidencing the NFM benefits of the hydrological restoration of degraded peatlands are expected.

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

The project ensures the continuation of long-term monitoring in the River Etherow catchment. Since 2016, this monitoring has been funded through a partnership initiative proposed and delivered by MFFP and funded by Yorkshire Water, Severn Trent Water and United Utilities.

In 2022/23, MFFP will continue to deliver the ongoing ammonia sample collection at NE LTMN site (Upper North Grain); ongoing rain sample collection at Precip-Net site (Woodhead); ongoing river sample collection (near Woodhead Tunnels).

MFFP will continue to sub-contract the chemical analysis of the Etherow River sample to the Centre for Ecology and Hydrology (CEH), who have managed the site and analysed samples previously collected from the site; therefore ensuring consistency in data quality from the site. CEH will also provide a report including the provision of full water chemistry dataset and graphical representation of full time series by the end of July 2022 in respect of data collected for the 12 month period ending the first week of March 2022.

The cost of analysing the PrecipNet samples will be covered by the Environment Agency (EA).

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 bid for, and were successful in being awarded a grant from Esmée Fairbairn Foundation, Defra and the Environment Agency in 2020 for a development project to enable an opportunity to establish a Natural Capital based investment scheme for restoring a degraded peatland. This funding is enabling 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 started in 2020 later than planned as a result of the impacts of the pandemic on our ability to meet with and work closely with our Partners. This work is continuing into the 2022/23 financial year and making positive progress.

This is an innovative project that is future facing in its aim to unlock sources of private finance to extend and accelerate peatland restoration as a much needed supplement to traditional grant funding. This is urgently required in the face of the climate emergency, and there are strong opportunities being investigated against a back-drop of growing public, corporate and government recognition of the key role healthy peatlands must play in reducing global CO2e emissions. The project is contributing 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.

Since the project was launched in October 2020 Triodos Bank were appointed as the project financial consultants, and we have worked collaboratively with our Partners to identify an optimum test case site to develop a pilot proposal at the 'Site-scale' level. As we move in 2022 we have identified a viable test case site with firm opportunities for revenue potentials from a suite of stackable ecosystem services. Our engagement with potential buyers of these services will remain ongoing in 2022/23 as we work together to develop the financial underpinning and governance of the place based scheme we've collectively identified as a potential pilot project.

As at the time of writing we are approaching an advanced stage in our negotiations and work to develop a proposal that is investable with viable revenues, and as such we have secured a time only extension into the 2022/23 financial year to enable enough time for MFFP and our Partners to work through all the complexities involved (iterative) with our proposed investment model.

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

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. In Sept 2021 an increase of the project spend up to £7.5 million was approved by Authority, 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 framework agreement in two areas of their organisation, the owned SSSIs and the non-owned catchment. MFFP has produced detailed peatland restoration plans for Yorkshire Water's owned SSSI sites. These plans have identified restoration works for the sites to be delivered under the AMP7 programme. These works are expected to start in 2022/23.

For the non-owned catchment, detailed restoration plans have been created for three of the eight catchments in 2021/22, three will be created in 2022/23 and two in 2023/24. Works delivery has commenced in 2021/22 and will continue to 2024.

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 worked with EA Communities at Risk and pluvial Flow GIS data sets to identify areas for future NFM projects. The project delivered NFM Opportunity Mapping Reports for the East Midlands, the Upper Don and the Greater Manchester areas in December 2021. 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. A workshop with the EA to look at the prioritisation of Accelerated Flood Funding has been scheduled for end of February. The first part delivery of the Accelerated Flood Funding work is due to be completed with a gully blocking project on the North Lees Estate. The North Lees priority was identified and agreed after recommendations made in the East Midlands Report.

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 is developing 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.

The project will specifically collate information and map the condition of blanket bog in Calderdale according to Natural England's 6 States of Blanket Bog. Further to this, the likely wildfire severity will also be assessed, (i.e. how severe will a wildfire be), and site specific recommendations will be proposed to mitigate future instances and severity of wildfires in the landscape. These will include the consideration of water resources, means of access, and habitat management including rewetting opportunities.

The first stage includes: Confirmation of methodologies for assessing blanket bog condition and likely wildfire severity, including consultation with Calderdale FRS, Natural England, and academia. This will be

followed by engagement with the landowning and managing community and identification of permissible survey areas.

The second stage includes: Carrying out surveys (desk-based initially followed by ground-truthing – pending permissions).

The output will be a map indicating wildfire severity risk, similar to a heat-map, and a Blanket Bog Condition map. The maps will be supported by a written report submitted in November 2022.

The Great North Bog: Phase 2

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 km² 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.

Following successful completion of Phase 1 funded by the EA and DEFRA in setting up the governance structure, a communications and funding strategy, and GNB mapping and ecosystem services review, the project will move into Phase 2. The second Phase has been initially funded by the Esme Fairbairn Foundation, supporting much needed staff time to continue to develop and take the GNB into delivery Phase.

Phase 2 includes at the local level: CSR and Giving 1 fte for 2 years. A post to create a self-sustaining resource, tools and processes to engage with the charity sector and the Corporate Social Responsibility

(CSR) opportunities from the dense population and industry surrounding the Moors for the Future Partnership (MFFP) working area. This is in addition to MFFP work elsewhere to look into natural capital investment which Esmee are already involved in. The CSR and public giving opportunities should be significant at the southern end of the GNB due to the population density and the industrial activity of the Northern Powerhouse on the doorstep. MFFP currently do not have the skills or facility to engage with this adequately and as such a significant financial sustainability opportunity is being missed. This would also include a lot of engagement to reduce our risks and build financial support, and support the community end of science, which we have proved works well in this area with good public accessibility to blanket bogs on the doorstep. This will also build a more organised approach to working with the academic institutions. This would bridge a gap in current capacity to properly capitalise on the growing interest to invest in peatland restoration from the public. It would provide clear shovel ready project/s for business, and would be expected to be self-sustainable within 12 -24 months. The Esmee funding will deliver on a stand-alone project if necessary, however our optimum aim is to use the Esmee funding and additional funds being bid for to Highways England to bring together a large National Lottery Heritage Fund project which will support and extend the outline of the project described here.

Phase 2 includes at the local level: Project Development 1 fte for 5 years. Resource to develop new shovel ready project initiatives and funding for peatland restoration, research and public. These would target public and private funding initiatives over the next five years. It is currently almost impossible to fund business development within our public sector configuration and this would, in league with the resource above, create both projects ready to go, and funding all or match fund their delivery in a sustainable way. Part of this role will be bringing funding opportunities into a cohesive programme.

Phase 2 includes at the GNB level: Programme Administrator - 0.5 fte for 2 years. Part time post to support GNB Administration in order to make the GNB Exec Board and operational communications function well.

Helping Hands for Nature - Great North Bog

This project will involve sphagnum planting on a peatland site in the Peak District or South Pennines area of the Great North Bog (GNB), and provide opportunity for Worley employees to participate on two '*sphagnum planting & skills sharing volunteering days*'.

Worley employees as volunteers will have opportunity to help undertake hand planting of sphagnum moss plug plants on degraded peatlands, alongside employees from MFFP including Conservation Works Officers, Science and Monitoring, Youth Engagement and Communications & Engagement Officers. This will provide opportunity for MFFP employees to share their knowledge about the importance of peatlands and MFFP restoration work, whilst Worley employees as volunteers can share their professional knowledge and expertise. This will allow synergies to be drawn between the two organisations and help identify a potential productive working relationship that could be harnessed for future works within the wider GNB, and develop scope for future Worley Foundation projects. This may include, for example, aspects of project management, data science & management, hydrological modelling or Environmental, Social, Health Impact Assessment (ESHIA).

Worley employees as volunteers can help make a difference to an area of peatland within the Great North Bog.

The practical conservation activity will be meaningful and tangible, delivering results on the day and providing a sense of achievement and a real contribution in making a difference on the ground; by hand

planting sphagnum moss, volunteers will help rewet the moors and improve blanket bog. The area of blanket bog enhanced on a volunteer day, by each individual volunteer, through their planting of sphagnum moss, could make a direct contribution of up to 0.25ha per day!

The volunteers will also benefit from engagement with MFFP employees sharing their knowledge about the importance of peatlands and the restoration work we do, which will give greater insight and build understanding into practical conservation of peatlands to help mitigate against climate change. Importantly, this project will provide a networking opportunity for further developing synergies between MFFP and Worley, and identifying additional opportunities for skilled volunteering as part of the Great North Bog initiative, and development of such opportunities into future Worley Foundation project submissions.

The Worley volunteers may also benefit from being in the great outdoors and being close to nature. There is increasing evidence that a connection to nature improves wellbeing. Helping Hands for Nature - Great North Bog allows people to experience the benefits of being in nature within a vast landscape, planting sphagnum moss, a fundamental component of blanket bogs, absorbing carbon as it grows.

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.

Environment Agency: Accelerated Flood Funding 2022- 24

As highlighted earlier in the document under the NFM Opportunity Mapping Project, the purpose of this project is to prioritise EA funding available through the Accelerated Flood Funding Route up to 2024

towards peatland restoration within areas of East Mids, GMC and Yorkshire. This restoration will be targeted on degraded peatlands where restoration will have a benefit to communities at risk of flooding, where they do not qualify for a traditional flood defence schemes through the EA Flood Defence Grant in Aid (FDGiA).

By the end of the 2021/22 financial year MFFP will have completed an initial restoration scheme on North Lees under this funding route, and completed all our Opportunity Mapping work and identified those schemes to be taken forward for delivery in 22/23 and 23/24. MFFP will be assisting the EA with the development of business cases for restoration project to be taken forward early in the 2022/23 financial year with a view to establishing a portfolio of EA funded restoration that will commence from Autumn 2022. This portfolio is anticipated to comprise a number of restoration locations across all three EA regions where our analysis has identified NFM relevant peatland restoration needs, and will work with a budget of up to circa £850k up to 2024 for capital works and management costs.

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.

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 2022/23 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 2022/23:

- 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.

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

Research Collaborations

Through 2022/23 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 for Climate Project, River Etherow Monitoring, Great North Bog Phase 2, and the Private Lands Portfolio. We will also produce quarterly reports for the Environment Agency, PDNPA and other partners according to commitments.

Communications

The programme team will take every opportunity to make the most of communications opportunities in new projects, however, the end of MoorLIFE 2020 will mean that capacity for communications and engagement may be reduced. A Communications Plan for 2022/23 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 scarce 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 - 2022/23

Table 1: Core Funding 2022/23

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
Operational Partners			
PDNPA	75,000	20,000	95,000
Core funding partners	25,00	0	35,000
Sub total	100,000	20,000	130,000
Project Partners			
Multiple partners	0	138,200	138,200
Total	100,000	158,200	268,200

Pipeline	Core funding £	Core funding from projects £	Total core funding £
Operational Partners			
National Trust	10,000	0	10,000
RSPB	7,500	0	7,500
Project Partners			
Environment Agency – Accelerated Flood Funding	0	5,000	5,000
BMC Climate Project	0	7,000	7,000
Nature for Climate Restoration Grant	0	3,400	3,400
RSPB/UU Monitoring (Phase2)	0	1,500	1,500
GNB England Peat Map	0	4,100	4,100
Pipeline total	17,500	21,000	38,500
TOTAL	117,500	179,200	296,700

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 fte) where required. This amount includes a small amount for costs not directly funded by projects (e.g. business development, partnership visits, and advocacy). Currently (April 2022) we are £6,300 away from balancing our core funding for 2022/23. This is in common with the start of previous financial years.

Table 2: Project Funding 2022/23

Projects contracted/approved	ARP/P&R minute Reference	Anticipated gross expenditure of project work 2022/23 (£)	Funders
MoorLIFE 2020	38/15	299,450	PDNPA, EU LIFE, STW, UU, YWS, NT, PP, RSPB
Nature for Climate Fund (note the max £ between 2021/22 – 2025/26, details below)	30/21	[8,000,000]	NE
• Moor 4 Climate (Discovery Grant)		872,056	
• Bidding support for staff costs		28,814	PDNPA underspend
River Etherow Monitoring	RMT 46/16	13,814	STW, UU, YWS
Favourable Condition Project		7,919	YW, NE
Moor Resilience (note this max between 2020-25) details below:	17/20	[1,000,000]	Various
• Calderdale Blanket Bog Condition Assessment		37,155	Calderdale Council
Moor Green Investment	RMM 12/19	32,203	Esmée Fairbairn, Triodos Bank, Defra, EA
Moor Water: AMP7 Works Delivery 2020-24 (note this max between 20/21-24/25 details below)	16/20, 65/21	[7,500,000]	STW, YWS, UU
• Severn Trent Water		200,000	STW
• Yorkshire Water		1,589,246	YW
The Great North Bog (note this max between 20/21 – 25/26, details below)	65/20	[1,200,000]	Various
• Peatland Partners Resilience Fund		153,808	Esmee Fairbairn Foundation
• Helping Hands for Nature		20,000	Worley Foundation
Monitoring the impact of Nature for Climate (RSPB & UU)	50/30	19,626	RSPB, UU
The Green House Gas Project	n/a	2,601	University of Manchester
MFFP Research & Monitoring Legacy	n/a	21,250	PD Foundation
Sub Total		3,297,942	
Pipeline – approved, subject to contract			
Moor Green Futures: Development Phase	72/21	75,000	National Lottery Heritage Fund
EA Accelerated Flood Funding	tbc	520,861	EA
Nature for Climate – Peatland Restoration Grant	30/21	[8,000,000]	NE

(note the max £ between 2021/22 – 2025/26, details below)			
• Restoration Grant 1		1,000,000	
Natural England Peat Map	tbc	44,090	NE
RSPB/UU N4C Monitoring (Phase 2)	tbc	18,228	RSPB
BMC Climate Project		35,000	Donations
Peak District Foundation		20,000	Donations
Sub Total		1,713,179	
Total (Projects Approved and Pipeline)		5,011,121	

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 – Vacant

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 2022/23

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 2022/23 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 £268,200k with an additional £38,500 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 2022/23.

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.

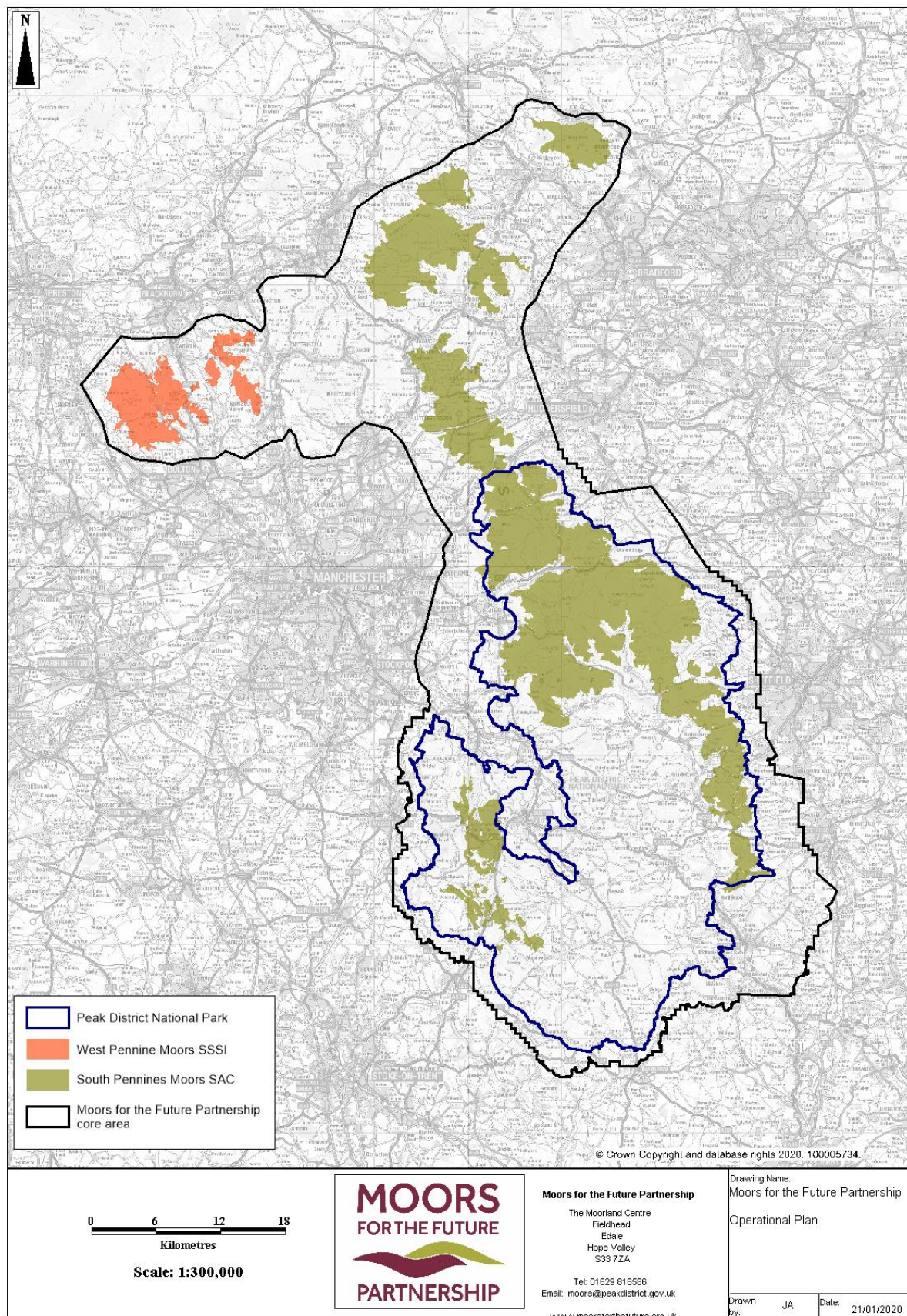
7 Monitoring This Operational Plan

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 is monitored by the MFFP Programme Tracker, currently presented monthly to the Resource Management 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.

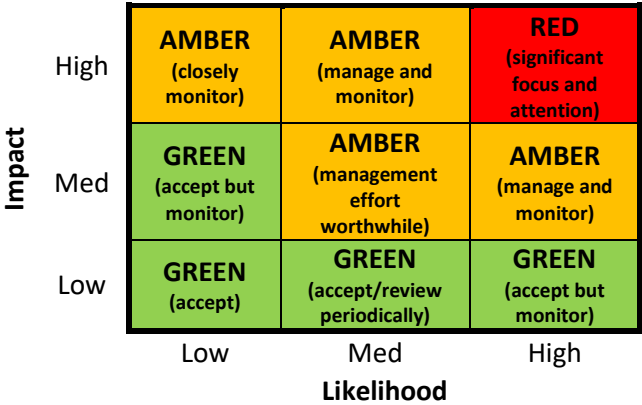
We update our funding approval records on a monthly basis to take account of the need of probity of the approvals processes of our accountable body, the Peak District National Park Authority.

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



2022/23 Service Risk Register for Moors for the Future Partnership



Corp. Obj.	Risk Description	Existing controls	Risk rating before mitigation L x I	Additional mitigating action (add to service plan)	Risk rating with mitigating action L x I (expressed as Red, Amber, Green)					Time frame of action	Lead officer	How monitor/ Indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4				
Which corporate strategy outcome this relates to	A risk should be expressed as: If (x were to happen)..... then (the consequence would be) or “failure to”	Actions currently taken or controls we have in place that mitigate the risk e.g. standing orders	This should take into account existing controls	If the rating BEFORE mitigation is green, then no further action is essential. Otherwise, complete what actions you intend to take	The risk level taking into account the mitigating action you are proposing					To complete the mitigating action (s)		Monitoring you intend to use to ensure the action is completed	Against mitigating action and source of assurance To be completed prior to ¼ly meetings
Strategic Risks – (impact on legal entity of Moors for the Future Partnership PDNPA)													
Sustainable landscape that is conserved & enhanced	<p>Core funding for MFFP - £6,300 deficit going into 2022/23, including £75k contribution from PDNPA. Reduced income leading to insufficient funding for core team and loss of key personnel.</p> <p>Adverse impact on Corporate Strategy. Unable to deliver key elements of the National Park Management Plan.</p> <p>Longer term risk – future financing from all partners</p>	<p>Partial funding of core team. Core contributions secured via projects where ever possible.</p> <p>Reduce hours/redundancy of core team.</p>	<p>High Likelihood High impact</p>	<p>High level advocacy by PDNPA Management Team with Partners.</p> <p>Identify Funding opportunities which support the partnership infrastructure with bidding supported as appropriate. Financial contingency in place for redundancy.</p> <p>Monitoring of core income with CFO through MFFP Programme Tracker</p>	R					<p>Q1 Core income monitoring added to MFFP Programme Tracker</p> <p>Monitored on a monthly and quarterly basis</p>	<p>Head of Moors for the Future Partnersh ip</p>	<p>Core budget monitored monthly and reported to the CFO quarterly</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				
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.	A					September 2022	Head of Moors for the Future Partnersh ip	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.	G					On going	Head of Moors for the Future Partnersh ip	Identify funding opportunities and resource to support business development.	
Sustainable landscape that is conserved & enhanced	Health & Safety incident in MFFP programme - or elsewhere in the NPA. Impact on individuals. Reputational risk Future funding and grants adversely affected	Appropriately trained staff. Effective Health and Safety monitoring controls.	Low Likelihood High Impact	Actively participating in NP H&S Working Group. (MFFP) H&S Task & Finish group active.	A					On going	Head of Moors for the Future Partnersh ip	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	G					On going	Head of Moors for the Future Partnersh ip	Media reporting monitored daily.	

Corp. Obj.	Risk Description	Existing controls	Risk rating before mitigation L x I	Additional mitigating action (add to service plan)	Risk rating with mitigating action L x I (expressed as Red, Amber, Green)					Time frame of action	Lead officer	How monitor/ Indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4				
Programme risks – risks to delivering programme of projects across the partnership													
Sustainable landscape that is conserved & enhanced	Failure to maintain core income leading to loss of key personnel. Programme management affected. Reduced bidding for future work and funding. Failure to obtain future project funding. Loss of experienced project delivery teams.	Funding opportunities for core requirements and business development identified and followed up as appropriate.	High Likelihood High Impact	Identification of core cost recovering from projects Conversations continue to be held with individual partners regards contributions in 2022/23 Partners to a more take active role in securing core funding. Robust time management to avoid providing unfunded advice.	A					September 2022	MFFP Programme team	Core budget monitored monthly and reported to NPA quarterly.	
	Failure to engage partners. Current and future projects impacted. Programme management and delivery impacted.	Key role and objective of Head of Moors for the Future Partnership role. Robust Action Plan; active engagement, communication and awareness raising.	Medium Likelihood High Impact	Advocacy plan including new partner development in place Business Development role if funding allows	A					March 2023	MFFP Programme team	Quarterly Programme Progress Log. Monitoring via project management triple constraints	
	Insufficient staff capacity leading to long term staff sickness. Staff overworking. Programme management and delivery affected.	Monitor workload/ resource planning. Robust health and safety practices at work. Staff trained and appropriate skills in place.	Low Likelihood Medium Impact	Moor Business Project will enhance succession and resource management planning. Visualisation of commitments expressed through MFFP Programme Tracker	G					On going	MFFP Programme team	Staff working time monitored. Monthly staff updates.	
	Poor project delivery leading to; Reputational risk.	Project management toolkit in place. Quality assurance on delivery via Project toolkit (triple constraints)	Low likelihood Medium Impact	Toolkit, monitoring, reporting, review Special sign off arrangements in place with contractors to manage this process in light of government restrictions.	G					On going	MFFP Programme team	Weekly status updates. Monthly updates with Project Managers. Quarterly operational plan reporting.	

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	



22/23

Interim Business Plan

January 2022

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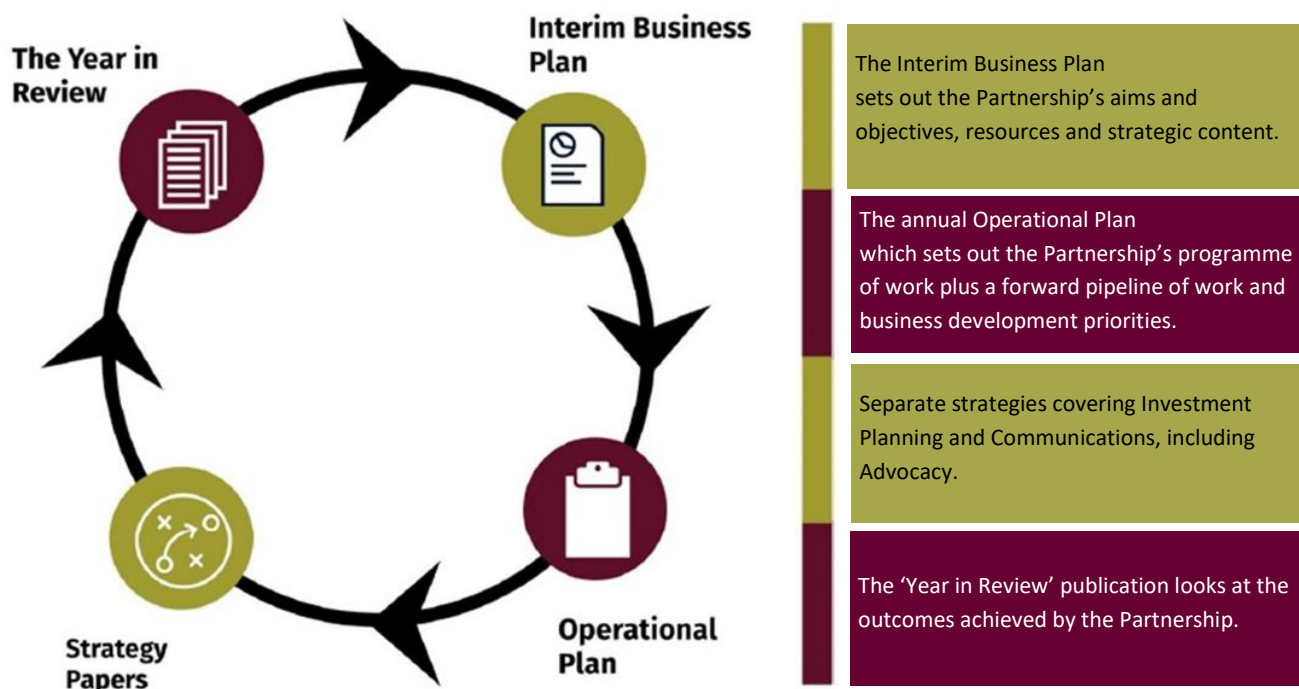
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INTRODUCTION

This Interim Business Plan has been rolled over from last year at a time of significant volatility across the partnerships funding, from both new but uncertain opportunities and other projects and funding coming to an end. We will produce a longer-term business plan out to 2025 when the funding landscape has greater clarity, 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, facilitating the development of the Partnership over this period, increasing our resilience at a time of change for many of the partners and stakeholders involved.

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

Key Partnership Documents



The long-term vision which guides the work of the Partnership includes the National Park Management Plan, Defra's 25 Year Environment Plan, the England Peatland action plan, the 2024 Price Review process which guides the investment of Utility Company partners to 2030, and many 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. The work of the Partnership to date has been influenced by EU funding and regulatory guidance. Change is still taking place to steer new crucial policy on known risks to the environment and its services to people, especially after the world of peat took a central position at COP26 and is now occupying a much greater position at the heart of the climate debate.

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 40 square kilometres of black degraded peat in the Peak District National Park and South Pennines over this 19-year period, making best use of some £45 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, concerning not only 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. This has increased dramatically since Cop26 and we urgently need to take advantage of this.

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.

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



CURRENT CONTEXT

Global and UK Context

As highlighted in the introduction, UK conservation is still in a period of transition as it has left the EU, this change and interest has been magnified by the now pressing and critical focus on climate change with public expectations frequently beyond the capabilities of organisations delivering these expectations. There is still much new policy detail still to emerge in the same period that the partnership is trying to build back a solid business footing as previous projects and funding ends.

What is certain at a global level, as reported by the UN, and UK Met Office, is that the impact of climate change is happening now, and faster than predicted. Recent years have been the warmest on record and as this is been written we have just had the warmest January day since records began. Extreme weather events continue to hit populations worldwide and what has been clear for some time is that natural habitats that are not in healthy condition are at much greater risk, we still have the most degraded Blanket Bog landscape in Europe in the South Pennines SAC. The urgency to restore blanket bog function across this landscape is a race against climate change. We cannot afford to lose this with the increasing threat of wildfires and degrading drinking water quality, to pick just two important examples amongst many. 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 was largely supported at Cop26 but means that CO₂ 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.

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. 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. This is promoting a new context for financing peatland restoration through the offsetting market (currently voluntary) these are currently in their infancy but are likely to provide a new source of finance in the near future.

- 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 was launched at COP26 with the overall aim of improving the condition of the peatlands, cutting carbon emissions and delivering wider environmental benefits.
- The Government has invested in the nature for Climate Fund of which 50m is set aside for the Peatland Capital Grant Scheme which the partnership have successfully won a grant which is likely to be the first of three to four bids to 2023.
- The introduction of new Agriculture support rewarded with public money for "public goods" – better air and water quality, higher animal welfare standards, nature recovery, improved access to the countryside or measures to reduce flooding. Maximising the potential of the land for food production and for delivering public goods.
- The Flood and Coastal Erosion Risk Management Strategy (FCERM) is now shaping the opportunities for natural flood risk management and features nature-based solutions.

- The newly formed Great North Bog, a coalition of 6 partnerships including MFFP, an initiative introduced by the Head of MFFP over 3 years ago, now has an executive Board and was showcased at COP26. This will be a powerful advocacy opportunity for the upland peat community across the North of England in the coming years.

Local Context

The view remains that a partnership approach is 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. 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.

The Partnership will continue to use its influence to input to future UK environmental policy development through contributing to a range of policy initiatives and consultations. The Partnership has developed specialist expertise in gathering evidence and monitoring to provide better understanding of the uplands landscape, particularly as these Moorlands with close connection to large urban populations, 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 and the newly formed South Pennines Park. Delivering major government initiatives such as the Nature for Climate fund with Natural England and the Environment Programme and Flood Defence Grant in Aid with the Environment agency. Delivering AMP7 & 8 work with the three water companies. The Partnership collectively 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.

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 across the Dark Peak and South Pennine Park, delivering practical work on the ground. We work closely with landowners 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.

It should be noted that two adjacent City Regions with a combined population of over 5 million inhabitants sit immediately on the borders of the Partnership – Greater Manchester and Sheffield. As indicated earlier, the upland landscape needs to be in the best ecological condition possible to withstand the impact of the changing climate – as evidenced through the moorland fires and drought conditions, particularly promoted by frequent drier spring conditions likely because of climate change.

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 Board Member Partners include the PDNPA who currently provide the Chair who is a PDNPA member. An NFU regional chair who represents the farming community, a Heather Trust senior officer or board member who represents the moorland owning community, Representation from the three Utility Companies (YWS, UU, STW) Environment Agency, National Trust, RSPB, South Pennines Park, British Mountaineering Council and Climate Finance representing the finance and business community. All support the Partnership through a funding contribution towards core costs. In addition, Natural England and Environment Agency act as regulatory advisors. 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 programme team lead on business development. It is planned to invest further in dedicated resource for this during the period of this Interim Business Plan with funding from Esme Fairbairn Foundation.

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 or project board, 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 we are 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

The partnership formed its new Strategic management Board during 2021. 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 (yet to be delivered) putting in place new Memorandum of Agreement or collaboration agreements 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. The SMB is currently reviewing its current business model through the PDNPA as future finance opportunities may offer alternative or additional models to the current public sector operating model.

OUR FOCUS WORKING TOWARDS 2025

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 constantly need refreshing, the rationale for and commitment to working through a shared agenda is very much supported. The key elements have been agreed as follows:-

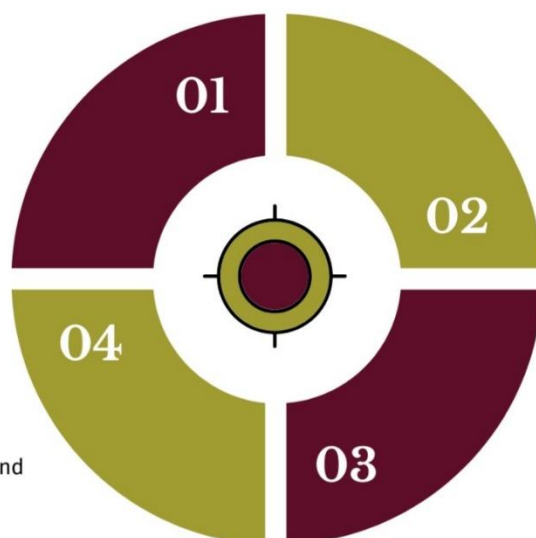
WORKING TOWARDS 2025

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 this Interim Business Plan. A programme of work will also be introduced to the SMB during 2022/23 in order to shape the quarterly meetings and maintain a focus between meetings of important policy and business development actions.

Strategic Business Route Map

A new process, The Strategic Business Route Map, was introduced in 2021 to scrutinise the proposed new business brought forward by the Programme team and give the SMB a means of prioritising and confirming the bidding the programme team should spend time pursuing. This now forms an effective forward view whilst the Programme Progress log picks up the successful bids and tracks delivery progress.

Future Plans

The Partnership recognises the need to develop its resilience; the Strategic Business Route Map reviews potential pipeline opportunities in this context. Through this process, it has provided a strategic steer on areas for future focus in line with the partnerships agreed objectives. Business development activity is broadly split into:-

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

Areas of opportunity include:-

- Natural Flood Management through the Environment Agency Flood Defence Grant in Aid (FDGiA) and Environment Programme (EP)
- Defra Nature for Climate grant scheme (mainly through the Peatland Capital Grant Scheme administered by Natural England) (£50m)
- Working with city regions
- Environmental Land Management Scheme – working with land managers to help deliver environmental benefits/public goods
- Opportunities through the Utility Companies Asset Management Plan 7 (AMP7) 2020 to 2025 and through the public spending review 2024 (PR24) the following AMP8 programme from 2025-2030
- Re launching the Clough Woodland Project with a view on the rest of the Nature for Climate funding which is set aside for tree planting (£490m)
- 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

Past Business Plans set out a range of income generation methods, which the Partnership has sought to employ, with a number of these proving highly successful. This starting point will be returned to as part of the Investment Planning to be developed through the Strategic Business route Map, 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 and charitable giving to support the Partnerships vision.

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 finished in 2021 the programme team are working to establish new direct funding options for partners alongside payments from project delivery. This may bring on board new funding partners who may manage land, benefit from the Partnership’s work and support the mission.

- All future projects must be closely scrutinised to ensure full cost recovery, contributing 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 Corporate Overhead is a necessary charge but alternative approaches are being explored and this regular scrutiny must continue.
- Allocating resource to business development and bidding is crucial and partners recognise the value of this. 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 dark Peak and South Pennines Park and potentially further afield. The Partnership is experienced in running major landscape scale, science and engagement projects and the core programme team will be seeking out opportunities to build on this expertise and deliver large central 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 legal entity and financial facilitator, the PDNPA will receive an up to date copy of the Programme Tracker, a means of tracking the often-complex financial progress in delivering the programme of works. This will be presented to the Resource Management Meeting each month and will be updated to the SMB each quarter.

The Strategic Management Board will also receive the following information at its quarterly meetings:-

- Executive Report – covering current strategic developments, major exception reporting on the programme and communications
- Financial Update – The Programme Tracker mentioned above
- Strategic Business Route Map – which will promote a discussion and steer on the direction of business development

The previous quarterly Operational Management Group meetings have ceased as there is not a resource to service these and it was clear that the project boards managing each of the projects were more effective in this role. Some cross project engagement by partners has been lost in this change and we will consider what can be done to rectify this. Any issues from the project boards, that require a strategic view, will be passed to the Strategic Management Board for decision.

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 2022/23; this will be reported on at the Strategic Management Board on a quarterly basis. 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"> • Successful partnership model delivering multiple objectives with expertise and knowledge. • Specialist team in place to deliver major projects. • Delivered outcomes covering all 3 objectives i.e. science, conservation, awareness raising • Improved bio-diversity • Engagement of local communities on the importance of the moors and the role they play – citizen science and community involvement. • Influence at a national level through reference in Glover review major partner in the GNB and the N4C programme • Engagement with local private landowners • Engagement with wildfire risk mitigation work • Flood risk management work. • Communications work across forms of media. • Work in collaboration with academic institutions to maximise the potential value of scientific work. • Share scientific findings and support the upland scientific community through advice, support and data provision. • PDNPA public sector business model is democratic transparent and carries a trusted level of financial diligence 	<ul style="list-style-type: none"> • Lack of resources – funding support for core team costs • Expertise focused in key delivery team members • Partnership tensions re operational delivery impact on strategic commitment • Public sector Business model is sometimes an obstacle to commercial and charitable development
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Continued need to restore blanket bog and other moorland habitats which following COP26 is now a high national priority. • Raised public awareness on impact of climate change and the need to address it. • Government Policy – Peatland Action Plan new agriculture funding and 25 Year Environment Plan • Ecosystem services – payment for ecosystem services • Opportunity to work collaboratively with other peat partnerships through the GNB • Infrastructure improvement schemes and off setting. • Proximity to urban populations – opportunity for charitable giving and CSR with focused carbon neutral plans and flood risk management and recreational needs. • Need for civic resilience – flooding, fire threat. • Skilled at evidence gathering to support investment. • Current and future Utility Company Asset Management Plans • More collaboration with other stakeholders and charities to maximise benefit of funding, not dilute it. 	<ul style="list-style-type: none"> • Climate change impacts – uncontrolled moorland fires and potential for backwards steps in restoration • Potential changes in legislation • Increased competition from other stakeholders and charities for limited funding. • Differing objectives between stakeholders. • Impact of tensions/breakdown of partnership relationships. • Agri funding uncertainties/bedding in issues • Risk of pause in funding for capital works. • Lack of support for evidence/monitoring evaluating. • Collapse of public spending support following post Covid financial outlook

<ul style="list-style-type: none"> • Opportunity to work on public health and improving mental health agenda. • Working with renewable energy sector • Working with Northern Forest 	
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APPENDIX B – PESTLE Analysis

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

APPENDIX C – Core Team role focus and Organisation Chart

The whole team working to the Partnerships objectives includes a programme team with key aspects set out below. A project team employed on fixed term contracts tied to project resources supported by volunteers and casuals. At the time of writing this the project team is going through a change management process and the whole team are under a formal notice as their employment contracts all end on the 31 March 2022. Contract extensions will be forthcoming from new resources currently being mobilised but will not cover the whole team currently employed. The organisation chart below is included for information but will change before the start of the 2022/23 FY.

Programme team consists of:-

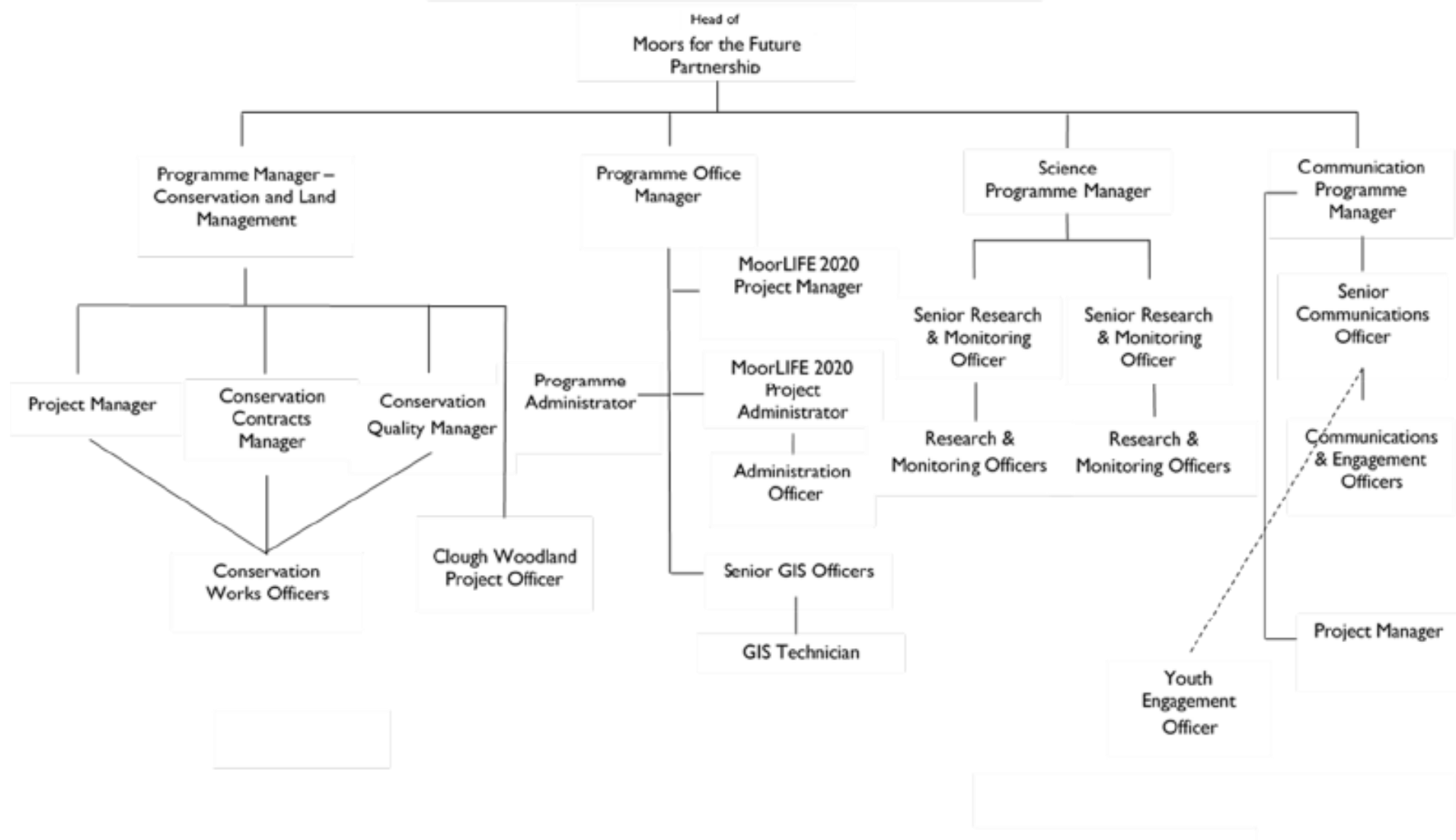
Head of Moors for the Future
Communication Programme Manager
Programme Manager – Conservation and Land Management
Programme Office Manager
Science Programme Manager

With additional support from Programme Administrator and Administration Officers and GIS Officers. With appointment of Business Development Officer in public Giving and CSR support in 2022.

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

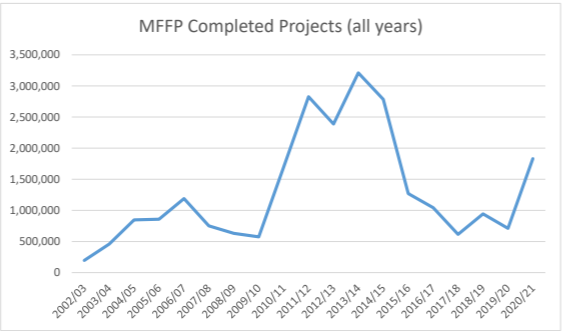
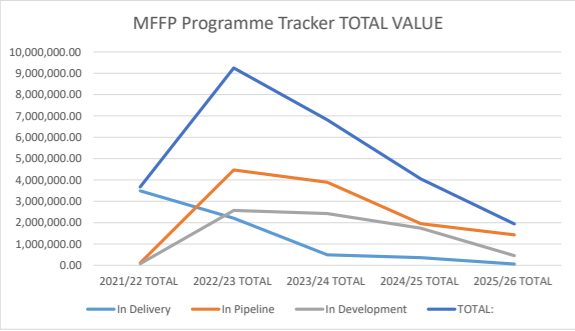


Moors for the Future Partnership: Programme Tracker 2021/22 - 2025/26
Version V5 KM 2022 02 23

Summary

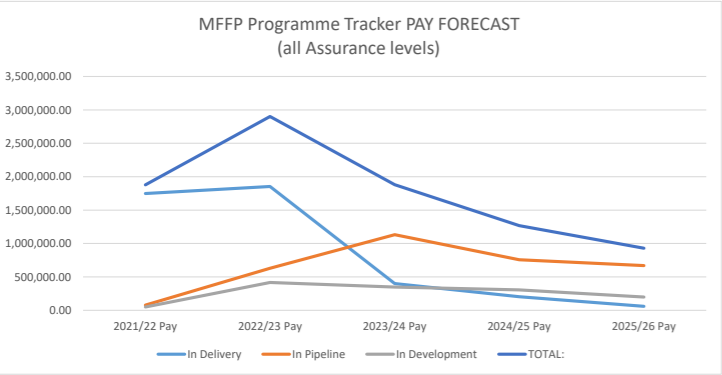
	Last updated	TOTAL PROJECTS VALUE	Delivered up to 2020/21	To be delivered 2021-26	2021/22 TOTAL	2021/22 Pay	2022/23 TOTAL	2022/23 Pay	2023/24 TOTAL	2023/24 Pay	2024/25 TOTAL	2024/25 Pay	2025/26 TOTAL	2025/26 Pay
In Delivery	23/02/2022	20,884,440	14,574,675	6,354,421	3,487,868	1,748,517	2,207,568	1,853,581	494,538	399,779	360,447	204,136	60,000	60,000
In Pipeline	23/02/2022	11,699,927	0	11,699,927	112,600	78,497	4,467,497	630,736	3,893,505	1,132,293	1,951,766	756,491	1,428,559	669,583
In Development	23/02/2022	7,258,000	0	7,258,000	75,000	50,000	2,572,000	417,000	2,424,000	348,000	1,737,000	307,000	450,000	200,000
Complete	12/05/2021	28,405,428	28,405,428	0	0	0								
TOTAL:			42,980,103	25,312,348	3,675,468	1,877,014	9,247,065	2,901,317	6,812,043	1,880,072	4,049,213	1,267,627	1,938,559	929,583

Classifications (project)	
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	Project which have been completed 2002/3 - 2020/21

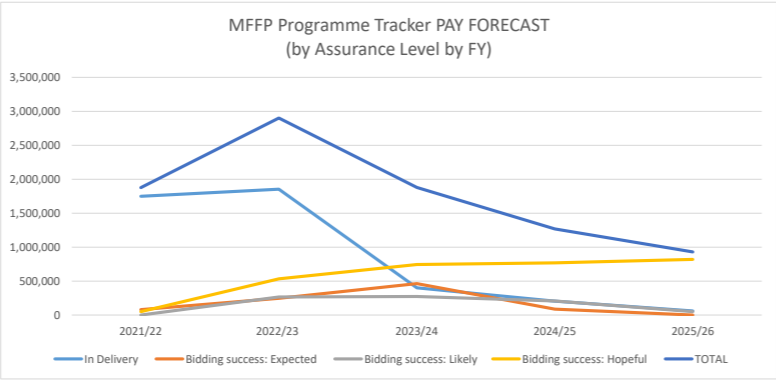


Pay forecast for pipeline and development projects by assurance level 2021/22 - 2025/26

Classifications (Assurance Level)	
Bidding success: Expected	This is a bidding activity with a high level of expectation that it will be successful.
Bidding success: Likely	This is a funding opportunity with a good fit to the MFFP vision whilst it may require more work and advocacy to move it to an expected level.
Bidding success: Hopeful	A less well-known income area but with a high degree of compatibility to the MFFP vision.



	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
In Delivery	1,748,517	1,853,581	399,779	204,136	60,000	4,266,013
Bidding success: Expected	78,497	247,208	462,710	86,908	0	875,323
Bidding success: Likely	0	267,000	273,000	207,000	50,000	797,000
Bidding success: Hopeful	50,000	533,528	744,583	769,583	819,583	2,917,277
TOTAL	1,877,014	2,901,317	1,880,072	1,267,627	929,583	



Value £ difference since Feb 2022 iteration

	2021/22 TOTAL Diff	21/22 Pay Diff	22/23 TOTAL Diff	22/23 Pay Diff	23/24 TOTAL Diff	23/24 Pay Diff	2024/25 TOTAL Diff	24/25 Pay Diff	2025/26 TOTAL Diff	2025/26 Pay Diff	TOTAL Diff
Difference in £ since Feb 2021 iteration											
In Delivery	-952,480	13,668	325,264	272,009	0	0	0	0	0	0	-627,216
In Pipeline	0	-67,970	734,938	59,966	-15,000	3,000	-25,000	-13,000	-25,000	-13,000	669,938
In Development	-12,000	-2,000	-210,000	-55,000	-410,000	-80,000	-400,000	-75,000	0	0	-1,032,000
Complete	0	0									0
	-964,480	-56,302	850,202	276,975	-425,000	-77,000	-425,000	-88,000	-25,000	-13,000	-989,278

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7. MOORS FOR THE FUTURE PARTNERSHIP ENVIRONMENT AGENCY NATURAL FLOOD MANAGEMENT CAPITAL DELIVERY 2022-2030

1. Purpose of the report

This report puts before Programmes and Resources Committee the proposal to extend vital peatland restoration works in the Dark Peak, South and West Pennines working through Environment Agency (EA) funding through the Accelerated Flood Defence Funding route. This funding is part of the government's plan to better protect 336,000 homes from flooding as part of a package of £5.2 billion of investment to 2027. Of this funding £200m is being made available for innovative projects including Nature Based Solutions which will also boost nature and wildlife.

The funding to be made available under this proposal from the EA will see part of this investment being put into action following the pioneering approach taken to the scheme development, being delivered through the Peak District National Park Authority by the Moors for the Future Partnership between 2022 -2024. This work will be at a cross regional level at a landscape scale, and represents a far sighted approach for our partners at the EA in taking a multi-regional approach to allocating funding for nature based solution priorities.

Background Information

With the evident impacts of climate change, the issue of flooding is a high priority in society and for our partners at the Environment Agency. Increasingly, trends show that high magnitude rainfall events are happening more frequently, whereas 1 in 100 or 1 in 50, or 1 in 20 year storms can now be seen to occur in much shorter return periods, sometimes even occurring multiple times within the space of just a few years.

The Environment Agency is responsible for directing flood defence action to reduce and counter the impacts of flooding primarily through its Flood Defence Grant in Aid (FDGiA) budgets. These funds though large, have to be prioritised and allocated on a cost benefit basis to those areas of greatest need, and are commonly used in engineered flood defence solutions. These funds are not sufficient to address all the flood risks nationally and schemes under these funds have historically been allocated on a 1:8 return on investment basis in terms of cost benefit. Accordingly, this means there are many smaller communities that are at risk of flooding and that do not qualify for traditional flood defence schemes, and therefore remain at risk without proactive mitigation that addresses the issue from a hydrological perspective. The Agency is acutely aware of the need to mitigate flood risks where ever these exist, having a clear understanding through their work in support of affected communities of the devastating impacts that flooding has on both the life of a community and that of individuals. Accordingly, the EA is proactively seeking ways to mitigate flood risk in communities that do not qualify for FDGiA funding, and looking towards the huge potential for catchment/nature-based solutions to significantly lower the risk of flooding in these communities.

The EA have been involved in the Moors for the Future Partnership for nearly two decades during which time they have championed, supported and funded the work of the partnership. This working history has also through our Science and Research work also been evidencing the multiple benefits of healthy peatlands and the positive benefits and ecosystem services that result from restoration intervention. Over the years the evidence base for the Natural Flood Management (NFM) benefits of peatland restoration has been steadily developing, with numerous papers published by MFFP on the topic, starting with our Making Space for Water project right up to the present, with our support of the PROTECT-NFM project being run by our partners at University of Manchester. All evidence shows that taking action to restore peatlands produces a NFM benefit by slowing water during and after rain events in the wider catchments.

Owing to the damaging flooding seen in recent years and the level of public need for action, the government is seeking to accelerate flood defence/mitigation work as highlighted in the introduction to this report. They are doing this in the near term with a specific fund

(Accelerated Fund) that sits to one side of the FDGiA budgets with a view to expediting the procurement of shovel-ready opportunities to achieve real flood mitigation benefit for communities at risk. Including, but not limited to innovative and nature based solutions. This fund is running in tandem with ongoing FDGiA work, but is procured through a different route with adapted eligibility criteria to enable projects to move at an accelerated pace towards solutions that will bring tangible multiple benefits including NFM.

Key Issues

Following the announcement of the Accelerated funding being made available our partners at the EA approached the MFFP team in summer 2020 to propose the collaborative development of an NFM relevant peatland restoration project pipeline that, the EA could seek to fund through the Accelerated funding route. This was specifically to target achieving NFM benefits for the known communities at risk of flooding across three major EA regional areas that cover the Peak District South and West Pennines, including the East Midlands, Greater Manchester and Yorkshire EA areas. All of which contain communities that are unable to qualify for flood defence schemes, but which have large areas of degraded peatlands within the upper catchments that affect them.

Following the success of our EA funded NFM schemes on Stalybridge in 2020, and Redvales and Radcliffe in 2021. A natural successor project was developed by MFFP with EA building on the learnings from these projects, under a collaborative agreement to undertake NFM Opportunity Mapping across the Peak District, South and West Pennines. This work has recently completed in early 2022, and we arrive now at the point of having developed a viable pipeline of NFM relevant peatland restoration that in addition to the intrinsic benefits to nature, will also have cost beneficial impacts to known communities at risk of flooding across the three EA regions highlighted.

This report then seeks to build on the NFM Opportunity Mapping work and establish a new project authority for continuing to work with the EA, and bring the pipeline of NFM relevant peatland restoration projects we have developed online and into active delivery. The collaborative work with the EA to date on this has taken an innovative and pioneering approach to identifying peatland restoration needs, where our analysis has shown that peatland restoration will also have a beneficial impact to communities at risk of flooding. This, in addition to a wide range of other ecosystem service benefits (see Appendix 1 & 2).

Our Opportunity Mapping analysis has successfully identified and prioritised a pipeline of cost beneficial schemes from the EA perspective that both EA and MFFP would like to progress to delivery between 2022-24 (on a full cost recovery basis), and realise the benefits for the landscape and those communities known to remain at risk of flooding. Additionally, no match funding is required but these funds could offer valuable future match potential with other funds that may become available. The Accelerated Flood Defence funding provides the Authority and the EA with a significant opportunity to direct further investment into the landscape to restore nature, and in so doing, achieve a strong outcomes focus on restoring the peatlands, whilst also providing targeted benefit to known communities at risk of flooding. This proposed further engagement with the EA is a firm part of the business development plans set out in the current Moors for the Future Partnership Operational and Business plans.

Working with the EA to improve access to flood defence funding for NFM based solutions 2022-30

In addition to bringing the NFM peatland restoration pipeline that has been developed into delivery between 2022 and 2024. This report also seeks approval to extend the period of engagement with the EA beyond the currently anticipated end point of the shovel-ready pipeline (2024) up to 2030. This is because through this project and others within the MFFP forward programme we will continue to collaboratively develop the evidence base around the NFM benefits of peatland restoration, with a view to securing/accessing further EA funding in

the future.

As described in this report, the present funding available is linked to an accelerated fund made available to specifically expedite shovel-ready projects. This is after the acknowledgement that this route is specifically fast-tracked in respect to the EA procurement method to facilitate fast progress for NFM outcomes. By comparison the FDGiA funding is likely to remain primarily focused on engineered solutions due to the required return on investment profiles (1:8) for new schemes in terms of cost benefit. The achievement of this minimum ratio is objectively more straight forward to evidence in the development of an engineered place based solution in a traditional flood defence project context. As compared to a nature/catchment based solution which involves multiple low level interventions spread out across wide areas of catchment. Therefore the present paradigm is that traditional schemes are far more likely to be progressed through this funding route. Catchment/nature based interventions do form a part of all EA major schemes, but these are not currently on the same footing in terms of demonstrating the return on investment levels required, and thus typically do not form the principal focus of how these funds are used.

However, our colleagues at the EA are working on a route map to bring nature based solutions including peatland restoration more firmly within the scope and procurement route of the FDGiA funding through capturing the learnings and evidence to be gained through the development and delivery of NFM relevant projects. The prospect of achieving peatland restoration funding through the FDGiA funding route for multiple benefits could be very significant in terms of our work to create a resilient and healthy peatland landscape in the Peak District, South and West Pennines. This is because the funding potentially available within this route could manifest possible future investment into the peatland landscape at an order of magnitude beyond other forward funding routes that MFFP have visibility of as at the time of writing. As highlighted, the FDGiA funding budget in between 2021 -27 is £5.2 billion of which £200m is to be allocated to nature based solutions (circa 4%). If it was possible to secure a proportion of this into peatland restoration on the strength of the NFM benefits, this would allow the scale and pace of peatland recovery in the face of climate change to grow, and drastically shorten the time required to meet our vision of healthy and resilient uplands.

As at the time of writing it is not known what the timescales may be to realistically bring NFM and nature based solutions firmly within the scope the FDGiA funding, and we will be guided by our partners at the EA as to what the route and timeline to achieving this will be. With this authority we are seeking to remain firmly engaged with the EA over the medium term in this shared aspiration. With a project authority that is open to 2030 MFFP will be able to work iteratively with the EA and continue in our work to not only achieve vital peatland restoration work, but through the effective evidencing of the benefits demonstrated by successful projects, we will seek to proactively unlock future funding to secure the scale of investment that is still required in the peatland landscape.

Recommendations

That the Programme and Resources committee supports the establishment of a new project authority for MFFP to continue working collaboratively with the Environment Agency. Specifically in the development and delivery of peatland restoration work that by design will have Natural Flood Management benefits to many at risk communities across the Peak District, South and West Peninnes areas that fall within MFFP's core working area.

Specifically:

- **Approval of acceptance of up to £776,297 from the Environment Agency for preparatory work and capital delivery of NFM projects between 2022-24 with acceptance of collaborative agreements delegated to the Head of Moors for the Future Partnership in consultation with Head of Law and Chief Finance**

Officer;

- **Support for the further development of NFM relevant peatland projects to 2030 and the collaborative investigation of future funding routes to include the potential for accessing Flood Defence Grant in Aid Funding (FDGiA)**
- **Acceptance of subsequent related funding offers from EA up to £5m to 2030 delegated to the Head of Moors for the Future Partnership in consultation with the Head of Law and Chief Finance Officer;**
- **Acceptance of new partnering agreements to deliver the projects within the fund delegated to the Head of Moors for the Future Partnership in consultation with the Head of Law and Chief Finance Officer;**
- **The Authority may, subject to compliance with its procurement standing orders, enter into contracts in order to spend funds and deliver the required outcomes of the grant agreements.**

How does this contribute to our policies and legal obligations?

2. The proposed Environment Agency NFM project portfolio delivering NFM relevant peatland restoration work to 2030, is the anticipated and planned successor to the NFM Opportunity Mapping work completed in the 2021/22 financial year, and our collective NFM project and research activity since 2009. The purpose of the opportunity mapping as set out in the 21/22 Operational Plan and Interim Business Plan has been to create a pipeline of NFM relevant peatland restoration projects to work collaboratively on with the EA initially from 2022-24, with the strong potential for further EA NFM funding to become available from 2025-30. As such achieving peatland restoration through NFM related funding with the EA is a vital opportunity for the future financing of the urgently needed peatland restoration that is still required. Accordingly this is fully integrated within the forward MFFP Operational and Business planning objectives. By extension, it 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

3. 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

4. In addition the EA Natural Flood Management funding 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.
5. The proposed engagement with many partners will also contribute significantly to the outcomes of other partner organisations within MFFP.
6. It will add continuity to the Moors for the Future Partnership programme and will retain skilled and valuable staff who are key to achieving nature recovery across this degraded landscape.

Programme Management

7. MFFP Programme team continually review forward delivery capacity in terms of restoration, and it is important to highlight, that we will be looking to optimise the amount of funding we are able to attract into our programme (within our programme capacity), being mindful that this capacity is not unlimited and neither is the capacity of contractors or materials supply. All incoming funds must dovetail by design with our existing and pending commitments, and we achieve this by impacting all opportunities at the business development stages. In this report we are asking for a higher spending ceiling (circa £5m) than our present visibility of EA funding (circa £1m). This is after our dialogue with EA colleagues through our opportunity mapping work together has highlighted the longer term potential for significant future funding availability. Furthermore, our experience shows that there is a high likelihood of possible change within our partners funding availability as the programme develops, and having a pre-approved ceiling higher than initially required will enable MFFP to be agile in responding to quick turn-around opportunities to fund other vital aspects of restoration.
8. The 2022/23 financial year will be the final delivery year of a number of projects, including our flagship MoorLIFE 2020 project which will conclude in September 2022 when it is proposed that the capital elements of the NFM restoration projects would commence. As at the time of writing, in tandem with and linked to this proposal, MFFP will simultaneously be establishing elements of the preparatory work required for the capital delivery in 2022 under the existing ML2020 Partner Projects authority. This is an operationally focused action to enable us to begin the prep work from April/May thus providing sufficient time before autumn 2022 to do the detailed pre-delivery planning work. This will be staff time only and constitute £69,851 of the total £169,648 management costs associated with this work, of which the remaining £99,797 will sit within this authority as set out in Section 14 (MFFP pay £87,841 / £3,971 training & equipment / £7,985 travel & HEAs).
9. MFFP along with RMM are tracking delivery across the MFFP Programme for 2022/23 and beyond, tracking secured and developmental projects until 2025/26. Although there are a number of projects which are coming to an end this financial year, projects such as Moor Water which works with our Water Company Partners in the delivery of their AMP7 programme has a degree of flexibility as their delivery period runs until 2024/25. Going forward into 2022/23 the EA NFM project funding would form an important additional cornerstone to the partnership. This will support our restoration work in a transitional year where the structural project funding pillar provided by the ML2020 project ends.
10. MFFP have specifically assessed the staff resourcing implications of delivering the amount of NFM project work in 2022/23 and 2023/24, identifying where NFM project work can be dovetailed with our ongoing programme for cost and time efficiency in delivery. We are also recruiting for additional officers as at the time of writing in connection with our existing commitments. These additional resources will start in the team before the

capital delivery phase of this project, and facilitate the overall staff capacity required across the programme (including this project). We will keep staff resourcing under close rolling review throughout 2022/23 to ensure that we have the necessary resources in place to meet our commitments. A related factor in our resourcing plans is that a considerable amount of planning for this work has already been undertaken during the Opportunity Mapping projects as the precursor to the proposed capital delivery. As part of this our project identification and selection process with the EA has been fully impacted with the current and forward MFFP programme, and accordingly we have a high degree of confidence in our delivery plans, which dovetail and synergise with our existing commitments.

11. Within our wider programme aspirations for bidding for funds under the Nature for Climate funding route, we are working to specifically set income generation targets for the bidding that by design will keep MFFPs planned and expected project delivery (year on year) within workable limits. If we are successful in being able to secure Nature for Climate capital in addition to the EA NFM funding, and existing commitments we judge the total work for 2022/23 and 23/24 to be ambitious but achievable. We have a dedicated staff team committed to furthering the reach and impact of the MFFP programme, and a committed group of supportive partners who share our vision, and who can be called upon to provide support if necessary. As part of our ordinary contingency planning we will also stand at readiness to bring in any external assistance as may be required across our programme to ensure that targets are met. The core MFFP Programme Team will provide overall project leadership and support for the delivery of the NFM projects. The structure of the collaborative agreements to be established with the EA under this project authority will be similar to those we have worked on in recent years, which have been underpinned by truly collaborative working and mutual flexibility in the meeting of shared objectives. All work to be undertaken by MFFP will be on a full cost recovery basis, and no match funding is required.
12. In line with the MFFP 2021/22 Operational Plan, this project will be closely linked in delivery to other current and prospective MFFP projects. As such it will form an important next step in restoration with an emerging and highly relevant funding route that offers significant future potential for continued work at scale and with pace in the face of the climate emergency. It will also bring further contribution to core funding for the MFFP Programme team, for the NFM capital work (preparatory phase and delivery) this is estimated to be worth £2,648 over the life of the project (£534 in the preparatory phase to be covered by a separate existing project authority to allow sufficient time for the pre-delivery stage planning before autumn 2022 (as previously highlighted), and £2,113 within the capital delivery phase as per this proposal. This is in line with our forward strategy to generate a higher proportion of core funding from project sources as part of the solution to addressing the MFFP core funding deficit. To achieve this MFFP are therefore exploring additional projects with partners, and responding to calls for potential work and proactively seeking financial resources with current and future partners.

Proposals and timescales

13. Following a successful delivery in 2021/22 of the NFM Opportunity Mapping project covering The EA East Midlands, Yorkshire and Greater Manchester regions, we have now developed a detailed understanding of areas of high priority area for peatland restoration that will have beneficial NFM impacts for communities at risk of flooding. These now form an effective pipeline for targeting future NFM relevant peatland restoration proposals, for which we are now seeking approval to accept funding for from the Environment Agency. This will initially be for the development and delivery of the present proposals from May 2022 to the end of the 2024 financial year. Beyond that we are also seeking approval for this project authority to run beyond the end of the initial

phase of delivery up to 2030. This is to allow MFFP to continue to engage with the emerging opportunities for funding peatland restoration with EA partners through NFM funding routes, this will be funded in part through MFFP core resources as a priority area for future business development, and will also seek to develop further collaborative working agreements with the EA iteratively in line with progress.

Timescales of activity

- Programmes and Resources Draft Report published 08 April 2022
- Programme and Resources Committee 29th April 2022
- Collaborative agreement with EA established for first phase of capital delivery in May/June 2022 for proposed capital delivery to 2024
- Delivery of first year of NFM relevant restoration winter 2022/23, with second planned capital delivery period in winter 2023/24.
- Business development and iterative project initiation under this authority with EA for further NFM relevant peatland restoration projects: ongoing 2022-2030.

We are in favour of proactively seeking further opportunities for peatland restoration looking to develop a full pipeline of projects from multiple funding routes, including with our partners at the EA as we continually progress. This authority to 2030 will form a part of that ongoing agile approach to restoring the peatland landscape.

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

Financial:

Financial breakdown for the NFM peatland restoration planning and delivery work (2022/23 – 23/24) with the Environment Agency detailing split by pay and non-pay by financial year:

EA Accelerated Flood Defence Funding	2022/23	2023/24	TOTAL ALL FY
Pay (of which)			
MFFP Pay (Contract staff)	£43,320	£42,408	£85,728
MFFP Pay (Core staff)	£1,579	£534	£2,113
<i>Of which is Corp O/H</i>	£5,899	£5,642	<i>£11,541</i>
Sub-Total	£44,899	£42,942	£87,841
Non-pay (of which)			
Capital Works Delivery	£400,000	£276,500	£676,500
Clothing, Training & IT equipment	£2,030	£1,941	£3,971
Travel & Historic Environment Assessment fees (HEAs)	£4,081	£3,904	£7,985
Sub-Total	£406,111	£282,345	£688,456
TOTAL	£451,010	£325,287	£776,297

15. No additional resources will be required from the Authority and the services provided to the partnership by the Authority in delivering this project will be paid for through the corporate overheads on the staff employed.

16. Prior to gaining delegated authority, the project cost models will be baselined and spending and income forecast. This information will be provided to PDNPA officers with delegated authority to accept new projects in tandem with MFFP recommendations. This will also feed into the metrics of the MFFP Programme Tracker which is presented at each of the PDNPA senior officers Resource Management Meetings.
17. All phases of the project are expected to provide project funding income to support core MFFP activities over the 2022-24 period initially. This is in line with the intention set out in the 2021/22 Operational Plan for projects to generate additional funds to support core MFFP programme activities. It is anticipated that the proposed preparatory stage work and capital delivery projects will provide £2,648.54 towards Core costs for project specific activity in 22/22-22/24.
18. The Partnership has a history of sound financial management, income control (including draw down of funding and claims) is of great importance and overseen by the Programme Office Manager. Regular updates are held with the Chief Finance Officer with monitoring of cash flow to ensure the 'books' are balanced.

Risk Management:

19. Within the Project Team and Programme Team are an array of skills and experience to match large commercial providers. Prince 2 project management and in house project tool kit provision with Project Managers experienced now in large scale complex delivery. Added to this IOSH and CDM qualified staff and contract and grant management skills. Backed up through the high degree of diligence which the Authorities Standing Orders provide. All this gives a deal of risk reduction and confidence.
20. The proposals are an integral part of the 2022/23 Operational Plan and MFFP 2022/23 Business Plan, as such the Project Management risks once in delivery will be adequately managed as part of MFFP's programme risk management activities.
21. Risks, Issues and Dependencies of the programme of projects are monitored weekly and reviewed quarterly alongside the Programme Progress Log.
22. Our health & safety log is reviewed weekly.
23. Project Managers update their project logs weekly and report via the weekly programme status update meetings with in-depth updates held monthly.
24. We produce a Programme Progress Log four times a year which identifies approvals and financial values of projects - with issues identified through a Red/Amber/Green assessment - and includes brief summaries of progress highlights. Income and Expenditure of projects and programme team are also monitored by the Partnership's Strategic Management Group at its quarterly meetings.

Sustainability:

25. From a business sustainability perspective, this proposal fits within the context of the Moors for the Future Partnership interim Business Plans 22/23. 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 synergy and succession between projects is a key component of the sustainability of the Moors for the Future programme.

26. Capacity requirements to maintain business sustainability impacts on the Partnership in two forms. These can loosely be described as pre and post-contractual commitment. This report is careful to confirm that the capacity is fully considered and planned for in order to execute the contractual commitment, which will arise for the delivery planned for 2022-24. The first priority of the staff team is to ensure that this is always the case. All projects are planned and then monitored to ensure full cost recovery can be achieved. The staff establishment is increased and decreased to achieve this and resource is built in at project inception for this purpose, as is the case laid out in this report for this particular project.
27. The sustainability of pre-contractual business development work is becoming more difficult to achieve. This opportunity has been built collaboratively between MFFP and the EA through 2020 and 2021 working closely together on the NFM opportunity mapping work described as the origins of this proposal. This amounts to funded business development work for MFFP that represents a sustainable example of how to develop forward pipelines of restoration on a full cost recovery basis, but that also meets clear needs within our Partners priorities. This is a good example of effective collaboration with a mutual understanding of how to develop viable forward programmes with deliverability and outcomes firmly at the centre of things. This approach is important as a future model because of reducing core contributions across the partnership, this funds the Programme Team, responsible for making business development happen. Had the pipeline of delivery now proposed been funded through core funds in a pre-contractual business development way MFFP would have needed to allocate circa £50k to doing the work necessary to develop the proposals to the degree required, and undertaken this activity in the margins of delivering on our existing commitments on behalf of the partnership. This would not have been possible and we would have missed the opportunity to secure £676k capital for peatland restoration under the present NFM project proposals alone. The Head of MFFP will be speaking to our partners through the Strategic Management Board over the coming months to better support business development and other work using this approach as a positive model for effective business development for the Partnership.

Equality, Diversity and Inclusion

28. There are no equality issues arising from this report.

29. Background papers (not previously published)

None

30. Appendices

Appendix 1 – Peatland Restoration

Appendix 2 – Natural Flood Management Opportunity Mapping Context

Report Author, Job Title and Publication Date

Matt Scott-Campbell – Conservation and Land Management Programme Manager,
Moors for the Future Partnership – 21st April 2022

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Peatland Restoration (NFM relevant context)

There are extensive additional ecosystem services provided by improving the quality of the habitat which MFFP has played a key role in identifying (Bonn *et al.*, 2009). A summary of the highest priority ones are:

Provisioning services:

- Peat and plastic dams create pools and may thereby increase access to water by livestock.
- In addition, activities proposed will help to improve water quality.

Regulating services:

- Gully blocks reduce erosion by breaking and slowing the flow of water, and (particularly in the case of permeable dams) trapping sediment before it is lost from the hill (Buckler *et al.*, 2013; Whitley, 2010).
- The biggest impact of these works for regulating climate change is reducing avoided losses of stored carbon. The peatlands of the Dark Peak are amongst the oldest in the UK, with up to 7000 years of stored carbon. However, as well as reducing losses of stored carbon, maintaining a high water table height and re-establishment of sphagnum will both allow the re-starting of carbon sequestration and hence further improve climate regulation.
- Revegetation of the gullies and their associated catchments reduces the amount of particulate organic carbon (POC) in gully flow (by 90% in the Making Space for Water project; Pilkington and Crouch, 2015). This has a significant impact on the loss of stored carbon, as well as reducing the levels of associated heavy metals, which are reasons for failure of various waterbodies downstream.
- Natural Flood Management (NFM).

Cultural services:

- Reduction of eroded land is likely to be perceived in a positive light, and chains of peat dams (and pools) may also appear more pleasing than eroded channels.
- The increase in biodiversity associated with gully blocking (see below) is also likely to be well received, particularly by nature enthusiasts.
- Peat and stone dams and heather bales can support body weight and make it easier for walkers to cross gullies.

Supporting services:

- Drain blocking has been associated with increased abundance of crane flies, which are important herbivores and a food source for breeding birds (Carroll *et al.*, 2011).
- Pools behind impermeable dams provide a habitat for amphibians and aquatic insect larvae.

Regulations relevant to gully blocking

Construction of gully blocks is subject to:

- Ordinary Watercourse Consent – obtained through the relevant Local Authority.
- Construction (Design and Management) Regulations (CDM 2015)

Construction of gully blocks is not subject to planning permission.

MFFP has extensive experience of delivering gully blocking and the relevant permissions and regulations. Under CDM 2015, MFFP assumes the role of Principal Designer and often undertakes the duties of the Client. It has produced Designer Risk Assessments for each type of constructed dam and risk assessments for the operations surrounding their construction are produced at the pre-construction and construction phases of work. On completion of the works, MFFP provides the landowner and Client with a site file comprising the as-built data, pre-construction information and construction phase plan. Our methods for gully blocking require no decommissioning or maintenance on the part of the landowner.

Sphagnum inoculation

Benefits

Revegetation of bare peat has been shown to have a significant decrease in depth to water table and an increase in the prevalence of hillslope overland flow production as well as significantly longer lag times (106% increase relative to the control), reduced peak flows (27% decrease relative to the control) (Shuttleworth et al. (2019)). An increase in surface roughness will retard overland flow, thereby increasing lag times and decreasing peak flow during precipitation events. Holden *et al.* (2008) demonstrated that Sphagnum provides a significantly greater surface roughness than other moorland surface types. Dadson *et al.* (2017) projected that the greatest benefit to flood peak reduction would be derived by planting the Sphagnum along more gentle gradient slopes and near watercourses, as opposed to the same density of planting elsewhere in the catchment.

Therefore, even on vegetated moorland, (either revegetated former bare peat or intact cover), further benefits can be gained by introducing Sphagnum.

Projections by MFFP based on the available data has shown that vegetation reintroduction and/or diversification, using sphagnum in conjunction with gully blocking will have a 'slow the flow' effect:

- **150% increase** in 'slow the flow' following peat revegetation / gully blocking / diversification using sphagnum in inactive blanket bog in areas of extensive dunes of bare peat in 15 years.
- **240% increase** in 'slow the flow' following bare peat revegetation / gully blocking / diversification using sphagnum in inactive blanket bog in areas of extensive gully systems, unhealthy vegetation, extensive bare peat in 15 years.

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Natural Flood Management Opportunity Mapping Context

The EA Funded NFM Opportunity Mapping project, was undertaken by MFFP, to determine the most beneficial catchments to undertake peatland restoration interventions that hold/slow water in the upper catchments and generate flood risk benefits for C@R.

The project used the 'Communities at Risk (2020)' data set for the East Midlands, Greater Manchester and Yorkshires regions within the core MFFP working area, provided by the Environment Agency, to prioritise where flooding is concentrated in catchments of interest and link degraded peatlands to communities at very significant and significant flood risk that could benefit from upstream peatland restoration interventions.

The project undertook the opportunity mapping exercise using the previous approaches undertaken by MFFP developed through our work at Stalybridge and Redvales and Radcliffe, and subsequent learnings, to identify relevant catchments /sub-catchments to be proposed for peatland restoration interventions based on anticipated flood risk outcomes.

Origins and accuracy considerations of the NFM Opportunity Mapping methodology

For the opportunity mapping at Stalybridge, a Digital Terrain Model was generated from LiDAR and used to plot water flow routes and identify potential gully block locations over the headwater catchments of C@R in Greater Manchester. Guide water storage estimates volume were provided using a calculator based conceptually on the cross sectional volume of a half-cone. The DTM-based opportunity mapping overestimated the number of potential for gully blocking locations at the site, i.e. the number of feasible gully block locations following ground surveys and stakeholder consultation was lower (by approximately 50% overall) than that estimated by the opportunity mapping. However, the storage volume estimated for the confirmed dam locations prior to installation were 10% below the storage volumes calculated from initial measurements of the installed dams, meaning the 'half-cone' method for calculating storage volume is conservative but relatively accurate.

In response to these two observations from Stalybridge, MFFP now take an additional step between the GIS output and subsequent estimates of storage capacity, cost, etc. that takes feasibility of delivery into account, both in terms of the number of locations where gully blocks can be installed and unforeseen logistical or stakeholder issues. In doing so, calculations of deliverable outputs and outcomes will be based on a more conservative estimate of the number of gully block locations. Consequently, there can be more confidence that the outputs and outcomes for a given set of opportunities can be achieved, or over-delivered upon.

The installed gully blocks on Stalybridge continue to be monitored as part of the ProtectNFM project. The most recent publication¹ from the ProtectNFM project confirms that peatland restoration for multiple benefits can reduce flood risk, whether NFM was the focus of the restoration or not. It suggests that the effectiveness of peatland interventions can be improved by increasing a catchment's total "surface" storage, either through a trade-off of static storage capacity for more kinematic

¹ Goudarzi, S., Milledge, D.G., Holden, J., Evans, M.G., Allott, T.E., Shuttleworth, E.L., Pilkington, M. and Walker, J., 2021. Blanket Peat Restoration: Numerical Study of the Underlying Processes Delivering Natural Flood Management Benefits. *Water Resources Research*, 57(4), p.e2020WR029209.

storage (i.e. more permeable dams), or to increase total static storage capacity by “creating more shallow open water pools in other parts of the catchment as well as in channels and gullies, such that its volume is comparable to the large water volumes associated with flood relevant storms.”

8. GREAT NORTH BOG SUPPORT PROJECT 2022 – 2030 (CD)

1. Purpose of the report

This report puts before Committee a proposal to increase the previous ceiling (agreed by Authority on the 4 September 2020) for this Area of work. The previous approval to accept funds and enter into agreements to deliver the first phase of activities in the setting up and supporting the Great North Bog (GNB) was successful. What we know is on offer now and is likely to grow, now requires a longer approval period and higher financial ceiling to allow this area of work to continue.

Key Issues

- **Moors for the Future Partnership (MFFP), through the Peak District National Park Authority and its partners have, for over 19 years, led and delivered landscape-scale peatland restoration on the most degraded upland landscape in Europe. The Partnership has been successful in attracting a large amount of investment (circa £50m) into the landscape from a variety of sources, and through its expertise and collaborative approach has brought about a landscape-scale change in the condition of the region's peatlands.**
- **In July 2019 the Head of Moors for the Future Partnership worked up a new initiative to try and encourage a closer and less competitive working arrangement between the three big Northern partnerships, which for the past two decades, have been carrying out significant restoration work. Initially, this was in order to have a better working relationship for bidding into Defra's new Nature for Climate fund and the National Lottery Heritage Fund. The initial idea was developed by the three senior officers of The Moors for the Future Partnership, Yorkshire Peat Partnership and the North Pennines AONB Partnership. This has now been taken forward by the six partnerships involved in the restoration of the upland peat landscape across the North of England. This amounts to 7,000 sq km including five national parks and three AONB's making up 92% of England's upland peat landscape.**
- **Even with acknowledgement of the significant achievements of the Partnership, it is vital to recognise that there remains a need for further investment into the landscape in order to bring the peatland habitats into favourable condition (Active Blanket Bog). Works completed to date have put peatland on a positive trajectory towards this aspiration. However, evidence shows that without further intervention this impressive feat is only temporary and there is a real danger that it will revert to its previous state. Further work is now urgently needed to build on the achievements made thus far, with the most pressing need at the southern end of the Pennine chain across the Moors for the Future Partnership's working area.**
- **Collaborating on a bigger national story of upland peat across the North of England is creating a better fit into national policy such as the 25 Year Environment Plan, the new England Peat Action Plan and the new Flood and Coastal Erosion Risk Management Strategy. It will enable a better placement of bids into the Nature for Climate Fund and future strategic lottery bids.**

2. Recommendations(s)

That the Authority supports the proposed delegated function for fundraising and spending to support the setting up of the Great North Bog Initiative.

Specifically:

- 1. That the Authority supports the delegated function for the Head of Moors for the Future Partnership to bid for funds and accept funds to a maximum of £3 million in consultation with Head of Finance and Head of Legal services for the support and delivery costs of the Great North Bog Initiative.**
- 2. That the Authority supports this delegated function for a period leading up to 31.03.2030 in consultation with Head of Finance and Head of Legal services for the delivery and support costs of the Great North Bog Initiative.**
- 3. That the Authority supports delegated function for the Head of Moors for the Future Partnership in consultation with Head of Finance and Head of Legal services. To enter into arrangements with the legal entities of the other five Peat Restoration partnerships (Yorkshire Peat Partnership, North Pennines AONB Partnership, Northumberland Peat Partnership, Cumbria Peat Partnership and the Lancashire Peatland Initiative). For both accepting funding and deliverables raised by one of the other Partnerships and for transferring funding and deliverables to one, or several of the other partnerships which has been raised by the Moors for the Future Partnership.**
- 4. That the Authority may, subject to compliance with its procurement standing orders, enter into contracts for the delivery of project work arising from point 3.**

How does this contribute to our policies and legal obligations?

The strategic fit of the Great North Bog is fully integrated within the Operational and Business Planning process of the Moors for the Future Partnership. It is relevant to the Peak District National Park Management Plan delivery aims mainly through giving the MFFP a greater ability to leverage funds, specifically to support :

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; for many years the value of ecosystem services benefits has been well known. One of the difficulties in fully capturing this benefit has been the need to work on a genuine landscape scale - which the Great North Bog Coalition does. It will also create greater collaboration between the major partners in this field whilst maintaining the Authority as an innovative leader.

The GNB also has strong connections with other North of England initiatives such as the Northern Powerhouse and the Northern Forest.

Background Information

Background – The wider background in which this initiative is set.

Peatlands, Climate Change & the 25 Year Environment Plan

It is widely recognised that healthy peatlands are vital in helping tackle the climate and biodiversity crises.

Peatlands are the UK's rainforests, storing vast amounts of carbon. Restoring them will also reduce carbon emissions released by damaged peat and enable it to sequester more in the future.

A healthy peatland slows the flow of water from the hills, reducing the risk of flooding and the impact of storm water, directly benefitting towns and major cities downstream.

The Great North Bog provides drinking water to 15 million properties in the area. Eroding peatlands discolour water, increasing the cost of water treatment. Restoration reduces the costs of providing safe drinking water.

Healthy peatlands support a wide range of wildlife. Restoration will help to reverse the trend of decline in upland species, such as curlew and golden plover (identified in the State of Nature 2019 report). Healthy peatlands are resilient and ecologically diverse habitats that provide benefits for people and nature. Restoring the Great North Bog will increase local contractors' skills and capacity, benefitting rural economies.

The peatland restoration programmes of northern England have developed a vision to match the scale of this ecological challenge.

The Great North Bog is an ambitious, grand-scale peatland restoration initiative. It is a landscape approach to restoration across nearly 7,000 square kilometres of upland peat in the Protected Landscapes of northern England, which currently store 400 million tonnes of carbon. Damaged peat in the Great North Bog releases 3.7 million tonnes of carbon annually. The programme aims to develop a working partnership to deliver a 20-year funding, restoration and conservation plan to make a significant contribution to the UK's climate and carbon sequestration targets.

In the last two decades, the three leading peatland programmes have restored about 1100km² (YPP – 323km², NPAONB – 350km², MFFP – 454km²). This is a great start but despite this massive effort it is still less than 20% of the total area and, with a climate and biodiversity emergency, now is the time to pool our skills to make a revolutionary change in the rate of restoration of England's upland peatlands.

To restore the remaining damaged peatlands in the Great North Bog, the partners are seeking blended investment from both public and private sector sources of approximately £200 million over 20 years. Once restored, the Great North Bog will safeguard the increased carbon it stores and will avoid annual carbon losses estimated at 3.7 million tonnes per year. The restoration of the Great North Bog will leave a living, national legacy of a functioning ecosystem providing vital services for future generations.

Proposals

This requested approval is put before committee not specifically due to known proposals, but in recognition that our past experience leads us to believe there will be opportunities forth coming which will require two things which this proposal will give.

1. An ability to rapidly respond to opportunities which do not fall within the cycle of this committee
2. Confidence that time invested in working up a fundraising action, and raising the expectations of partners in doing so, has the prior approval supporting this investment. (providing of course it meets the due process and standing orders of the Authority)

Examples of two immediate projects which would need cover of this extended approval

1 The Esme Fairbairn Foundation funding to the Great North Bog Partnerships

The foundation have agreed funding of £2.7m over 5 years across all 6 partnerships. The funding is aimed at increasing the capacity of the partnerships by individually funding gaps and weaknesses identified by each of the partnerships. A gap has long been recognised in the Moors for the Future Partnership in our ability to capitalise on Corporate Social Responsibility and Public Giving. Esme Fairbairn are funding MFFP to engage with these sectors in creating a sustainable income stream. MFFP will also be funded to provide a secretariat facility to the GNB board and Operational group.

The portion of this funding which will be allocated to the Moors for the Future Partnership will be £400,000 which is within the original committee approval for working with GNB partners however the funding will run to 2027 where the original approval runs to 2025 so this new approval would cover this.

2 Mobilisation Project for the England Peat Map

Natural England wish to enter into a MoA with Moors for the Future Partnership (via PDNPA) to coordinate the collection of data across the Great North Bog area. They then wish to enter into agreements for use of this data in the forming of part of the new National Peat Map. This would be a small project of less than £50,000 with a MFFP staff member coordinating across the other partnerships to catalogue and capture existing vegetation and peat depth data. The approval to enter into this is mostly in place already with the exception of entering into MoA's with all of the GNB partnerships (present approval only mentions 3 of them). This would also resolve this project approval.

Are there any corporate implications members should be concerned about?

Financial:

The Moors for the Future 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 through a programme tracker which is updated every month.

It is anticipated based on experience that the GNB will drive some useful funding and in particular the investment by Esme Fairbairn will manage growing enthusiasm from the public and business sector to contribute to aspects of our work especially where an additional engagement of volunteering or a close business connection.

Below are recently delivered and close to confirmation financial activities likely to engage and support this proposal if approved.

Income source	Funded activity	Actual and estimated resources
Previous supporting investment		
Defra	Original GNB set up costs	£60k
Environment Agency	A number of project activities to support the partners is setting up aspects of working together	£221k
Known investment offers		
Esme Fairbairn	Capacity increase over 5 years in order to create sustainable funding streams in the charitable giving arena	£440k
Natural England	Initial mapping work across the GNB for the England Peat map	£50k (est)
Future investment possibility		
From legacies	Currently have one confirmed and one on offer both involving Sphagnum planting of a (value in hand £40k)	£50k PA (est)
From BMC Access and Conservation Trust	Contributions from BMC members and business sponsorship from outdoor industry (current in hand £60k)	£40-60K PA (est)
From Business and giving generally if we were to invest time in this arena	Unallocated general contribution from the Golden Bottle Trust of 20k (charitable trust of Hoare's Bank) giving some confidence that this funding is available	£100k - £400k PA (est)
From Grants associated with GNB	MFFP carrying out a coordinating role	£50k - £100k PA (est)

Risk Management:

The MFFP staff team 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 RID assessment - and includes brief summaries of progress highlights. Income and Expenditure of projects and programme team are also monitored by the various project boards covering the live projects currently in delivery.

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.

As part of the process of accepting new work onto the books, the MFFP Programme team always undertakes an impact assessment of the resource requirements of delivering a project. This is in consultation with the partnerships project team. The continuation of adequate capacity in light of ongoing commitments on other projects will remain the responsibility of the MFFP Programme Managers.

The passing of work and funds between the Moors for the Future Partnership (via the PDNPA) and the other five partnerships will be managed through partner agreements. This is a familiar process, which is already in use for this purpose.

Sustainability:

From a business sustainability perspective, this project will help keep both MFFP and the Authority in a leadership position with an opportunity to develop new sources of project funding and income.

This proposal fits within the context of the Moors for the Future Partnership Business Planning. It will help extend a more sustainable and longer term approach looking to security to 2030. Creating synergies between projects is a key component of the sustainability of the Moors for the Future programme.

Protection of the peatlands in 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, is avoiding the loss of circa 62,000 tonnes loss per annum of CO₂.

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

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

- halt the erosion of peat from the moors
- reduce the loss of carbon
- increase the amount of carbon absorption

- turn the damaged carbon sources back into carbon sinks

Collaborating across the North of England creates a bigger and better understood aspiration which has a greater ability to sustain policy and funding support.

Equality, Diversity and Inclusion

3. There are no equality issues arising from this report.

4. 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?

Whilst the context of this matter is much wider than the boundary of the Peak District National Park or the Moors for the Future Partnership's working area, the benefits from the Great North Bog initiative are likely to be more productive to the southern end of the Pennine Chain.

The potential for reduction in carbon emissions in degraded peat is higher at the southern end of the Pennines, so that within the Peak District National Park, as the peat is more degraded and vulnerable to damage due to its legacy damage making it more vulnerable and a higher likely hood of wildfires driven by larger surrounding population.

a. Educators in climate change

The Blanket bog landscape of England is still very much out of sight and out of mind to the majority of the public. The issue needs to be told in a bigger story in order to capture more of the public imagination and drive behaviour change, particularly around fire prevention and litter prevention. Being part of a bigger story across the North of England does just this and is likely to be more successful at individual behaviour change.

b. Exemplars of sustainability

This is exactly what this initiative will do. It will make a step change happen in adapting 7,000 square kilometres of upland peat landscape, 92% of the upland peat in England, into a more resilient landscape with an increasing quality of ecosystem services delivery.

c. Protecting the National Park See above point

d. Leading the way in sustainable land management This will set the most degraded of England's upland peat on a trajectory of recovery in context, across the whole upland peat landscape.

e. Exemplars in renewable energy This is not a renewable energy solution but it does have a relationship with energy in that it will, in time if restored, provide a continual means of sequestering carbon produced by the creation and use of energy.

f. Working with communities There are future opportunities for individuals to balance their own negative effect

on the environment through the practical help in volunteering and through contributing funds.

2. How does this decision contribute to the Authority meeting its carbon net zero target?
(Not applicable)
3. How does this decision contribute to the National Park meeting carbon net zero by 2050?

A rough calculation has been made that the poor condition of the upland Peat of the North of England is losing 3.7m tonnes of carbon a year, a bigger share of this loss is in the southern reaches of the Pennine chain. One of the objectives of the Great North Bog Coalition is to develop and refine this data.

4. Are there any other Climate Change related issues that are relevant to this decision that should be brought to the attention of Members?

Preventing the loss of carbon from the upland peat of the North of England and bringing this into an active condition is the biggest and easiest way of preventing terrestrial carbon loss nationally.

5. Background papers (not previously published)

None

6. Appendices

Appendix 1 - Great North Bog Map and Vision summary

Report Author, Job Title and Publication Date

Chris Dean Head of Moors for the Future Partnership - 21st April 2022

The time to invest in our peatlands is now. We recognise that healthy peatlands are vital to helping tackle the climate and biodiversity crises. The peatland restoration programmes of northern England have developed a vision to match the scale of this ecological challenge.

The Great North Bog is an ambitious, grand-scale peatland restoration initiative being developed by the North Pennines AONB Partnership, the Yorkshire Peat Partnership and the Moors for the Future Partnership. It is a landscape approach to restoration across nearly 7000 square kilometres of upland peat in the Protected Landscapes of northern England, which currently store 400 million tonnes of carbon. Damaged peat in the Great North Bog releases 3.7 million tonnes of carbon annually. The programme aims to develop a working partnership to deliver a 20-year funding, restoration and conservation plan to make a significant contribution to the UK's climate and carbon sequestration targets.

Partnership

By joining up of some of the most successful peatland restoration programmes in Europe we can bring about a massive and urgent step change in saving the majority of England's upland peatlands before it is too late. 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, three Areas of Outstanding Natural Beauty, and the proposed South Pennines Park, and represents a significant opportunity to implement the peatland restoration objectives in the 25 Year Environment Plan.

In the last two decades, the three leading peatland programmes have restored about 1100km² (YPP – 323km², NPAONB – 350km², MFFP – 454km²). This is a great start but despite this massive effort it is still less than 20% of the total area and, with a climate and biodiversity emergency, now is the time to pool our skills to make a revolutionary change in the rate of restoration of England's upland peatlands.

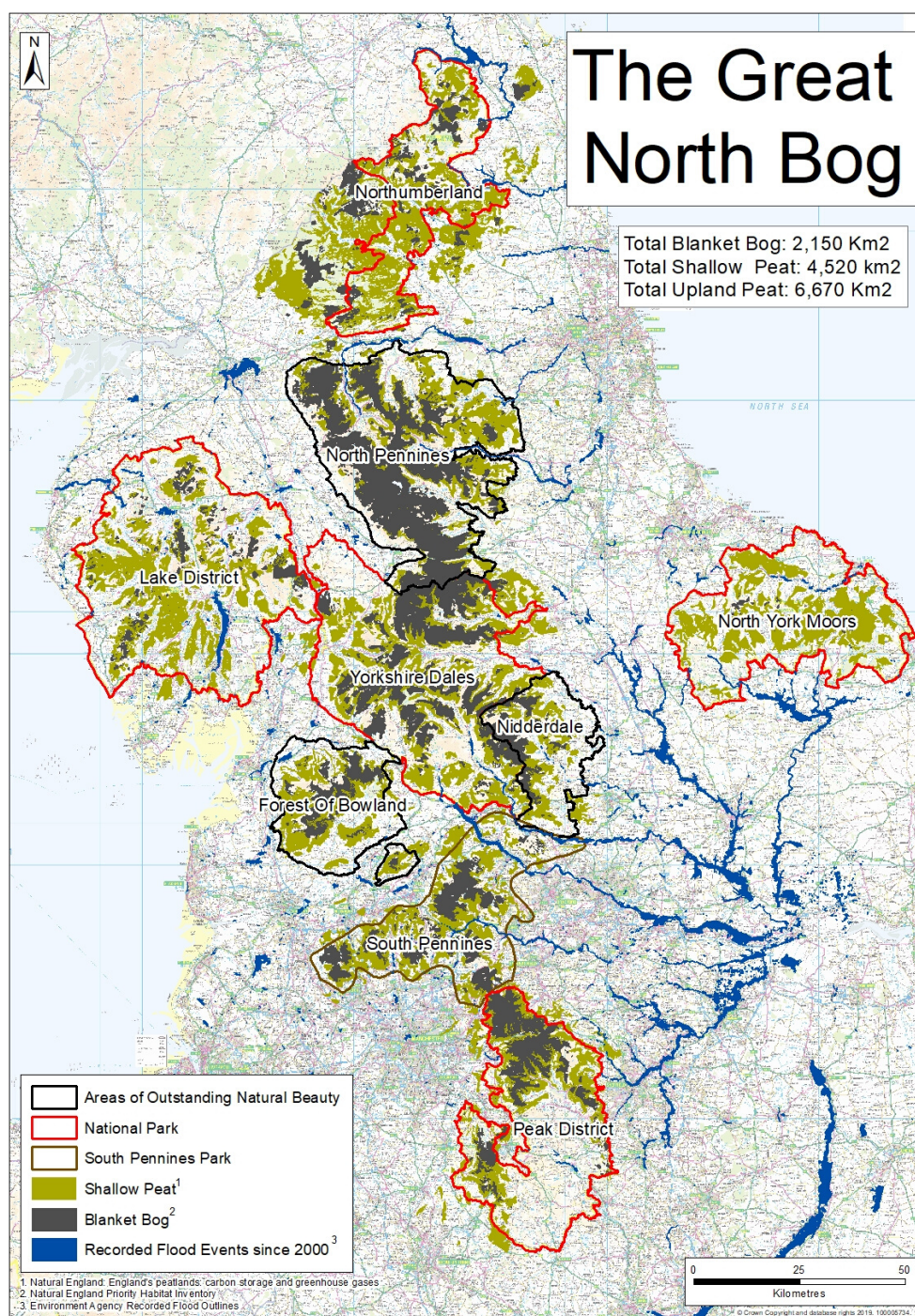
Benefits to society

- Peatlands are the UK's rainforests, storing vast amounts of carbon. Restoring them will also reduce carbon emissions released by damaged peat and enable it to sequester more in the future.
- A healthy peatland slows the flow of water from the hills, reducing the risk of flooding and the impact of storm water, directly benefitting towns and major cities downstream.
- The Great North Bog provides drinking water to 15 million properties in the area. Eroding peatlands discolour water, increasing cost of water treatment. Restoration reduces the costs of providing safe drinking water.
- Healthy peatlands support a wide range of wildlife. Restoration will help to reverse the trend of decline in upland species, such as curlew and golden plover (identified in the State of Nature 2019 report).
- Healthy peatlands are resilient and ecologically diverse habitats that provide benefits for people and nature.
- Restoring the Great North Bog will increase local contractors' skills and capacity, benefitting rural economies.

Costs and legacy

To restore the remaining damaged peatlands in the Great North Bog, the partners are seeking blended investment from both public and private sector sources of approximately £200 million over 20 years. Once restored, the Great North Bog will safeguard the increased carbon it stores and will avoid annual carbon losses estimated at 3.7 million tonnes per year. The restoration of the Great North Bog will leave a living, national legacy of a functioning ecosystem providing vital services for future generations.

THE GREAT NORTH BOG



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