

Public Document Pack

Peak District National Park Authority

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



Our Values: Care – Enjoy – Pioneer

Our Ref: A.1142/3374

Date: 24 August 2023



NOTICE OF MEETING

Meeting: **Programmes and Resources Committee**

Date: **Friday 1 September 2023**

Time: **10.00 am**

Venue: **Aldern House. Baslow Road, Bakewell**

PHILIP MULLIGAN
CHIEF EXECUTIVE

AGENDA

- 1 **Apologies for Absence, Roll Call of Members Present and Members Declarations of Interest**
- 2 **Minutes of Previous Meeting held on 21st July 2023** *(Pages 5 - 10)*
- 3 **Urgent Business**
- 4 **Public Participation**
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.

FOR DECISION

- 5 **Climate Change Aim Overview (SG)** *(Pages 11 - 22)* 30 mins
Appendix 1
Appendix 2
- 6 **Moors for the Future Partnership Business Strategy to 2030 and Annual Business Plan (CD)** *(Pages 23 - 52)* 30 mins
Appendix 1
Appendix 2
- 7 **Exempt Information S100 (A) Local Government Act 1972**
Draft motion:

That the public be excluded from the meeting during consideration of agenda item No 8 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)'.
- 8 **Exempt Minutes of the meeting held on the 21st July 2023** *(Pages 53 - 54)*

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

Since Coronavirus restrictions eased the Authority has returned to physical meetings. However, meetings of the Authority and its Committees may still take place at venues other than its offices at Aldern House, Bakewell when necessary. 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

The Authority has returned to physical meetings however, meetings of the Authority and its Committees may still take place at venues other than its offices at Aldern House, Bakewell, when necessary. The venue for a meeting will be specified on the agenda. 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 visually 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: Prof J Haddock-Fraser
Vice Chair: Cllr C Greaves

Mr J W Berresford	Cllr C Farrell
Cllr P G Fryer	Cllr N Gourlay
Cllr A Gregory	Ms A Harling
Cllr Mrs G Heath	Cllr A Nash
Mr K Smith	Dr R Swetnam
Mr S Thompson	Cllr J Wharmby
Ms Y Witter	Cllr B Woods

Other invited Members: (May speak but not vote)

Cllr P Brady	Cllr V Priestley
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Constituent Authorities
Secretary of State for the Environment
Natural England

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MINUTES

Meeting: **Programmes and Resources Committee**

Date: Friday 21 July 2023 at 10.00 am

Venue: Aldern House, Baslow Road, Bakewell

Chair: Prof J Haddock-Fraser

Present: Cllr C Greaves, Mr J W Berresford, Cllr C Farrell, Ms A Harling, Cllr Mrs G Heath, Cllr A Nash, Mr K Smith, Mr S Thompson, Ms Y Witter, Cllr B Woods and Cllr P Brady

Apologies for absence: Cllr N Gourlay, Cllr A Gregory, Dr R Swetnam and Cllr J Wharmby

23/23 APOLOGIES FOR ABSENCE, ROLL CALL OF MEMBERS PRESENT AND MEMBERS DECLARATIONS OF INTEREST

There were no declarations of interest.

The Chair welcomed new Members to the Committee.

24/23 MINUTES OF PREVIOUS MEETING HELD ON 28TH APRIL 2023

The minutes of the previous meeting held on the 28th April were approved as a correct record subject to the following amendment:-

Paragraph 4 of “Welcoming Place Aim Overview – “The Project Development Manager for Championing National Parks” should have read “The Project Development Manager for Championing National Parks for Everyone”

25/23 URGENT BUSINESS

There was no urgent business.

26/23 PUBLIC PARTICIPATION

One member of the public had given notice to make a representation to the Committee.

27/23 UK NATIONAL PARKS COMMUNICATIONS FUNCTION 3 YEAR HOSTING PROJECT

The Chief Executive presented the report which was to seek approval for the Authority to host the National Parks UK Communications function for the next three years. This would provide an integrated communications service which meets the collective needs of all 15 UK National Park Authorities, National Parks England and National Parks Partnership.

The Peak District National Park Authority would host the function, recruit and manage the staffing. The recruitment for a Communications Director would start as soon as possible and the HR Team will assist with setting the new staff up. The overall budget for the year would be £195,000, and this would be made up of contributions from the other National Parks, together with contributions from National Parks England and National Parks Partnership. Contributions for year 2 and 3 will be proposed to be increased in line with inflation.

Members queried if monitoring of the performance of the project would be done. The Chief Executive stated that a performance group would review the performance of the Director and a wider steering group would be set up to meet regularly and review overall progress. There would also be a review at the end of the 3 years to assess how it had performed.

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

RESOLVED:

- 1. To enter into Service Level Agreement(s) (SLAs) with (1) National Parks Partnership and (2) National Parks England and (3) National Park Authorities for terms of three years for a value of up to £585,000 to deliver the expected outcomes of National Parks UK Communications.**
- 2. That the terms of the SLAs are delegated to the Chief Executive in consultation with Head of Finance and the Legal Team.**
- 3. To establish up to 3 posts (1 Director and up to two Officers – subject to budget details being agreed) to deliver the function.**
- 4. The Authority may, subject to compliance with its procurement standing orders, enter into contracts in order to deliver the outcomes of the SLAs.**

28/23 OCCUPATIONAL SAFETY AND HEALTH ANNUAL REPORT 2022-23

The Occupational Safety and Health Advisor introduced the report to Members which had also been submitted for consultation to the Health & Safety Committee and the Management Team. The report provided assurances that the Peak National Park was meeting or exceeding its obligations for Occupational Safety and Health.

In response to questions from Members the OSH Adviser confirmed the following:

- **Incidents re violence/aggression** – there had been 3 incidents reported over the last year categorised as involving threat and of harassment. All such incidents are followed up and staff training/competence to deal with these types of event are considered. Where necessary further follow-up action and further training is arranged.
- **Absenteeism due to ill health** – while figures did increase throughout the coronavirus COVID-19 pandemic figures have returned to normal/previous levels.
- **Team Manager Training** – While at the last quarterly reported figure 40% of designated Team Managers had completed the ISOH Managing Safely Training Course, further courses including refresher courses had been provided and currently all designated managers are in-date for training. Further review of

management training needs will be completed once the new structural changes are in place.

- **Near Misses** – the OSH Adviser re-iterated the on-going requirement to encourage staff to report near miss incidents, thus allowing suitable follow-up investigation and action to prevent future accidents.

The Members thanked the OSH Advisor for the report.

The recommendations set out in the report were moved and seconded, put to the vote and carried.

RESOLVED:

1. **The work, summarised in the report, to deliver continuing improvements in OSH management at the Peak District National Park (PDNPA) through 2022-2023, is recognised.**
2. **Proposals for priorities to be addressed for 2023-2024 are noted.**

29/23 THRIVING COMMUNITIES AIM OVERVIEW

The Head of Planning was present for this item, he introduced the report and gave a presentation to Members on the Peak District National Park Management Plan (NPMP) and Authority Plan thriving communities aims and objectives, including the Authority's progress since 2021.

Thriving Communities is one of the 4 aims of the NPMP and one of the objectives for the Programmes and Resources Committee, and since October 2021 significant progress has been made on delivering these objectives and fulfilling the aims, but it was accepted that more needed to be done.

The Chair of Programmes & Resources then invited the Chair of Planning, as a Member of the Local Plan Steering Group, to speak.

The Chair of Planning reported that he was pleased to see that emphasis was on economy as well as affordable housing, but concerned that a link between the 2 was missing. Young families were moving out of the area and people were having to commute from out of the National Park to jobs. Since 2013 the numbers of affordable/local needs dwellings had dropped, and the Authority needed to look at why that was and what can be done about it. The Authority also needed to look at sites for housing and grasp opportunities, as latest data appears to show that the number of local residents was declining and the Peak District National Park was experiencing more of an aging population.

The following spoke under the public participation at meetings scheme:

- Cllr Kath Potter, Member of the Authority

Members queried why the introduction of Air B&B and holiday homes was not mentioned in the report and in response the Head of Planning stated that it was hard to control the change of use of permanent homes to second homes without a change in use class, but this was not unique to the Peak District. There was currently a Government consultation on proposed changes to planning legislation including permitted development rights for dwellings and agricultural diversification and development, which National Park Authorities have responded to.

The Chair of the Authority reported that he and the Chief Executive had met the leader of Derbyshire Dales District Council recently and one of the items discussed was affordable housing and the opportunity for a working partnership to raise the profile with Government.

Members thanked Officers for their report and presentation and asked that the presentation be made available to them.

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

RESOLVED:

To note the Peak District National Park Management Plan 2023-28 aim on Thriving Communities, progress in responding to this since October 2021, and the platform this provides for delivering our new objectives.

The meeting adjourned for a short break 11:40 and reconvened at 11:45. Cllr Woods left the meeting during this time.

30/23 THE ROACHES ESTATE - PROPOSED DISPOSAL OF LAND TO NATIONAL GRID ELECTRICITY DISTRIBUTION (WEST MIDLANDS) PLC TO CONSTRUCT A NEW ELECTRICITY SUB-STATION

The Corporate Property Team Manager attended the meeting to present the report to request approval for the disposal of a small area of land on the Roaches Estate to the National Grid at a cost of £500. This was to enable them to re-site an electrical sub-station to supply electricity to Rockhall Cottage, as the existing sub-station no longer met current safety standards.

The Corporate Property Team Manager also reported an amendment to the report on page 42 of the reports pack where it read "following approval of the Chair of Performance and Resources" and should read " following approval of the Chair of Programmes and Resources".

Members asked whether Cultural Heritage had been consulted on the siting of the cabling and the Officer confirmed that they had been consulted, that the route of the cabling had been changed, and a condition regarding archaeological monitoring would be added to the consent.

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

RESOLVED:

- 1. To dispose of the area of land as shown on the Plan at Appendix 1 of the report by private treaty to National Grid Electricity Distribution (West Midlands) plc.**
- 2. To amend the Asset Disposal Procedure and associated Tool Kit to relax the need to follow the Tool Kit consultation process in the case of 'operational transfers of low value'.**

31/23 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 12 A paragraph 3 “information relating to the financial or business affairs of any particular person (including the authority holding that information)”.

SUMMARY

The Committee determined the following item, full details of which are contained in the exempt minutes:

32/23 Warslow Moors Estate – Proposed disposal of two small areas of land

The meeting ended at 12.00 pm

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5. CLIMATE CHANGE AIM OVERVIEW (SG)

1. Purpose of the report

To inform Members about the Authority's progress in responding to climate change since January 2023 and approve joining the UN 'Race to Zero' initiative.

Key Issues

- This report is the first climate change theme report in the Programmes and Resources Committee programme for 2023/24 (to be approved at the 29 September 2023 Authority Meeting).
- Paragraph 6 outlines the UK National Parks progress towards joining the United Nations 'Race to Zero'.
- Since the January 2023 Programmes and Resources meeting the Authority has undertaken many activities, both on our own and in partnership, that assist in meeting our climate change ambitions. These are outlined at paragraph 10.

2. **Recommendations:**

1. **To note progress in delivering to the National Park Management Plan and Authority Plan climate change aim and targets.**
2. **To approve the Authority joins the UK national parks in the United Nations 'Race to Zero' initiative to halve global greenhouse gas emissions by 2030.**

How does this contribute to our policies and legal obligations?

3. The Climate Change Act 2008 as amended in 2019 commits the UK government by law to reducing greenhouse gas emissions by at least 100% of 1990 levels (net zero) by 2050. At the CoP 26 Climate Conference in Glasgow in 2021 the UK government made further commitments to achieve at least a 68% fall of 1990 levels by 2030.
4. The UK Government Vision and Circular for National Parks (2010) places climate change as central to National Park Authority objectives. The January 2023 Programmes and Resources meeting noted the National Park Management Plan (NPMP) aim on climate change as set out in Appendix 2 (minute reference 8/23): The Peak District National Park is more resilient and net-zero by 2040 through its exemplary response to climate change.

Background Information

5. Members agreed at the 22 July 2022 Authority meeting to align the programmes for Programmes and Resources to the National Park Management Plan 2023-28 aims (minute reference 65/22). The same paper also agreed climate change would be the first aim reported. The September 2023 Authority meeting will be presented with the annual report for Programmes and Resources that outlines the order of programmes for the forthcoming year. This paper fulfils the proposed commitment, as climate change is proposed as the first programme.
6. At the CoP 26 Climate Conference in Glasgow in 2021 the United Nations launched Race to Zero. A global initiative imploring non-state actors (like cities, local authorities, businesses, universities) to take rigorous and immediate action to halve global emissions by 2030 and reach net zero by 2050 at the latest. UK

National Parks have been working towards joining Race to Zero following a discussion at the 2021 Chairs and CEO's fora to consider the package of activity in support of our engagement with the CoP26. Joining the Race to Zero initiative will support our role in sharing best practice in how to make the case for action to reduce greenhouse gas emissions effectively with different stakeholders. A UK national parks briefing paper is provided at appendix 1.

7. Climate change has been prominent in the recent news. Extreme weather events driven by greenhouse gas emissions have led to long drought, flooding, record high temperatures and large scale wild fires around the world. Low winter ice records have been set in the Antarctic and the oceans are warming faster than anticipated. Debate around energy supply, fossil fuel use and renewable energy is increasing in the UK and abroad with potential implications for climate change mitigation and adaptation.
8. Achieving net zero and adapting to climate change remains dependent on national and international policy and implementation. The government's Climate Change Committee's most recent report (March 2023) noted for the UK:
 - Credible planning was found for only five climate change adaptation outcomes out of 45.
 - Greenhouse gas emissions policy development and implementation is too slow making reaching net zero a significant challenge.
 - Climate change adaptation is not being implemented at levels needed to address climate driven factors.
 - Key climate risk factors such as opportunities from species introductions, changes in land suitability for agriculture and forestry as well health from changes in air quality are not considered.

The Intergovernmental Panel on Climate Change's most recent report (AR6, March 2023) found that globally:

- The pace and scale of climate action are insufficient to tackle climate change.
 - Multiple, feasible, and effective options are available to reduce greenhouse gas emissions and adapt to human-caused climate change.
 - Enabling conditions include finance, technology, capacity building, and international cooperation.
9. The Authority's strategies and actions in the National Park Management Plan and Authority Plan are intended to address the challenges of meeting Net Zero and adapting to warmer global temperatures. We and our partners recognise that climate change means climate variables are no longer fixed pattern, broadly predictable factors, at landscape scales. Our work will help to manage the profound consequences of greenhouse gas emissions for the special qualities of the national park, their biological conservation features, their cultural heritage features and the communities, business, access and activities enjoyed by people in the Park.

Proposals

Progress Since January 2023

10. Programmes and Resources will be aware from the report to this Committee in January 2023 that climate change is a key focus in the National Park Management Plan (minute reference 8/23), the Authority is undertaking many activities, both on

our own and in partnership, that assist in meeting our climate change ambitions. The summary below updates Members on our climate change related activities since January 2023. Members will recognise that this is not a full years' achievements, as last years programmes and resources cycle had to start later than expected, as the National Park Management Plan had not been adopted.

- Development of a partnership with Sheffield University developing our understanding of how landscape change is perceived and how we can better articulate, share and evaluate the difficult choices we need to make in the face of climate change.
- Implementation of the Authority's Carbon Management Plan 2. We have progressed projects to further reduce our carbon emissions including installing a Heat Pump at North Lees Campsite, the conversion of 2 Warslow tenanted properties to lower carbon heating and increasing the number of Electric Vehicles in the pool fleet. Work on a more detailed understanding of our land based emissions and our blended working patterns/policies which will help our reporting in this area. A full report of our performance over the last financial year and a detailed report on our land based emissions will follow later in the year.
- Development of a Sustainable Travel Framework for the National Park (minute reference 7/22) is progressing. As a result of priorities identified at a transport symposium held in February 2023 a Sustainable Travel officer post has been established to support delivery of sustainable travel initiatives. Recruitment to the post is currently underway.
- Our work on climate change through land management activities is being taken forward in a number of ways. The April 2023 Programmes and Resources Committee received an update progress on the landscape and recovery aim (minute reference 17/23). Further progress is presented in a later paper to this meeting. Moors for the Future progress is also presented in a later paper to this meeting.
- The Local Plan review continues to consider the scope to seek enhanced requirements for energy efficiency, low carbon construction and renewable energy potential. Furthermore, the spatial strategy will continue to advocate the need to reduce the need to travel by private car, foster a move a low carbon travel, and seek stronger contributions from new development to nature recovery.
- The development of a carbon baseline for all National Parks (minute reference 28/21) is now complete. The high level findings of this were used to underpin development of the National park Management Plan. It is envisaged that a summary of the report will be presented to the January 2024 Programme and Resources Committee Meeting.
- The annual Member Training Workshop on climate change will be delivered on the 24th November 2023.

Are there any corporate implications members should be concerned about?

11. Financial

There are no additional costs associated with these proposals. The activities in the early years of the Authority Plan 2023-28 and National Park Management Plan 2023-28 have funding and resources identified to deliver them. The resources for activities in future years will be identified as we move through the delivery period.

12. Risk Management

The main risk to delivery of the climate change aim is the resource challenge of both our

partners and the Authority in terms of a flat cash settlement. This risk is mitigated by the focus of the three priorities that the objective outlines.

13. Sustainability

Our work on climate change directly improves the sustainability of both the Authority as a business and National Park as a place.

14. Equality, Diversity and Inclusion

There are no direct implications for equalities in the activities contained within this report. Indirectly, responding to climate change could have a positive impact on the nine protected characteristics by providing a more resilient environment.

15. 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? Joining the 'Race to Zero' initiative will help the Authority to deliver its leading role in climate change mitigation and adaptation as set out in the Vision and Circular.
2. How does this decision contribute to the Authority supporting the UK's COP 26 commitments?
Joining the UK national parks in the United Nations 'Race to Zero' initiative will raise the profile of and help to deliver the COP 26 commitments.
3. How does this decision contribute to the Authority meeting its carbon net zero target?

Delivering to the National Park Management Plan climate change aim and joining the 'Race to Zero' initiative will align the Authority with other National Parks commitment to be carbon net zero. It will help us to share best practice and make the case more effectively with different stakeholders. It will also give us stronger opportunities where a collective voice may be needed for additional funding and support.

- If a carbon reduction can be calculated please provide this.
 - If it increases the Authority's carbon emissions, what are the benefits to the Authority that outweigh this increase?
4. How does this decision contribute to the National Park meeting carbon net zero by 2050?

Committing to join the Race to Net Zero alongside our climate change objectives will enhance our leadership role in working with all partners and stakeholders on greenhouse gas emissions reduction. It will also strengthen our strategic partnership base and help us to influence change as we do not have the powers and resources to deliver the targets alone.

- If a carbon reduction can be calculated, please provide this.
- If it increases the carbon emissions in the National Park, what are the benefits to the National Park that outweigh this increase?

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

None.

16. Background papers (not previously published)

None.

17. Appendices

Appendix 1: Climate Change Overview (UK NP Race to Zero briefing)

Appendix 2: National Park Management Plan (NPMP) aim on climate change

Report Author, Job Title and Publication Date

Simon Geikie, Senior Strategy Officer and Performance Officer, 24 August 2023

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Race to Zero

Membership update for UK national parks

May 2023

Introduction

UK national parks are making good progress in joining the UN's Race to Zero initiative.

The aim is for all UK national parks to join together as soon as possible this year, and by August 2023 if possible.

Six national parks have already met the membership criteria. The key next step is for the remaining national parks to commit to Paris Agreement-aligned decarbonisation goals calculated by Small World Consulting.

This briefing includes:

- A recap on Race to Zero: what it is and why UK national parks are joining
- The work undertaken so far to meet membership requirements
- Next steps to join
- Working together to deliver Race to Zero action

About Race to Zero

Race to Zero is the United Nations' global initiative rallying non-state actors (like cities, local authorities, businesses, universities) to take rigorous and immediate action to halve global emissions by 2030 and deliver a healthier, fairer zero carbon world.

It was initiated ahead of the Paris Agreement to help:

- Shift the debate from long-term 2050, to near-term 2030 action
- Focus on 1.5 not 2 degrees
- Structure a role for non-state actors that are crucial to deliver decarbonisation in practice
- Introduce greater rigour and transparency

Together with global south countries, civil society, and the expert analysis of scientists, this initiative had a huge and vital impact on the Paris Agreement, and has a continuing legacy.

Race to Zero is now driving unprecedented action globally.

The benefits of Race to Zero

- ✓ **The most effective global operation galvanising climate action** – Over 11,000 non-state members have joined Race to Zero, representing 8,307 companies, 595 financial institutions, 52 regions, 1136 cities, 1,125 educational institutions, 65 healthcare institutions and 29 other organisations. Nearly 100 of the world's biggest 'mega-cities' have joined and are on track to meet their tough targets. In the UK, 50 British local authorities have joined ranging from cities to rural areas – demonstrating it is a relevant framework for UK; as well as almost two-thirds of FTSE100 companies, and 68 universities.
- ✓ **Driving more action at a bigger scale and faster speed** – members deliver three times more climate action because they have clear high ambition plans capable of leveraging the investment needed.
- ✓ **Well-planned action**, rather than piecemeal or reactive measures, secure more benefits for local people and nature.
- ✓ **A compelling local-to-global vision to inspire support and action** – within organisations and with stakeholders and the public.

- ✓ **Robust data, consistency and transparency** building **trust** in the transition we need.
- ✓ **A coherent and efficient approach to coordinate climate action across different administrative levels and geographical areas** – using the same metrics and accounting methods, with no loopholes, and no double counting.
- ✓ **Access to a huge wealth of knowledge and resources** including relevant to rural areas.
- ✓ **Collaboration, innovation and problem-solving** with other signatories globally.
- ✓ **Formal recognition of effort** by the UN.

UK national parks and Race to Zero

The latest science shows that climate impacts are happening sooner than climate models predicted just a decade ago. Critical tipping points in the Earth’s natural systems are already being breached. The future of civilisation, and the natural world as we know it, rests on delivering accelerated decarbonisation, and nature restoration at scale.

National parks globally have a crucial role to play in this global existential crisis – both through leading nature-based carbon sequestration at a landscape scale, and by being part of the vanguard of decarbonisation in a rural setting. This is a strategic role that no other entities can lead.

UK national parks will be the first national parks in the world to join the UN Race to Zero. The UN Climate Champions that lead the Race to Zero, together with supporting organisations like CDP are keen to support us because they understand the critical role of national parks to the global effort and want others to follow our lead.

Joining Race to Zero

Membership is free of charge. Each Race to Zero member commits to five ‘starting line’ actions:

1. **Pledge:** to take action toward or beyond a fair share of the 50% global GHG reduction needed by 2030, and to reach net zero by 2050 at the latest.
2. **Plan:** within 12 months develop an evidence-based emissions reduction plan in line with the pledge.
3. **Proceed:** take immediate action towards meeting the pledge.
4. **Publish:** commit to report data and actions in relation to meeting the pledge, publicly and at least annually - feeding into the UNFCCC Global Climate Action Portal.
5. **Persuade:** align lobbying and advocacy activities with net zero by proactively supporting climate policies consistent with the Race to Zero criteria.

National parks taking a climate leadership role

Committing to take action to meet a decarbonisation goal for the national park means a leadership role for the national park authority working with landowners and managers, residents, partner organisations, stakeholders and the public – rather than an expectation that the national park authority will have the powers and resources to deliver the target itself. This leadership role is one that national park authorities are experienced in. The same approach is taken by city and local authority members of Race to Zero and is not unique to national parks.

Work so far towards joining Race to Zero

UK National Parks have been working towards joining Race to Zero for more than a year, following a discussion at the 2021 Chairs and CEO’s fora to consider the package of activity in support of our engagement with the CoP26 Climate Conference in Glasgow.

Each national park worked with Small World Consulting to understand the carbon footprint of their area, and the decarbonisation trajectory needed to align with the Paris Agreement. That work is now complete.

Six of the fifteen UK national parks have publicly adopted the Small World Consulting goal (or similar) necessary to join – the ‘pledge’.

Next steps and timescale for action

The remaining national parks are encouraged to publicly commit to work towards the Small World Consulting decarbonisation goal. This can happen in a variety of ways including:

- In a Management Plan
- In a Partnership Plan
- In a published climate change strategy
- A published Authority decision
- A media releases

Timing

There is no fixed deadline but ideally all UK national parks joining Race to Zero would happen as soon as possible this year, and by August 2023.

UN Climate Week is in September, and UK National Parks joining could inspire others around the world to join.

Working together to deliver Race to Zero action

The Climate and Energy working group will continue to function as a community of practice, and where necessary a body to marshal additional resources, to help members to deliver the action needed.

We have already worked well together on **Pledge**: Working collectively with Small World Consulting to develop analysis of each national park carbon footprint and Paris-aligned decarbonisation pathway has involved joint problem-solving and enabled us to generate economies of scale. We now have a science and equity-defined decarbonisation target specific to each national park. We will work together on:

Plan: Developing evidence-based plans for each national park to achieve the decarbonisation goals pledged. We will draw on the best practice from around the world, as well as within our own UK national parks network. Where useful we will identify further efficiency savings and economies of scale. We will be a collective voice to attract further funding to support the planning work where needed. Having robust evidence-based plans using best-practice methodology will help UK national parks to make a strong case for public and private sector funding.

Proceed: Each UK national park is at a different stage of proceeding with climate action, and as a community of practice we can learn from each other, avoiding re-inventing wheels and accelerating to the speed of the fastest. Whilst we are the first national parks to join Race to Zero, there will be much we can learn from other members. There may be some initiatives we can proceed with collectively across UK national parks.

Publish: The methodology designed with Small World Consulting is now being adapted into a tool to help us monitor changes in the carbon footprint in each national park. This will be available at minimal cost. We will work with CDP (formerly the Carbon Disclosure Project) to transparently report to the UN our carbon footprint, plans and actions.

National Park	Pledge?	Where is it public?
Bannau Brycheiniog	Yes	Management plan
Broads	No	
Cairngorms	Yes	In board paper
Dartmoor	No	
Eryri	No	
Exmoor	No	
Lake District	Yes	Partnership Plan
Loch Lomond and the Trossachs	No	
New Forest	No	
North York Moors	Yes	York and North Yorkshire route map to carbon negative
Northumberland	Yes	Management plan
Peak District	No	
Pembrokeshire Coast	No	
South Downs	Yes	In Climate Action Plan
Yorkshire Dales	Yes	York and North Yorkshire route map to carbon negative

CDP is a free platform. There are no minimum reporting requirements, but the more information we share about our plans and actions, the more robust the process is, and the more we will be able to learn from other Race to Zero members facing similar decarbonisation challenges. Verified climate action makes organisation attractive to investors. The CDP reporting framework is aligned to a range of government and organisational reporting requirements which means duplication of effort is avoided.

Persuade: Many UK national parks are already active advocates for Paris-aligned climate action within local partnerships, UK and devolved governments, and with the public. We can share best practice in how to make the case effectively with different stakeholders. We can also identify where a collective voice will bring bigger impact.

UK Race to Zero members

Nations: Wales and Scotland

English local authorities

Birmingham Council
 Bradford Council
 Brighton and Hove Council
 Bristol Council
 Bury Metropolitan Borough Council
 Calderdale Council
 Cambridgeshire County Council
 Cheltenham Council
 City of London Council
 Cornwall Council
 Cotswold District Council
 Gloucestershire County Council
 Greater London Authority
 Greater Manchester Council
 High Peak Council
 Leeds Council
 Leicestershire County Council
 Liverpool Council
 Liverpool City Region
 London Borough of Camden
 London Borough of Enfield
 London Borough of Hammersmith and Fulham
 London Borough of Lambeth
 London Borough of Lewisham
 London Borough of Southwark

London Borough of Waltham Forest
 Manchester Council
 Newcastle Council
 Nottingham Council
 Oldham Met Borough Council
 Oxford Council
 Oxfordshire Council
 Plymouth Council
 Reading Borough Council
 Royal Borough of Greenwich Council
 Royal Borough of Windsor and Maidenhead Council
 Sandwell Council
 Sheffield City Council
 Somerset West and Taunton Council
 St Albans City and District Council
 Staffordshire Moorlands Council
 Stevenage Borough Council
 Stroud Council
 Sunderland Council
 Swale Borough Council
 Warwickshire County Council
 West Midlands Combined Authority
 Westminster Council
 Wiltshire Council

Scottish local authorities

Aberdeen Council
 Dundee Council

Edinburgh Council
 Glasgow Council
 Perth and Kinross Council
 West Dunbartonshire Council

Northern Irish local authorities Belfast

Welsh local authorities on a path to join:

- Blaenau Gwent Council
- Bridgend County Borough Council
- City of Cardiff Council
- Caerphilly Council
- Merthyr Tydfil Council
- Monmouthshire Council
- Newport Council
- Rhondda Cynon Taf Council
- Torfaen Council
- Vale of Glamorgan Council
- Powys County Council

UK Businesses

Almost two-thirds of FTSE100 (Britain's biggest) companies

Many water companies; SMEs and B-corps.

68 UK universities

Further information

- UN Race to Zero website including full criteria and members: <https://climatechampions.unfccc.int/>
- CDP: <https://www.cdp.net/en>
- Richard Leafe, CEO of Lake District National Park and Liz Hutchins, Senior Advisor to Bannau Brycheiniog National Park are happy to discuss with individual National Park Authorities. Contact: caroline.matthews@lakedistrict.gov.uk or liz.hutchins@beacons-npa.gov.uk
- Race to Zero is a regular agenda item on the UK National Parks Climate and Energy Group meetings.

Appendix 2 Climate Change Overview

Peak District National Park Management Plan: Climate Change Aim

The full plan is available here [Peak District National Park Management Plan 2023 - 2028](#)

1.3 Aim One: Climate Change

The Peak District National Park is more resilient and net-zero by 2040 through its exemplary response to climate change.

Global warming, its causes and consequences have become an indisputable fact in recent years. Never has there been a greater collective focus on what and how action can be taken to reduce, mitigate and adapt to it. Although the Peak District National Park covers a small part of the UK spatially, its importance in the climate change agenda is disproportionately large, as it offers opportunities to lead on reducing greenhouse gases through how we live, work and play, but also on actions to protect its fragile biodiversity.

Climate change is the greatest long-term threat to our upland landscapes. It has the potential to change the features that make up the National Park's natural beauty, wildlife and cultural heritage. Climate change will modify the Peak District National Park's special qualities and alter the opportunities for the public to enjoy them. It will also alter the benefits the Peak District National Park provides. Responsible and inventive management can help to mitigate the effects of climate change by creating and maintaining resilient landscapes. Resilient landscapes consist of fully functioning ecosystems that allow nature and people to adapt to climate change. This will aid wildlife and communities within the Peak District National Park, as well as those that feel a knock-on impact - regionally, nationally and even globally. The challenge is twofold. We must balance the need to actively manage our contribution to climate change with the desire to conserve and enhance the special qualities.

This aim considers measures to reduce, mitigate and adapt to global warming, but each of these is also fundamental in shaping objectives relating to landscape and nature recovery, land management, visitor management, sustainable transport, thriving communities and the local economy.

There are three objectives focussed on delivering our climate change aim. These focus on achieving carbon net zero by reducing emissions as quickly as possible through influencing the largest emitters, ensuring we take carbon out of the atmosphere and reversing the current impacts of climate change. The emitters that are in scope are ones that partners are able to mitigate through the Management Plan. As such, emissions within the remit of national or international decision-making are excluded. The three largest emitters within our influence are land management, energy for premises and road travel – these will be our focus over the next five years.

Objective 1: To lower greenhouse gas emissions significantly, focussing on the largest emitters within our influence.

Target: By 2028 there will be a 25% reduction in total greenhouse emissions in the Peak District National Park.

Headline delivery for land management:

By 2028 we will have reduced net carbon emissions from land management by focussing on the following.

- Working with land owners, managers and farmers to mobilise opportunities to positively influence land management practices across the National Park.
- Influencing future schemes and incentives for the delivery of carbon friendly land management.
- Sharing carbon management tools and best practice case studies.

Headline delivery for energy for premises:

For energy for premises we will have undertaken the following.

- Implementing at least one pilot project in carbon reduction in a traditional or listed building.
- Encouraging and enabling individuals and communities to make informed choices to reduce energy use, make buildings more efficient and switch to renewable energy.
- Developing and implementing Local Plan policies that strengthen carbon reduction in new builds and refurbishments.

Headline delivery for road travel:

To decrease emissions from road travel we will have developed a National Park sustainable travel framework that delivers the following.

- Reducing greenhouse gases.
- Developing an approach to travel that promotes a more sustainable visitor economy.
- Supporting sustainable communities by improving connection to services.

Our initial focus will be on developing a robust evidence base and seeking funding and partner support for the study and implementation of travel options.

Objective 2: To sequester and store substantially more carbon while contributing to nature recovery.

Target: By 2028 there will be a 2,878 tonnes net decrease in carbon emissions from moorlands.

Headline delivery:

By 2028 we will have enabled implementation of nature-based solutions for climate change through the following.

- Improving the condition of upland habitats, particularly moorland and blanket bog, to store more carbon.
- Optimising carbon and water storage by enhancing land management practices to ensure soils are healthy and resilient.
- Increasing appropriate tree cover across the National Park to lock in carbon.
- Restoring and creating additional species rich grassland to lock in and store more carbon.

Objective 3: To reverse damage to nature, biodiversity, cultural heritage and in particular built environments caused by a changing climate.

Target: By 2028 we will secure funding for four measures that increase the resilience of existing habitats and species, cultural heritage and the built environment.

Headline delivery:

By 2028 we will have increased the resilience of the National Park to climate change by undertaking the following.

- Improving water management resulting in better downstream river quality and natural flood management.
- Implementing the recommendations for key habitats as outlined the Climate Change Vulnerability Assessment 2020.
- Developing and implementing the One Peak District Nature Recovery Plan.
- Actively managing the prevention and mitigation of uncontrolled fires on moorland.

6. MOORS FOR THE FUTURE PARTNERSHIP BUSINESS STRATEGY TO 2030 AND ANNUAL BUSINESS PLAN (CD)

1. Purpose of the report

This report is to bring before Members a new reporting process for the business of the Moors for the Future Partnership. This will take the form of a Business Strategy to 2030 and an annual Business Plan. Members are asked to approve this process and the Strategy and Plan, and to recommend both to the Partnership's Strategic Advisory Board.

Key Issues

- The head of Moors for the Future Partnership previously brought the Partnership's Operational Plan to Committee at the start of each financial year. This represented mainly contracted work which, through standing orders had already been approved by committee. What the staff team feel is now more useful, and gives better engagement with members, is to look at what is being planned for the future rather than a collection of the work already agreed (the previous annual Operational Plan).
- A Business Strategy guiding the strategic approach of the Partnership to 2030 has been produced and consulted on with the Partnership members. This will be really useful in giving a remit / instruction to the team in developing the Partnership's business.
- An annual Business Plan for 2023/24 has been produced and this will become the annual report brought before committee in late winter. It will look forward, proposing the business development work to be undertaken and highlighting how the delivery of the programme will be funded throughout the forthcoming year. It also gives an opportunity once a year for members to generally scrutinise the whole programme.
- All our funding streams, traditional grants, corporate giving, public giving and our partners from time to time require us to supply clarity on how business works. This is often required to meet their own due diligence in working with us. It is difficult to provide this to meet the timescales of developing a specific business opportunity but having this in advance of these requests shows a robust approach which makes us easier to work with.
- Recommending both of these documents and the process and proposed business development contained, will be a major vote of confidence of the team to our partners. It will go some way in mitigating any risks they may see in working with the team, knowing that team and its business development approach is supported by this committee.

2. Recommendations

- 1. The process - Approval of a new reporting process which replaces the previous operational plan with a long-term Business Strategy to 2030 (to be constantly rolled forward so it always has at least a 5 year future). In addition, an annual Business Plan will be presented to committee for approval in late winter each year. At this time members will also expect a general update on the progress of the Partnership's work and this Business planning process. Any changes and updating to the Business Strategy are delegated to the Moors for the Future Partnership Manager in consultation with the Head of Assets and Enterprise.**
- 2. The Business Strategy – Approval of the Business Strategy and the remit and instruction this gives the Partnership team in developing business. Maintained to at least a five-year horizon.**

3. The Business Plan – Approval of the 2023 – 2024 annual Business Plan working within the Authority’s Standing Orders to develop business within the agreed Business strategy.

How does this contribute to our policies and legal obligations?

The MFFP Business Strategy and Annual Plan will develop a pipeline of funded projects, thereby maintaining the 20-year trajectory of nature recovery through peatland restoration and other initiatives across the Partnership’s working area. It will guide the team to the most appropriate related funding and activity to achieve the Partnership’s mission. It will help capitalise on vital opportunities for the future financing of the urgently needed peatland restoration that is still required. It is relevant to the Peak District National Park Management Plan and the delivery of the Authority Plan it covers many aspects which will support the delivery aims of both, especially objective areas of Climate Change, and Landscape & Nature Recovery.

In addition, this approach will emphasise and support the compliance with the Authority’s financial procedures and Standing Orders.

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.

Background Information

Since 2003 great steps have been taken to avoid the environmental catastrophe the blanket bog landscape of the Dark Peak and South Pennines was heading towards. Our Partnership has a long way to go to fully realise the goal of our mission but we are on a positive trajectory to achieve this.

The partners and programme team have worked hard to continually raise funds and put new projects together. We have proved to be capable and successful in this role and this business strategy guides how the resource for this important work will be developed and managed.

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 race. 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. Collectively our partners have a significant influence over a large landscape holding opportunities to mitigate these impacts.

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.

11.5 million people live in the Local Authority areas bordering the Partnership’s working area. It should be noted that three adjacent City Regions sit immediately on the borders of

the Partnership – Greater Manchester, Leeds and Sheffield. As indicated earlier, the upland landscape needs to be in the best ecological condition possible to withstand the impact of this large population and its associated infrastructure, and to supply these communities with hardworking natural processes, in particular being resilient to moorland fires, flooding and drought conditions.

Proposals

1. Providing Committee approve this new process and the business planning documents, the team will share these with our partners and will then use the guidance this gives in developing new business and clarifying how we work to any organisation that needs to explore this.

Are there any corporate implications members should be concerned about?

Financial:

2. No metrics are given in the Business Strategy as the longer time frame makes speculation over this period difficult, a target area for business development is given in the strategy and is copied here;

Priority focus areas

1. The past three Asset Management Programmes (AMP) over 15 years have been a bedrock of delivery and have provided the essential first piece in the future funding jigsaw. The AMP8 delivery (2025 – 2030) across United Utilities, Severn Trent and Yorkshire Water will be fundamental to capital delivery across many drinking water catchments across our working area. It is essential to work with our utility company partners to maximise this opportunity.
 2. In step with the above, the Environment Agency have a challenging requirement to reduce the increasing flooding issues in communities at risk at the foot of the hills across our working area. The Flood Defence Grant in Aid and other funding of the Environment Agency could add value to the AMP 8 programme to optimise delivery for natural flood risk management.
 3. Green finance from public and corporate giving is growing. This includes mechanisms such as the Peatland Code and that being designed through the Great North Bog Coalition, in addition to our in-house initiatives on place-based schemes, the BMC Climate Project and 1% for the Planet. Using private and corporate funding to deliver environmental benefits and (where applicable) meet corporate ESG aims. These need staff capacity to be maintained and increased to fully capitalise.
 4. Grant applications to NLHF and government schemes such as the present Nature for Climate fund. These need a staff capacity to be maintained and increased to fully capitalise on all relevant grant streams available.
3. The developing business for 2023 / 24 FY is laid out in the annual Business Plan and this is monitored through a mechanism called the Programme Tracker which is scrutinised at each of the Authority's monthly Resource Management Meetings.

Risk Management:

4. 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.

Sustainability:

5. From a business sustainability perspective, this proposal fits within the context of the Moors for the Future Partnership Mission and Objectives. 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.

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 2023-24. 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.

Equality, Diversity and Inclusion:

6. There are no equality issues arising from this report

7. 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? The Partnership will use this strategic approach to accelerate delivery leading the way in sustainable land management and on the pathway to being exemplars of sustainability.
2. How does this decision contribute to the Authority meeting its carbon net zero target? This partnership will continue to add to the 560k tonnes of avoided carbon loss already achieved as further work is delivered.
3. Are there any other Climate Change related issues that are relevant to this decision that should be brought to the attention of Members? The future works being proposed will be engaging with the water resources and flood risk management issues, and also considering registration with the Peatland Code. Increasing drinking water quality and restoring water-tables as blanket bogs are restored. A restored water table will contribute to the moors' resilience against wildfire.

8. Background papers (not previously published)

No background papers that have not been previously published.

9. Appendices

Appendix 1 - Moors for the Future Partnership Business Strategy to 2030
Appendix 2 - Moors for the Future Business Plan 2023 - 2024

Report Author, Job Title and Publication Date

Chris Dean Partnership Manager Moors for the Future Partnership, 24 August 2023

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2023/2030

Business Strategy

October 2023

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INTRODUCTION

Moors for the Future Partnership - Business Strategy to 2030

This strategy will provide a remit to the staff team, giving a broad approach to business development. It aims to give confidence that effort and time invested in developing the programme of projects, which meet this strategic remit, will be supported by the partner organisations and will meet the business requirements of the Peak District National Park Authority (PDNPA). Whilst specific items of business will require individual approval meeting the standing orders of the Authority, [this strategy provides the initial gateway for targeting new business.](#)

The Partnership, and this Business Strategy, focusses on the medium to long term in order to extract the maximum value from each individual project and funding stream, for the overall benefit of the partners and funders. The ideal is to maintain a rolling programme of funded projects that allow for continuous improvement on each site until we can demonstrate, through evidence, that we have placed it firmly on a trajectory towards resilient, favourable condition. The purpose of this Business Strategy is to create this funding condition, such that there are no gaps in our works or progress to achieve these goals. This allows momentum to be maintained in our capital works and stakeholder relationships, continuity in our monitoring data, and the retention of skilled staff.

This is the Business Strategy, giving the narrative of our Business; it does not deal with the metrics as this needs an annual assessment which is up to date with the financial opportunities. This strategy will set the scene for business planning which will be presented to the Partnership's Strategic Advisory Board and Peak District National Park Authority in late winter on an annual basis.

Background to the Moors for the Future Partnership

Moors for the Future Partnership came together in order to restore the blanket bog landscape of the Dark Peak. 150 years of extreme atmospheric pollution in addition to catastrophic wildfires had, by the start of our work in 2003, left the most degraded upland landscape in Europe. With several square kilometres of completely bare peat, and virtually all of the Dark Peak moorlands suffering from poor ecological quality, no single organisation was able to tackle this issue. The Peak District National Park Authority formed a partnership in order to implement positive action on the ground and commit to the long road leading to a restored moorland landscape. Since then the effects of the upland environment on human life has been brought into a sharp focus. The opportunity to address climate change and realise the critical carbon storage potential, and improve critical drinking water resources and flood risk management, aligned to the needs of nature recovery. These are all significant gains when putting this landscape into excellent ecological condition. (www.moorsforthefuture.org.uk).

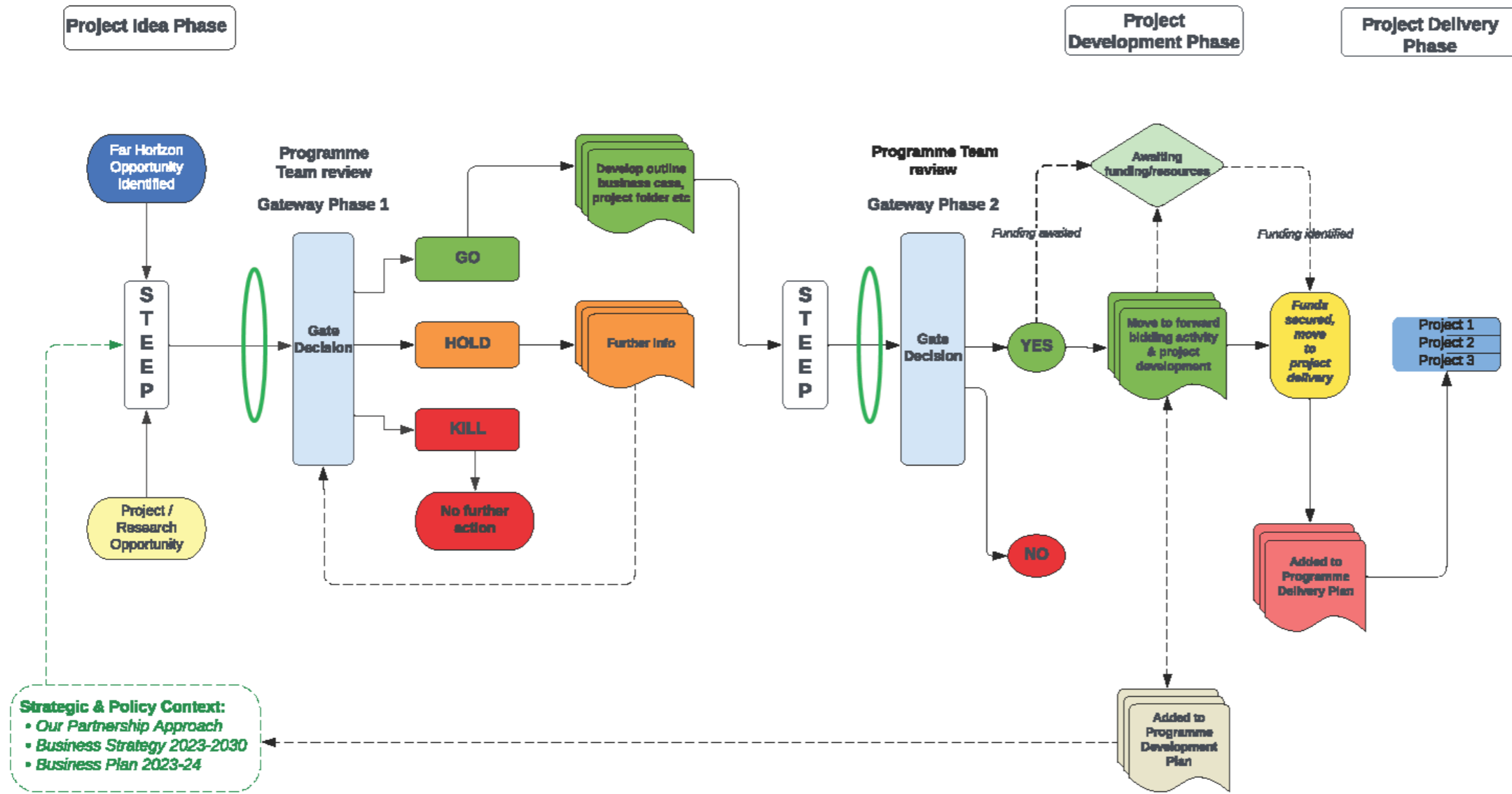
Since 2003 great steps have been taken to avoid the environmental catastrophe the blanket bog landscape of the Dark peak and South Pennines was heading towards. Our partnership has a long way to go to fully realise the goal of our mission but we are on a positive trajectory to achieve this. ([Our Partnership Approach](#)).

The partners and programme team have worked hard to continually raise funds and put new projects together. We have proved to be capable and successful in this role and this business strategy guides how the resource for this important work will be developed and managed.

This Business Strategy sits alongside a number of other key documents in a gateway process through which new business will pass before becoming a delivery project. Throughout the passage of business from idea, to bidding, to delivery, all business must meet the Partnership's vision and also comply with the PDNPA standing orders before being onboarded as a delivery project.

The development and onboarding process through key documents give a business gateway process:

Business Development Gateway Process



High-level Strategic Direction – **Our Mission**

The Partnership’s Mission and Objectives give a firm direction and are laid out in the graphic below.

Our Mission

“By 2050 the upland landscape of the Dark Peak and the South Pennines will be sustainable and resilient. It will be valued for its healthy, functioning peat bogs and ecologically diverse moorland fringe. It will be good for wildlife and as a place for everyone to enjoy, now and for generations to come”

MOORS FOR THE FUTURE PARTNERSHIP

Our Strategic Objectives

RAISING AWARENESS
To inspire everyone to take positive action for the conservation of the moorland landscape

CONSERVATION MANAGEMENT
To develop and deliver sustainable land management practice.

SCIENCE
To develop expertise for the sustainable management of moorlands and to demonstrate, through evidence, the effects of the capital works upon the ecosystem and ecosystem services

Our Partnership will also

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 an efficient and effective partnership offering values to the Public and Private sectors and all the communities where we operate.

The programme of conservation work, science and communications needs to be developed with the aim of following this Mission.

Further business direction is sourced from:

1. The Partnership's own reports

The partnership produces research reports (such as those produced following the MoorLIFE2020 Project) and planning documents (such as Our Plan for Water in the Upper Catchments of the South Pennines until 2030) particularly where there is a knowledge gap or a specific need or partner request to provide answers and advice.

2. Strategic direction from our partners

All our partners produce strategic and planning documents which provide their desired outcomes. These give a remit and direction to the partnership's activities. The programme of business development will aim to follow these partner requirements, which will be drivers for the development of our programme. Examples of these are:

- Peak District National Park Management Plan
- National Trust High Peak Vision
- Water company Asset Management Plans
- Other strategic documents from our partners
- Nature Recovery Strategies which cover our working area

Our partners also have their own initiatives, such as Severn Trent's Great Big Nature Boost, NT & YWS Landscapes for Water, South Pennines Park Landscape Recovery projects and Local Authority Nature Recovery Plans which overlap the interests and mission of the Partnership and for which the Partnership can contribute and deliver KPIs.

These strategic documents and priorities will change over this period to 2030 and we will rely on our partners to direct us to the most relevant direction they wish us to follow.

3. The latest evidence and policy direction

National policy and the evidence base, applied to the upland landscape, is continually developing. To apply some focus to this we will concentrate on direction from:

- UK government sources e.g 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, Flood and Coastal Erosion Risk Management Strategy Roadmap and new policy as this develops.
- Latest research evidence from the academic community
- IUCN UKPP (International Union for the Conservation of Nature UK Peatland Programme)
- GNB (Great North Bog – a coalition of six peatland partnerships across the North of England covering 5 National Parks, 3 AONBs and an undesignated park)

The above Mission, objectives, evidence and partner policy material are core to every piece of new business and will be considered in every new venture.

Global and UK Context

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 race. 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. Collectively our partners have a significant influence over a large landscape holding opportunities to mitigate these impacts.

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 provide 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.

11.5 million people live in the local authority areas bordering the partnerships working area. It should be noted that three adjacent City Regions sit immediately on the borders of the Partnership – Greater Manchester, Leeds and Sheffield. As indicated earlier, the upland landscape needs to be in the best ecological condition possible to withstand the impact of this large population and its associated infrastructure, and to supply these communities with hardworking natural processes, in particular being resilient to moorland fires, flooding and drought conditions.

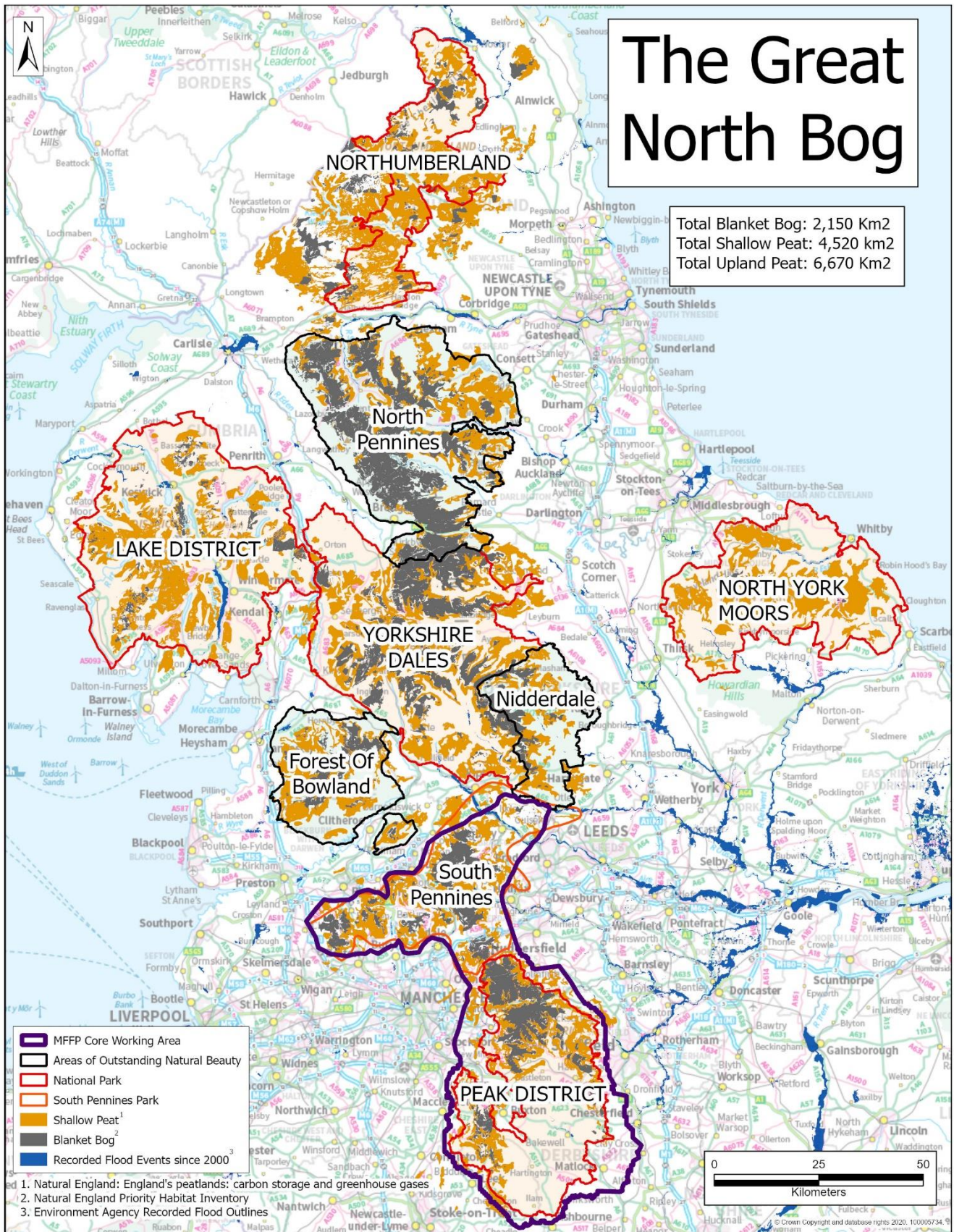
HOW WE WORK

The Scope of Moors for the Future Partnership – What we do and where we do it

Topical Scope – The Mission and objectives of the Partnership give a clear direction for the type of work the Partnership's staff team will engage with. From time to time this guidance will be reviewed as the strategies of partners and additions to the South Pennines Park and National Park Management Plans provide a new steer. The topical scope of the work will also reflect national policy development which will also be taken into consideration.

Geographical scope – The Partnership's core area of operations is across the Dark Peak and South Pennine Park, in particular the South Pennine Moorlands Special Area of Conservation and Special Protection Area. This is the working area for delivering practical conservation, science and public engagement projects on the ground. This represents 750 square kilometres of the most degraded upland peat landscape in Europe. This area crosses a significant number of organisational boundaries and landownership boundaries. Partnership delivery is the only sensible way of a strategic landscape approach.

The Partnership operates at a wider geographical area, promoting its science, communications and advocacy, and the opportunity for financial contributions. The Partnership was one of the leaders in the creation of the Great North Bog, a coalition of six partnerships which work together across the North of England to better conserve and restore the 7,000 square Kilometres of upland peat across the North of England.

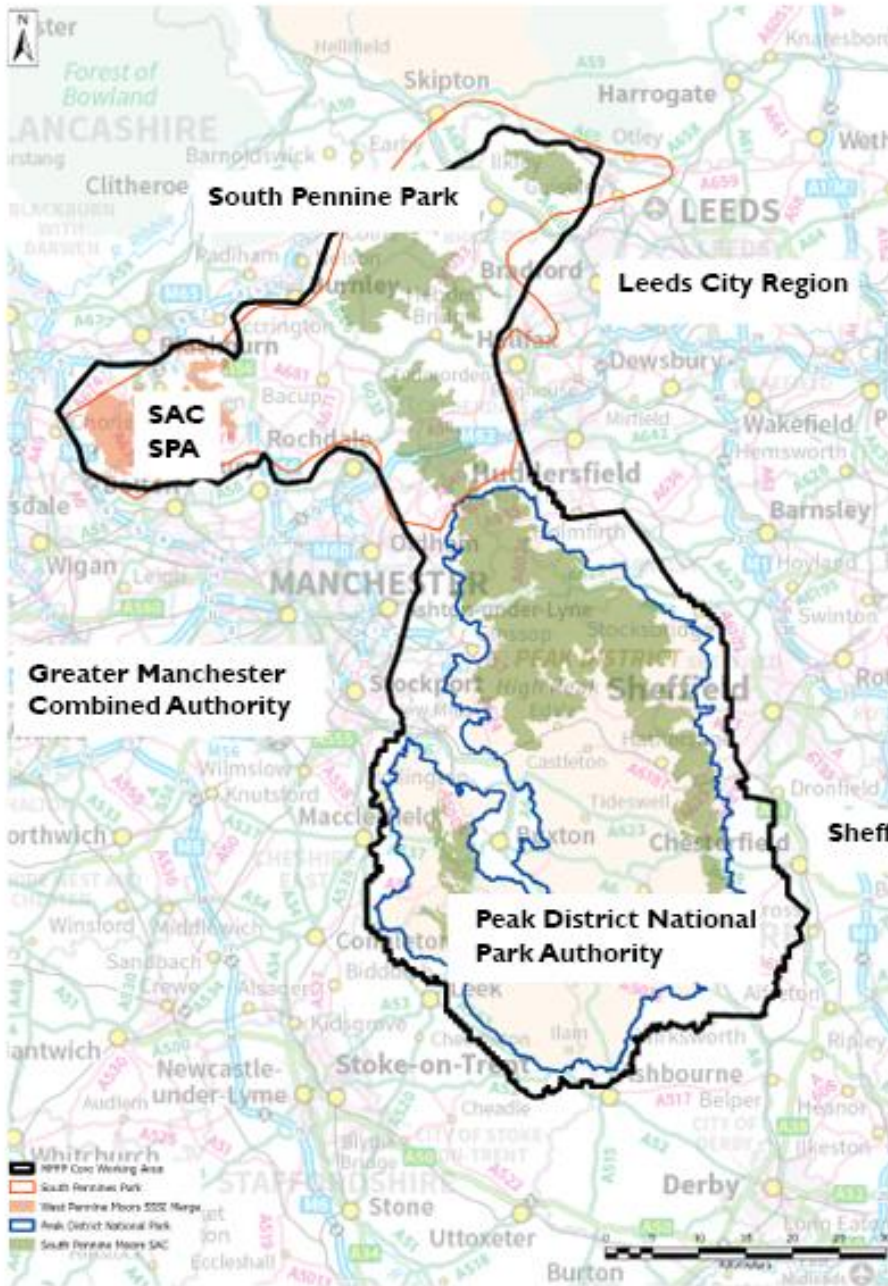


This geographic “home” has integrity as it:

- Contains all the blanket bog landscape most affected by historic atmospheric pollution and therefore needing a similar remedial approach.
- Is all of a similar character due to its close (positive and negative) relationship with a large population, industry and infrastructure – a unique, large contiguous area of wild moorland surrounded by the Northern Powerhouse.
- Represents a range of positive and negative factors (landscape fires, water resources and quality, wildlife movement, recreation, to name but a few) which have no respect for organisational boundaries and are better managed across the whole contiguous moorland landscape.
- Recognises that the needs of nature recovery, natural flood risk management, engagement and behavioural change, scientific monitoring and carbon security require the same actions across the whole of this landscape, giving economies of scale and efficient working when delivered by a partnership approach across the whole Dark Peak and South Pennines.
- Is the only function which covers the whole of the South Pennine Moorlands SAC and SPA in its entirety.
- Represents all of the southern end of the Pennines which is one of Europe’s uplands most at risk in the face of climate change.

Moors for the Future Partnership Working Area

- Size of working area is 750km²



- 11.5 million people live in the areas abutting our working area.
- Since 2002 we have avoided the loss of 560 tonnes of carbon.
- Since 2002 we have avoided environmental catastrophe by revegetating 35 sq km of the most degraded upland peat in Europe.
- Raised and invested £50m into the moorland landscape.
- 144 communities at risk of flooding in our working area.

GOVERNANCE – How we do business

Moors for the Future Partnership is a not-for-profit partnership which is part of the Peak District National Park Authority. As such we have a public sector governance model but work with and through delivery contracts and are accountable to multiple partners. We develop business, guided by our mission and objectives to fund, develop, project manage and deliver projects that maximise synergies and bring benefits at scale.

The governance of the Partnership is split between the strategic decision making, which is made as a partnership by the Strategic Advisory Board, and business decision making which is taken by the National Park Authority as the Partnership's legal entity.

The Partnership is guided by its Strategic Advisory Board and its key aim is the delivery of the Partnership's vision. We follow all procedures and policies of PDNPA Standing Orders. This public sector operating model has been questioned on a number of occasions and alternative models have been explored. None of the alternatives were found to offer the Partnership the same business resilience.

The Partnership's Strategic Advisory Board has its own Terms of Reference with a Chair and Deputy Chair appointed by the National Park Authority. Members of the Strategic Advisory Board represent regulatory advice and major land and stake-holding interests.

Individual Memoranda of Agreements are put in place with each partner so it is clear what mutual benefits are shared, and to clarify relationships, support and expectations. They also make clear what funding is agreed and any additional, partner specific activity, for example the collation of data and evidence to support a partner's ESG reporting.

Strategic Decision Making

The strategic direction of the Partnership's activities is advised by the Moors for the Future Strategic Advisory Board. This strategic advice is sought every quarter and concentrates on the development of new initiatives and strategic problem solving, seeking a steer and support from partners for taking solutions forward. Opportunities and issues don't neatly arrive to time with the meeting cycle and often these have to be dealt with outside the meeting cycle.

Business Decision Making

The Strategic Advisory Board is not a legal entity of its own; this is provided for by the Peak District National Park Authority. As such business decisions are taken in the light of the Standing Orders and financial and legal guidance of the Authority. The Moors for the Future programme team agrees and develops an item of new business such as a new grant bid or the delivery of a project with a partner. This is put as a business case to the PDNPA who would accept or decline the responsibility of holding a contracted fund, which the Partnership's Programme and Project team deliver.

Financial supporting features of our governance model

Cash flow is provided and managed through a robust process within the Peak District National Park Authority. This cash flow facility is a major factor in the success of Moors for the Future. Almost without exception all the projects entered into require up-front funding which is then reimbursed on the presentation of invoices. The large capacity cash flow which the Authority provides is critical to the continuing success of the Partnership. The other major supporting factor is derived from the general robustness of the Authority's Standing Orders and processes. This gives partners and grant bodies a high degree of confidence which helps to secure their support as they see the

Moors for the Future team, backed up by the Peak District National Park Authority structures, as a safe pair of hands for their resources. Business is also significantly enhanced by the national and regional advocacy a highly respected National Park Authority is able to generate for the Partnership.

Financial limiting features of our governance model

Due to the public sector operating model of the Partnership, some forms of funding are difficult to attain. This is often due to the blanket assumption that partnerships legally part of public sector entities have access to a revenue base of public funding. The Partnership receives no funding from the Authority's grant-in-aid from Defra. It is entirely cost-neutral to the Authority, operating on a full cost recovery basis. The disadvantage of this model in accessing funding is not unique to this partnership and needs addressing at a national level. Building up working capital from a profit margin is also restricted in a public sector model. As such this presents a challenge in generating funds to invest in business development – it is difficult to “speculate to accumulate” within this structure in the way that a private business would whilst we are at the same time expecting Moors for the Future to operate as a cost-neutral business. Furthermore, this results in difficulty managing the shifting resource and buffering against unforeseen circumstances.

The general view over many investigations, over a long period, is that the supporting features of the present model outweigh the limiting features, but we should still improve the model where we see advantages to do so.

OUR FOCUS WORKING TOWARDS 2030 – Priorities, Market Drivers and Customer Base

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. This section expands on our Mission and Objectives, the key business opportunities for delivering partners requirements on Nature recovery for people and place are as follows:

Priority focus areas

1. The past three Asset Management Programmes (AMP) over 15 years have been a bedrock of delivery and have provided the essential first piece in the future funding jigsaw. The AMP 8 delivery (2025 – 2030) across United Utilities, Severn Trent and Yorkshire Water will be fundamental to capital delivery across many drinking water catchments across our working area. It is essential to work with our utility company partners to maximise this opportunity.
2. In step with the above, the Environment Agency has a challenging requirement to reduce the increasing flooding issues in communities at risk at the foot of the hills across our working area. The Flood Defence Grant in Aid and other funding of the Environment Agency could add value to the AMP 8 programme to optimise delivery for natural flood risk management.
3. Green finance from public and corporate giving is growing. Mechanisms such as the Peatland Code, Biodiversity Net Gain and that being designed through the Great North Bog Coalition, in addition to our in-house initiatives on place-based schemes, the BMC Climate Project and 1% for the Planet. Using private and corporate funding to deliver environmental benefits and (where applicable) meet corporate ESG aims needs a staff capacity to be maintained and increased to fully capitalise.
4. Grant applications to NLHF and government schemes such as the present Nature for Climate fund. These need a staff capacity to be maintained and increased to fully capitalise on all relevant grant streams available.

Market drivers and customer base adding value to the priority focus areas

The environmental KPIs of policy delivery across corporate and public life generally, present opportunities which we should regard as our customer base. The requirements of the 11.5 million people living in the Local Authority areas surrounding our working area and the politics this drives is significant. There is estimated to be a market for the next 20 years in fulfilling the restoration vision of policy organisations interested in this landscape. This has given Moors for the Future a unique selling point, recovering our blanket bog landscape from an environmental catastrophe is an obvious priority for many organisations who may resource this work:

- **Nature recovery and conservation management:** in collaboration with large landowning bodies such as National Trust and water companies with leadership from Natural England. SSSI (Site of Special Scientific Interest) recovery programmes, the Moors for the Future staff team being a major delivery agent for this work. There is at least another 2 decades of work needed to ensure favourable condition is met and maintained.
- **The water environment:** demonstrating and providing evidence for flood risk management benefits in the upper catchments. Serving the very demanding requirements of future water resources and water quality. Environment Agency, Severn Trent, Yorkshire Water and United Utilities are very concerned to influence this and the management of reservoir catchments in order to supply high quality raw water into the drinking water treatment works. The Peak District and South Pennine blanket bog landscape collect and release water into reservoirs that is destined for use by over 19.5 million customers of the 3 water companies. From moors in good condition, with a diverse moss flora, this release is of slow, filtered water, reducing the need for water treatment and reducing the risk of flooding. There is also a growing imperative to tackle the problem of storm flow into waste water drainage infrastructure.
- **Wider Landscape Conservation and Management:** the Peak District National Park Authority has many deliverables in the National Park Management Plan for which the Moors for the Future Partnership working across the Dark Peak provides a solution. In addition, the South Pennines Park has a developing remit across the South Pennines for which the Moors for the Future Partnership provides opportunities.
- **Science and Evidence:** monitoring provides the evidence required to enable funders to be confident of the return on their investment. There is a further proven market for the interpretation and application of science in this field and for the really important role of evidence to advocate a change in policy and improving the understanding for our vast numbers of visitors. The surrounding academic institutions are keen to continue working with us possibly also creating a new research campus at the Moorland Centre.
- **Carbon protection:** the blanket bog areas on the high moorland plateau contain the oldest peat deposits in the UK, the loss of which is a significant contributor to the UK's carbon release. In addition, active blanket bog has the capacity to sequester much carbon, turning a source of carbon into a carbon sink.
- **Economic:** as well as money generated in association with tourism, the moors are economically important to owners and occupiers. Sheep farming, grouse shooting and forestry all contribute significantly to the wellbeing of the region's rural and urban communities. The communities living within and around the moorland landscape have had a close and mutually beneficial relationship with these moorlands for generations. It is important to sustain these communities and support their positive input into the moorland landscape into the future. The partnership would be keen to explore ways of helping with this.
- **Engagement and encouraging positive recreation** from the 11.5m surrounding population and over 28 million people living within an hour's journey from the area. With increasing landscape fires, all caused by people carelessly or deliberately, and a huge increase in the public desire to protect our environment and support nature there is a need to secure resources to support this area.

This all leads to a present buoyant market with a real need for a flexible project and contract-managing team with an ability to respond quickly to requests for a service delivery or resource opportunity. This ethos of agility and continuous improvement, combined with the benefits of scale and identification of synergies between projects, has enabled the Partnership to respond to its funders' needs and provide value for money. For this to continue against the present backdrop of fragmented and short-term funding and goals, it is important to properly resource the Programme team and to provide for a "buffer" of funding, to enable speculative and preparatory activities such as bid writing and business development.

FUNDING

Funding principles and mechanisms

The partnership team follow a simple set of rules and mechanisms in developing business.

- That we are led by the Mission of the Partnership and the evidenced need to take action in specific areas. We do not simply bid for funds due to those funds being available.
- That we meet the standing orders and due diligence requirements of the PDNPA and this is seen by all partners as a welcome measure of high financial rigour and risk mitigation for the partnership's resources.
- That all projects are only entered into on a full cost recovery basis
- That we recognise there are difficult to fund areas which are nevertheless critical to the partnership's success, often in the areas of communication, science and behavioural change. We work in partnership to do the things which are hard to do and so in principle we need to place effort into the difficult to fund areas. "Difficult to fund" should never be a reason for not being a priority.
- That we recognise there are critical costs to business development and costs to running the programme which cannot be met from project funding. A revenue income needs to be generated using a range of income generation methods to cover these items. We are developing wider commercialisation and charitable giving to support the Partnership's Mission.
- That looking for match funding and responding quickly are often necessary to secure funds to deliver the Partnership's Mission.
- Direct partner contributions to core funds (revenue) were in the past a major funding feature and should still be sought after as this is the most difficult area to raise funds for.

FUNDING TARGETS TO 2030

It has been necessary since 2002 to have an ambitious approach towards seeking funding in order to match the scale of the degradation issue across the Dark Peak and South Pennines. This resulted in the very necessary raising of £50m over the first 20 years. The increasing risk of climate change and the increasing expectation placed on the environment require a similar ambition to 2030 for intervention across our working area using the priority focus areas highlighted previously.

Revenue – The programme needs to fund business development and a number of activities to support delivering the programme which are not funded from capital projects. We have set the target for this to £500,000 a year. This is a very ambitious target but the present limit of revenue availability is seriously limiting the Programme team's ability to support a bigger programme and increase business development for partners.

Capital – This is the major portion of the Partnership's funding as this delivers projects required by our partners in order to maintain a trajectory of improving condition. This has run at on average at £2.5m a year over the past 20 years. To maintain momentum and to keep the Partnership relevant and significant this needs to be at a minimum of £3m a year to 2030. With an increase in business development activity across green finance, biodiversity net gain

and corporate environmental and social goals it could be much more than this. It certainly should be to maintain the improving trajectory across the most degraded and most accessible blanket bog landscape across Europe: the Dark Peak and South Pennines.

BUSINESS AND FINANCIAL 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 SAB each quarter.

The Strategic Advisory 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
- Programme Development Plan – which will promote a discussion and steer on the direction of business development

BUSINESS RISK ANALYSIS

The Partnership uses risk analysis techniques to identify and assess factors that may jeopardize the success of projects. The same techniques also help to define preventive measures to reduce the probability of these factors from occurring and identify countermeasures to successfully deal with these constraints as and when they develop.

Using a simple SWOT analysis to;

- Identify Risks (Internal & External),
- Identify Uncertainty (Quantify the range of risk),
- Estimate Impact,

We then use STEEP Analysis, (Social, Technological, Economic, Environmental, and Practicable) to;

- Analyse Results (what steps can be taken to mitigate or eliminate risk).
- Implement Solutions

Examples of where we use the techniques described above are as follows;

- Business development pipeline management
- Project start-up
- Capital works delivery
- Contracted services and supply (outgoing funds)
- Funding sources (incoming funds)
- Operational impacts
- Key staff impacts
- Contingency and public liability insurance

Staffing

Work is coordinated through a core programme team and delivered by a project team of staff, casuals and volunteers – this increases and decreases in size according to delivery needs. All staff are employed by the Peak District National Park Authority.

The core programme team manages the staff that deliver the Partnership's outcomes, and oversees and directs the delivery of projects currently underway. It is responsible for designing, organising and coordinating these interrelated projects and necessary business development work.

Core Team role focus and Organization Chart

The whole team working to the Partnership's objectives includes a programme team and a project team with ongoing employment linked to available funding supported by volunteers and casuals. As the team is entirely dependent on project funding this needs to be planned as far as possible into the future. The staff skills and experience are one of the most important delivery and risk mitigation assets of the partnership, great care needs to be taken to protect job satisfaction and retention.

Programme team consists of:

Partnership Manager
Programme Manager – Communications
Programme Manager – Conservation and Land Management
Programme Manager – Programme Office and Partnership Finance
Programme Manager – Science
Business Development Manager

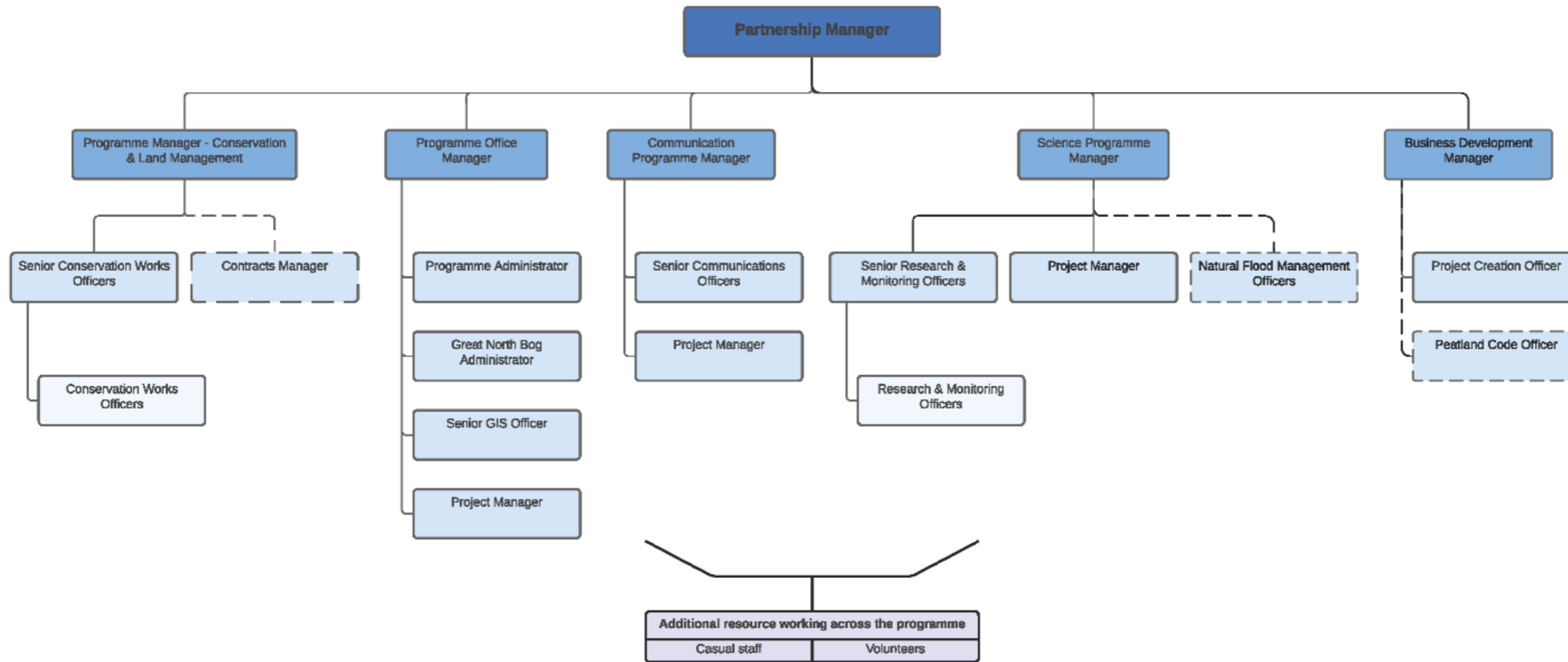
With additional support from Programme Administration Officers and GIS Officers.

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.
- 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 July 2023



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2023/24

Business Plan

July 2023

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INTRODUCTION

This Business Plan covers the period April 2023 to March 2024. After two years of significant volatility across the partnership's funding, there is now greater clarity in the funding landscape although this is tempered by a degree of uncertainty on how Defra's Peatland Restoration Grant (Nature for Climate) funding will be replaced. What is clear, is that the Private Sector (PS) will have a much greater role in funding future landscape scale projects over the period covered by this Business Plan.

Nature based Solutions (NbS) and Natural Capital (NC) markets will be the catalyst vehicles used to stimulate PS interest in financing future projects in return for NbS credits / tokens.

Conservation and Land Management (CaLM) DELIVERY FORECAST

Global and UK Context

The Blanket Bogs of the South Pennine Moors remain some of the most degraded in Europe. 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.

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 Partnership is now working at scale, managing up to forty projects at a time, including multi-million pound schemes. The core working area is the Dark Peak and the South Pennines Park, with a focus on the South Pennines Special area of Conservation (SAC).

Work includes supporting the delivery of the Peak District National Park Management Plan, 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, and delivering AMP7 & 8 work with the three water companies operating within this area.

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. Natural capital markets trading ecosystem benefits on voluntary offsetting markets offer a route for financing peatland restoration. These markets are immature and unit values are still too low to attract the majority of Landowners to offer to sell ecosystem service benefits in return for moorland restoration. However, in the near future values are increasingly likely to rise to a commercially viable level and the MFFP needs to be ready to capitalise on this new source of finance as opportunities start to materialise.

2023 -24 CaLM Delivery Plan

Anticipated capital spending in 23/24 financial year: (£ £4.1m).

This represents the largest annual capital spend for MFFP to date and a 30% increase on 22/23 spend.

This rise in capability and capacity demonstrates the continued ambition of the Partnership and the team at MFFP to continue to grow peatland restoration at a scale and pace that reflects the ever-increasing need to arrest climate change.

Funding for capital works in 23/24 is coming from a range of sources including: water company partners' AMP7 commitments (STW / YW), Nature for Climate Peatland Grant Scheme (with contributions from a range of partners providing Match funds), Environment Agency's Accelerated Flood Funding (Natural Flood Management), Green Financing Pilot, Bradford Metropolitan District Council/Rebel Restoration (Ilkley), Agri-Environment (Countryside Stewardship).

Capital delivery will be across 12+ projects working across circa 34 different sites in the Dark Peak and South Pennines Moors. Monitoring and communications and engagement activities are included in the above.

Development Pipeline Highlights

Current Position Statement

We have recruited a Business Development Manager (November 2022) and a Project Creation Officer (February 2023). This has enabled us to progress the majority of previously stalled opportunities and develop a number of exciting new opportunities to back fill and grow our funding pipeline. We have split our business development activities into three categories.

1. Traditional DEFRA family, grant funded project opportunities
2. Blended project funding (Public, Private and Third sector)
3. "Unrestricted" income for core funding (Philanthropic, Charity, CSR, HNWI Donations).

Partnership & Grant funded projects

- AMP 7 – Moor Water projects for STW and YW – **Assurance – In Delivery (£2M)**
- Moor for Climate (Defra Nature for Climate). Restoration Grant Bidding - **Assurance – Expected (£1.1 M)**.

Blended funding

- PDNPA-owned land suitable for registering with the IUCN Peatland code to inset Authority carbon emissions / allow PDNPA businesses to voluntary offset emissions. MFFP and STW have a draft agreement to plant sphagnum on Eastern Moors, with the KPI being hectares planted in each year rather than having a fixed target. **Assurance – Expected (£464K + IUCN registered peatland value)**.

Appendix 2

- Coombs Moss – Privately owned land, STW, Nestlé and EA funded – all stakeholders sharing the Ecosystem services benefits – Carbon, water neutrality, NFM, Biodiversity - **Assurance - Expected 770,000K**

Unrestricted income – Unrestricted funds are provided as donations from funders, which are not part of a specific project.

Committed / Received

- Golden Bottle Trust - £50K – unrestricted
- BMC / ACT- £21K - unrestricted
- Private donation - £25K – unrestricted
- Private donation - £15K – Project related, Moor Climate Action Phase 2, in table below
- Rebel Restoration - £15K – Project related, Ilkley Moor Phase 2 in table below
- Intelligent Solutions - £8.6K – unrestricted, though does require Sphagnum planting with IFS employees
- RSE £3.5K – project related, Sphagnum in Molinia Trials in table below
- Others £2.9K – unrestricted

Total - £141K

Pipeline to be converted - £210K

PROGRAMME 23/24

Projects approved and under contract	ARP/P&R minute Reference	Anticipated gross expenditure of project work 2023/24 (£)	Funders
Nature for Climate Fund	30/21		NE
• Moor for Climate		221,384	NE
• Moor Climate Action		476,524	NE, YW
River Etherow Monitoring	RMT 46/16	16,609	STW, UU, YWS
EA Natural Flood Management Capital Delivery 2022-30	17/22		EA
• NFM through Peatland Restoration		533,479	EA
Moor Water: AMP7 Works Delivery 2020-24	16/20, 65/21		STW, YWS, UU
• Severn Trent Water		200,000	STW
• Yorkshire Water		1,376,368	YW
The Great North Bog	18/22		Various
• Peatland Partners Resilience Fund		157, 242	Esmee Fairbairn Foundation

Appendix 2

• England Peat Map (Phase 1)		24,569	NE
Moor Resilience	17/20		Various
• Ilkley Moor Restoration Phase 2		40,000	Rebel Restoration, Bradford MDC
Moor Green Investment	16/20	17,989	Defra, EA, Esmee Fairbairn Foundation
BMC Climate Change Project	n/a	20,152	BMC Access and Conservation Trust
RSPB Bund Monitoring	27/22	40,820	RSPB, UU, NE
The Green House Gas Project	n/a	3,380	University of Manchester
Survey work	n/a	4,150	Various – Calderdale BC, DWT, RSPB
Wildfire Legacy	n/a	750	Peak District FOG
Sub Total		3,133,413	
Pipeline – approved, subject to contract			
Nature for Climate – Peatland Restoration Grant	30/21		NE
• Moor Climate Action Phase 2		1,162,359	NE, STW, UU, Staffordshire Wildlife Trust. NT, BMC, Private Donation
Moor Water: AMP7 Works Delivery 2020-24	16/20, 65/21		STW, YWS, UU
• Severn Trent's Great Big Nature Boost		464,252	STW
The Great North Bog	18/22		Various
• England Peat Map Phase 2		34,274	NE
Countryside Stewardship			Various
• Butterworth and Blackstone Edge CS		99,600	Private landowner
• Bingley & Burley Moor PA2		58,099	Private Landowner
Moor Green Investment - Combs Moss Restoration Project	49/23	770,500	Nestle Water, STW, EA, Peatland Code
Sphagnum in Molinia Trials		3,500	RSE
Dipwell Campaign		21,250	Tbc
1% for the Planet		15,000	Donations
Sub Total		2,628,834	
Total (Projects Approved and Pipeline)		5,762,247	