

Appendix 2 North Lees Campsite Option Appraisal: Detail, Risks and Mitigation

This appendix deals primarily with the non-financial issues.

	Option	Risk to implementation of Vision for Stanage-North Lees	Likelihood	Impact	Mitigation proposed
Option 1	Close the campsite	<ol style="list-style-type: none"> 1. Relationship with stakeholders including Stanage forum who clearly see a campsite at North Lees as an integral component of the property. This could jeopardise stakeholder involvement in the production and implementation of the Stanage-North Lees Management Plan 2. Severely reduced giving opportunities 3. Reduced outreach and engagement opportunities 4. Landscape implications from wild camping (4540 tents used the campsite in 2014) and staff time in managing this. 	<ol style="list-style-type: none"> 1. High 2. High 3. High 4. High 	<ol style="list-style-type: none"> 1. High 2. High 3. High 4. High reducing to Medium with effective mitigation 	<ol style="list-style-type: none"> 1. Build on the positive relationships already established between critical User Groups and N Lees Manager. 2. Maximise giving opportunities elsewhere on the property 3. Maximise the outreach and engagement opportunities elsewhere on the property 4. Effective sign-posting of campers to other sites; Development and dissemination of Sheffield Moors Partnership approach
Option 2	<p>Close the campsite early Oct 2015 and re-assess the market and potential investment opportunities.</p> <ol style="list-style-type: none"> 1. Install the Ground source heat pump autumn 2015; 2. Carry out an appraisal of the improvement works necessary; 3. Assess potential for tendering on a long term lease with option for potential lessees or the Authority carrying out the improvements. 4. Private operator re-opens the campsite in spring 2016 	<ol style="list-style-type: none"> 1. Relationship with stakeholders including Stanage forum who have clearly stated their preference for the campsite to be managed holistically as part of Stanage-North Lees. This is likely to result in a negative approach to the development and implementation of a new Stanage-North Lees Management Plan 2. Reduced giving opportunities (A £1 donation from each tent/night using the campsite in 2014 would have brought in an income of £4540 in addition to the possibilities of positive relationships yielding larger donations including legacies.) 3. Reduced outreach and engagement opportunities (Campsite visitors – between 8000 and 11000 overreach of the last 4 years - are a core audience but the campsite could also be developed as a venue for additional events/engagement activities targeting other visitors to the area including disadvantaged and disabled people.) 4. Wild camping issues limited to winter 2015/16 	<ol style="list-style-type: none"> 1. High 2. High 3. High 4. High but only for one winter 	<ol style="list-style-type: none"> 1. High 2. High reducing to medium with effective mitigation 3. High reducing to medium with effective mitigation 4. Low in the long-term 	<ol style="list-style-type: none"> 1. (i) Build on the positive relationships already established between critical User Groups and N Lees Manager (ii) Ensure a transparent approach in all communication. 2. Ensure leasing arrangements with campsite tenant make provision for donations to be made to Stanage-North Lees 3. (i) Ensure leasing arrangements with campsite tenant make provision for National Park Authority or shared engagement activities (ii) Maximise opportunities for using Hollin Bank Ranger Briefing Centre as engagement venue. (These are limited by the location on the boundary of the 'wilderness' area adjacent to Open Access/Section 3 land.) 4. Effective 'sign-posting' of campers to other sites. (NB No similar campsites are open in the core winter months.)

		<p>5. Reduced income over summer 2015 owing to impending closure</p> <p>6. Loss of loyal client base as a result of winter closure and change in campsite staff</p> <p>7. Impact of re-tendering process on time available for North Lees manager to concentrate on implementation of People, Landscape & Connections elements of the Stanage-North Lees vision</p>	<p>5. High reducing to Low with effective mitigation</p> <p>6. Medium reducing to low with effective mitigation</p> <p>7. High</p>	<p>5. Medium in 2015 only and reducing to Low with effective mitigation</p> <p>6. Medium-High (as could result in wild camping and impact on viability of business) reducing to Medium-Low with effective mitigation</p> <p>7. High in 2015/16</p>	<p>5. (i) Effectively support campsite staff (ii) Wide dissemination of appropriate messages to campsite visitors and prospective visitors</p> <p>6. (i) Effective communication and re-assurance with/to loyal clients (ii) Ensure membership options carried forward in lease arrangements</p> <p>7. Consider efficiency and financial implications of involving consultant to implement re-tendering process.</p>
Options 3 and 4	<p>Manage the campsite in-house with minimal/no investment and re-assess management options in 2017 (Option 3) or continue in-house (Option 4)</p> <p>1. Develop & implement robust and targeted marketing plan (given the constraints of no investment)</p> <p>2. Subject to considered appraisal implement on-line booking system.</p> <p>3. Appraise and implement all opportunities for reducing costs including staff costs.</p> <p>4. Subject to re-appraisal in 2017 consider re-tendering (Option 3)</p>	<p>1. Relationship with stakeholders including Stanage forum who have recommended investment in the site in order to maintain and enhance the campsite experience. This could result in a negative approach to the development and implementation of a new Stanage-North Lees Management Plan</p> <p>2. Reduced giving opportunities from a site that could increasingly over time fail to be welcoming owing to the standard of the facilities and consequently could have falling visitor numbers</p> <p>3. Reduced outreach and engagement opportunities on a site with no planned investment</p> <p>If taking up Option 3 re-tendering risks as listed for Option 2 will also apply.</p>	<p>1. Medium</p> <p>2. High</p> <p>3. High</p>	<p>1. High</p> <p>2. Medium</p> <p>3. Medium-High</p>	<p>1. (i) Build on the positive relationships already established between critical User Groups and N Lees Manager (ii) Ensure a transparent approach in all communication. (iii) Ensure stakeholders aware of marketing and positive cost saving exercises</p> <p>2. Maximise giving opportunities elsewhere on the property</p> <p>3. Maximise outreach and engagement opportunities elsewhere on the property</p>

Options 5 and 6	<p>Manage the campsite in-house with £60,000 investment (designed to maximise marketing opportunities, enhance the camping experience and extend the season to reduce winter costs). Re-assess management options in 2017 (Option 5) or continue in-house (Option 6)</p> <ol style="list-style-type: none"> 1. Develop and implement robust marketing plan 2. Develop and implement on-line booking system 3. Appraise and implement all opportunities for reducing costs including staff costs. 4. Install 2 new showers and new ceilings in existing toilet blocks (spring 2015) 5. Install 4 simple camping pods subject to planning permission (spring 2015) 6. Install ground source heat pump (autumn 2015) 7. Install semi-hard standing for 4 small campervans subject to planning permission (autumn 2015) 	<p>These options and in particular option 6 allow us to build on the relationships we are already developing with our stakeholders with the aim of producing a robust Stanage-North Lees Management Plan by September 2015.</p> <p>The options and in particular option 6 allow us to maximise the giving, outreach and engagement opportunities on the campsite.</p> <p>Option 6 allows us to include the campsite in discussions with external funders.</p>			
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