



22/23

Interim Business Plan

January 2022

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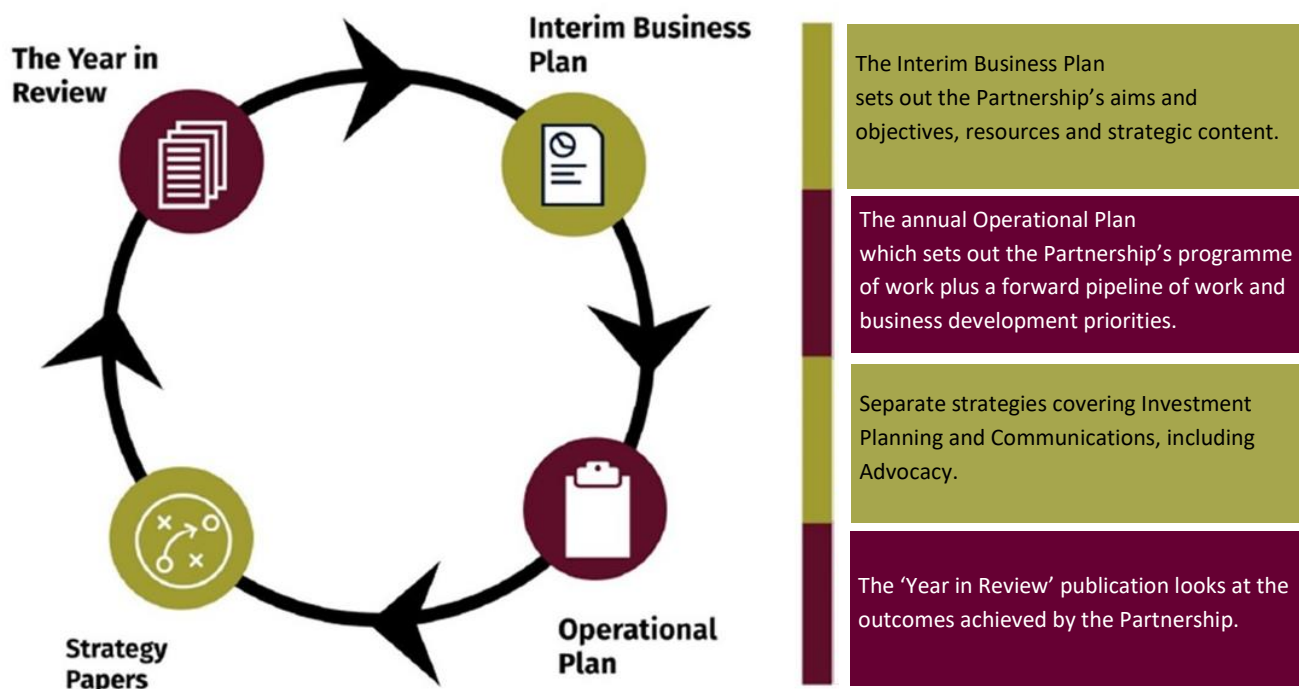
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INTRODUCTION

This Interim Business Plan has been rolled over from last year at a time of significant volatility across the partnerships funding, from both new but uncertain opportunities and other projects and funding coming to an end. We will produce a longer-term business plan out to 2025 when the funding landscape has greater clarity, this will stand until then through this period of change. It will provide a strategic steer for the Partnership through a period of transition over the next 12 months, facilitating the development of the Partnership over this period, increasing our resilience at a time of change for many of the partners and stakeholders involved.

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

Key Partnership Documents



The long-term vision which guides the work of the Partnership includes the National Park Management Plan, Defra's 25 Year Environment Plan, the England Peatland action plan, the 2024 Price Review process which guides the investment of Utility Company partners to 2030, and many vision and strategy documents of all of our funding partners.

The Moors for the Future Partnership focus is on highlighting the importance of upland and peatland conservation and the need to continue to restore blanket bog at a landscape scale in the North of England. The work of the Partnership to date has been influenced by EU funding and regulatory guidance. Change is still taking place to steer new crucial policy on known risks to the environment and its services to people, especially after the world of peat took a central position at COP26 and is now occupying a much greater position at the heart of the climate debate.

In the meantime, through continuing to invest in this partnership and its vital work, the individual partner organisations involved are demonstrating their collective support in rising to the challenges facing the UK, and at the same time, inspiring others to join this work to achieve long-term impact.

Our Mission



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

Our Strategic Objectives



1

AWARENESS RAISING

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

2

CONSERVATION MANAGEMENT

To develop and deliver sustainable land management practice.

3

SCIENCE

To develop scientific expertise for the sustainable management of uplands.

Our Partnership Also Aims to:

LEADERSHIP

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

COMMUNICATION

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

VALUE

Work as a valued and resourced partnership.



CONTEXT OF PREVIOUS BUSINESS PLANNING

At a time when awareness of climate change and the consequent impact on biodiversity is an imperative for the UK and the rest of the world, conservation of the uplands is as vital as it was in 2003. When Moors for the Future Partnership commenced its work to protect the most degraded landscape in Europe – 750 sq. km of “rarer than rainforest” blanket bog. The Partnership, hosted by the Peak District National Park Authority, has now transformed over 40 square kilometres of black degraded peat in the Peak District National Park and South Pennines over this 19-year period, making best use of some £45 million of investment from UK and EU funders.

Over the period since the previous Business Plan was developed back in 2014, society’s understanding has grown significantly, concerning not only the impact of individual actions but also the need to manage the vital natural capital of upland areas, highlighted by the impact of flooding and wildfires on local communities. This has increased dramatically since Cop26 and we urgently need to take advantage of this.

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

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



CURRENT CONTEXT

Global and UK Context

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

What is certain at a global level, as reported by the UN, and UK Met Office, is that the impact of climate change is happening now, and faster than predicted. Recent years have been the warmest on record and as this is been written we have just had the warmest January day since records began. Extreme weather events continue to hit populations worldwide and what has been clear for some time is that natural habitats that are not in healthy condition are at much greater risk, we still have the most degraded Blanket Bog landscape in Europe in the South Pennines SAC. The urgency to restore blanket bog function across this landscape is a race against climate change. We cannot afford to lose this with the increasing threat of wildfires and degrading drinking water quality, to pick just two important examples amongst many. The IPCC have stated that global warming must be limited to 1.5°C by the end of this century to avoid irreversible and catastrophic impacts. This was largely supported at Cop26 but means that CO₂ emissions need to decline by about 45% by 2030 and reach Net Zero in 2050. Whilst the IPCC says that this goal is within reach, it also says that to achieve it requires urgent and unprecedented social and economic transformation.

At a UK level, peatlands occupy approximately 12% of the UK's land area and store 5.5bn tonnes of carbon, over half of the UK's current carbon storage. Peatlands also provide over a quarter of the UK's drinking water. The UK Natural Capital Peatlands report estimated that fully restoring the UK's peatlands could cost between £8bn and £22bn over the next 100 years but predicted savings of £109bn in terms of reduced carbon emissions. The UK Committee on Climate Change suggested in 2019, and again early in 2020, that 50% of upland peat and 25% of lowland peat should be restored by 2050. The net benefit of achieving this objective is estimated to be £45 billion to £51 billion over the next 100 years. This is promoting a new context for financing peatland restoration through the offsetting market (currently voluntary) these are currently in their infancy but are likely to provide a new source of finance in the near future.

- The Government's 25 Year Environment Plan included reference to '*replenishing depleted soil, plant trees, support wetlands and peatlands, rid seas and rivers of rubbish, reduce greenhouse gas emissions, cleanse the air of pollutants, develop cleaner, sustainable energy and protect threatened species and habitats.*' It specifically references restoring vulnerable peatlands and ending peat use in horticultural products by 2030.
- The publication of an England Peat Strategy was launched at COP26 with the overall aim of improving the condition of the peatlands, cutting carbon emissions and delivering wider environmental benefits.
- The Government has invested in the nature for Climate Fund of which 50m is set aside for the Peatland Capital Grant Scheme which the partnership have successfully won a grant which is likely to be the first of three to four bids to 2023.
- The introduction of new Agriculture support rewarded with public money for "public goods" – better air and water quality, higher animal welfare standards, nature recovery, improved access to the countryside or measures to reduce flooding. Maximising the potential of the land for food production and for delivering public goods.
- The Flood and Coastal Erosion Risk Management Strategy (FCERM) is now shaping the opportunities for natural flood risk management and features nature-based solutions.

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

Local Context

The view remains that a partnership approach is the ideal solution to tackle the degradation and poor ecological quality of large swathes of the Dark Peak and South Pennines, which affected many owners and organisational boundaries. Whilst much has been achieved, there remains work for at least the next 20 years in fulfilling the restoration vision of the organisations involved, accelerating carbon capture and improving water quality.

The Partnership will continue to use its influence to input to future UK environmental policy development through contributing to a range of policy initiatives and consultations. The Partnership has developed specialist expertise in gathering evidence and monitoring to provide better understanding of the uplands landscape, particularly as these Moorlands with close connection to large urban populations, continue to be recognised as an ideal case study for research with learning transferable to other parts of the UK.

Work includes supporting the delivery of the Peak District National Park Management Plan and the newly formed South Pennines Park. Delivering major government initiatives such as the Nature for Climate fund with Natural England and the Environment Programme and Flood Defence Grant in Aid with the Environment agency. Delivering AMP7 & 8 work with the three water companies. The Partnership collectively makes a significant contribution to delivering improved access, carbon security and the conservation of the moorland landscape. The Partnership also increasingly works with the public to interpret science, raise awareness and improve the understanding of visitors on sustainable recreation, responsible tourism and resource use. In addition, for adjacent communities, working with partners to plan for the continuing high risk of moorland fires, flooding and drought conditions will be vital.

HOW WE WORK

Our Scope

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

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

How we do business

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

Current Board Member Partners include the PDNPA who currently provide the Chair who is a PDNPA member. An NFU regional chair who represents the farming community, a Heather Trust senior officer or board member who represents the moorland owning community, Representation from the three Utility Companies (YWS, UU, STW) Environment Agency, National Trust, RSPB, South Pennines Park, British Mountaineering Council and Climate Finance representing the finance and business community. All support the Partnership through a funding contribution towards core costs. In addition, Natural England and Environment Agency act as regulatory advisors. Further charities and stakeholders also work with the Partnership on specific projects.

Staffing

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

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

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

Working with other conservation organisations and stakeholders

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

GOVERNANCE

The partnership formed its new Strategic management Board during 2021. This resulted in a commitment from existing partners to continue to support the Partnership financially through 2020/21, coupled with a revision to Partnership structures and ways of working which are set out in a revised Terms of Reference. This also includes (yet to be delivered) putting in place new Memorandum of Agreement or collaboration agreements with each partner so that they are clear what mutual benefits are shared, what core funding covers and any additional, partner specific, activity that is agreed on an annual basis.

This update to the Terms of Reference recognises the role of the Peak District National Park Authority as the host for the Partnership, including the provision of a robust operating and financial framework with all procedures following PDNPA policies and Standing Orders. The SMB is currently reviewing its current business model through the PDNPA as future finance opportunities may offer alternative or additional models to the current public sector operating model.

OUR FOCUS WORKING TOWARDS 2025

All partners have been provided with the opportunity to review and identify the value of being involved in the Moors for the Future Partnership. This has demonstrated that, whilst there are elements of partnership working that constantly need refreshing, the rationale for and commitment to working through a shared agenda is very much supported. The key elements have been agreed as follows:-

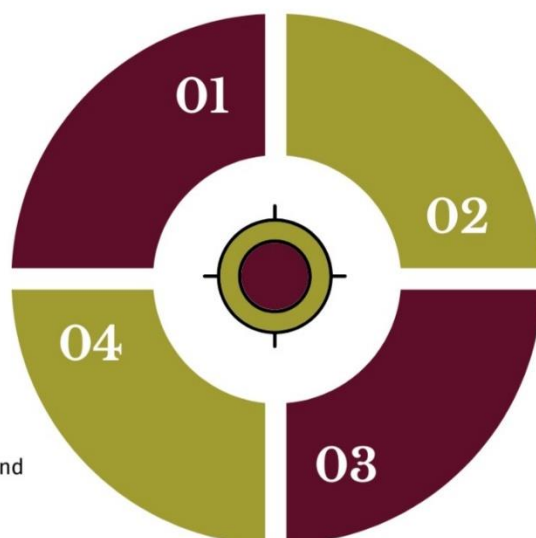
WORKING TOWARDS 2025

1 Partnership Focus

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

4 Operational Priorities

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



2 Partnership Representation

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

3 Sustainable Core Team

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

The operational delivery priorities are as set out in the Operational Plan and these sits alongside this Interim Business Plan. A programme of work will also be introduced to the SMB during 2022/23 in order to shape the quarterly meetings and maintain a focus between meetings of important policy and business development actions.

Strategic Business Route Map

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

Future Plans

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

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

Areas of opportunity include:-

- Natural Flood Management through the Environment Agency Flood Defence Grant in Aid (FDGiA) and Environment Programme (EP)
- Defra Nature for Climate grant scheme (mainly through the Peatland Capital Grant Scheme administered by Natural England) (£50m)
- Working with city regions
- Environmental Land Management Scheme – working with land managers to help deliver environmental benefits/public goods
- Opportunities through the Utility Companies Asset Management Plan 7 (AMP7) 2020 to 2025 and through the public spending review 2024 (PR24) the following AMP8 programme from 2025-2030
- Re launching the Clough Woodland Project with a view on the rest of the Nature for Climate funding which is set aside for tree planting (£490m)
- Consideration of working with/through other delivery structures to access charitable or commercial opportunities
- Engage more people in citizen science to engage a social ownership of the issues – public benefits of healthy moorland/peatland understood and supported by end beneficiaries
- Support research and development through working in collaboration with Higher Education and other scientific bodies
- Natural capital – including carbon budget and trade offs in restoration.

The Partnership will continue to look at all projects that could increase the provision of benefits to society, from improved health, well-being and cultural importance, to provision of cleaner water entering the rivers and upland reservoirs and storage of carbon.

FUNDING

Funding principles and mechanisms

Past Business Plans set out a range of income generation methods, which the Partnership has sought to employ, with a number of these proving highly successful. This starting point will be returned to as part of the Investment Planning to be developed through the Strategic Business route Map, it has also been established that significant changes are required in structuring improved ratios of core funding from projects, securing new partners and in developing wider commercialisation and charitable giving to support the Partnerships vision.

One of the income generation methods which has been deployed to date has been a ‘core partner’ funding contribution which has covered a significant proportion of employment costs of the core programme team and was formalised through a Statement of Intent. As the majority of these existing partner Statements of Intent finished in 2021 the programme team are working to establish new direct funding options for partners alongside payments from project delivery. This may bring on board new funding partners who may manage land, benefit from the Partnership’s work and support the mission.

- All future projects must be closely scrutinised to ensure full cost recovery, contributing at an appropriate level to fund the core programme team requirements. It is noted that many project funders place tight restrictions on core cost recovery however; the Partnership is unable to take on projects unless they make a reasonable contribution to the core.
- The Peak District National Park Authority Corporate Overhead is a necessary charge but alternative approaches are being explored and this regular scrutiny must continue.
- Allocating resource to business development and bidding is crucial and partners recognise the value of this. The core programme team are experienced and recognise that keeping funding opportunities under

constant review, looking for match funding and responding quickly are often necessary to secure funds to deliver the Partnership's vision.

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

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

MONITORING

As legal entity and financial facilitator, the PDNPA will receive an up to date copy of the Programme Tracker, a means of tracking the often-complex financial progress in delivering the programme of works. This will be presented to the Resource Management Meeting each month and will be updated to the SMB each quarter.

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

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

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

RISK MANAGEMENT

The Partnership manages risk through a detailed risk register, which identifies both strategic and operational programme risks. This is presented as part of the Operational Plan process and for 2022/23; this will be reported on at the Strategic Management Board on a quarterly basis. In addition, individual project issues are identified on the Programme Progress Log and reviewed at monthly project management meetings. Project managers constantly monitor individual Risks, Issues and Dependencies (RID) logs and report to a weekly programme status update.

APPENDIX A – SWOT ANALYSIS

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

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

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

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

APPENDIX C – Core Team role focus and Organisation Chart

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

Programme team consists of:-

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

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

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

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

MOORS FOR THE FUTURE PARTNERSHIP

