



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](http://www.moorsforthefuture.org.uk)).

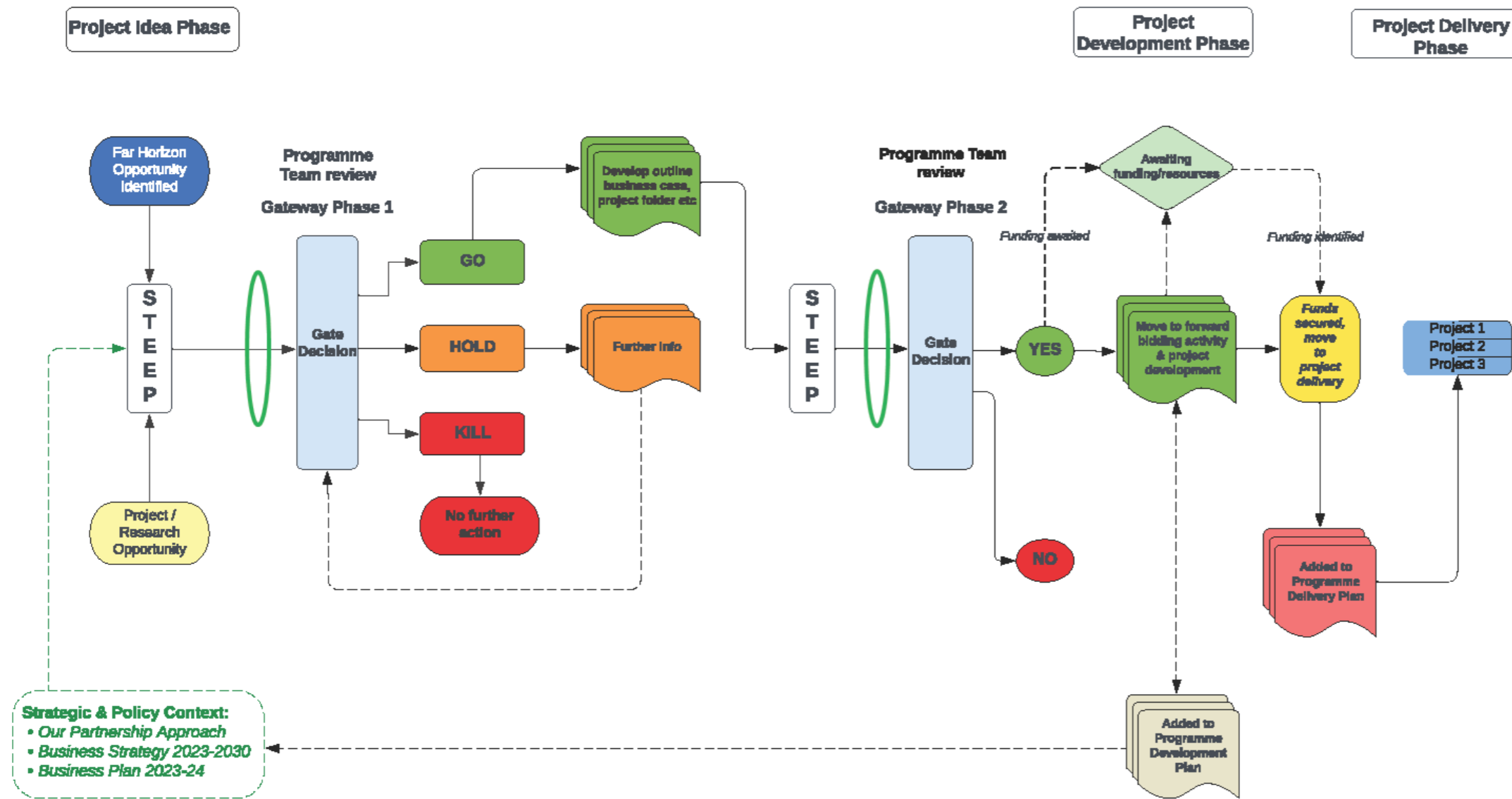
Since 2003 great steps have been taken to avoid the environmental catastrophe the blanket bog landscape of the Dark peak and South Pennines was heading towards. Our partnership has a long way to go to fully realise the goal of our mission but we are on a positive trajectory to achieve this. ([Our Partnership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

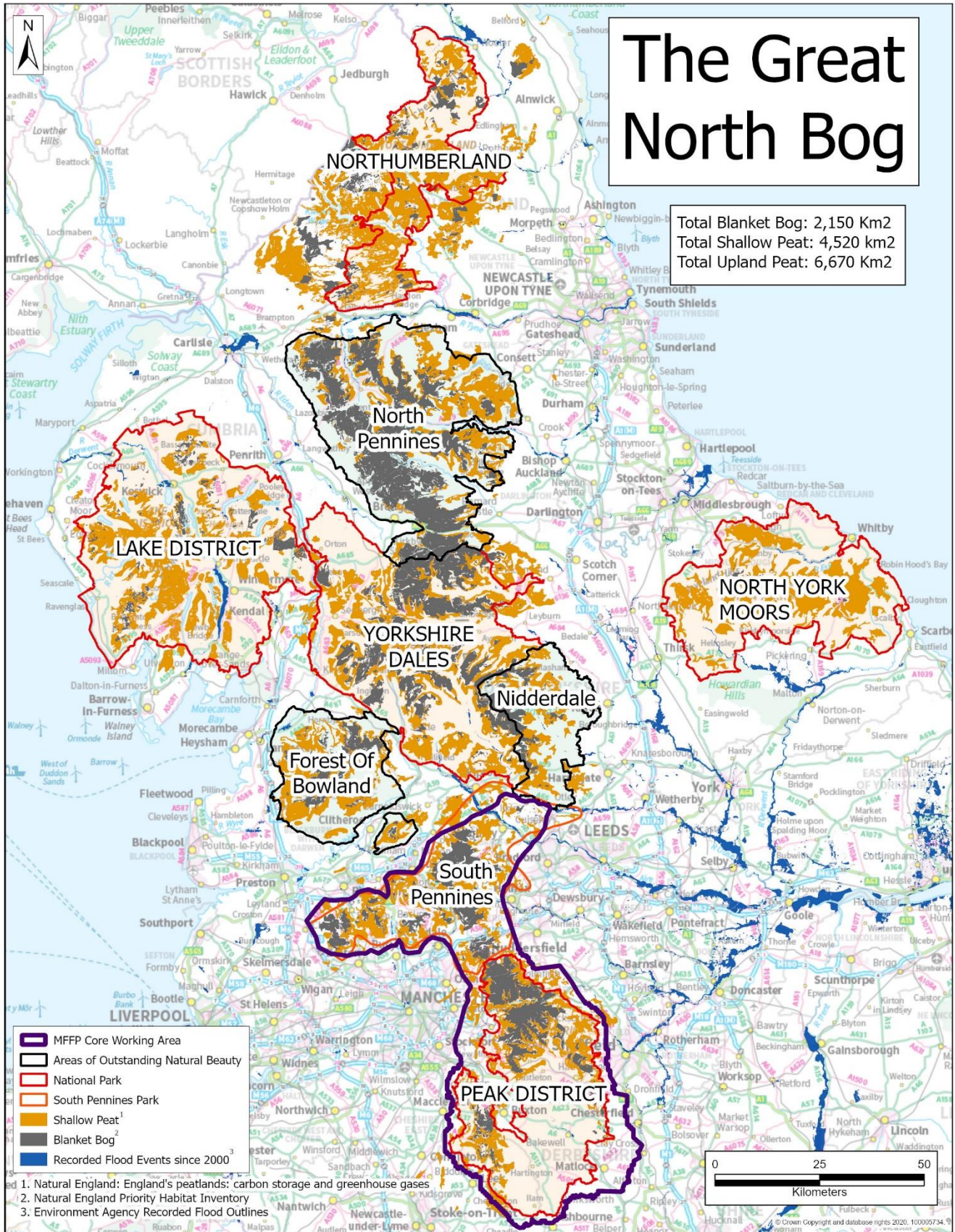
## HOW WE WORK

### 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.



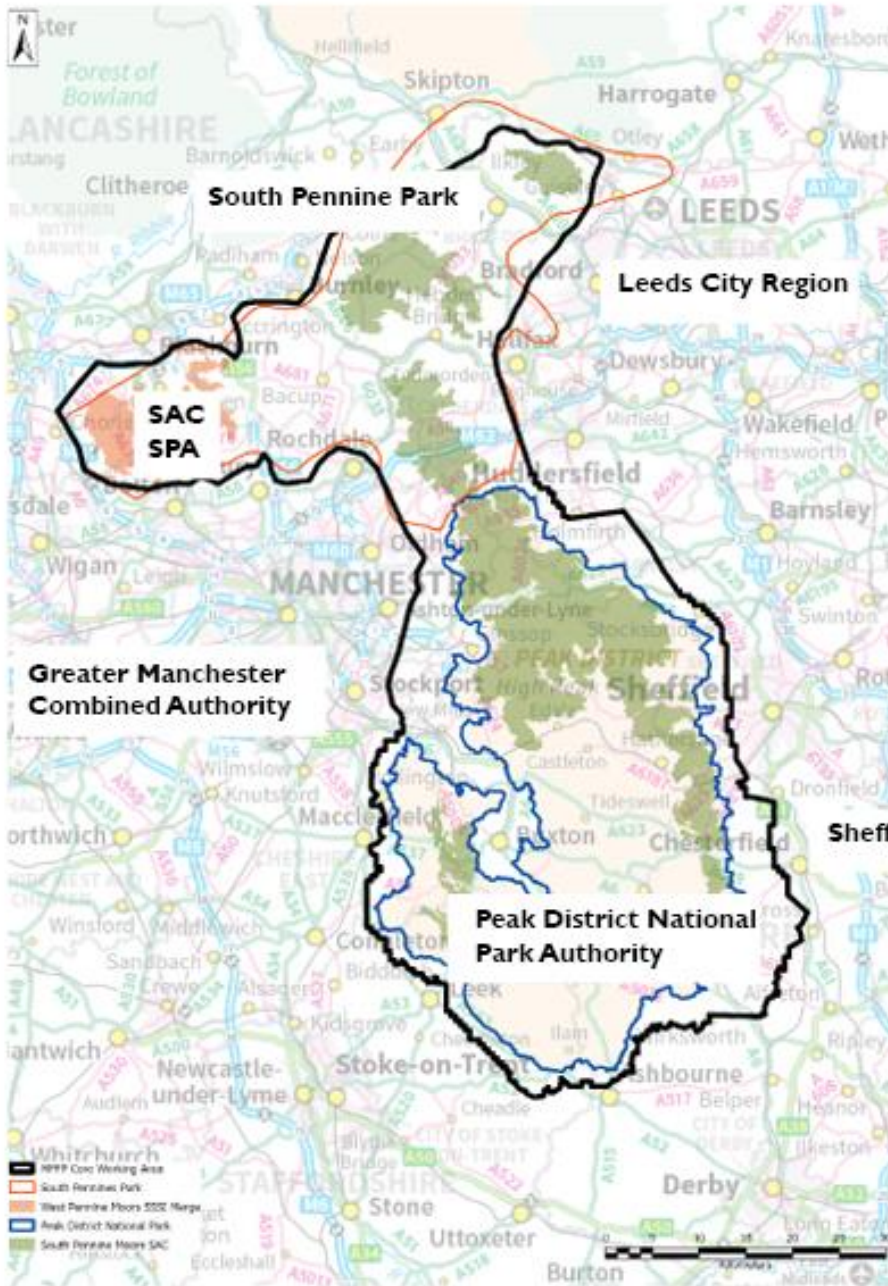


This geographic “home” has integrity as it:

- 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 750km<sup>2</sup>



- 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

