

# Moors for the Future Partnership

## Business Plan 2014 - 2020



Authors: C Dean, S Davison, M Buckler, J Walker, L Turner

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## Glossary

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## 1 Executive Summary

The Moors for the Future Partnership is an organisation with a proven record of instigating and delivering landscape scale projects across the moorland landscape of the Peak District National Park and South Pennines Special Area of Conservation, within the timescales and budget required.

Lord Smith, (Chair of the Environment Agency), said, while visiting the Moors for the Future Partnership offices in Edale, 24/05/13:

*“The Moors for the Future Partnership programme is a wonderful example of how you can achieve a range of really important environmental objectives all within the same programme”.*

The Partnership has grown in size over time and also in knowledge and understanding of the needs for upland restoration. The need to continue the work to conserve this landscape, both for its unique biodiversity and for all of us who live work and visit it is as important today as it was in 2003 when the Partnership started its work. Our understanding of the need to manage the ecosystem services of uplands areas (e.g. water catchment and flood prevention) has grown during this time making the priority for action even more important than it was in 2003.

Funding for the Partnership is never secure and this document clearly identifies the resources required to continue this important work and why Moors for the Future Partnership is the most appropriate mechanism to further this important work.

Through meeting ecosystem service, social responsibility and water-catchment objectives the partnership has a strong case for continuing to protect the previous years of investment and building long-term upland solutions for the future of the partnership.

## **2 Introduction**

This Business Plan aims to set clear working boundaries and business practice for the Moors for the Future Partnership (MFFP), including resourcing the core team. It examines the likely future scope of work and customer base for the partnership, to understand the necessary level of resources needed to operate the partnership up to 2020 and identifies our approach to sourcing those resources.

### **2.1 Who we are**

We are a partnership of a range of stakeholders engaged in conserving and improving the land management of the uplands in the Peak District and South Pennines, led by the Peak District National Park Authority (PDNPA).

The Partnership was established in 2003, with the backing of the Heritage Lottery Fund, to restore the blanket bog landscape of the Dark Peak. 200 years of extreme atmospheric pollution in addition to catastrophic wildfires had left behind 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 these issues.

For 10 years (to 2013) Moors for the Future Partnership has led global innovation in moorland restoration and shared our experiences and learnings with other leaders in conservation management of upland areas across the UK and as far afield as Tibet and the Falklands. Our position in terms of knowledge of the uplands of the South Pennines and Dark Peak is second to none.

### **2.2 What we do**

We develop and implement innovative and sustainable land management in the uplands on a landscape scale, combined with cutting edge, integrated science. We have a particular interest in the restoration of the degraded blanket bog landscape of the South Pennine Moors Special Area of Conservation (SAC site).

We develop initiatives to increase public interest and awareness of the uplands of the Peak District and South Pennines.

We are the main delivery mechanism for capital projects, within our working area, for the PDNPA and many of our partners. The Partnership enables delivery of significantly larger projects than partners would be able to do individually.

We carry out landscape-scale science projects evidencing the impact of our land management operations and supporting the innovation of new land management solutions. Often in collaboration with academic institutions, we integrate these projects to maximise the potential value of our science programme. We openly share our scientific techniques and findings. We also provide a valuable service support the upland scientific community through advice, support and data provision. As an organisation we provide advocacy for the conservation and sustainable land management across the regions uplands. We are a respected voice, frequently consulted on upland evidence and management initiatives. We positively represent the uplands, our region's uplands and our partnership organisations and their interests at the many regional, national and international initiatives, workshops, consultations that we attend on behalf of our uplands and Partnership. We have proved to be capable and successful in raising funds to initiate new projects and this business plan shows how the resource for this important work will be developed and managed in the period up to 2020.

In recent years, the effects of the wider environment on human life have been brought into sharper focus. Concerns about climate change; alongside the increased knowledge about the potential critical carbon storage along with improving water quality potential by putting the landscape into excellent ecological condition, has provided further impetus to continue this important work. Our extensive experience gives us the ability to provide land management advice to landowners and policy makers (e.g. sound scientific understanding of their catchments for water companies).

### **2.3 Where we operate**

Our core area of operations is the South Pennine and Dark Peak moorlands and associated habitats. There are approximately 650 km<sup>2</sup> of moorlands protected within the South Pennine Moors SAC; within the Peak District there are 546 km<sup>2</sup> of moorlands (from section 3 mapping) of which 111 km<sup>2</sup> are unprotected<sup>1</sup>.

As most of this land is privately owned, we work closely with land owners and constantly seek innovative ways of involving them and seeking their advice.

We also provide help, advice and support globally, when we can.

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<sup>1</sup> MFF (2005) A vegetation survey of non-SSSI moorlands in the Peak District. Moors for the Future, Edale.

## 2.4 Our Vision and Objectives

### VISION

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

### OBJECTIVES

#### 1. Awareness Raising

“To raise awareness and promote positive action for the conservation of the moorland landscape”

#### 2. Conservation Management

“To develop and deliver sustainable land management for these important upland resources, ensuring appropriate consideration of all of their benefits”

#### 3. Science

“To develop expertise for the sustainable management of moorlands ensuring that the programme is properly resourced with the capacity and capability to achieve this”

### 3. Context within which we operate

#### 3.1 Status of the environment within the South Pennine Moors SAC

##### **Condition status of SSSIs**

The UK is one of the top 20 countries that contain 92% of the world's peatland soils. In the uplands of England this is in the form of blanket peat, the majority of this is found in the Pennine chain between Edale and the Scottish border. The southern reaches of this upland peat landscape represent the most degraded upland peat in the world. This follows 200 years of atmospheric pollutants from the past heavy industry of the North of England and a succession of summer wildfires.

In the South Pennine Moors SAC, there is 226 km<sup>2</sup> of SSSI (Site of Special Scientific Interest) blanket bog of which 88% is in Unfavourable condition; 83% is in Unfavourable Recovering condition (with plans in place to address failing condition) and just 11% is classified as being in Favourable condition. The Government has Public Service Agreement (PSA) targets to have 50% of the SSSI area in favourable condition by 2020<sup>2</sup>. A major role of this business plan is to identify the resources required to meet this target.

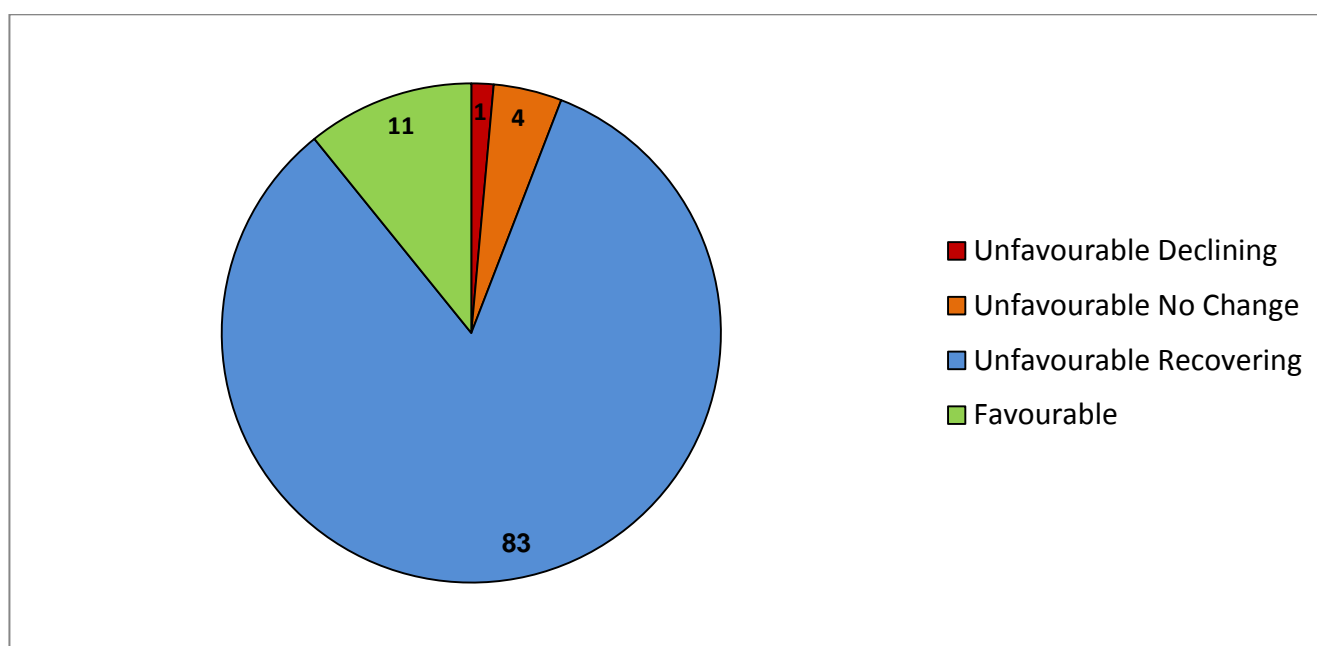


Figure 1. Condition status of SSSI units within the South Pennines Moors SAC (approximate %)

##### **Condition of water bodies with blanket bog catchments**

The South Pennine Moors SAC is contained within 94 water body catchments. Of these, just 18% are achieving good overall status; while 9% have a target of achieving good potential / status by 2015

<sup>2</sup> Spotlight on SSSIs: Working towards the goals of Biodiversity 2020

and 73% have a target of achieving good potential / status by 2027 (Water Framework Directive targets).

### **Bare peat**

Within the moorlands of the Peak District National Park alone, in 2005 there were an estimated 19 km<sup>2</sup> of bare peat<sup>3</sup> which were at risk of erosion and therefore a potential source of carbon. Research has determined that bare peat sites are net sources of CO<sub>2</sub>, whilst stabilised and intact sites are net sinks of CO<sub>2</sub><sup>5</sup>. Re-vegetation of peat has been shown to reduce peat loss (particulate organic carbon) from bare peat areas by up to 97%<sup>4</sup>. Gully blocking is a priority as bare gullies are the largest sources of CO<sub>2</sub> emissions compared to flat / interfluvial areas<sup>4</sup> while stabilised gullies are the largest sinks of CO<sub>2</sub><sup>5</sup>.

### **Vegetation**

There are 65 km<sup>2</sup> of acid grassland (dominated by purple moor grass (*Molinia caerulea*) and mat grass (*Nardus stricta*) in the moorland of the Peak District National Park<sup>1</sup> and 73 km<sup>2</sup> of bracken (*Pteridium aquilinum*) in the moorland of the Peak District National Park<sup>1</sup>.

Extensive stands of purple moor grass, mat grass and bracken tend to have low diversity and conservation value and therefore prevalence of this vegetation can be a reason for SSSI moorland habitats failing to achieve good condition status on SSSI. Land management intervention is therefore required to address this issue.

Bracken can be of high nature conservation value providing an important habitat for breeding upland birds and invertebrates; however, there are a range of reasons for controlling bracken including: *Stock management* – bracken reduces the actual area available for grazing and may therefore increase grazing pressure on adjacent areas;

*Health* - bracken produces carcinogenic spores and may also contaminate water supplies;

*Biodiversity* - bracken is vigorous and can invade other habitats.

### **Clough woodland**

The Peak District National Park Biodiversity Action Plan calls for protecting the existing 1300 hectares of upland oakwoods, restoring 500 ha of conifer plantation and other degraded woodland to upland

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<sup>3</sup> Chapman, D.S., Bonn, A., Kunin, W.E. and Cornell, S.J. (2010) Random Forest characterization of upland vegetation and management burning from aerial imagery. *Journal of Biogeography*: 37, 37–46.

<sup>4</sup> Worrall, F. & Moody, C.S. (in review) The rate of turnover of DOC and POC in streamwater – including diurnal cycling in short-residence time systems.

<sup>5</sup> Dixon, S.D., Qassim, S.M., Rowson, J.G., Worrall, F., Evans, M.G. Boothroyd, I.M. and Bonn, A. (2013) Restoration effects on water table depths and CO<sub>2</sub> fluxes from climatically marginal blanket bog, *Biogeochemistry*



oakwoods and creating 500 ha of upland oak woodland on other habitats. Over 450 ha of woodland creation have already been developed for the Upper Derwent catchment, with significant areas possible in the other catchments within the Dark Peak, South-west Peak and South Pennines.

### **3.2 Market need**

The degradation and poor ecological quality of large swathes of the Dark Peak and South Pennines, combined with a drive from many sources to do something about this, has created a large body of work which straddles many ownership and organisational boundaries; a partnership approach is an ideal solution to tackle this issue.

There is estimated to be a market for the next 30 years (based on the experience of progress over the past 10 years) in fulfilling the restoration vision of the major policy organisations interested in this landscape. The present condition of this landscape is a very obvious environmental catastrophe and providing or sourcing funding for rescue and restoration is a priority for many organisations and is the driver behind this business plan.

There is also a market for the gathering of evidence and monitoring this landscape to provide better understanding of its worth to the surrounding population. The Peak District Moorlands are recognised as an ideal case study for this type of research and the market into the foreseeable future is expanding. [As our blanket bog is at the edge of its climatic range - impacts of climate change here is likely to be analogous to what may happen to areas further north and so learning here is valuable and transferable].

There is a further proven market (simply on the basis of visitor numbers) for the interpretation and application of science in this field and for the important role of awareness raising and improving the understanding for our vast numbers of visitors to help protect these areas through sustainable recreation, responsible tourism and resource use.

The market for funding this work has been demonstrated over the past 10 years by a variety of successful bids for funding. Even after the global financial crisis started the strong trend of investment has continued with large business development successes such that £4.7m has been brought into the Partnership during 2013.

Appendix 4 provides more analysis on the market available to this Business Plan.

### **3.3 Working scope**

The Moors for the Future Partnership delivers projects that fit within our objectives, predominantly on behalf of our partners, and where the scope meets the strategic fit of the PDNPA. Involvement in delivering practical work on the ground predominantly takes place within our core working area, which is the South Pennines SAC site. Practical work outside the core working area is considered on a case by case basis against the Vision and Objectives of the Moors for the Future Partnership, and with PDNPA corporate approval. Further information on the geographical and topical scope of the partnership is available in Appendix 1.

Science and awareness raising projects, communications and advisory work (such as giving land management advice) occurs beyond the core working area, in the communities and organisations surrounding this area and beyond.

### **3.4 How we do business**

We are a not for profit organisation that works with multiple partners, and seeks funding to develop, project manage and deliver projects that maximise synergies and bring economies of scale benefits to ensure the maximum amount possible is spent on protecting the landscape and environment of the Peak District and South Pennines. Where we do make a surplus, it is put back into the partnership.

Allocating resource to business development is crucial to ensuring we are continually aware of funding opportunities, always have a bidding action in development and always have a pipeline of priorities for funding opportunities. Currently there are several routes for the generation of projects and the subsequent funding to support these:-

1. Calls for grant submissions which meet the requirements of the Vision and Objectives. We have been very successful in securing funding from a range of grants (e.g. Heritage Lottery Fund; EU LIFE+; Defra grants) and will continue to submit grant bids in two ways:
  - a) On an ad hoc basis as opportunities arise, where we are made aware of a funding opportunity;  
and
  - b) In a planned way, as bidding can be a significant project in itself (e.g. LIFE+ and HLF projects).
2. Requests from other organisations to join a bid that they are making.
3. A request from a funding partner to initiate or deliver a piece of work. This has been a significant source of funding for the MFFP team (for example, we have undertaken significant works with Natural England (NE) through the NE Conservation Plans and Private Lands Projects, developing and

delivering agri-environment schemes across the Peak District and South Pennines and have also undertaken a very large number of science projects with the Environment Agency);

4. A call for tenders to deliver a project which also meets the Vision and Objectives. This will become more significant as time goes on, because of the rules that govern European wide corporate procurement. We currently deliver services for our partners and clients and they will have to procure these in accordance with the rules set out in the Journal of the European Union (currently for Service contracts worth over approximately £350,000). We will submit tenders to deliver projects, as requested by partners, if they fit within the MFFP Vision and Objectives;

5. An identified need generated from within the staff team itself, with funding sought from suitable streams, whether from an existing partner, an identified new project funding partner or known funding pathway.

6. Charitable trust options – the opportunity of making use of a charitable trust to assist with grant bidding has been successful in the past (Catchment Restoration Fund with National Trust as the bidder) and will be taken advantage of if an appropriate opportunity arises.

7. Voluntary offsetting, Payments for Ecosystems Services and corporate social responsibility – restoration and management of the peat landscape has the potential to raise funds, both from existing partners and other organisations that have corporate social responsibility policies. The Carbon Code, which is being developed by the IUCN Peatland Programme will provide a future vehicle to realise this potential and we are working with the IUCN Peatland Programme to develop this.

### **3.5 How we work**

Work is directed through a Core Partnership Team consisting of three Programme Managers that lead the teams delivering each of the Partnership's Objectives plus a Programme Office Manager, whose role is to manage the resources of the Partnership as a whole; this core team is led by the Partnership Manager, who is the key point of contact for the Strategic Management Group.

Project Managers and other project staff are recruited to specific projects as necessary with their employment terms tied to the project. This is supported by a flexible team of casual staff and volunteers.

The acceptance of all new projects is managed and tested through the scrutiny process for adopting new projects onto the programme. This scrutiny process is key to ensuring a robust process manages the acceptance of new projects (see Business tools in Appendix 2). However, for works within the

core working area, the presumption will be that we can undertake projects on preparation of a suitable business case and project plan.

Once a project is agreed it will have a clear management structure, dependent on the size and complexity of the project.

All projects will be managed through a tried and tested project management process using our Project Management Toolkit, which forms the governing document for a project and may be in addition to other governing documents such as a grant agreement.

### **3.6 Governance**

**Business decision making** - The Partnership is not a legal identity but is part of the Peak District National Park Authority, funded through various partners – Government, non-Government Organisations and commercial companies. Business decision making is taken by the National Park Authority, which provides a robust local government framework as all procedures follow PDNPA policies and Standing Orders. Our business is both financially limited and financially supported by this context as legislation such as the Local Government Act sets much of our working practice.

**Strategic decision making** - The Moors for the Future Partnership Strategic Management Group (SMG) makes the strategic decisions for the Partnership and is made up of representatives of significant organisations with an interest in our core working area. It is chaired by a senior officer of the PDNPA and generally, the organisations that sit on the Strategic Management Group fund projects or contribute resources to cover the core business activities. The membership of the SMG is governed by the SMG Terms of Reference (Appendix 3). The SMG meet 5 times per year to give strategic direction to the Partnership team; current members are listed in Appendix 3.

Project groups manage individual projects; these generally consist of the project's contributing partners, facilitated by the nominated Moors for the Future Project Manager for that project.

The Core Partnership team are employed by the Peak District National Park Authority.

There are currently (in 2014) 23 full and part time staff and 83 casual workers working for Moors for the Future. An organisation chart is shown in Appendix 5.

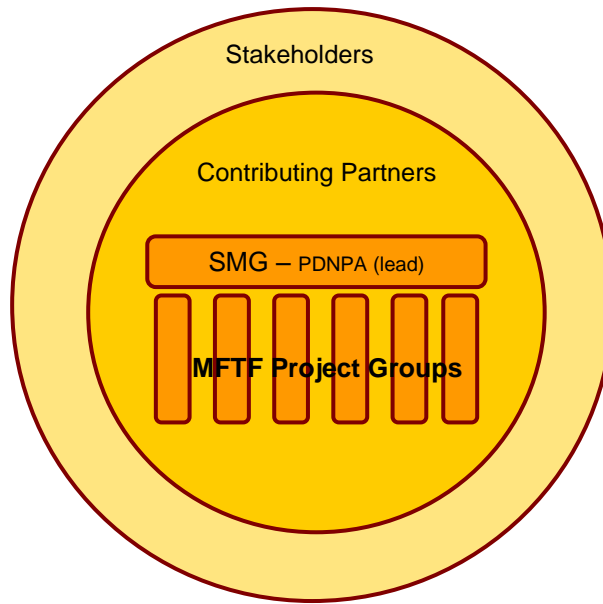


Figure 2. Moors for the Future Partnership structure

### 3.7 Financial management

Cash flow is provided and managed through a robust process within the Peak District National Park Authority. This cash flow facility is a major important factor in the success of Moors for the Future. Most projects require upfront funding which is then reimbursed on the presentation of invoices.

### 3.8 Other organisations working in conservation of the South Pennines and Dark Peak

Many of our partners also undertake similar moorland management work in this area, usually on a smaller scale, on their own properties. This includes private moorland owners carrying out management activities to promote grouse production or other agricultural production. It also includes moorland management work delivered independently of MFF by our partners over their own land ownerships;

- RSPB moorland restoration works at Dovestones in partnership with United Utilities who own the site
- National Trust across their High Peak estate and Marsden Moor estate
- Eastern Moors Partnership across PDNPA and Sheffield CC land led by National Trust and RSPB
- PDNPA across its moorland estates
- Pennine Prospects and its partners

More recently, a new partnership, The Pennine Peat Partnership, has been formed to act as a strategic body covering the area to the North of the River Calder. This will cover works of the

Yorkshire Peat Partnership, the Lancashire Peat Partnership and other bodies north to the Scottish border. There will be a “fuzzy” boundary between this and the MFFP operating area in the South Pennines. This body is largely complementary to the work being undertaken by MFFP as it puts the whole of the Pennine moorlands on a more strategically important footing. There is however a need to work closely together on income generation as we are all likely to approach the same major funding schemes. The MFF partnership manager has a seat on the Pennine Peat Partnership Steering Group with a reciprocal arrangement for their representative on the MFFP SMG.

### **3.9 The role for Moors for the Future**

Professor Sir John Lawton, (author of a major government review of the UK's wildlife and habitats in 2010, which called for the creation of 12 huge "ecological restoration zones" – a recommendation endorsed a year later by the Government's Natural Environment white paper) said, while visiting Holme Moss, a Yorkshire Water site being restored under the MoorLIFE Project in October, 2011 :

“You win in terms of water quality, you win on carbon, you win on landscape, and you win on wildlife conservation”.

A ten year proven track record of delivery on the ground and leading innovative, creative land management, linked with robust procedures and governance structures, gives us a leading edge in terms of ability to deliver at all scales, effectively and providing value for money. We are a not-for-profit partnership that acts as an independent intermediary to deliver across partners, projects and boundaries, enabling work to be carried out for the benefit of all.

Our extensive annual programme of capital works ensure that economies of scale are realised, effectively reducing the costs of individual projects. Our network of suppliers and contractors are highly skilled and equipped for specialised moorland restoration works. This enables difficult and unusual tasks to be completed on time, to budget and with a successful outcome.

Having worked with key partners for over 10 years, the team have in-house knowledge of protocols, health and safety requirements, reporting procedures and site authorisation processes for each partner / customer, ensuring efficiency in setting up and delivering projects.

Our extensive knowledge base is shared with all interested communities: national and international conservation communities through conferences, forums and through [www.moorsforthefuture.org.uk](http://www.moorsforthefuture.org.uk) , locally and nationally through many forms of media including television radio and press and through a variety of workshop and seminar events.

With the backing of the PDNPA, we have access to a very large team of skilled staff offering on the ground practical support as well as expertise and creativity across land management, science, communications, fund-raising, and project and contract delivery, as well as the significant cash flow benefits and sound governance of a local government organisation.

## **4. Where we are Now**

### **Achievements to date:**

Since 2003 MFFP has focused on stabilising the highest priority areas of bare peat, an area of approximately 1500 hectares, within a much larger area of damaged and degrading blanket bog. However, significant additional treatment is required to bring all of these areas into Favourable condition and to protect the works undertaken into the future.

We have also begun treating small areas of bare peat and peat pans; this is an extensive issue in the Peak District and in the South Pennines to the north of the National Park.

Over the past 10 years in excess of £20 million of work has been directed through the Partnership and our key achievements under our objective areas include:

### **1. Awareness Raising**

***“To raise awareness and promote positive action for the conservation of the moorland landscape”***

- Creation of the £1.2 m Moorland Centre at Edale, which receives and engages 38,000 visitors per annum.
- Built the Moorland Discovery Centre on the Eastern edge of the Peak district, a classroom that welcomes and engages with 2,500 school groups and 5,000 community events per annum.
- Delivered a national award winning Paws on the Moors campaign to help keep dogs under control on moorland (winner of Kennel Club award & Association of Environmental Interpretation award).
- Online delivery of moorland educational materials: teachers pack, lesson and assembly plans for primary and secondary schools and videos.
- Continuous regional, national and international press, TV and social media coverage and representation at peatland forums and conferences on moorland issues.
- Series of 17 audio trails to bring people closer to the sounds and heritage of the moors through stories, song and informed guides. Commended at the Council for the Protection of Rural England (CPRE) ‘Countryside Awards’ where they were particularly praised for ‘their positive attempt to engage with a younger audience’. Over 3000 downloads to date.



- Thirteen interpretation boards installed at key moorland visitor sites in the Peak District and South Pennines.
- Created Moor Memories oral history archive, a collection of moorland stories from residents, farmers, gamekeepers, ramblers and local history groups with free access.
- Over 10,000 volunteer hours contributed.
- Shared moorland management expertise and advising peatland restoration projects in the UK, Europe and as far afield as Tibet and the Falklands.
- Set-up Firewatch and fire-awareness programme in the Peak District including interactive exhibits to educate visitors to the National Park of the risks and dangers of wildfires.
- Online sharing of knowledge via website [www.moorsforthefuture.org.uk](http://www.moorsforthefuture.org.uk) including research papers, restoration techniques, news items, gallery of photos and videos. Achieving number of web visits 25,000 (17,500 unique visitors) and over 2,000 Twitter followers: @moorsforfuture and over 300 likes on facebook page: moorsforthefuture.
- Built over a hundred long-term relationships with landowners, tenants and community groups to promote understanding of moorlands and land management options.
- Secured HLF funding and trialled and established proof of concept for a new citizen science programme in the Peak District – getting volunteers to record data which will feed into national climate change initiatives.

## **2. Conservation Management**

***“To develop and deliver sustainable land management for these important upland resources, ensuring appropriate consideration of all of their benefits”***

- Undertaken the initial treatment of 2,700 hectares (ha) of severely damaged blanket bog including 1,005 ha of bare peat stabilisation. This is approximately 57% of the total requiring treatment, although further works will be required on much of this area.
- We have investigated and devised techniques for the development of a sward of Sphagnum mosses, with beads applied to 1,400ha (14 km<sup>2</sup>), approximately 3% of what is required.
- We have worked directly with six of the 13 private moorland landowners within the Dark Peak and have plans in place to work with another five, in addition to the major landholders who constitute the MFFP partners.
- Constructed 13,260 stone, timber, plastic and peat gully blocks, blocking approximately 119km of gullies.
- Undertaken 29,050 metres of grip blocking in the core project area, together with advising Northern Ireland Water on schemes at Dungonnell bog.

- Over 82 km of fencing and walling completed.
- 20 ha of clough woodland planted, with 460 ha proposed for planting by others.
- Constructing 22 km of upland paths for walkers and riders.
- Diversifying over 500 ha of species poor habitats through the addition of dwarf shrubs; a significant area of future work.
- Undertaken 56 ha bracken control.
- Cleared 13 ha of invasive rhododendron.

### **3. Science**

***“To develop expertise for the sustainable management of moorlands ensuring that the programme is properly resourced with the capacity and capability to achieve this”***

- Delivery of five landscape-scale monitoring surveys including breeding birds, footpath condition, visitor attitudes, condition status of non-SSSI moorlands, map of vegetation cover.
- Delivery of nine landscape-scale monitoring projects evidencing the impacts of blanket bog restoration on biodiversity and ecosystem service provision, including water quality, flood risk mitigation, economics, cultural services.
- Delivery of 17 externally funded science projects ranging from water catchment characterisations (STWL) to maps of ecosystem service provision (Defra) to wildfire risk mapping (Pennine Prospects) to prioritisation of restoration priorities (NE); to knowledge exchange of moorland wildfire issues (NERC/ERSC).
- Supported and collaborated on seven PhD studies.
- Provided research grants to over 40 projects addressing key moorland conservation and management issues.

### **Current work**

We currently (in 2014) have approximately 20 land management, science and communications projects in progress, with a value of £4.7m. The current work is detailed each year in an Operational Plan which includes:

- Details of all the current projects in that year, the value of these and the contribution to these projects by individual partners.
- The target dates for completion of the projects running in that year.

- The balance of business in that year to show how all the costs of the programme are being met.

The Partnership has grown over the years as the graph below illustrates:

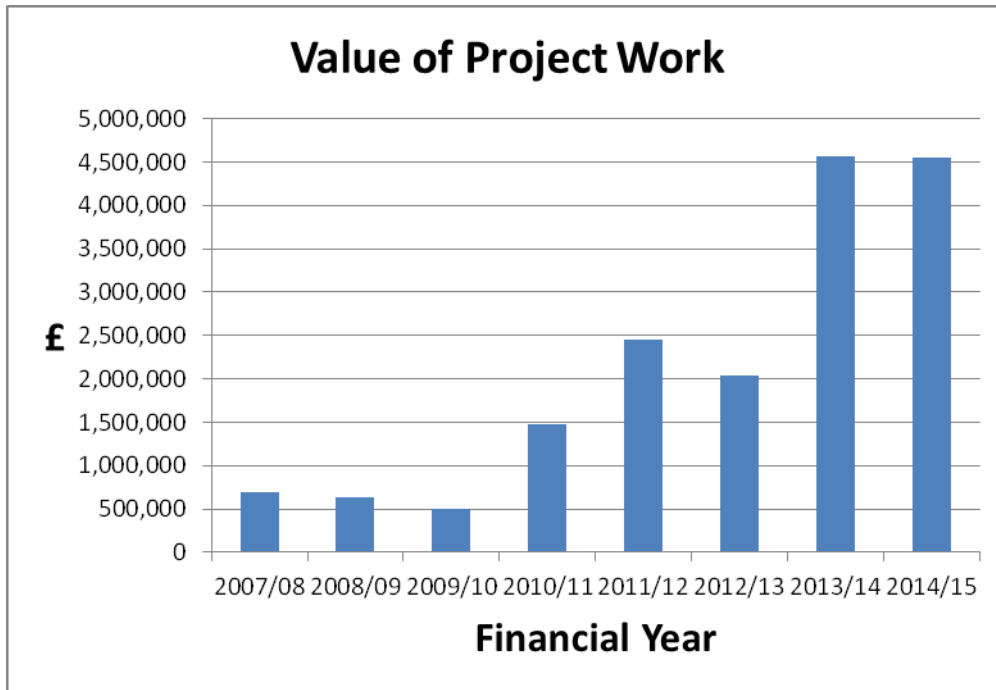


Figure 3. Value (£17m) total of Project Work (Actual to 2012/13, anticipated 2013/14 onwards)

## 5. Forward Planning

Annual details are provided in the Operational Plan while the longer term Vision and Strategy to 2020 will be produced in 2014. The anticipated programme below summarises the expected work areas to 2020.

### 5.1 Anticipated work programme to 2020

The Partnership has been restoring the SSSI blanket bog since 2003, prioritising stabilisation of the extensive areas of the contiguous bare peat on the Bleaklow, Kinder and Black Hill Plateaux. However, this represents just the initial restoration 'phase' (with MFFP currently undertaking research and development of the next phase in the restoration of these areas) with further intervention required to achieve Favourable Condition and protect / enhance ecosystem service provision. There are also extensive other bare peat restoration issues to be addressed, as well as other restoration issues including purple moor grass and bracken dominated areas on blanket bog. In addition, upland habitats other than blanket bog, habitats that co-support or buffer blanket bog, require urgent conservation attention, including clough woodlands, in-bye land and upland hay meadows. More specifically our work in a broad sense towards 2020 will focus on;

- Plans to roll-out the citizen science programme across our wider geographical scope as well as incorporating and seeking funds for citizen archaeology project. This will require greater online investment and support to manage volunteers and administration of data sets and volunteers and community groups.
- Developing communication package as part of the new LIFE bid.
- Building on the success of the Firewatch and MoorLIFE Fire-awareness programmes and develop and support further the FOG group in the Dark Peak and South Pennines through developing joint bids with the fire authorities.
- Continuing to work with water companies to look after their Moorland catchment land, to improve the quality of the water that flows into their reservoirs and boreholes, and make their treatment process more cost-effective and developing a communication campaign to connect people, moorlands and water through a 'Moor Water' campaign targeting land owners, visitors and school children. A range of media and emerging technologies will be used engage with younger audiences.

- Continuing to investigate and seek investment for web and online development including:
  - Responsive web design for tablets and smartphones.
  - Online stakeholder database to improve web interactivity and update and improve MoorNEWS; stakeholder quarterly newsletter.
  - Social media campaigns to proactively engage with new groups and key influencers.
  - Online forums for volunteers.
  - New technologies and ways of reaching new and existing target audiences e.g. smartphone technology.
  
- Continuing to build and invest in partner relationships and communication plans to increase reach and raise the importance of moorland issues and its impact on people and place.
  
- Delivering projects with all of our partners, in both an ad hoc and planned way. One of the unique selling points of the MFFP team is our responsiveness to deliver projects quickly and efficiently.
  
- Working with water companies on future works resulting from the AMP6 proposals based on the outcomes of the PR14 determination, including:
  - the restoration plan for Severn Trent Water for AMP6, which includes significant bare peat restoration, grassland diversification and gully blocking works, with extensive sphagnum application. There is also a significant area for clough woodland planting.
  - works for Yorkshire Water. There is a significant body of work to be delivered on their owned and non-owned catchments, which we have identified as part of our current delivery of their SSSI Recovery and Non-owned Catchment projects, which we are currently tendering for in partnership with the Pennine Peat Partnership.
  - works with United Utilities to ensure the continuing restoration of the early works on their ownership and delivering further works for AMP6.
  
- Working with Natural England to deliver the Biodiversity 2020 strategy by delivering bigger, better, more joined-up habitats at a landscape scale and to bring individual private landholdings into favourable condition.
  
- Continuing to integrate our works, maximising the returns from the partners' investments by creating synergies between projects and delivering activities across the programme as a whole and using our awareness of other projects to bring in additional funding.

- Development of real-life benefits of land management intervention on biodiversity and ecosystem service provision from all available data, including:
  - Impact of blanket bog restoration on wider biodiversity.
  - Understanding the carbon benefits of moorland land management.
- Maintain monitoring of restoration sites to evidence long-term effects of land management on biodiversity and ecosystem service provision to understand the long-term impacts of our initiatives.
- Research and Development including:
  - restoration / rehabilitation of moorland and supporting habitats.
  - Future land management of moorland and supporting habitats.
- Major project bids to large funding opportunities such as the EU LIFE and Heritage Lottery programmes.
- Exploring business development via:
  - voluntary carbon and biodiversity offsetting. We consider that Payments for Ecosystem Services (PES) will be a significant source of funding for peatland restoration (the rationale behind this is given in appendix 4).
  - selling advisory and management services including producing a prospectus for various clients (see appendix 2 in Business tools).

Based on the above the present buoyant market needs a flexible project and contract managing team with an ability to respond quickly to request from partners and opportunities.

## **5.2 Strategic actions required to deliver the work programme**

Although contributing partners either match fund or fully fund projects, or contribute resources to cover the core business activities, due to the public sector operating nature of the Partnership, it is not possible to build up working capital or a profit margin. This presents a challenge in generating funds to invest in business development - it is difficult to 'speculate to accumulate' - within this public sector structure in the way that a business would, whilst we are at the same time expecting the Partnership to operate as a cost neutral business. Subsequently, a key challenge is managing the shifting resource and buffering against unforeseen circumstances. The proposed business model in Section 6 aims to address this issue.

The business tools in Appendix 2 are the critical instruments required to deliver the strategic actions particularly the prospectus to be put in place for different types of partner (e.g. one for corporates and one for private land owners etc). These will target the benefits of working with MFFP to specific partners.

### **Corporate Support Requirements**

Corporate support is provided by Peak District National Park Authority and covers Human Resources, Financial, Legal, Property and Customer Services. Resources provided are considered sufficient for future operations.

## 6. Business Model

### 6.1 Staffing structure

The staff for Moors for the Future Partnership consists of:

- Permanently employed staff: the Partnership Manager and 4 specialist Programme Managers who develop business through grant bids and working with partners.
- Contract staff: Project delivery teams who deliver the projects and report to a Programme Manager. Contract terms are limited by the resources available from the projects.

### 6.2 Core funding

Since 2007 (the end of the original HLF project) when MFFP began a model of partner contributions, the team have been successful at securing core funding to balance the outgoing costs of wages and establishment costs.

Year	Programme Management Cost (£)	Core Funding (£)
2008/09	199,271	197,292*
2009/10	183,636	203,643
2010/11	207,357	199,988*
2011/12	189,013	175,365*
2012/13	200,791	200,836
2013/14	254,585	147,152*

\* Where there has been a shortfall, the costs have been covered through project contribution

Of the 14 regular partners in the Partnership, 5 core fund the Partnership, generating, in 2013/14, £147k.

The table below shows the estimated costs for programme management to 2020.

Year	Amount (£)
2014/15	259,500
2015/16	260,500
2016/17	263,000
2017/18	266,000
2018/19	268,200
2019/20	270,000



In a reducing funding arena, all partners find difficulty in funding outputs not attached to their direct business concerns so there is an expectation that core funding may reduce from some of the current partners over time, leaving a higher proportion to be funded through project delivery.

This leads to an increased risk for the continuation of the Partnership as funding for the permanently employed staff (core team) is essential for programme management and developmental work.

In addition, previous core contributions have varied widely between partners with no discernible difference in service related to contribution; this model aims to differentiate between core funding partners who reduce the financial risk on the National Park Authority and the Partnership.

### **6.3 Principles of funding**

1. Funding for the Partnership is resourced from a combination of:
  - a. Core funding from some partners
  - b. Project funding for specific projects
2. All projects will be fully funded from the budget for that project (including staff, equipment, overheads, delivery).
3. If the project is for a partner who does not contribute core funding, a programme management cost will be applied. This will be clearly set out and agreed before project start date. See below for details.
4. For large grant streams (HLF and EU LIFE for instance), the maximum amount allowed for staff costs is set by the grant body. MFFP will therefore assess the level of support which can be supplied for the funds available rather than considering what resources are needed.

Annually, when we produce the Operational Plan, the Programme Office will produce a calculation to provide the income to fund the operational plan. This will be calculated using all of the four income methods which are described below. The run of these methods below is based on the expectations for 2014/15 in order to raise the necessary Programme team costs of £259,500 for that year. Please note that the figures will change as each operational plan is produced as the nature of work and resources to support this will change year on year.

### **6.4 Funding propositions**

A combination of 4 income methods, summarised below and detailed in appendix 2, is considered to be the most effective way of securing the financial stability for the Partnership.

#### **6.4.1 Income Method One - Core contributions from partners**

Although previous contributions to cover core costs have at times been in excess of £30,000 per partner per year, a steer from partners has identified that the annual partner core contribution be reduced to £15,000, with the PDNPA continuing to contribute £88,000 each year. A partner would be expected to sign a Statement of Intent (see Appendix 2) for a minimum of 2 years as a core funding partner. Previously this model was the sole source of funding for the programme team but in this reduced form contributions from projects will also be required to support the Programme Team costs.

**Benefits:** the cash flow risk to the PDNPA is lessened; provides a degree of commitment from partners; clearer partnership working rather than client/ supplier focus. Partners will have reduced programme management costs applied to their projects.

#### **6.4.2 Income Method Two – Overhead Charge**

A charge will be levied on each project to support programme management costs. Most projects employ staff to service the project and so it is appropriate to fund some of the programme costs from this source.

The model will be:

- For a project funded post: £5,000
- For each duty undertaken by casual staff: FTE of the above cost

This model will be phased in for new projects.

**Benefits:** costs applied relative to the number of staff required to service the project which roughly equates to the support time required from the programme team.

**Drawbacks:** projects with high value but low (or no) staff input do not have appropriate levels of programme management overheads recovered. This explains the reason for income method 3.

#### **6.4.3 Income Method Three - Full cost recovery on projects**

This method will involve a separate assessment prior to project start up using the models below in combination and finance generated by the previous 2 methods to recover all the project costs.

- **Model 1: Recovery of actual delivery costs**

All the costs of delivering a project will be clearly identified at project start up and all of the costs of the project team will be met by the project budget (see appendix 2 for toolkit).

- **Model 2: Cash flow charge**

Partners who are not signed up to provide core funding will be charged for advance expenditure. In addition to this there will be an administration charge to pay for the additional work incurred by the Partnership's programme office. This charge will be base rate plus 0.5% with a further 0.5% administration charge, based on cash flow pattern of expenditure less invoice frequency. For example, a £1.8m project over 3 years, i.e. £600,000 per annum, with half yearly invoicing (assuming

base rate of 0.5%) would incur cash advance of £300,000 @ 1% so a charge of £3,000 per annum for cash flow with a further 0.5% charge (£1,500) for administration.

- **Model 3: Legal advice and activities**

The Peak District National Park Authority provides a very economical legal service to support the contractual and legal agreements necessary to deliver the work of partners. For work which involves non-core funding partners, a fee will be added to projects based on the nature and amount of this work required by a project. This will be calculated as one of the assessments carried out before project start up (see method 3, model 1).

- **Model 4: % fee or actual costs to cover Programme Management support**

A small fee will be charged, particularly where the other models do not apply, e.g. a small project with no dedicated staff. This will be calculated as one of the assessments carried out before project start up and will have different rates for core funding and non-core funding partners to establish a fair cost basis across the partnership.

**Benefits:** concentrates on recovering costs for project delivery; recognises the need to place a lower cost on partners who have reduced the funding risk by contributing £15,000 advance core costs to the partnership; reduces the Authority's loss of interest for providing cash flow.

**Drawbacks:** difficult to estimate income in advance for business planning.

It should also be noted that recovering costs through charging for a defined service will incur VAT whilst a core contribution will not. As such, items in this income method may be subject to 20% VAT.

#### **6.4.4 Income Method 4 - Other income development**

With the capacity to do so, other streams of income will be developed to subsidise the programme office costs to reduce the costs to the partnership. Targets for this which carry genuine possibility are listed below.

- Business development grants to add efficiency and capacity.
- Selling advice and data.
- Selling staff time and services to organisations which meet the vision of the partnership (e.g. the MFFP team have supplied a service to cover airlifting activities for other organisations and recently advisory work to Northern Ireland Water).
- Working with the private sector to develop sponsorship and Corporate Social Responsibility income.

#### **6.5 Monitoring**

At a project level each project is monitored through the project toolkit reporting as necessary to the project steering group. A variety of monitoring reporting is required by the various funders and this tends to be a bespoke process for each funding partner in line with their requirements.

At a programme level the Programme Progress Log, which covers all the partnerships projects, is refreshed and reported to the Strategic Management Group at its meeting every 2 months.

Monitoring of the budget for the Partnership is undertaken quarterly by the Peak District National Park Authority but is carried out at a more frequent and detailed level for each project to the relevant project steering group.

Achievements at a strategic and landscape scale are reviewed and contribute to reporting by all the partners on their strategic objectives such as:

- achievements towards the High Peak Vision of the National Trust
- progress with the Humber and Mersey River Basin management Plans by the Environment Agency
- progress with Natural England and Defra's Biodiversity 2020 strategy
- progress with items in the National Park Management Plan and delivery of the Authority's Corporate Plan

## **6.6 Risk Management**

### **Exit Strategies**

In the event of a shortfall in funding, exit strategies have been put in place.

#### *Programme Team*

The Programme Team are employed on permanent contracts as employees of the PDNPA. If in any given year the Operational Plan shows (when the Plan is finalised and presented to ARP Committee in January) that the Partnership is unable to meet the bottom line costs of the Programme Team, the Partnership would be asked to reduce these costs. This would involve the partnership indicating which areas of the programme team's work could be reduced, reducing the posts in the Programme Team and/or making some or all of the Programme Team redundant. This would need to give time for the required redundancy period. The PDNPA will pay the statutory redundancy payments of the Programme Team and provide support needed to exit from a particular programme area.

#### *Project team*

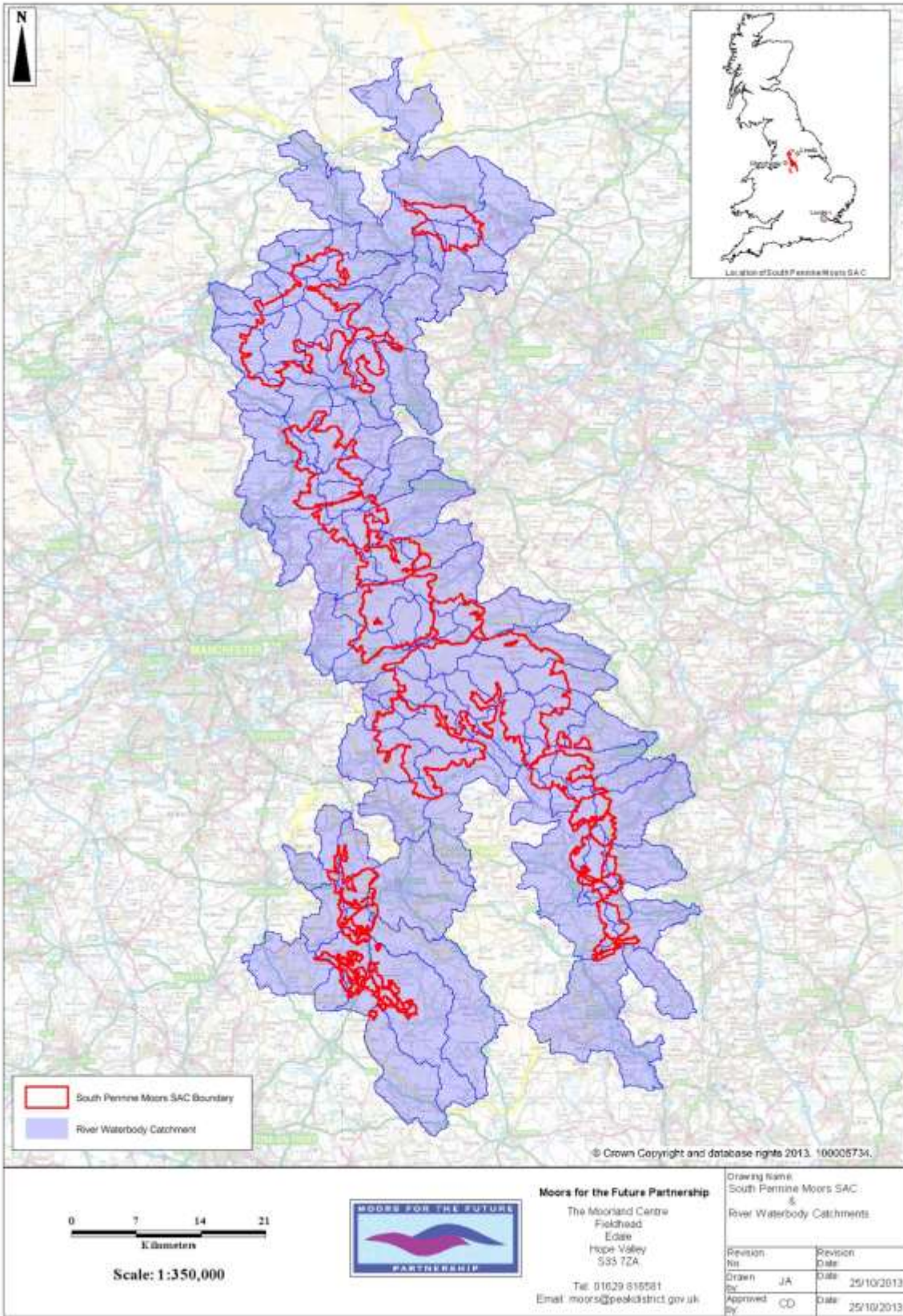
Most staff delivering projects are employed on short term contracts, with the contract term tied to the committed resources within the project. We endeavour to secure additional funding to extend contracts as a high priority, as we do not want to lose the skills that the team members have developed. There is a redundancy cost for any person who is employed for more than 2 years which is an overhead that is included in project management costs.

Any other risks on the partnership's work are managed through the project planning for individual projects and annually through the Operational Plan.

## **Glossary**

ARP	Peak District National Park Authority Audit Resource and Performance Committee
MFFP	Moors for the Future Partnership
PDNPA	Peak District National Park Authority
RMT	Peak District National Park Authority Resource Management Team
SAC	Special Area of Conservation
SMG	Moors for the Future Partnership Strategic Management Group
SPA	Special Protected Area
NE	Natural England
EA	Environment Agency
DCC	Derbyshire County Council
SCC	Sheffield City Council
YWS	Yorkshire Water Services
UU	United Utilities
STW	Severn Trent Water
H&S	Health and Safety
CDM	Construction Design and Management

**Appendix 1 Core Working Area**



**Geographical Scope** - The core working area for delivering practical projects on the ground (where the contracts to deliver that work are held by the Peak District National Park Authority) generally will include the whole of the National Park area and the contiguous areas of moorland outside the National Park boundary (e.g. South Pennine moors, Dark Peak, South West Peak and Staffordshire Moorlands and Eastern moors) within the South Pennine Moors Special Area of Conservation. There is also some discussion looking towards an involvement with the West Pennines and “Rossendale Gap” (the area of moorland between Manchester and Blackburn) as this area is also subject to issues related to an industrial past.

The guiding principle allowing for Moors for the Future Partnership projects and works (whether capital works or otherwise) relies on the implied power established by S65(5) of the Environment Act 1995 which permits the National Park Authority to do anything which:

“..in the opinion of the Authority is calculated to facilitate or is conducive to accomplishing the Authority’s statutory purposes”.

The work of the Moors for the Future Partnership generally falls within the National Park purpose of “conserving and enhancing the natural beauty, wildlife and cultural heritage” of areas within the Park and “promoting opportunities for understanding and enjoyment of the special qualities of the National Park”.

Involvement in delivering practical work on the ground outside the core working area will be considered on a case by case basis against the vision and objectives of the Moors for the Future Partnership, with PDNPA corporate approval of these initiatives. Generally, the presumption is that the Partnership’s staff team would act in a project manager role only, outside these standard working areas (for example, our managing agent role with Yorkshire Water Services into the Nidderdale AONB) rather than the PDNPA managing and letting works contracts directly.

It is likely that some of the practical science work will from time to time occur outside the working area. The default assumption is that this will be acceptable as this contributes to the general understanding of the special qualities of the Park and a wider evidence base to support good land management. Good science work is difficult to achieve when constrained within arbitrary landscape boundaries.

Awareness raising projects, communications and advisory work (such as giving land management advice) is likely to happen outside the core working area, in the communities and organisations surrounding this area and beyond. Many of these works are considered as knowledge exchange



projects and as such are to the benefit of the National Park Authority and go towards achieving the Statutory Purposes.

The test of appropriate geographical scope, when developing work for science, advisory, communications and awareness projects will take place when new projects come forward for approval. This scrutiny process is included in appendix 2.

When a project is proposed that is outside the boundaries of the core working area, the following points will be considered:

- 1) Do the works facilitate the statutory purposes of the National Park;
- 2) Are the works insignificant compared to our other projects (de minimis) or adjacent to land within the Park – if so this will usually be allowed within the powers of the PDNPA; or
- 3) If works are not minimal, they must fulfil the statutory purposes of the Authority for land within the Park in order for the PDNPA to be acting within its powers.

No decisions will be taken on whether to take on a new project without all appropriate approvals, which in the first instance will be a discussion with the Authority's legal team.

**Topical Scope** – The Moors for the Future Partnership was instigated in order to deliver a specific programme of work in the Dark Peak of the Peak District National Park. Since then, whilst our focus has remained on the protection of the blanket bogs of the Peak District and South Pennines (through raising awareness, improving understanding and delivering land management), we have diversified our work to cover the whole of the upland landscape. We use our three objectives to develop, implement and explain evidence based conservation. Our principle focus is on managing problems in partnership, where working across land management boundaries would be beneficial; the most obvious areas for this are in the open landscapes of the uplands and moorlands.

We typically work at a scale beyond the capacity of any one organisation or individual and working in partnership in this way is our main strength, benefitting from synergies between organisations and projects.

The vision and objectives of Moors for the Future 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 National Park Management Plan provide a new steer. The topical scope of the work will also reflect national policy development which will also be taken into consideration when reviewing the Moors for the Future vision and objectives.

In addition, the Partners (including the National Park Authority) may ask the Partnership team to use their project management skills to deliver projects which are outside our traditional areas of work. These will be considered on a case by case basis.

As any new projects are developed they will be scrutinised against the vision and objectives to confirm the appropriate fit to the topical scope. This scrutiny process is part of the business tools Appendix 2

## **Appendix 2 - Business Tools (Description and purpose of each)**

**(This list is a separate resource of flow charts, guidance and templates which appear with this Business plan. The definitive copy of these is the one stored in the business plan folder on the Moors for the Future server. These are the tools which make this business plan work)**

**Moors for the Future Partnership Vision and Strategy** – The Moors for the Future Partnership mission is to provide a skilled resource which the partner organisations can call upon to deliver the parts of their own organisational vision to restore and conserve the moorland landscape. Consequently the partnership could debate that it does not need its own vision and objectives however the collection of all our partners visionary statements is very broad and the partners have agreed a simple Moors for the Future Partnership vision and 3 objectives which fit with all their own organisational requirements. Natural England are implementing a major piece of work to establish the requirements to put 50% of the South Pennines SAC site into favourable condition by 2020, the Environment Agency are also reviewing the River Basin Management plans for the Mersey and the Humber. Once these are complete a new Moors for the Future Partnership Strategy will be produced to deliver these major policy drivers in the South Pennines SAC site.

**Programme Plan** – This is a simple but useful gantt chart of all the Partnerships projects which is brought up to date for each of the Partnerships SMG meetings. Owned and updated by the Programme Office

**The 4 work plans covering the 4 programme areas** – This is a more detailed version of the Programme Plan to enable each of the Programme Managers to track the resources and timescales of projects. Updated by the Programme Managers and supplied to Programme Office prior to each SMG in order for Programme Office to accurately update the Programme Plan.

**Scrutiny process for developing and starting up new projects** - The inception of new projects are covered by a protocol which requires new project initiatives are presented to the MFFP Partnership Manager and PDNPA Assistant Director of Land Management by the Programme Managers. The business case is evaluated individually in terms of strategic fit, benefits and a risk assessment. If agreed to progress, a properly formulated and agreed project specification is drawn up in conjunction with the Programme Office. Depending on the value of the project this would then be put as a request

via a business case to the PDNPA who would accept or decline the responsibility of delivering the new initiative. The final business planning activity will be for the nominated Project Manager and the Programme Office Manager to plan and implement the budget management requirements. This will ensure the project team resources are effectively isolated in the project budget. The Programme Office Manager will then provide evidence of this to the Partnership Manager who will sign off the final start-up of a project. This final budget calculation may need a final sign off by the funder before start up. The project will then be accepted onto the Programme Progress Log as a formal Moors for the Future Partnership Project. This process is managed through a flow chart of actions which provides a checklist of project management gateways to be passed through before a project is accepted.

**Statement of Intent for Partner Core Funding** – This document forms the agreement between the PDNPA and a partner for the contribution of core funding (the £15,000 contribution) and the expectations from that partner for items which will be delivered for this contribution. It is not a legal contract as core contributions are a discretionary agreement but forms a statement of serious intent

**Terms of Reference for the Partnership** – the terms of reference cover the Stakeholding Partnership, The Strategic Management Group and the Project Steering groups. The terms describe the purpose and requirements of these 3 partnership activities and also place responsibilities on individuals who are expected to conform to the ways of working in the terms of reference. (The actual project work is managed by a number of Moors for the Future Project Steering Groups made up of the contributing partner, or partners, facilitated and serviced by the nominated Moors for the Future Project Manager for that project.)

**Project Toolkit** - This is a template document which governs the delivery of a project and no project will start up until the information required by this process is available. It is the most important piece of governance documentation to a nominated project manager and the main risk mitigation to project delivery (other governance and management documentation for projects will be appended to this such as a contract, Memorandum of Agreement, grant agreement or other documentation)

**Peak District National Park Authority Standing Orders** - major supporting factor is derived from the general robustness of the Authority's Standing Orders and processes, this gives partners and grant bodies a 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.

Major business decision making falls within the existing mechanisms of the Peak District National Park Authority namely:

- Standing Orders (including Tenders and Contracts)
- Scrutiny of business cases (£30,000-£150,000) by the Resource Management Team
- Scrutiny of major business (>£150,000) cases by Audit Resource and Performance Committee
- Delegated powers to officers
- Meeting dates for financial reporting and Authority business planning

**Standing protocols to guide procedure** - mostly checklists and flowcharts of activities such as recruitment

**Standard document templates**- for important documentation such as risk assessments and contracts

**Annual report** - Each of the projects in the programme plan has performance monitoring of some kind. Some of this is significantly detailed and demanding (MoorLIFE reporting to the EU LIFE programme for instance). However this monitoring is tailored to the needs of the funder and is often lacking in its usefulness to judge the success of the whole programme and the general progress at delivering the vision and objectives of the partnership. A list of Key Performance Indicators of the major vision and objectives of the partnership will be tracked and reported on through an Annual Report. The Annual Report will be presented in July to the Moors for the Future Strategic Management Group and the Audit, Performance and Resources Committee of the National Park Authority, so covering both strategic and business decision makers.

**KPI monitoring template to fill in each year** - part of the recording process for the annual report.

**Suite of prospectuses targeted at different types of partners** – it is necessary to have a clear offer of services to our partners in order to show how engaging with the partnership is an efficient way of contributing to the conservation of the moorland landscape in a way which also benefits the business objectives of that particular partner. The benefit to an upland farmer, for instance, will be different to the benefit to water company so a suite of prospectus will be available for different partner types.

**Protocol for running a full cost recovery model to inform income method 3 of this business plan** – The income methods in this Business plan are straightforward with the exception of method 3 which requires some detailed decision making. This assessment largely relies on judgement calls made by experienced staff with the bottom line being that all the resources necessary to execute any project work will be paid for from the budget covering that project. This will include:

1. All of the costs involved in delivering the outcome which the client or the grant agreement requires.
2. All of the costs involved to provide a resource (staff, equipment, overheads) to deliver the project.
3. If the project is for a partner who is not supplying core funding (even if they are one of several partners involved) there will be an extra fee on the value of their project contribution to cover the programme management costs which would otherwise be covered by the core funding contribution.

The actual cost of delivering a project will vary between projects as the intensity of staff resource required does not have a direct correlation with the value of the project. Generally smaller value projects are proportionally more expensive to deliver and occasionally the only requirement of some projects is the staff resource, so the cost to the project team in these cases will be the major project cost. In some cases (such as large grant streams, HLF and EU LIFE for instance), the maximum

amount allowed for staff costs is set by the grant body and the assessment here has to be reversed to assess the level of support which can be supplied for the funds available rather than considering what resources are needed. As such it is difficult to be definitive and set a general fee basis. In general all projects will be subject to full cost recovery including the elements of programme team necessary to enable to project delivery. This will be outlined in any cost plan in a business case but more importantly will be part of the scrutiny process for starting up a new project as explained above.

**Communications Plan** – This will be revised each year to match the work to be delivered in the Operational Plan.

**Operational Plan** – this will be produced in draft form and will be presented to PDNPA Resource Management Team and MFF Strategic Management Group in October or November each year before going on to PDNPA Audit Performance and Resource Committee in the following January. It will then become live on the 1<sup>st</sup> of April each year and run for 12 months. The Operational Plan will be the practical manifestation of this Business Plan and uses the principles of income generation in this plan to produce a balanced budget each year.

### **Appendix 3: Members of Strategic Management Group in 2014**

The current members of the SMG, are Environment Agency, Moorland Association, Natural England, National Farmers' Union, National Trust, RSPB, Severn Trent Water, United Utilities and Yorkshire Water with the Peak District National Park Authority acting as chair.

### **Appendix 4: The Market for the Moors for the Future Partnership**

#### **Customer Base – the organisations interested in funding this type of work**

There are significant strengths and opportunities in our partnership arrangement as our customers often have specific interests in the moorland landscape (such as water quality, access and recreation, conservation of biodiversity or grouse production). Working together to combine resources can give significant economies of scale in conserving the whole environment for a wide range of specific interests. Turning the expression of the Peak District National Park Management Plan, partners' strategies and objectives and the views of the stakeholders into a plan of action creates a clear market and strategic remit for Moors for the Future Partnership team's activities.

Many of the policy organisations fund sections of this market, for example:

- Natural England, in collaboration with large landowning bodies such as National Trust and water companies and smaller private landowners, are involved in SSSI (Site of Special Scientific Interest) recovery programmes, with the Moors for the Future Partnership Staff team being a

major delivery agent for this work. There are probably at least another two decades of work needed to ensure favourable condition is met and continues to be maintained. This work continues to be a cornerstone of Defra's Biodiversity 2020 strategy;

- The Environment Agency fund works to both demonstrate and provide evidence for flood risk management benefits in the upper catchments and to serve the very demanding requirements of the EU Water Framework Directive. Most of the catchments in the South Pennines SAC are designated as Water Safeguard Zones requiring investment in improvements;
- The three utility companies (Severn Trent, Yorkshire Water and United Utilities) also have legal obligations under the Water Framework Directive (Surface Water Safeguard Zones), in addition to having an economic interest in receiving good quality raw water, which can be supported by catchment management programmes. These are now supported by Environment Agency, Ofwat and the Drinking Water Inspectorate;
- The Peak District National Park Authority have many deliverables in the National Park Management Plan for which the Moors for the Future Partnership team provides a solution (particularly for those actions falling under "A working and Cherished Landscape");
- The various constituent authorities that make up the Peak District National Park, as well as the National Park Authority themselves, have responsibilities for, and pay for improvements to, Public Rights of Way, many of which are in poor condition due to the very high number of users in the National Park, as they were often surfaced before these numbers of people could be predicted. Where routes are permissive, Natural England has an interest in creating sustainable surfaces as this can impact on the adjacent moorland.

There are a number of other organisations that could have an interest in our work within the core working area and we will be working to increase our involvement with them. These include:

- Local Authorities – City Councils (e.g. Sheffield, Greater Manchester); Unitary Authorities (e.g. Kirklees, Calderdale, Tameside, Oldham); County Councils (Cheshire, Lancashire, Staffordshire, South Yorkshire); District Councils (High Peak, Derbyshire Dales, Staffordshire Moorlands); other protected areas (Nidderdale AONB);
- Government Agencies (e.g. Forestry Commission);
- Government departments (e.g. Defra, Department of Health, Department for Local Government and Communities);
- Corporate organisations with corporate social responsibility policies (e.g. Manchester airport, Sheffield/ Doncaster airport, Co-Operative Group). In addition, we will work with the water companies to make sure that we can benefit from their CSR policies;
- Working with other organisations that would like to utilise voluntary carbon and biodiversity off-setting (the latter could be contentious and would only be undertaken with the approval of

PDNPA. For example, we would not work with someone where there was a net loss of peatland, even if it benefitted land within our core working area);

- Other environmental organisations (e.g. Wildlife Trusts (Derbyshire, Cheshire, Lancashire, Sheffield, Staffordshire, Yorkshire), Woodland Trust, Rivers Trust.

There may be other organisations that would fund our works and we shall investigate all options that arise, as well as specifically targeting the ones mentioned above.

### **The market for improving ecosystem services**

There is a continuing interest in a variety of ecosystems services, in attaching a monetary value to those services and funding improvements in those services. This gives a unique selling point both for the upland landscape and the facility offered by Moors for the Future in improving these services. The 2011 Natural Environment White Paper contained a commitment to establish a business-led Ecosystem Markets Task Force to review the opportunities for UK business from expanding green goods, services, products, investment vehicles and markets which value and protect nature's services.

There are eight main 'types' of business opportunity (the borders between these types are not necessarily clearly defined, for example between offsetting and payment for ecosystem services)<sup>6</sup>.

Those relevant to Moors for the Future Partnership are:

#### 1. **Biodiversity Offsets**

The opportunity is to stimulate the creation of a range of new companies and new business models for existing companies (or non-profit organisations) to provide biodiversity offsets in the UK, by moving from the current voluntary approach to a (soft regulation) mandatory regime. This could deliver benefits to a wide range of ecosystems, particularly through pooling offset credits to restore and create larger-scale habitats delivering net ecological gain.

#### 2. **Peatland Carbon Code**

Development of a peatland carbon code to provide a transparent, verifiable framework for companies to purchase carbon credits to support restoration and rewetting of degraded peatlands. Consequent carbon savings could then be sold on the voluntary carbon market which is potentially key for upland peatlands.

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<sup>6</sup> Duke, G., Dickie, I., Juniper, T., ten Kate, K., Pieterse, M., Rafiq, M., Rayment, M., Smith, S. and Voulvoulis, N. (2012) Opportunities for UK Business that Value and/or Protect Nature's Services; Elaboration of Proposals for Potential Business Opportunities. Attachment 1 to Final Report to the Ecosystem Markets Task Force and Valuing Nature Network. GHK, London.

3. **Woodland enhancement through a larger market for wood fuel**

A business opportunity to meet growing demand for wood fuel and wood-burning stoves from UK woodlands, offering significant potential to enhance woodland ecosystems.

4. **Developing the UK ecosystems knowledge economy**

Ecosystems provide opportunities to develop knowledge-based businesses providing high quality employment and growth opportunities. The UK plays a leading role internationally in ecosystem related knowledge - there is an opportunity to build on this knowledge-base and to strengthen collaboration between business and knowledge based institutions in order to maximise business opportunities.

5. **Layered PES**

In layered PES schemes different ecosystem services, which arise from the same area of land, are sold to different buyers. Government financed PES are currently 'bundled' and there is an opportunity to 'un-bundle' and re-structure these schemes to align them with PES best practice, where payments are differentiated, spatially targeted, and conditional.

6. **Carbon sequestration as an 'Allowable Solution'**

Government announced in 2007 that all new homes will be zero carbon from 2016. Offsite 'Allowable Solutions' will be needed to meet this requirement. This could in part be achieved by permitting developers to buy 'Allowable Solutions Certificates' generated by carbon sequestration through woodland creation or peatland restoration.

7. **Optimizing the ecological and economic benefits of sustainable tourism**

Opportunities include: make green and blue spaces more accessible; enhance quality and experience of recreation; better distribute visits from domestic and international tourism; invest tourism income in host ecosystems; provide amenity housing; restore ecological sites of tourism interest; to promote existing attractions; create new sustainable tourism infrastructure; better promote UK natural and cultural endowments internationally; assess and address travel footprints in UK; developing nature-based health tourism.

8. **Reducing risk for insurers through investment in green infrastructure**

Recent years have seen large-scale losses to the insurance industry as a result of extreme weather, such as flooding. Extreme events are becoming more common, and could eventually create a systemic challenge to an industry that is based in large part on the assessment of risk based on past events. As new circumstances emerge in relation to the more frequent occurrence



of extreme events, it might be that insurers could reduce their exposure through the enhancement of green infrastructure, such as woodlands, floodplains, coastal wetlands and upland peat bogs.

Particularly important for Moors for the Partnership is Payments for Ecosystem Services (PES), a term used to describe a range of schemes through which the beneficiaries, or users, of ecosystem services provide payment to the stewards, or providers of those services. The beneficiaries may be individuals, communities, businesses or public bodies. Such schemes have been in operation for some time and are usually voluntary agreements that involve a continuing series of payments to land or other natural resource managers in return for a guaranteed flow of ecosystem services, or at least management actions likely to enhance their provision. State-backed agri-environment schemes are a form of PES. Essentially, PES provides a market-based tool to help address the widely accepted market inefficiency in which the goods and services that nature provides society are frequently undervalued, often to the detriment of the environment, and the beneficiaries in society at large. There is increasing interest in schemes whereby individual beneficiaries of ecosystem services contract directly with providers<sup>2</sup>.

Within the South Pennine Moors, we worked with Defra to enable production of a map of ecosystem service provision within the SPM SAC, while Natural England has delivered an Ecosystem Service pilot project. Through these projects we know that the SPM provides several important ecosystem services:

### ***Drinking water provision***

Many of the catchments within the SPM are important for drinking water supply for the nearby urban conurbations. The area receives some of the highest rainfall rates in Europe and there are many reservoirs in the area, supplying the neighbouring urban centres with drinking water. The SPMs form the watershed between rivers running to the North Sea to the east and to the Irish Sea to the west; the main water utility company drawing on water supplies in the area are Yorkshire Water, United Utilities and Severn Trent Water.

### ***Flood regulation***

Flood regulation is also of particular importance, and while the rivers and streams are regulated to a certain extent by the many reservoirs in the area, many are still prone to flash floods, due to the high rainfall rates, underlying geology and topography and land cover / condition and management practices influencing run-off in the catchment.

### ***Carbon sequestration and storage***

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 sink. As a result there is a market need to secure this significant service.

### ***Biodiversity***

The upland habitats of moorland and blanket bog provide important habitat for species such as red grouse, curlew, merlin, golden plover, dunlin and short-eared owl. In terms of nature conservation sites, it is a Special Area of Conservation (SAC) and two Special Protection Area (SPA), both European level designations (Natura 2000 sites).

### ***Recreation and tourism***

This is a key feature of the area's economy and use, and seven million people live within a one-hour drive of the area. Statistics for tourism in the Peak District National Park indicates that the area provides a popular destination for both day visitors and longer stays. Features include the extensive network of open access areas and public rights of way (including the Pennine Way long distance footpath), outdoor activities such as climbing on the various craggy outcrops.

### ***Cultural heritage***

(e.g. historic mills, packhorse routes) and providing an open landscape in contrast to the nearby urbanised areas.

PES schemes have grown rapidly in recent years<sup>3</sup>. Such schemes offer the potential of additional funding to help meet existing local goals e.g. conservation and water quality. At the same time, a number of potential buyers (in particular those whose brands have a strong local identity) are interested in creating value for their brands and (in the case of water companies in particular), reducing operational costs by investing in such schemes. Market research suggests that there is considerable demand for place-based PES schemes, with carbon and climate change mitigation the key driver, but with interest in co-benefits (in particular water quality and biodiversity, and to an extent recreation benefits too). Historically, provisioning services (food and fibre) have had a market price while other ecosystem services have not, has led to a bias in favour of provisioning services, often at the expense of other ecosystem services, some of which have been significantly degraded. Placed-based PES schemes offer one opportunity for correcting this bias by generating private and public revenue which is targeted at improving non-provisioning services, such as water quality and biodiversity.

Within Natural England's South Pennines Ecosystem Service Pilot Project, the ecosystem services considered most 'marketable' and therefore most able to generate private revenue to support their enhancement, were water quality, climate regulation, biodiversity, flood risk regulation and recreation. Taking into consideration the spatial scale at which these ecosystem services could be improved, the likely demand for the ecosystem services, the revenue that might be raised and the ease of monitoring improvements, water quality, climate regulation and biodiversity were deemed the most attractive. The conclusion was that there was potential for these services to generate revenue from the private sector over the short and medium term to complement existing agri-environment payments.

There are a number of potential buyers for ecosystem service improvements in the South Pennine Moors. These vary from service to service, These include:

- water utilities (i.e. Yorkshire Water, United Utilities, Severn Trent Water);
- corporate entities interested in financing climate regulation as part of their Corporate Social Responsibility portfolio;
- corporations and developers interested in purchasing conservation / biodiversity credits to offset impacts generated elsewhere;
- Government via agri-environment schemes;
- members of the public paying for ecosystem service projects via Visitor Payback Schemes.

It is possible that agri-environment funding and private funding via a PES scheme could run jointly or in parallel, potentially providing a dual financial return from land in the scheme; an opportunity that the UK Peatland Carbon Code, launched Autumn 2013, is utilising and that MFFP are a partner.

**Appendix 5**  
 Moors for the Future Partnership  
 Organisation Chart



**MOORS FOR THE FUTURE**

