

Operational Plan 2019–2020



Annex 1 – Moors for the Future Partnership Operational Plan 2019/20

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1 Introduction

This is the annual Operational Plan produced by the Moors for the Future Partnership (MFFP). It is the Partnership's strategic approach to our programme of work for the 2019/20 financial year. It covers:

- The contractual commitments of work which we will deliver in 2019/20 - these are projects which already have funding and approval.
- The pipeline of expected new work during this Operational Plan period which have been approved, but contracts are not yet in place.
- Future business development – projects that we are developing for partners during this Operational Plan period or in subsequent years.

To Note

This document is a look forward; it sits alongside "A Year in Review" which is the look back at the previous year's activities.

Each project mentioned in this plan has separate project governance and steering arrangements which are appropriate to the requirements of the funder and complexity of the project and within Peak District National Park Authority (PDNPA) Standing Orders.

In our Business Plan 2013 – 2020 we address the bigger picture of how the programme team will develop the funding streams for further remediation and legacy management.

The longer term vision which guides the work of the Partnership is available through the planning documents of our partners such as the National Park Management Plan, Defra's emerging 25 Year Environment Plan and the 2019 Price Review process which will guide the investment of our Utility Company partners to 2025.

What is the Moors for the Future Partnership?

Moors for the Future is a partnership of organisations that since 2003 has been working together across the Peak District and South Pennines to protect the most degraded landscape in Europe.

The Moors for the Future staff team, employed by the Peak District National Park Authority, which also acts as the lead and accountable body, deliver the work of the partnership.

The current partners include the Environment Agency, National Trust, RSPB, Severn Trent Water, United Utilities, Yorkshire Water, Pennine Prospects and the Peak District National Park Authority. Natural England and representatives of the moorland owner and farming community advise the partnership.

Executive Highlights of 2019/20 Activities

The Partnership is now entering its 16th year of activity and continues to successfully deliver a range of technical solutions that address our mission - **"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."** This mission is delivered through the three objectives in the next section.

The contractual commitments make up the bulk of the delivery items in this plan and the resources to deliver these are in place. If we also include the most confident expectations from bids submitted so far, project spend this year is anticipated to be a little over £7.4m.

As well as continuing to deliver existing projects, the continuing challenge for this year will be to identify and develop new funding and projects which will continue the vitally important restoration programme, particularly beyond 2021 when MoorLIFE 2020 comes to a close.

There are significant opportunities on the horizon:

- working through the delivery aspirations of the new Peak District National Park Management Plan, the plans of all our partners and in particular Defra's 25 Year Environment Plan and the next Asset Management Plans of the utility companies (AMP7 commencing in 2020).
- taking advantage of the remaining time to bid to European programmes which have been guaranteed by government under Brexit transition arrangements.
- working on new funding initiatives which will be identified as part of the Moor Business project.

These offer opportunities to continue the Partnership's work to protect the upland landscape of the South Pennine Moorland Special Area of Conservation and continue advisory, communications and science delivery in a wider area to meet the Partnership's requirements. The Partnership will continue to influence strategic planning such as its response to Defra's Health and Harmony consultation on future agriculture post Brexit and proposals for new water regulations, in addition to local consultations such as that for Transport for the North and continuing to influence the vision for the moorland landscape generally.

A key priority will be to seek funding to focus on the business of the partnership:

- to put large structural projects together continuing the restoration priorities;
- to evaluate and refine our business model;
- to develop a future funding strategy to support business development;
- to increase the effectiveness of our processes; and,
- to enhance the partnership's standing as a leader in this field.

Our key means of delivering this through 2019/20 will be to action the advice to the Partnership which will come through the Moor Business project which started in October 2018.

2 The Purpose of the Operational Plan

The purpose of the Operational Plan is to bring all of the Partnership's projects (currently 15 in 2019/20) together in one document to give easy visibility of the whole programme, as well as explaining how, why and when we will develop business development opportunities in the coming year. The progress of delivering this plan is monitored by a Programme Progress Log (PPL) on a quarterly basis reporting to the Partnership's Strategic Management Group (SMG). This Plan and the PPL gives the partners a means of monitoring progress of current projects and how we are addressing the outcomes required by PDNPA - and our other partners. It is the business tool by which MFFP will achieve its strategic objectives which are:

- **Objective One – Awareness Raising**

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

- **Objective Two – Conservation Management**

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

- **Objective Three - 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 The Policy and Funding Landscape Surrounding the Partnership in 2019-20

Brexit

All the work of the Partnership has directly or indirectly been influenced by funding and regulatory guidance from the EU. Leaving the EU and its existing environmental legislative framework poses significant risks to the environment if current drivers for environmental protection and improvements are weakened, eg the Habitats Directive, Water Framework Directive and the Birds Directive. The citation dedicating the South Pennine Moorlands as a Special Protection Area (SPA) and a Special Area of Conservation (SAC) has been a major driver for the recent conservation efforts and it is uncertain what the future will be for this protection. The SAC and SPA citation is appended to this plan. The 25 Year Environment Plan issued last year and the progress made by this Partnership to advocate the upper catchment interests of the asset management Plans (2020 to 2025) for Yorkshire Water, Severn Trent and United Utilities, Environment Agency and Natural England have helped to create opportunities for this upland landscape.

The new Peak District National Park Management Plan has identified a number of activities to protect the special qualities of the National Park, the work of the Partnership will make a significant contribution to delivering these requirements particularly in improving access, carbon security and the conservation of the moorland landscape.

Blanket bog, a key peatland habitat, is a priority habitat in the EU’s Species and Habitats Directive, supporting a nationally and internationally important assemblage of wildlife, with many of these populations in decline. Peatland is a priority for action under the UN Convention on Peatlands and the RAMSAR Convention on Wetlands, (Reed et al, 2010).

The hydrological function of these blanket bogs have critical impacts on the UK’s inhabitants as they are vital instruments for supplying clean water throughout the year, sequestering carbon to reduce climate change and reducing flood risk. All of these public benefits are at risk as the UK leaves the EU and Common Agricultural Policy. The cost of inaction in terms of climate change impacts alone could reach billions of pounds (Keenleyside and Moxey, 2011).

The referendum decision will have an enormous impact on future environmental policy in the UK and on the UK’s wild habitats. The Partnership (led by the Peak District National Park Authority) has a unique and important view of this, because it has implemented a high proportion of the landscape-scale conservation work across the English uplands. The programme team will continue to represent our partnership and will

stay alert and responsive to new opportunities which will benefit our partnership. We will contribute to debates and initiatives, supporting Defra and our partners in discussions and development of new instruments to support the upland landscape as we leave the EU.

Natural Capital and Civic Resilience Opportunities

The growing interest in maximising the benefits which the upland landscape offer to society has been brought into a sharper focus during 2018. The Government's stated wish (A Green Future: Our 25 Year Plan to Improve the Environment) to focus post-Brexit farm subsidies on paying for environmental benefits could have a big impact in the uplands. In addition, the moorland fires and drought conditions have showed how the upland landscape needs to be in the best ecological condition to withstand the shocks and stresses of a changing climate in order to deliver positive benefits for the downhill, downstream and downwind communities in places such as Manchester.

4 This Year's Activity – 2019/20

Ongoing projects

MoorLIFE 2020 Project

A busy conservation works period is planned for 2019-20 that should all but complete the MoorLIFE 2020 C Action KPIs, allowing a final period of contingency time in the project's final winter. The completion of brush spreading on bare peat will have taken place in early 2019 with treated areas receiving lime, seed and fertiliser treatments if required.

The project will be completing the grip and gully blocking work across the South Pennines SAC. The cutting of molinia, heather and cotton grass will continue as the project moves to complete the cutting KPI ahead of the 2020 bird breeding season starting. Sphagnum will be applied to the cut areas and in cotton grass sites that had previously been identified for cutting but do not require cutting ahead of Sphagnum application.

We are continuing with stakeholder management engagement with a degree of focus on the stakeholders impacted towards the end of the project. The engagement has been supplemented with the production of the Land Management Guidance for Active Blanket Bogs which was introduced at BogFest in Sept 2017. Land Management events, aimed at stimulating discussion and debate, will feature prominently in our stakeholder engagement for 2019/20.

The monitoring field lab sites will receive restoration treatments in spring 2019 if the weather allows, and will move from collecting baseline data to collecting restoration trajectory data. The bare peat field labs continue to gather data. Members of the MFFP science team will continue to capture aerial photography of the monitoring sites using a UAV. Following our learning from the 2018 flying season in which we captured baseline data for the field labs, this will be focussed in the months July – September. Imagery will be used for scientific analysis, but also may be used in our communications work, and planning of further restoration activities.

Our investigation into the blocking of peat pipes continues, with sites having been installed and monitoring equipment in place. Monitoring of pipe blocking interventions will continue throughout 2019/20. Our wildfire database is now being regularly updated with wildfire mapping ongoing, and the carbon audit and socio-economic study of the impact of MoorLIFE2020 continue to gather data.

2018 will see the Bogtastic experience in full swing including incorporating static installations and a mobile element of the Bogtastic experience in the form of the Bogtastic van. A calendar of Bogtastic events will continue to be updated and developed. The Youth Engagement activities we developed and launched in 2018 will continue and be further developed.

Fire awareness will have a particularly strong focus especially with the development and launch of the Fire reporting website scheduled for 2019.

Building on the success of BogFest which took place in Edale in September 2017, we will be working with partners to deliver 'BogFest on Tour', which will take place as a series of events across the SAC. We will also be continuing to enhance the relaunched Moors for the Future website during 2019.

We will continue with our extensive engagement with further LIFE-funded and other projects during the year; we proved a popular destination in 2018 and we expect to host similar visits in 2019.

Private Lands Portfolio

The Private Lands portfolio is working with private moorland owners to help them to deliver their large-scale Higher Level Stewardship schemes and has been running, in one form or another, for 10 years. The portfolio will enter its fifth year of capital delivery of HLS funded schemes in 2019/20. During this financial year there will be four remaining active HLS capital works projects in delivery, three of which represent the final delivery years of capital works through the partnership, and a newly established one year project due for completion in March 2020. This is following the successful completion of capital works on Morridge Moor HLS in the 2018/19 financial year.

Wessenden Head is the newly assigned project for the 2018/19 financial year. The capital works on this site have been on hold for some time and we couldn't progress with them in previous years due to HLS related issues. This project was confirmed in 2018/19 and will involve bare peat stabilisation and revegetation on the one third of the site, being the area prioritised for intervention in the little time remaining under the HLS. It is hoped that Natural England will release subsequent funding to the project in the years following 2019/20 to address the full scope of the re-vegetation on the site.

Moor Business

We received funding from Heritage Lottery Fund's Resilient Heritage Fund of £55,200 to progress this work. Consultants are working cooperatively with the team managers and staff and final report and evaluation will take place by the end of the year. A Vision, funding strategy and a review of infrastructure, processes and systems of work are some of the outputs of this project.

Working with MoorLIFE 2020 partners and private landowners

Papers were approved by the Audit Resources & Performance Committee in January 2017 allowing us to work with MoorLIFE 2020 partner organisations and private land managers respectively to deliver works outside MoorLIFE 2020, within certain financial constraints. These works, ideally, will be delivered with existing projects from the Moors for the Future Partnership programme of works, maximising our efficiencies. Approval for these has been delegated to the Director of Conservation and Planning together with the Chief Finance Officer. We will continue to offer our skills and services to all MoorLIFE2020 partners and private landowners to improve the condition of the upland habitats of the Peak District and South Pennines, including PDNPA, if requested.

Breeding Bird Survey

During 2018/19 the survey phase of the project was delivered and the analysis was started. The analysis of the survey will continue into 2019/20, resulting in the release of both the survey report and analysis report in the summer. The 2018 survey is a repeat of the 1990 and 2004 Breeding Bird Surveys of the South Pennine Moors SPA Phase I. Natural England will use the results to present the Natural England assessment of bird numbers. The British Trust for Ornithology are conducting a more comprehensive analysis of the data, incorporating data from previous bird surveys and exploring drivers of change in bird populations. We hope that the results and subsequent analysis will help to assess the impact of past land management works and inform future land management decisions.

Moor Carbon

Delivered under Defra's Peatland Restoration Fund project which aims to reduce the carbon emissions given off by degraded and actively eroding peat, the project will be in its second year of delivery in 2019/20. Having delivered initial bare peat revegetation works across five sites (Thurlstone, Combs Moss, Noe Stool, Trawden and Stalybridge) in 2018/19, work will focus on three sites this year. In its first year, the project secured £54,800 of additional funding from partners to further its work.

Due to the wildfire of summer 2018, bare peat revegetation works will continue on Stalybridge Moor. This year will see works commence on two new areas for the Partnership – Holcombe and Stubbins in the West Pennine Moors SSSI and Scout Moor in the Rossendale gap. Innovative techniques will be used on these largely grass dominated sites to reduce carbon emissions and restore the peatland habitat.

Climate Change Vulnerability Assessment for the Peak District National Park

In collaboration with the PDNPA Strategy and Performance team, we are leading on implementing the recommendations of the Authority's 2016 Climate Change Adaptation Report. This involves prioritising the important features of the Park's special qualities and undertaking a climate change vulnerability assessment on approximately 25% of the National Park's features. The project will be delivered in January 2020.

Mend Our Mountains Project

The project will be part of the much larger Mend Our Mountains – Make One Million Appeal being organised and run by the British Mountaineering Council (BMC). The appeal is looking to raise funding for pathway restoration in the British National Parks. Two pathways in the Peak District National Park have been selected to benefit from the appeal, Cut Gate bridleway and the Great Ridge footpath. A third pathway will be delivered as part of the project, The North America Farm bridleway. Funding the North America bridleway will be sourced separately and at the time of writing is already partly in place. Works on all three paths will start in the late summer of 2019 and be complete by the end of March 2020.

Etherow Monitoring

Our monitoring of the river Etherow water quality will continue on its fortnightly sampling period, contributing to a long term data set of water quality from the site.

Protect NFM

The NERC funded PROTECT project has now launched, led by the University of Manchester, with Moors for the Future Partnership as the lead partner. This project aims to investigate the benefits of different gully blocking methods, and how their function changes over time. Monitoring sites are now set up on Mossy Lea and elsewhere across the South Pennines to evidence this. These will be monitored throughout 2019/20 by a combination of University of Manchester and Moors for the Future Partnership staff.

Upland Woodland, Sphagnum Donor Site Monitoring

We will continue to monitor the sites we have set up in the Upper Derwent Catchment to evidence the impact of clough woodland establishment on water flows and water quality. This work is being incorporated into work with the University of Manchester through the PROTECT project (above) and continues to be important in developing our understanding of woodland in the uplands.

Now that the sphagnum donor sites are fully recovered, we will complete a final set of site monitoring in 2019 to conclude the study of sphagnum donor sites before bringing this work to a close, having developed a good understanding of how sphagnum translocation impacts the donor sites.

Favourable Condition Monitoring

As part of our trajectories of restoration work, initially set up through a Natural England initiative, and now continued through our MoorLIFE 2020 project, we are maintaining a base level of monitoring across sites which have historically been used for research projects. Some of these have been monitored for upwards of 12 years by the Partnership, and these long term data sets are crucial in understanding the long term implications of our restoration works. In 2018 over 400 vegetation quadrats were sampled across these sites to provide a strong cross-section of restoration of different ages. Looking forward to 2019-20, the aim is to re-sample a subset of these sites each year to allow continued analysis of our important trajectories of restoration work.

Pipeline and Business Development

Funding applications

Water Environment Grant - Leaves to Clean 2018 – 2021

Building on the work of the Clough Woodland Project, the project will carry out an assessment of water bodies within the South Pennines where creation of clough woodland could have a positive impact on reasons for not achieving good status.

At the time of writing, we are providing the Environment Agency with further information to support our bid. If successful, it is anticipated that the project will commence in Spring 2019.

Water Environment Grant – Building Blocks 2018 – 2021

As a natural successor project to the landscape-scale hydrological restoration undertaken by the Partnership since 2003, Building Blocks is a project designed to follow on from this work, clearly defining the future techniques and approaches to maximise the hydrological integrity of the peatlands in the Dark Peak and South Pennines SAC. This will be achieved through a detailed study of the impacts of the gully blocking undertaken to date. Once the study is complete the recommendations of it will be developed into a landscape-scale capital project delivering the next steps in gully blocking.

At the time of writing, we are providing the Environment Agency with further information to support our bid. If successful, it is anticipated that the project will commence in Spring 2019.

Greater Manchester, Merseyside and Cheshire NFM Mossy Lea Gully Blocking 2018-2021

Building on the work of the Private Lands Project and PROTECT, MFFP submitted an application for funding to GMMC Environment Agency's NFM fund to install 1,770 additional gully blocks on Mossy Lea in order to evidence the protection given to 524 properties at risk of flooding in Glossop. Works will start in late summer 2019.

Elements of LIFE 2020 - 2025

Designed to work with the next AMP period (2020-2025), a concept note was submitted to the LIFE Nature programme to safeguard and further the work of the Partnership and increase community volunteering across the South Pennines SAC. Unfortunately MFFP was not invited to submit a full application this year, however feedback received on the concept was both positive and constructive and therefore a revised proposal will be submitted to the next round in April 2019.

Radcliffe & Redvales Natural Flood Management 2019 - 2021

Building on the opportunity mapping work undertaken on behalf of the Environment Agency, we will continue to support their work in reducing the risk of flooding for the communities at risk of flooding in the Upper Irwell catchment.

EU Structure Fund bid for the Holme valley

Integrating ongoing and aspirational peatland restoration within the catchment on Wessenden Head through HLS with opportunities for woodland creation and improvements to the riparian habitats and access provision. This bid also has a strong focus on public engagement and falls within the ERDF Leeds City Area.

Programme Management

We have significant work that is being delivered by a combination of the programme team and staff working on other projects. These are the pieces of work that derive from working as a programme, maintaining some key strands of work beyond the original project end dates, building projects with no specific project funding but which can help with future project development, increased understanding, greater awareness or efficiency of works delivery.

Continued monitoring across our programme of monitoring sites

Trials for Diversifying Molinia Swards with Sphagnum Plugs

We set up a project in 2014 to look at diversifying purple-moor grass dominated bogs, with funding from Natural England on Yorkshire Water and National Trust land in the South Pennines. Sphagnum plugs were planted in June 2015 and by the time of the third survey in November 2016, and had shown highly successful establishment, although surprisingly there was no benefit from pre-flailing treatments. We are continuing to support these trials and will be seeking funding for another full survey in autumn 2019.

Research Facilitation

Student Placements

Continuing our student placement work, we currently have a highly motivated student from Manchester Metropolitan University working with us until May 2019. She has been assisting with our science, conservation, and communications work since August, and is proving a valuable member of the team. In early 2019 we will be advertising for another placement student for the year 2019-20.

Student Projects

We aim to provide support to at least 20 student projects. As part of this work, we have spent time in 2018 identifying key topics and areas which student projects would be able to make valuable contributions toward our understand of moorland ecosystems and restoration techniques. These cover a

range of levels, from undergraduate student projects, through to potential PhD projects. This will allow projects in 2019-20 to be well tailored to our needs, and so we will be better positioned to assist students with designing and completing projects.

Student Projects supported

We will continue to support three PhD studies in 2019/20 as a contribution to our objectives:

- Joe Glentworth, University of Manchester: Socio-economic impact of rewilding the English uplands
- Taco Regensburg, University of Leeds: The treatment of peat pipes in blanket peat: effectiveness and impact.

New PhD opportunities will be identified, developed and acted on as appropriate to the needs, resources and capacity within MFFP.

Research Collaborations

We aim to collaborate on 10 external research proposals for submission for external funding towards delivering MFFP's aims and objectives.

MFFP are currently supporting a wide variety of research projects. One of the major events of 2018 was the Stalybridge moorland fire, which caught wide attention from national media. As a result of this, MFFP have supported six projects on the site, which will continue into 2019-20 to look at the recovery of the site from a wide range of scientific perspectives. We also continue to support other external research projects from Universities across the country, including fellowships and studentships. This includes subjects ranging from modelling of the impact of climate change on moorland restoration, and farming of sphagnum on lowland areas.

We will continue to support ongoing successful collaborations into 2019/20:

Optimising NFM in Headwater Catchment Project (PROTECT)

A NERC funded research project led by the University of Manchester investigating the impact and optimisation of management of upland headwater catchments on downstream NFM benefit, which will work with the HLS delivery on Mossy Lea and Peaknaze. This project is now ongoing, with monitoring equipment installed throughout this year. Further instrumentation, data collection, modelling will be performed by staff at the University of Manchester and Moors for the Future Partnership.

EnviroSAR Project

A Copernicus (the EU Programme for the establishment of a European capacity for Earth Observation) funded initiative to develop and deliver targeted solution for moorland & heathland using radar and other satellite technology to deliver all-weather wildfire burned-area products. MFFP are providing data and assistance to facilitate this, which has renewed importance given the fires of the summer of 2018.

Advice and project delivery

We are keen to use the expertise that we have developed over the last 15 years, in project delivery, communications and working at a landscape scale in the uplands (particularly on peatlands and woodlands) to help other organisations and protected landscapes achieve improvements in biodiversity and ecosystem function.

Recording and reporting

We will produce reports and make claims during the year for the MoorLIFE 2020 Project, Moor Carbon Project, Moor Business Project, Leaves to Clean Project, Building Blocks Project and Radcliffe, Redvales NFM Project and Private Lands Portfolio. We will also produce quarterly reports for the Environment Agency, PDNPA and other partners according to commitments.

Advocacy and events

The team will continue to represent the Moors for the Future Partnership and its interests at a wide range of relevant regional, national and international meetings and initiatives and disseminate our scientific findings generated from our research and monitoring programme, to best evidence future land management initiatives and best practice. We will host a platform meeting for the LIFE funding programme, sharing our understanding and expertise with projects from across Europe. We will seek sources of funding to hold a conference to discuss implications of wildfires.

Research and Monitoring strategy

A Research and Monitoring Strategy is currently under development to refine the direction and purpose of the research work at Moors for the Future Partnership. This will focus on the aims and needs of MFFP to ensure a strategic approach to projects and monitoring we engage with. The aim is to circulate to the relevant groups and individuals to get it signed off early in 2019. This document will clarify the aims and outcomes of research and monitoring work at Moors for the Future Partnership, and will define how we strategically approach engaging with new and existing opportunities to further the knowledge and development of the partnership.

Communications strategy

The communications strategy will be reviewed and revised to reflect changing needs and priorities and a new communications plan for 2019/20 will be developed and implemented, pulling together project communications into a unified programme.

The team will continue to identify opportunities to work with partners on aligned issues and we will be seeking further opportunities to work with partner communications teams to promote the importance of Peak District National Park and South Pennines.

Training and Development

The Moors for the Future Partnership is a learning organisation which is pioneering innovation in the science of moorland remediation and management. We will continue to develop the skills and capability of our staff as identified in the individual annual learning and development plans. The Moor Business Project will undertake a skills audit and make recommendations on a coherent training, development and succession plan.

Programme Management - 2019/20

Table 1: Core Funding 2019/20

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
Operational Partners			
PDNPA	95,000		95,000
National Trust	15,000		15,000
Pennine Prospects	2,000		2,000
RSPB	7,500		7,500
Severn Trent	15,000		15,000
United Utilities	15,000		15,000
Yorkshire Water	15,000		15,000
<i>Sub total</i>	164,500	0	164,500
Project Partners			
HLF (Moor Business)		27,600	27,600
Defra (Moor Carbon)		4,939	4,939
EA (Trawden)		5,862	5,862
Sub total	0	38,401	38,401
Total	164,500	38,401	202,901

Pipeline			
Project Partners			
Multiple partners		40,000	40,000
Pipeline total	0	40,000	40,000
Total	164,500	78,401	242,901

The 'multiple partners' figure above is income from multiple projects where we are able to cost in programme management input. Exploring additional projects with partners is one of the programme managers' core activities, responding to calls for potential work and proactively seeking financial resources with current and future partners. We monitor core funding and adjust our budget and actual spend accordingly.

The Core team:

Head of Programme Delivery - Chris Dean

Communication Programme Manager – Debra Wilson

Programme Manager – Conservation and Land Management - Matt Scott-Campbell

Programme Office Manager – Sharon Davison

Science Programme Manager – David Chandler

With additional support from programme administrator and administration officers and GIS officers.

The core team is responsible for leading on:

- Business development and leadership
- Advocacy and opportunity creation

- Financial monitoring and management
- Providing expert advice, techniques and methodologies on topic areas which MFFP has developed
- Programme management – resourcing and logistics
- Performance management and reporting
- Communications and branding
- Staff management, recruitment and induction
- Trouble shooting and emergency cover
- Setting and monitoring protocols

Table 2: Project Funding 2019/20

Projects contracted/approved	ARP Committee Minute Reference	Anticipated gross expenditure of project work 2019/20 £	Funders
Private Lands Portfolio	48/13, 38/14	349,275	NE
MoorLIFE 2020	38/15	2,313,588	PDNPA, EU LIFE, STW, UU, YWS, NT, PP, RSPB
River Etherow Monitoring	RMT 46/16	18,000	STW, UU, YWS
Moor Business	RMT 26/16	29,920	HLF, STW
Moor Carbon	09/18	2,179,520	Defra
Working with Partners (note this is max per annum) details below:	05/17, 50/18	[2,500,000]	STW, UU, YWS, NT, PP, RSPB
• Breeding Bird Survey		5,000	BTO, Moorland Association, NE, NT, RSPB, STW, UU, YWS
• Radcliffe and Redvales NFM		12,000	EA
• Climate Change Vulnerability Project		30,000	PDNPA
Science monitoring projects		2,500	NE, STW
Sub Total		4,939,173	
Pipeline – all approved, subject to contract			
Private Lands Portfolio	48/13, 38/14	504,066	NE
Mend our Mountains	ARP 2/11/18	316,706	BMC, Sheffield City Council, EOCA, EPIP
Working with Partners (note this is max per annum) details below:	05/17, 50/18	[2,500,000]	STW, UU, YWS, NE, NT, PP, RSPB, Moorland owners
• GMMC NFM		299,351	EA
• Leaves to Clean		128,426	EA
• Building Blocks		895,932	NE
• Redcliffe and Redvales NFM		300,000	EA
• Noe Stool		20,000	EA
Sub Total		2,464,481	
Total		7,403,654	

Partners (abbreviations where used):

PDNPA	Peak District National Park Authority
BMC	British Mountaineering Council
BTO	British Trust for Ornithology
EOCA	European Outdoor Conservation Association
EA	Environment Agency

EPIP	East Peak Innovation Partnership
EU LIFE	European Commission - Environment - LIFE Programme
HLF	Heritage Lottery Fund
MA	Moorland Association
NE	Natural England
NT	National Trust
PP	Pennine Prospects
RSPB	Royal Society for the Protection of Birds
STW	Severn Trent Water
UU	United Utilities
WT	Woodland Trust
YWS	Yorkshire Water Services

Project Teams

Further recruitment will take place as appropriate for project delivery in accordance with programme planning and approval.

5 Risk Management

The Moors for the Future Partnership's risk register is attached as an annex to this plan. Programme Management risks are monitored on a quarterly basis. Any changes in risk will be identified to PDNPA (as lead partner) and significant risks highlighted on the Directorate and/or Corporate Risk Register. Strategic Management Group will be advised. In addition, individual project issues are identified on the Programme Progress Log and reviewed at our monthly project management meetings. Project managers constantly monitor their individual Risks, Issues and Dependencies (RID) logs and report to a weekly programme status update.

The shortage in core funding (aim £330k, projected £243k) is a high priority for the programme team. One of the outputs of the Moor Business Project is a funding strategy. The programme managers will be dedicating 20% of their work programme on business development during 2019/20.

6 Look Forward – 2020/21

Commitments 2020/21

We will:

Continue to deliver the MoorLIFE 2020 Project (subject to any approved extension in time), the Defra Peatland Restoration Fund Project and the Private Lands Portfolio. The second (of two) mid-term report and financial claim will be made for the MoorLIFE 2020 Project. Reports and claims will continue to be made for the Defra Peatland Restoration Fund Project and the Private Lands Portfolio.

Continue to support our innovative conservation and science programmes through partnership communication vehicles and channels as well as developing campaigns at a regional, national and international level.

Identify and secure communication project and funding streams through new business and programme opportunities. We will seek and harness funds to secure and protect the legacy of the MFFP through further public and landowner engagement always maximising match funding opportunities.

Seek and aid new partnership ventures to conserve and promote our moorland uplands.

7 Look forward - Business Development (Expectations)

We will continue to develop relationships with new partners and will use the methods agreed in the Partnership's Business Plan to achieve a balanced budget.

Core Funding

Most of the current partner Statements of Intent finish in 2019/20 so we will engage with current core funding partners to establish new Statements of Intent and negotiate core funds / membership fees into the future. We will also look to bring on board new funding partners who either manage land or can benefit from our work and support our mission.

The funding strategy developed by the Moor Business Project will have a direct impact on our core funding. The Moor Business project may influence business development beyond the expectations laid out here in section 7 and it is not the intention that any statement here would curtail the outcome and advice of the Moor Business project.

In addition the methods laid out in the Business Plan will be implemented to ensure all projects are full cost recovery and contribute at an appropriate level to fund the core support requirements. This is without doubt the most difficult area to fund but without this resource it is not possible to continue to develop the programme of work.

Allocating resource to business development is crucial to ensuring we are continually aware of funding opportunities, we aim to always have a bidding action in development and always have a pipeline of priorities for funding opportunities within the Operational Plan. Experience has shown that opportunities to develop new projects and bid for new funds arise during the year. This requires constant vigilance and a quick response to opportunities. This agility and vigilance is a USP of the Programme Team.

The team will continue to keep funding opportunities under constant review and will explore all of those which have strong possibilities for funding the Partnership's objectives. The current programme could provide match funding to set against other bids both by the staff team and by individual partners. This will be constantly reviewed during the year.

There are a number of business development initiatives currently being followed;-

High Expectation Business Development (pipeline ready projects)

- Following the successful bid to Defra's Peatland Restoration Fund (£3.1m), further funding for the sites included in that bid will be secured through the Environment Agency Natural Flood Management (NFM) Fund in the Irwell catchment. This will secure vital funds to undertake

hydrological restoration in addition to the re-vegetation works being undertaken through the Defra funding on Scout Moor and Stubbins and Holcombe Moor which will have significant multiple benefits for ecosystem services.

- Following the support work for the 2019 Price Review Process to help our three utility partners put successful plans together, we will continue to work with our utilities partners to develop and produce their Asset Management Plans (2020 – 2025) and seek to integrate the proposed restoration work contained within these to complement and enhance our ongoing programme of restoration; to include an active role for the Partnership in the delivery making best use of efficiencies that can be enjoyed through a Partnership-lead delivery approach.
- Following successful re-vegetation works through HLS in the Glossop Catchment MFFP will continue in 2019/20 to work with partners to secure the necessary landowner permissions and shared long term vision to allow Environment Agency funding secured by the Partnership in 2018/19 for NFM to be invested in the catchment for NFM.
- We will clarify and link the activities of the Partnership into the outcomes of the National Park Management Plan and in so doing form a much stronger National Park Management Plan and a clear delivery role for the Partnership.
- Catchment based projects in those catchments which are known to be at risk of causing downstream flooding, particularly the major aspiration for work surrounding Manchester.
- Direct works for individual partners. It is likely that project management support and policy production work will be undertaken for PDNPA. It is also likely that other direct work for individual partners will come forward during the year.
- Communication and Science work leading from the 2018 wildfires, in particular a conference following the NERC emergency research grants currently funding 12 month projects on the Stalybridge fire site. Also work with the local community lead by local councillors.

Other Important Business Development Work (not currently pipeline ready or fit for funding bids)

- Corporate Social Responsibility and public giving opportunities – we feel there are opportunities within the extensive population and business community surrounding the Partnership’s working area to bring in funding. This is now a more pressing priority considering the uncertainty of funding availability post-2020 when the current EU LIFE funded project comes to an end. Work will continue in 19/20 to bring forth opportunities for PES (Paying for Ecosystem Services) and Natural Capital (including a pilot scheme) to realise new income streams. This is likely to make headway following new partner working with teams in the Greater Manchester Combined Authority (GMCA).
- Work to carry out the Peat Depth study across the remaining SAC in order to provide an accurate baseline of carbon statistics.
- Making use of all the projects currently being delivered as a match fund for further bidding opportunities, including the Environment Agency’s Water Environment Grant.
- Significant development of clough woodland schemes and identifying and taking opportunities to develop this area of proven project work.
- Continuation plans and business development work for Citizen Science work following the end of the present HLF funded Community Science Project in December 2018.

- Investigating other EU funding streams particularly within the surrounding Regional Authorities such as possibilities with Holme Connections for a bid through Leeds City Region to the EU Structure Fund.

Any new opportunities will be subject to the Standing Orders and approval process of the PDNPA as is normal practice. We will continue to look at all projects that could increase the provision of benefits to society, from improved health, well-being and cultural importance, to provision of water and storage of carbon. We will look to identify how we can maximise those benefits to society, whilst improving the status of biodiversity across our core work area, including the contiguous landscapes across to the West Pennine Moors.

8 Monitoring This Operational Plan

We produce a Programme Progress Log four times a year which identifies approvals and financial values of projects - with risks identified through a Red/Amber/Green assessment - and includes brief summaries of progress highlights. Income and Expenditure of the programme team are also monitored by the Partnership's Strategic Management Group at its quarterly meetings.

We update our funding approval records on a monthly basis to take account of the need of probity of the approvals processes of our accountable body, the Peak District National Park Authority.

Reports on individual projects are presented to those individual project steering groups/boards and an overview of the programme finances is undertaken by the Peak District National Park Authority.

EC Directive 79/409 on the Conservation of Wild Birds: Special Protection Area

SOUTH PENNINE MOORS (SOUTH PENNINE MOORS, PHASE 2)

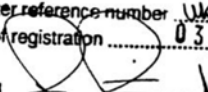
The South Pennine Moors proposed Special Protection Area is an upland of international importance. It provides habitat for an important assemblage of breeding moorland and moorland fringe birds.

The South Pennine Moors (phase 2) qualifies under Article 4.1 of the EC Directive on the Conservation of Wild Birds (79/409) by supporting nationally important breeding populations of two species listed in Annex 1. The most recent count is of 28 pairs of merlin *Falco columbarius* (4.3% of the British breeding population) and 292 pairs of golden plover *Pluvialis apricaria* (1.2%). The density of breeding golden plover is high compared to other regional populations in northern England and Scotland.

The site qualifies under Article 4.2 by supporting, in summer, a diverse assemblage of breeding migratory birds of moorland and moorland fringe habitats including: golden plover, lapwing *Vanellus vanellus*, dunlin *Calidris alpina*, snipe *Gallinago gallinago*, curlew, redshank *Tringa totanus*, common sandpiper *Actitis hypoleucos*, short-eared owl *Asio flammeus*, whinchat *Saxicola rubetra*, wheatear *Oenanthe oenanthe*, ring ouzel *Turdus torquatus* and twite *Carduelis flavirostris*. The population of twite in the South Pennines is geographically distinct and isolated from others in northern Britain, Ireland and Europe.

The South Pennine Moors support the southernmost assemblage in Britain of breeding merlin, red grouse *Lagopus lagopus*, golden plover, dunlin, short-eared owl and twite. These species are either extremely local, rare or absent further south. Together with the scattered populations of merlin, golden plover, dunlin and twite in Ireland these are the most southwestern breeding populations in the world. The South Pennine Moors thus have an important role in maintaining the breeding range of these species.

CAR
January 1995

This citation / map relates to a site entered in
the Register of European sites for Great Britain.
Register reference number UK900022
Date of registration 03 SEP 1998
Signed 
on behalf of the Secretary of State for the Environment

EC Directive 92/43 on the Conservation of Natural Habitats and of Wild Fauna and Flora

Citation for Special Area of Conservation (SAC)

Name: South Pennine Moors

Unitary Authority/County: Barnsley, Bradford, Calderdale, Cheshire, Derbyshire, Kirklees, Lancashire, Leeds, North Yorkshire, Oldham, Rochdale, Sheffield, Staffordshire, Tameside

SAC status: Designated on 1 April 2005

Grid reference: SK144960

SAC EU code: UK0030280

Area (ha): 64983.13

Component SSSI: Dark Peak SSSI, Eastern Peak District Moors SSSI, Goyt Valley SSSI, Leek Moors SSSI, South Pennine Moors SSSI

Site description:

This site covers the key moorland blocks of the Southern Pennines from Ilkley Moor in the north to the Peak District in the south. The moorlands are on a rolling dissected plateau formed from rocks of Millstone Grit at altitudes of between 300m – 600m and a high point of over 630m at Kinder Scout. The greater part of the gritstone is overlain by blanket peat with the coarse gravelly mineral soils occurring only on the lower slopes. The moorlands as a whole support a breeding bird community of national and international importance.

The site is representative of upland dry heath which covers extensive areas, occupies the lower slopes of the moors on mineral soils or where peat is thin, and occurs in transitions to acid grassland, wet heath and blanket bogs. The upland heath of the South Pennines is strongly dominated by *Calluna vulgaris* – *Deschampsia flexuosa* heath and *C. vulgaris* – *Vaccinium myrtillus* heath. More rarely *C. vulgaris* – *Ulex gallii* heath and *C. vulgaris* – *Erica*

cinerea heath are found. On the higher, more exposed ground *V. myrtillus* – *D. flexuosa* heath becomes more prominent. The smaller area of wet heath is characterised by cross-leaved heath *Erica tetralix* and purple moor grass *Molinia careulea*. The site also supports extensive areas of acid grassland largely derived from dry and wet heath. In the cloughs, or valleys, which extend into the heather moorlands, a greater mix of dwarf shrubs can be found together with more lichens and mosses. The moors support a rich invertebrate fauna, especially moths, and important bird assemblages.

This site also contains areas of blanket bog, although the bog vegetation communities are botanically poor. Hare's-tail cottongrass *Eriophorum vaginatum* is often overwhelmingly dominant and the usual bog-building *Sphagnum* mosses are scarce. Where the blanket peats are slightly drier, heather *C. vulgaris*, crowberry *Empetrum nigrum* and bilberry *V. myrtillus* become more prominent. The cranberry *Vaccinium oxycoccus* and the uncommon cloudberry *Rubus chamaemorus* is locally abundant in bog vegetation. Bog pools provide diversity and are often characterised by common cottongrass *E. angustifolium*. Substantial areas of the bog surface are eroding, and there are extensive areas of bare peat. In some areas erosion may be a

natural process reflecting the great age (up to 9000 years) of the South Pennine peats.

Around the fringes of the upland heath and areas of bog are blocks of old sessile oak woods, usually on slopes. These tend to be dryer than those further north and west, such that the bryophyte communities are less developed (although this lowered diversity may in some instances have been exaggerated by the effects of 19th century air pollution). Other components of the ground flora such as grasses, dwarf shrubs and ferns are common. Small areas of alder woodland along stream-sides add to the overall richness of the woods.

The moorland also supports a range of flush and fen habitats associated with bogs, cloughs, rivers and streams. Although generally small scale features they have a specialised flora and fauna, which makes a great contribution to the overall biodiversity of the moors. Acid flushes are the most common type and these include transition mires and quaking bogs characterised by a luxuriant carpet of bog mosses *Sphagnum* spp., rushes and sedges.

Qualifying habitats: The site is designated under **article 4(4)** of the Directive (92/43/EEC) as it hosts the following habitats listed in Annex I:

- Blanket bogs*
- European dry heaths
- Northern Atlantic wet heaths with *Erica tetralix*. (Wet heathland with cross-leaved heath)
- Old sessile oak woods with *Ilex* and *Blechnum* in the British Isles. (Western acidic oak

woodland)

- Transition mires and quaking bogs. (Very wet mires often identified by an unstable 'quaking' surface)

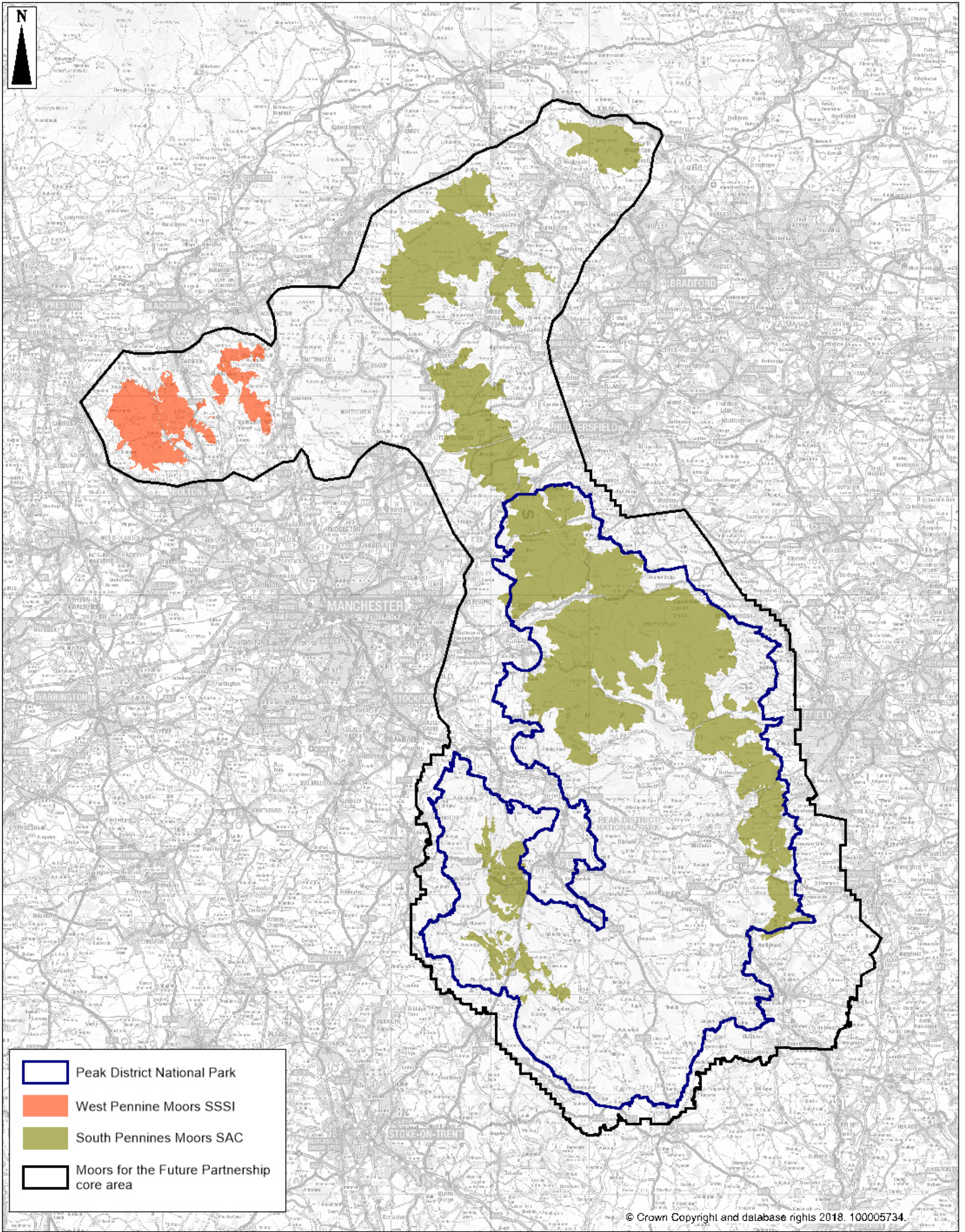
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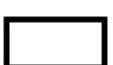
Register reference number: UK0030280

Date of registration: 14 June 2005

Signed:

On behalf of the Secretary of State for Environment,
Food and Rural Affairs



-  Peak District National Park
-  West Pennine Moors SSSI
-  South Pennines Moors SAC
-  Moors for the Future Partnership core area

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Scale: 1:300,000



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Drawing Name:
Moors for the Future Partnership
2019-2020 Operation Plan

Drawn by:	JA	Date:	16/11/2018
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