

Aims and Objectives

“While the LCAP will form the heart of our Partnership, it is just a step on a journey and each organisation will continue to work towards this vision.”

The Scope of our Plan

What we want to do towards our vision

The Sheffield Lakeland Landscape Partnership has adopted the vision statement set out in [Chapter 3](#) as both our goal and the creed by which each partner can work together toward a common purpose. The Landscape Conservation Action Plan, (LCAP), and the supporting projects are our agreed, joint programme for the period 2018-2023. While the LCAP will form the heart of our Partnership, it is just a step on a journey and each organisation will continue to work towards this vision.

We are carrying out a range of 'landscape scale projects' focussed upon nature reserves and local wildlife sites, the forestry estate and woodlands and working with water. These will enhance the landscape for wildlife and help protect people from flooding through enhancing the provision of ecosystem services. These aims are supported by a training programme to help retain important features in the landscape, archaeology projects that both engage communities and inform our landscape scale work and species based projects which will help focus our work for a broad audience and guide our actions.

Woven through all of these activities, sits a range of projects to bring communities along with us on this journey. We are supporting existing and new groups who share our vision, but are concentrating on narrower fields. All of our projects have a 'communication strand', where project leads will explain their actions for a wider audience and set them in a broader landscape context. In addition, we have a number of projects whose objectives are to engage directly with existing and new communities in our landscape.

Limitations of the plan (agreeing to disagree)

Our current plan is limited by time, funds and the composition of the partnership. In order to meet the limitations of time and budget the Landscape Conservation Action Plan includes a range of time limited, budgeted projects we will deliver together with a sustainability and legacy programme designed to ensure the partnership grows in ambition during the period 2018-23. The limitations enforced by the composition of the partnership is more complex, but needs to be described with clarity so that those outside the partnership can better understand why those limitations exist.



Some projects, though important to the story of the Sheffield Lakeland area are beyond the scope of the current plan. Water wheel restoration falls into this category, although we will support local groups to interpret and raise the profile of the area's industrial heritage. Photo C. Watts



Woven through all of these activities, sits a range of projects to bring communities along with us on this journey

Heritage Lottery Fund

All of the projects being delivered within our Landscape Conservation Action Plan are funded, (in total or in part), by the Heritage Lottery Fund, (HLF), as such all of our work must fit within its aims. The HLF supports all kinds of projects, as long as they make a lasting difference for heritage, people and communities. These vary from restoring natural landscapes to rescuing neglected buildings, from recording diverse community histories to providing life-changing skills training. We are not in a position to develop and deliver projects which do not meet these criteria.



Partners

We have partners who represent industry, business and leisure, community support and services, natural environment and cultural heritage in the Landscape. These partners may have views, positions and ambitions which are not always in line with each other. The agreement to work together where we agree, with the understanding that each partner will pursue external goals and may in fact be in conflict around other issues, (for instance around planning issues), has to be recognised.

The Partnership includes public authorities and government agencies, organisations which have legal restrictions regarding campaigning and position statements. The Sheffield Lakeland Landscape Partnership is a mechanism of the partners and as such our plans, our projects and our actions can 'speak' on behalf of our partners but the Sheffield Lakeland Landscape Partnership as an entity cannot espouse a position in its own right.



STOCKSBRIDGE
TOWN COUNCIL

Our Aims and Objectives

In order to achieve the vision set out in Chapter 3, we have developed the aims and objectives for the Landscape Partnership described below. There are four aims and for each aim we have also agreed a set of objectives which each of the planned projects will help to deliver. The overarching aim to achieve a more natural and resilient landscape sits over the other three as can be seen in the model below.

The Partnership has agreed to deliver a range of projects during this Landscape Conservation Action Plan period 2018-23. These projects will take us toward our vision for Sheffield Lakeland through meeting the following aims and objectives. All projects fit within our objectives and are a step on a journey to our aims and long term vision.



Aim 1: Achieving a more natural and resilient landscape

This is an over-arching aim which encompasses the core project and improves the connectivity of the landscape; developing long-term coordinated landscape-scale management plans for the whole Sheffield Lakeland area, from the urban fringe to the moorlands, working across land ownerships and boundaries.

We will do this by:

- Identifying and managing risks resulting from climate change and enhancing ecosystem services (see Objective 1)
- Identifying, connecting and interpreting key habitats (see Objective 2)
- Identifying and interpreting cultural and archaeological heritage features (see Objective 3)
- Identifying access routes and gateways to the landscape and heritage (see Objective 4).

Objective 1: A resilient landscape. The Partnership will identify and manage risks resulting from climate change and enhance ecosystem services, by coordinating a vision for woodland and forestry management throughout the landscape to mitigate climate change through a resilient and connected woodland mosaic, safeguarding drinking water quality and reducing flood risk to the city.

Below: A buzzard soars high over the Sheffield Lakeland landscape. Photo Russell Hague



Aim 2: Creating a bigger, better and more joined up natural environment for people and wildlife

Objective 2: A suite of natural heritage projects that further the aims of 'Making Space for Nature', (Lawton et al 2010).

This incorporates the following:

- Investing in our core sites: bringing Local Wildlife Sites into positive management by surveying, developing and delivering new habitat management plans.
- Enhancing Sheffield and Rotherham Wildlife Trust nature reserves in the programme area, making them more resilient. Creating a new nature reserve at Midhope reservoir by enhancing and managing the site specifically for wildlife. Supporting local groups who are working to conserve and improve places for wildlife and cultural heritage.
- Co-ordinating the management of woodlands across the Landscape – bringing Yorkshire Water, Sheffield City Council and Sheffield and Rotherham Wildlife Trust and other smaller private owners together to improve the woodland habitat for wildlife and people.
- Creating the buffer and stepping stones: Identifying and enhancing important small sites and creating new sites for wildlife with local farmers and landowners. Working with the water: moors, bogs, flushes, streams, reservoirs and rivers that flow through this landscape creating a network for nature. Working with farmers to address agricultural pollution and slowing the flow to help safeguard people and their cultural heritage downstream.
- Supporting species, working to support key and indicator species, particularly associated with this landscape, both in the past and present. Creating opportunities and influencing habitat management for osprey, goshawk, barn owls, bats, water voles, nightjar, flycatchers and willow tit.

Whiskered Bat. Photo South Yorkshire Bat Group

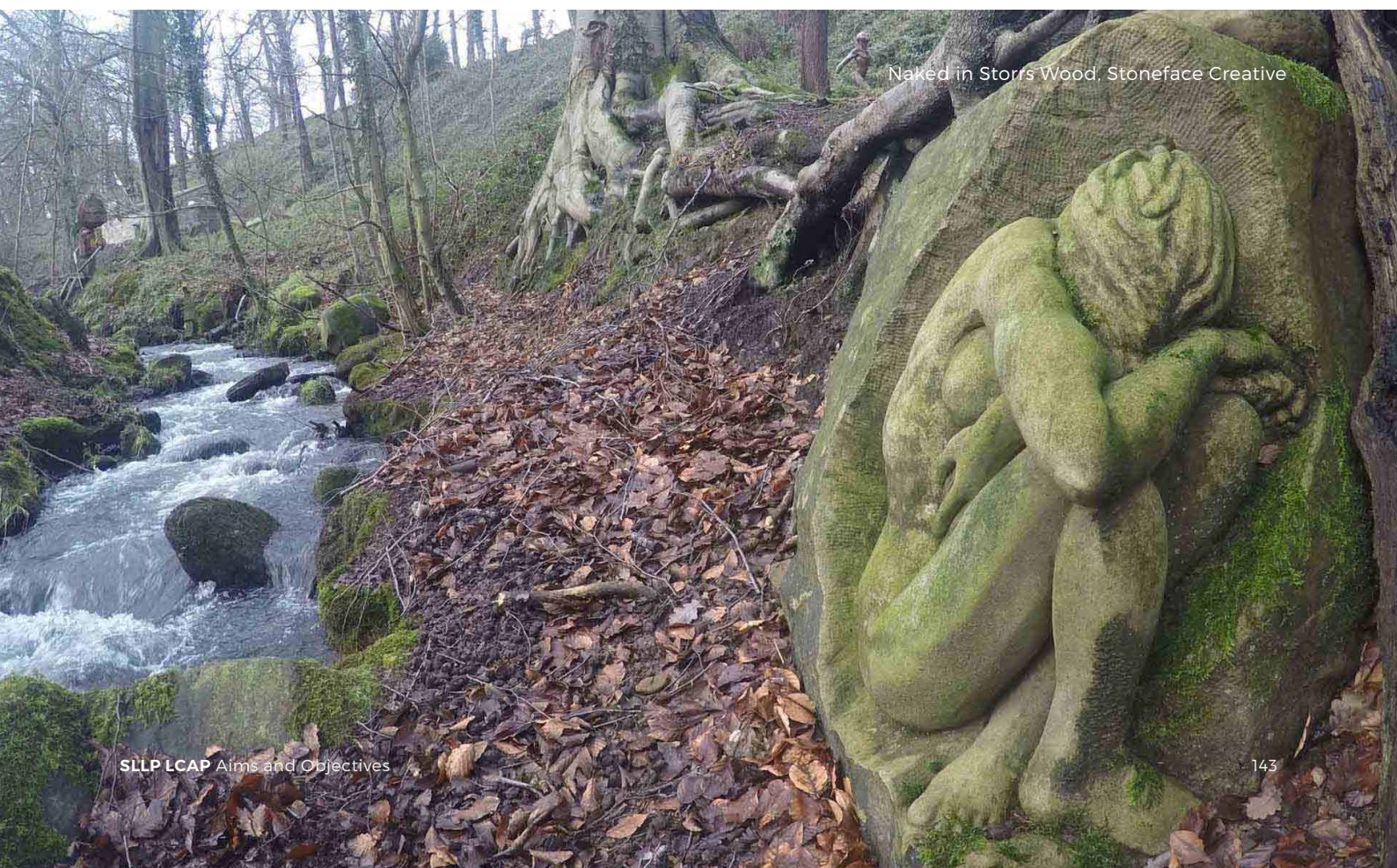


Aim 3: Achieving a better recorded and valued cultural heritage celebrated by local people and visitors

Objective 3: A suite of cultural heritage projects that investigate and connect people with our natural history and cultural heritage in such a way as to create a sense of place at a landscape level.

To include the following:

- Surveying and interpreting Canyards Hills SSSI, and the connections between the Landscape, geology and habitats, evidencing a sense of time in a landscape of change.
- Improve access to our most treasured and popular heritage so more people can gain access while heritage features are protected. Co-ordinating the management of gateway sites and information sources to protect the landscape and deliver a cohesive and compelling message regarding the value, importance and sensitivity of the Sheffield Lakeland Landscape.
- Involving communities in exploring and interpreting the area's cultural heritage from earliest habitation to 20th century history through surveying and recording lesser known archaeological sites, focusing on woodlands, nature reserves, the upland moors and river corridors.
- Finding our Heritage Highways; surveying and recording the network of historic routes. Telling the story of the traders and the goods they exchanged and increasing our understanding of the network of routes found in the Landscape.
- Raising awareness, providing skills training and actively restoring the lattice of dry stone walls that characterise the farmed landscape of the Sheffield Lakeland area.
- Telling and recording local stories, connecting cultural history with today's communities and issues.



Naked in Storrs Wood, Stoneface Creative

Aim 4: A community with a greater understanding of their local heritage and more people helping to look after it

Objective 4: A range of projects that support the principle of a landscape for all to learn about, value, experience and enjoy. These projects will improve and promote access in its broadest sense: physical, intellectual, and cultural:

- Facilitating accessibility at key points on the public rights of way network, for example by changing stiles to gates and linking guided walks to bus routes. Developing appropriate leaflets, signage and interpretation to help more people and new audiences explore the area's natural and built heritage whilst protecting the most sensitive locations. Improving the joined up management of gateways to the landscape to mitigate conflicting land uses.
- Recruiting, co-ordinating and training volunteers to undertake a range of tasks e.g. surveying, recording, land management and support for community involvement. Creating a better skilled volunteer cohort and offering volunteers a broader range of opportunities throughout the Partnership.
- Engaging young people and school children in new the learning offers which will include environmental education sessions and farm visits linked to the curriculum. In particular, building connections with schools in the Sheffield Lakeland Landscape area, and those located in the most deprived communities in the heart of the city.
- Engage communities who are not currently accessing the Sheffield Lakeland Landscape, including isolated or vulnerable individuals and communities with limited mobility or confidence. Participants will take steps into their local green space, building up to supported visits and exploring of the wider opportunities in the Landscape.
- Use art in the Landscape and digital technology, to involve individuals and communities who would not normally show an interest in the natural or cultural heritage of the area.
- Offer a community grants scheme to local voluntary and community groups to support initiatives which fit with the aims and objectives of the Partnership. This might include paying for expertise or materials to help survey, record, restore and/or informally 'adopt' a heritage feature in the Landscape.

"I love going over Lodge Moor – it's like Austria but we don't appreciate it."

Quote from a local resident



“... building connections with schools in the Sheffield Lakeland Landscape area, and those located in the most deprived communities in the heart of the city.”

Threats and opportunities

Sheffield Lakeland is a recognised and loved landscape, the reservoirs, the farms and farmers, the communities who live in the area, the links to our recent and distant past and the accessibility of the wilder landscape all create a location many people can enjoy. However, much of this value is poorly understood and managed...

The Landscape supplies our drinking water, helps protect the city of Sheffield from flooding and offers a corridor for species movement, as well as supporting diversified farming and leisure opportunities. Yet much of what we value about Sheffield Lakeland is under threat.

The Landscape Partnership has come together now, because the threat to our landscape has reached a 'tipping point', and we need to take action before it reaches a point of no return. Our Landscape Conservation Action Plan, 2018 -23, sets the scene and offers a range of projects directed at confronting the most compelling threats.

The farmed landscape is going through a period of change and uncertainty. Photo T. Bagshaw



Loss of habitat and soil degradation

Throughout the landscape, even within the Peak District National Park, the loss of valuable low input agricultural land, with all the associated wildlife benefits and ecosystem services is apparent and continuing. Wet pasture fields and moorland fringe mosaic associated with small tenant farms are being bought up, walls removed and the vegetation ploughed and replanted with arable crops. Headline Figures from RSWT 'what next for Farming' estimates soil degradation across the UK alone has a cost to the environment of £1.2bn per year.

Natural England's recent report Local Wildlife Sites Affected by the Urban Fringe, (Routh 2016), highlighted that:

'For sites in private ownership, those in close proximity to urban areas are 35% less likely to be in positive management compared to 46% for those not near urban areas.'

Sheffield currently has a total number of 319 local sites comprising 253 Local Wildlife Sites and 66 Local Geological Sites. Through the actions of the Local Wildlife Sites Partnership the total number of local sites currently in positive management will be 144 or 45.1% (all LWS) in 2018. This is an increase of 4, (1.2%), on the position at year end of 2016/2017.

Opportunities for action

The Sheffield City Council Ecology Team will be addressing the pressure on Local Wildlife Sites through a programme of survey, management prescriptions and land management. Not only will this help address examples of decline directly, but will also raise the profile and awareness of the importance of Local Wildlife Sites in a connected landscape.

The Sheffield and Rotherham Wildlife Trust will be carrying out a wide range of habitat improvement projects on their nature reserves, creating more resilient and manageable habitats to secure them as core natural reserves in a threatened landscape.

Yorkshire Water will dedicate their landholding around Midhope Reservoir to nature conservation, creating a 'preserve' for some of the most threatened species in our landscape.

A range of smaller non-partner organisations will undertake habitat management of other areas, including; Wadsley & Loxley Common, St Nicholas Church cemetery and the Rivelin Valley. From the Partnership they will receive resources and support to help improve their sites and create a more connected landscape.



Carr House Meadow SRWT nature reserve is surviving example of a habitat type under threat. Photo Sarah Sidgwick

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Forestry operations

The largest forestry operators in the Sheffield Lakeland area - Sheffield City Council and Yorkshire Water - are scheduled to undertake significant felling and replanting works during the next five years as part of their woodland management programmes. This work encompasses over 200 hectares of woodland.

A lack of co-ordinated woodland management has the potential to negatively impact on a wide range of woodland birds, which have already declined by 17% since 1970, (UK State of Nature Report). The forestry plantations around Broomhead and Morehall reservoirs currently support a diverse range of breeding birds and summer visitors such as cuckoo (Red Listed Birds of Conservation Concern (BOCC), 50% decline (Sheffield Bird Study Group - SBSG), s41 priority species) and the spotted flycatcher (Red Listed (BOCC), 40% decline (SBSG), s41 priority species).



Goshawk. Photo Andy Morffew

Opportunities for action

Through the Partnership, Sheffield City Council is leading a collaborative programme of joint working including Yorkshire Water, The Steel Valley Project and Sheffield and Rotherham Wildlife Trust through the Woodland Heart project. This will encompass a range of woodland management projects undertaken together to create more resilient and diversified woodlands and forest areas. The management of the woodlands will be improved for a range of wildlife including small woodland birds, goshawk and nightjar. There will be a further opportunity for a community based small timber business model to be developed.

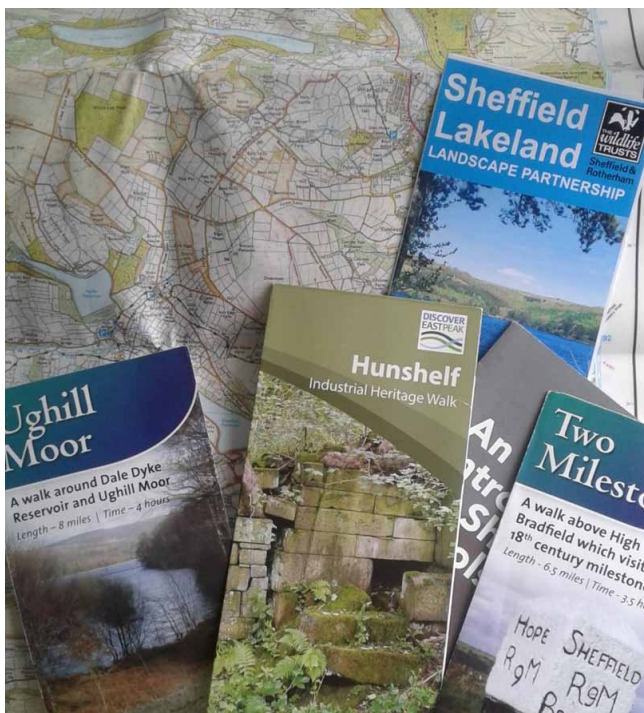
The goshawk will be a guiding 'symbol' for the Woodland Heart project, helping to focus planning of forestry operations and shaping the progression of the forestry vision to include the retention of suitable nesting habitats across Sheffield Lakeland.

Recreational pressure

*Each man kills the thing he loves
By each let this be heard,
Some do it with a bitter look,
Some with a flattering word,
The coward does it with a kiss,
The brave man with a sword!*

Oscar Wilde

There is no disputing the popularity of the Sheffield Lakeland area. It is accessible, friendly and offers a wide range of leisure opportunities. Sheffield City promotes itself as the Outdoor City and, rightly, we all espouse the benefits of interacting with natural places and exercise. Yet the result of success is the damage we and our community do not only to the physical features of the landscape, but to the pleasures each other enjoy. Lack of knowledge and understanding of the area's heritage by visitors can lead to negative impacts across the landscape. Appropriate management of recreational pressure points is needed to improve public access and enjoyment, whilst ensuring the natural and built heritage of the Sheffield Lakeland area is appropriately enjoyed, understood and protected.



Opportunities

The gateways to our landscape, the points where most people go for their day out, the starting point for the more adventurous, are owned and managed by Partnership members. The creation of a joined-up approach to managing these gateway locations and creating robust routes through our landscape is one way to mitigate increasing visitor numbers. Supplying the right information about what people can, or should not do, in order to enjoy our heritage without damaging it is a key outcome from our project.

Sheffield Lakeland is a varied landscape and in order to tailor interventions, gateways to increasing access to heritage in the Sheffield Lakeland landscape have been divided into five categories which will help structure how we support access to the landscape:

- Highly used recreational hubs
- Locally important gateways
- Public transport gateways
- Information gateways
- Support gateways

Gateways to the landscape need a joined up management approach

This word cloud was generated from positive and negative comments about the Sheffield Lakeland area during summer 2017.



Development and dereliction

While good communication links, a thriving city and the attraction of countryside fringe housing creates a market for new out of town developments, the decline of traditional industries, contaminated land and clean-up costs have left a legacy of dereliction – particularly in the Loxley Valley.



An example of flytipping at Stannington.
Photo Ignite Imaginations

Opportunity

As described in Chapter 5, the Landscape Partnership has already developed a Sheffield Lakeland specific Landscape Character Assessment, which has been adopted across the [Partnership \(Chapter 5\)](#). While as a partnership we are limited in our ability to influence or drive development, the provision of specific information of this type provides a framework to support planning and development at a strategic level. The Partnership has agreed to work with the two Sheffield Lakeland planning authorities – the Peak Park and Sheffield City Council to discuss the adoption of the Landscape Character Assessment as supplementary planning guidance. Existing work such as the Loxley Valley Design Statement developed by Loxley Valley Protection Society will also be referenced in this process.



The former Hepworth's brick works now lie derelict, blighting the heart of the Loxley Valley – the land has been owned by Bovis homes for over a decade (Loxley Valley Protection Society pers comm). Photo K. Tomkins

Climate change

‘The global climate is changing and will continue to change over the coming century. Most climate scientists agree that much of this is attributable to increased atmospheric concentrations of ‘greenhouse’ gases produced by human activities. Even if we manage to limit future greenhouse gas emissions, current and historical emissions mean that a certain amount of additional warming is inevitable. This presents risks for agriculture and forestry, business, health and wellbeing, buildings and infrastructure and the natural environment.’

UK Climate Change Risk Assessment, DEFRA 2012

Sheffield is particularly vulnerable to sudden high impact flood events such as the one which occurred in 2007. Such events are considered likely to increase in frequency as a result of climate change. Drought events may further impoverish soils or lead to increased risk of wildfires. The accelerating arrival of new pests and diseases is already providing significant challenges for forestry and wildlife.

Climate change mitigation consists of actions to limit the magnitude or rate of long-term climate change. In the context of Sheffield Lakeland, mitigation may be achieved by increasing the capacity of carbon sinks, which for example might include peatland restoration and the planting of additional trees. Climate change adaptation means providing the conditions or infrastructure that help people and wildlife cope with the impacts of climate change. A number of species present in Sheffield Lakeland are at the limit of the northern or southern range. Ensuring habitat corridors or stepping stones are in good condition is a way of facilitating the movement of species in responses to climate change – this is an example of facilitating climate change adaptation.

Opportunities

While it would be possible to consider a wide range of potential mitigation outcomes from the Landscape Conservation Action Plan projects, from encouraging people to visit the area by public transport rather than drive, through to tree planting to capture carbon, our opportunity within the scope of the Partnership to significantly mitigate climate change is both limited and difficult to quantify.

However, it is important to remember that climate change is caused by individual acts and that the cumulative outputs of individual projects will therefore contribute to both mitigation and adaptation, even though it is difficult to measure at this scale.

For example, our Working with Water project will link habitat management for wildlife across our uplands, forestry, nature reserves and private farmland with the principles of natural flood management. These projects will concentrate on habitats with wetlands, headwaters and upland streams to ‘slow the flow’, reduce flood risk and soil erosion, at the same time as benefitting wildlife and helping to retain the visual character of the landscape.

Continues overleaf.



The estimated total costs of the 2007 summer floods to Sheffield was £135m, including infrastructure and home repairs and claimed two lives. (Sheffield City Council Climate Change Adaptation Strategy, 2013). At the same time that the city has been reviewing plans for high capital investment engineered flood defences, there has also been a tendency for the authority to take opportunities to divest its tenanted farms in the Sheffield Lakeland area, which have not been seen as an asset. Working with Sheffield Hallam University, the Working with Water project will look to create a quantitative argument for retention of the Council's agricultural estate as an investment against future flooding.

Above: Sheffield City Council owns a number of tenanted farms in the Sheffield Lakeland area which will benefit from the Working with Water project. Photo N. Abbas

Below: Rushy Dike high on the moors eventually flows down into the river Loxley. Photo C. Watts



BREXIT

The transition of the UK from being a member of the European Union, (EU), to being a non-member will occur during the lifetime of this Landscape Conservation Action Plan. Much of the environmental guidance and supporting resources for land management in the UK have been derived from the Common Agricultural Policy (CAP), which came into being in 1962 and a range of EU Directives such as the Birds Directive (2009), Water Framework Directive (2000) and Habitats Directive (1992). The current Environment Minister, Michael Gove MP, has assured rural industries that support will be retained through to 2022, that environmental protection will be migrated from EU to UK legislation and that future land based support will be directed toward 'good works' such as wildflower meadows and countryside access.

The Wildlife Trusts' report 'What next for Farming?', (RSWT 2018), states that the current UK CAP budget of £3.1bn should be retained and invested in a new land asset management policy which gives positive incentive to farmers to manage land for wildlife benefit, climate change mitigation/adaptation and public access. RSWT has recommended that post-BREXIT, an equivalent of 10% of the CAP budget could be invested in natural flood management.

Opportunity

Working at a landscape scale, the Partnership has opportunities to incorporate ecosystem services, such as countryside recreation and natural flood management in its work. As the UK transitions from the current systems of rural support to one more closely based upon the provision of public benefit, our monitoring and evaluation programmes will be ideally placed to demonstrate the positive links between such eco-system services, the landscape, heritage and communities.



“The financial squeeze on public spending means that the people of Sheffield need to understand and quantify the importance and value of protecting and enhancing the Sheffield Lakeland landscape, in order for the public authorities... or regulated companies... to be able to commit the resources to do so.”

Lack of understanding

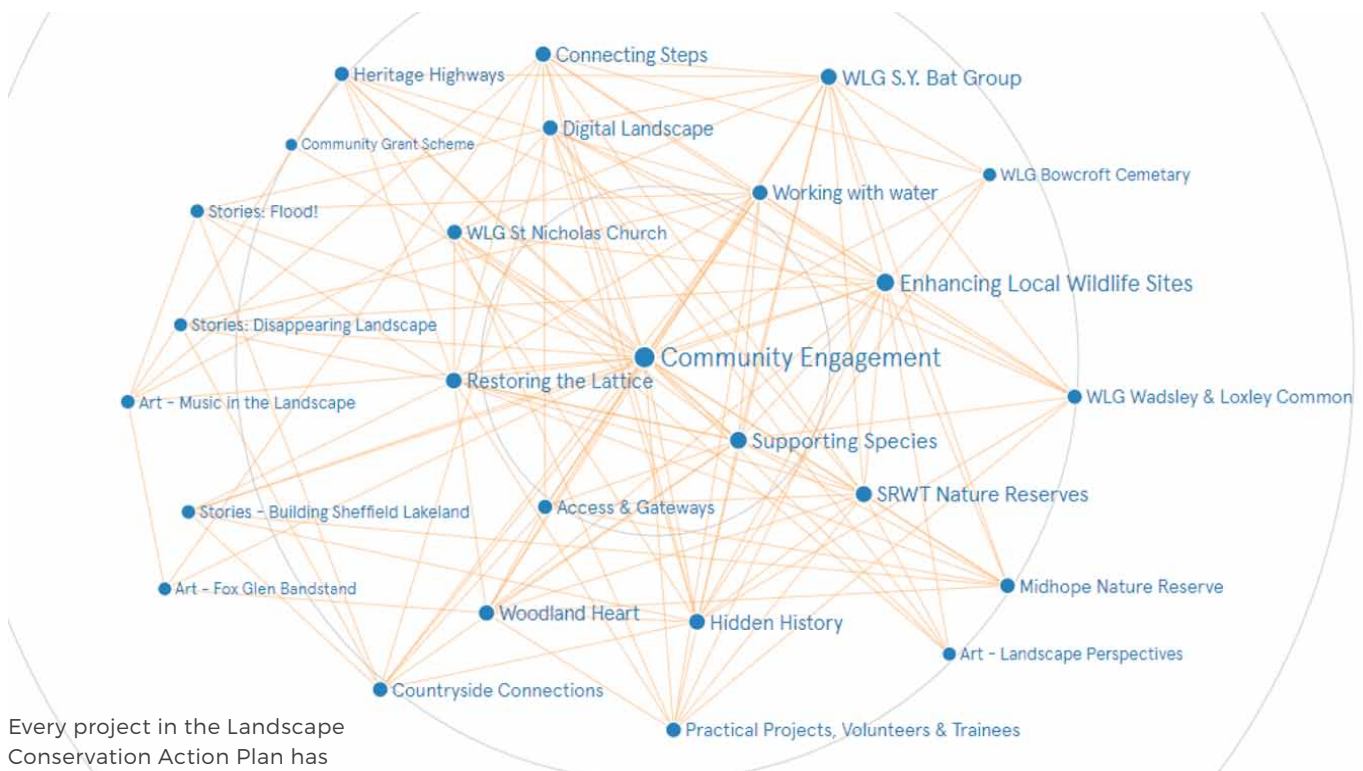
While honeypot sites across the Sheffield Lakelands are under pressure because of their popularity, other potentially more robust areas are little exploited. There is room for more people to enjoy, value and therefore invest in the protection of the heritage of the area, providing the right information is provided to the right people in the right way. The Sheffield Lakeland area is Sheffield's 'back garden', but many urban communities in Sheffield know very little about it and have never visited it. What people do not know about, they are unlikely to value or help protect.

The financial squeeze on public spending means that the people of Sheffield need to understand and quantify the importance and value of protecting and enhancing the Sheffield Lakeland landscape, in order for the public authorities such as the City and the Peak Park, or regulated companies such as Yorkshire Water to be able to commit the resources to do so.

Opportunity

A number of projects have been designed with a specific community engagement focus. These including Connecting Steps – an urban communities outreach programme and Landscape Connections which will provide opportunities for Sheffield school children to learn where their food comes from through farm visits in the Sheffield Lakeland area. Other projects will encourage people to find their own history in the stories of the landscape, building connections and sense of place.

However, as is shown on the network diagram, all projects incorporate a community engagement and learning element – from citizen science to guided walks, learning opportunities and workshops through which the Partnership will engage the wider community in the heritage of the Sheffield Lakeland landscape.



Every project in the Landscape Conservation Action Plan has community engagement as one of its golden threads

Partnership risks

Landscape Partnerships arise through opportunity and potential. The Heritage Lottery Fund has created an opportunity for a group of organisations to become partners to realise objectives with the support of lottery funding. During the delivery of the Landscape Conservation Action Plan partners need individual and joint potential to be realised, should they be disappointed the developing trust and mutual sympathy will be eroded. The community and landscape of the Sheffield Lakeland area may suffer overall should the current Plan only deliver a time limited programme and the Partnership fail to build longer-term relationships and initiatives.

Our Partnership is already considering and developing a Legacy Programme, designed to deliver new commitments by way of the next Landscape Conservation Action Plan, joint management protocols for partner assets around key locations, shared capacity building and the means to raise resources to deliver on this. There is no desire to create a new organisation to represent and brand the Sheffield Lakeland area as an outcome of the Partnership, instead our aim is to work towards a better and stronger partnership of existing organisations.

Wet flush above Agden



Sheffield Lakeland Landscape Partnership Risk Register

Risk	Likelihood	Impact	Mitigation	Who will lead this
Projects fail to start on time, leading to the possibility that they cannot be completed by the end of the programme.	Low	Medium	All project designers have been coached in ensuring they understand scheduling their projects. Given a four year programme with no projects starting in the final year there should be plenty of opportunity to 'manage' issues. Each partner will be required to report against expected progress at least every six months.	SLLP Project Manager
Projects complete at same time as the SLLP Programme Manager contract ends.	Low	Medium	Many of the project leads have 'end' their projects at the very close of the overall scheduled programme. It is important that these projects are managed in such a way as to be reporting as the end rather than after they end.	SLLP Project Manager with support of Finance and Admin Officer and monitoring and evaluation consultants.
Loss of key individuals from the steering group or delivery partner organisations. Loss of key individuals from the steering group or delivery partner organisations. This is as much around organisational memory as it is around skillsets. For example, the SLLP had a number of 'sponsoring' individuals from the public sector during the early stages of development who are no longer with the organisation. This often leads to loss of momentum at best and potentially loss of commitment (with new representatives less engaged than previous ones) and loss of 'memory' where commitments were made personally.	Medium	Low	<ol style="list-style-type: none"> 1. Ensure the link between LCAP and Partnership Agreement is strong and that a clear audit trail of commitments exists. 2. Maintain routine RAG reporting by the Programme Manager to the steering group to highlight any difficulties allowing the steering group to take action at the earliest stage. 3. Secure commitment of match funding from public sector as early as possible. 	Steering Group supported by SLLP Programme Manager

Continues overleaf

Risk	Likelihood	Impact	Mitigation	Who will lead this
Loss of SLLP employed staff. While no member of staff can be 'irreplaceable' the loss of staff poses risks to continuity. Not everything is written down and agreed, conversations, verbal agreements and sympathy between individuals can cause setbacks and delays.	Medium	Low	<ol style="list-style-type: none"> 1. Commit where possible to retain staff between Development and Delivery. 2. Offer and fund long-term training / professional opportunity to staff. 3. Ensure staff feel rewarded and supported through effective line management. 4. Ensure effective record keeping and hand-over. 	SLLP Project Manager and SRWT as lead partner and employer
Insufficient match funding. There is a requirement that all match funding is in place for year 1 of the delivery phase and that the Partnership is comfortable with the remaining years, but it is possible to start delivery without all of the match funding in place.	Low	High	<ol style="list-style-type: none"> 1. Enter the delivery phase with as much match funding 'banked' as possible. 2. Where match funding is not confirmed allocate those funds to specific projects against a partner responsible for drawing down the match funding or finding it themselves. 3. Continue to seek additional match funding throughout the delivery phase. 	SLLP Programme Manager
A partner withdraws (delivery phase). While the majority of partners in the steering group are long-term organisations unlikely to close altogether, it is not unforeseeable that one or more may simply withdraw from delivering, sponsoring or match funding a project. While it may be possible to transfer projects to another sponsor, in a worst case scenario an organisation may leave having spent HLF funds and having promised to contribute to overall match funding. This would result in a difficult shift in the available HLF/Other funding balance.	Low	Medium	<ol style="list-style-type: none"> 1. Have a comprehensive partnership agreement and signed delivery agreements. 2. Have regularly delivery group meetings to identify warning signs of problems at an early stage. Maintain routine RAG reporting by Programme Manager to the steering group to highlight difficulties allowing the steering group to take action at the earliest stage. 3. Only allow partners to claim grant funds as project objectives are met, monitoring through quarterly reporting. 4. Continue to identify further options for matched funding as a buffer against such an occurrence. 	SLLP Programme Manager supported by the steering group and delivery group

Continues overleaf

Risk	Likelihood	Impact	Mitigation	Who will lead this
<p>A project fails to deliver the expected outputs.</p> <p>It is possible that one or more project fails to deliver the agreed outputs, including targets and volunteer contributions. This puts pressure on other projects to pick up the slack, the longer a partner continues to deliver a failing project the greater the damage to the partnership and other projects.</p>	Low	Medium	<ol style="list-style-type: none"> 1. Create a claiming and reporting process that requires delivery partners to report against targets at least quarterly. 2. Maintain routine RAG reporting by the Programme Manager to the steering group to highlight difficulties allowing the steering group to take action at the earliest stage. 	SLLP Programme Manager, supported by the steering group
<p>Legislative, or strategic change limits ability to deliver.</p> <p>We are entering a period of change where very wide reaching strategies and even legislation may change or be lost altogether. This will include national subsidy programmes and development permissions etc. A significant change could lead to one or more projects becoming untenable.</p>	Low	Medium	<ol style="list-style-type: none"> 1. Reduce reliance on match funding from schemes such as Countryside Stewardship to a minimum. 2. 'Bank' as much match funding from public sector in particular as early as possible. 3. Work closely with steering group members to assess the impact of changes as early as possible and 'course correct' as necessary. 	Steering Group supported by SLLP Programme Manager