

Telling the Stories of the Landscape



Remembering the Great Sheffield Flood of 1864

SLLP Communications and Engagement Officer working with Storying Sheffield and Sheffield University Deptment of English Literature and the Community Archaeology Officer will lead these projects.

Telling the Stories of the Landscape will bringing to life 3 signature stories of Sheffield Lakeland set in the context of the changes and challenges being experienced by 21st century Sheffield.

The project will be led by Professor Brendan Stone of Storying Sheffield. The outputs will be a combination of video, oral history, podcast, creative writing, exhibitions, presentations and discussions.

A A Disappearing Landscape

An intergenerational oral history project with farmers and other land based workers, identifying changes in their lifetimes – to be produced as a podcast which can support wider interpretation as well as an oral history archive.

B Dambuilders

The Building of Sheffield Lakeland – the story of the building of the reservoirs, outputs will include family history research, exploration of the location of ‘tin towns’, curation of archive images and will culminate in a touring exhibition.

C Flood!

A documentary style film which will provide a retrospective on the 1864 and 2007 flood events, using historic pictures, reporting, video footage and vox pops of memories of 25th June 2007, interwoven with information about the latest research in natural flood management .

Telling the Stories of the Landscape		
		Percentage
HLF Funds required: All salaries, overheads, full cost recovery for SRWT together with Monitoring and Evaluation budget, review of ecosystem services and web hosting.	£46,016	95%
Partnership / match funding £ secured	£0	0%
Volunteer contribution	£2,500	5%
In-kind contribution	£0	0%
Total	£48,516	100%

A Landscape for Everyone to Enjoy - Physical access improvements



Volunteers improving accessibility, replacing a stile with a kissing gate

A number of physical barriers to access were identified during consultation exercises and site condition surveys. We will remove or improve these, increasing access to a range of landscape heritage features. SLLP partners, landowners and statutory organisations have been involved in project development to ensure a joined up approach to access to heritage, identifying priorities accordingly.

This is a combined budget for the following accessibility improvements:

- A Access to Heritage** - improvements to our PRoW network at key locations; Redmires, Loxley Valley and between the reservoirs of Langsett and Midhope.
- B The Final Step** - the creation of a 'multi-ability' easy walk completing the circuit around Langsett Reservoir.

- C Cut Gate** – North America Farm link path - restoration of a traditional pack horse route across the moors.
- D Access to Nature** - improvements to nature reserve access and facilities to help more people discover these special places.

A landscape for everyone to enjoy, combined budget all physical access improvements		
		Percentage
HLF Funds required: All salaries, overheads, full cost recovery for SRWT together with Monitoring and Evaluation budget, review of ecosystem services and web hosting.	£129,980	50%
Partnership / match funding £ secured	£123,041	47%
Volunteer contribution	£8,300	3%
In-kind contribution	£0	0%
Total	£261,321	100%

A Access to Heritage - improvements to our PRow network at key locations; Redmires, Loxley Valley and between the reservoirs of Langsett and Midhope



Access infrastructure at Redmires Reservoir

The project will improve access to key gateways and routes in the SLLP area at Redmires, Loxley Valley and Langsett, to help a wide range of people experience the unique heritage of this area.

The public rights of way that will be improved as part of this project have been identified through the Access & Gateways consultancy project, which included significant public consultation. SLLP partners, landowners and statutory organisations have been involved in the project development to ensure a joined up approach to access to heritage, identifying priorities accordingly.

Barriers to access have been identified during site condition surveys and work will be carried out to remove or improve these, increasing access to a range of landscape heritage features.

Steel Valley Project will carry out the work with their team of volunteers, giving members of the local community the opportunity to be involved in practical access improvement work.

B The Final Step - the creation of a 'multi-ability' easy walk completing the circuit around Langsett Reservoir



Countryside stroll, walking Langsett Gateway the northern side

Langsett has been identified as a significant 'Gateway' to the Sheffield Lakelands and the Peak District National Park. Many people visit for countryside enjoyment and there is mounting pressure on the countryside arising as a result. With a good car park, information, toilet facilities and nearby pub and café this reservoir in particular attracts a wide range of visitors.

The existing initial 'northern' walking route offers easy and safe walking around the reservoir, whereas the existing southern section involves climbing up onto Cutgate and traversing the moors – providing spectacular views, but limiting access to the full circular route around the reservoir to the physically able. This project will complete an easy walking low level circuit of Langsett Reservoir so as many people as possible can visit and enjoy our landscape heritage.

C Cut Gate – North America Farm link path - restoration of a traditional pack horse route across the moors



The North America Farm – Cut Gate Path is extremely wet and has widened into the surrounding moorland Photo K. Tomkins

Of the four iconic cross moorland paths in the SLLP area: The Long Causeway, The Duke's Road, Cut Gate and the North America – Cut Gate path, it is the latter that is yet to receive any attention. This project will improve the 1.5km of upland bridleway between Cut Gate and Langsett via the abandoned farm at North America.

D Access to Nature - improvements to nature reserve access and facilities to help more people discover these special places



Credit: Sarah Sidgwick: Wyming Brook.

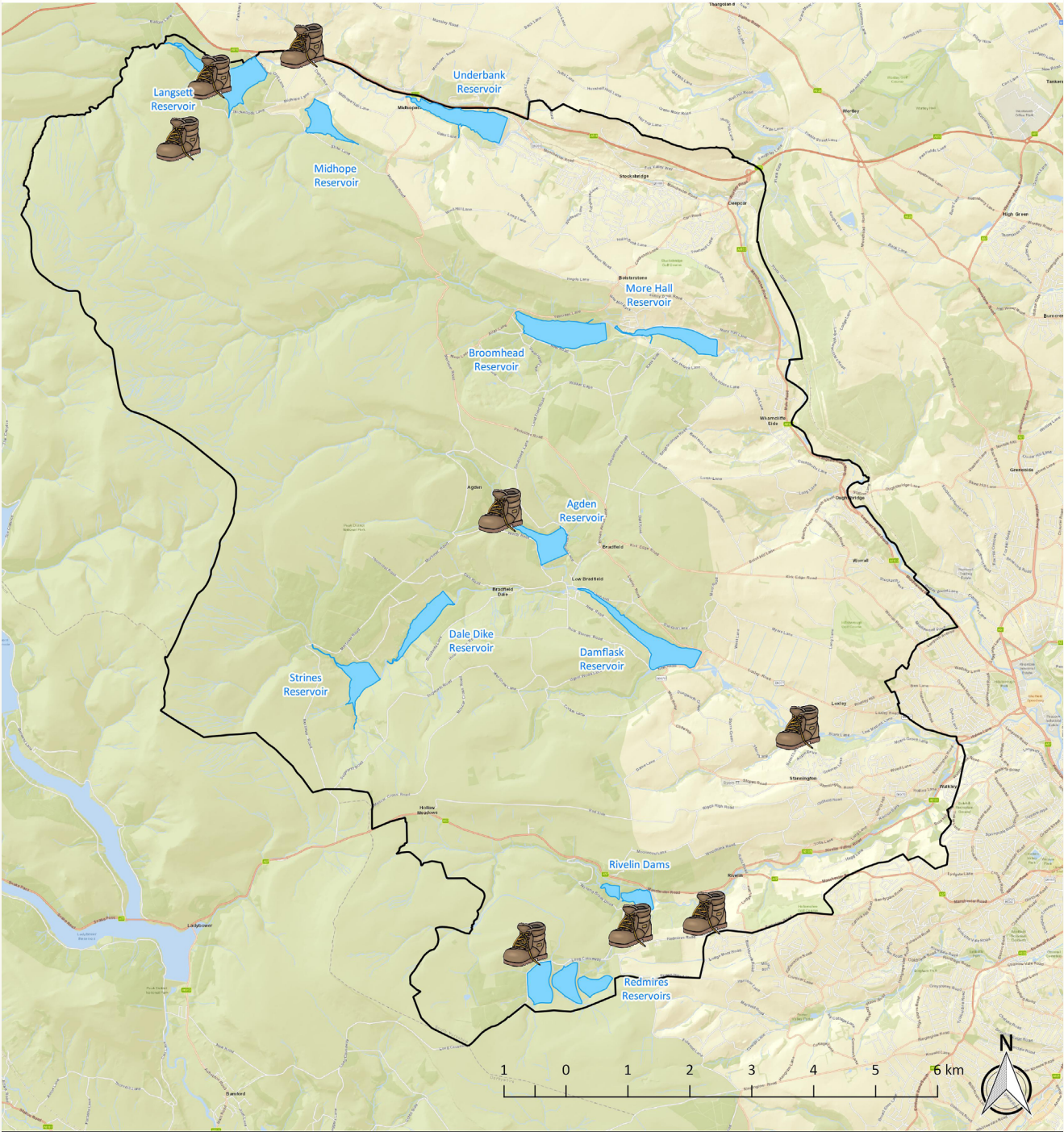
This is a key project working to achieve the following objectives:

2. Bigger, better and more joined up natural environment for people and wildlife.
4. A better understanding of the local heritage with more people getting involved to help look after it – a landscape for all to learn about, value, experience and enjoy.

The project will improve physical access to SRWT nature reserves allowing visitors a more accessible & enjoyable visit to the SLLP project area whilst retaining the natural beauty of the local area. It will improve paths and byways enabling people to enjoy, experience and learn about natural heritage which in turn should help improve people's health and wellbeing in a variety of ways.

Sheffield Lakeland Landscape Partnership

Supporting access to our heritage



Sheffield & Rotherham

Legend

- Reservoirs
- Sheffield Lakeland Landscape Partnership Area (V04)



Supporting access to our heritage

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Gateways to the Landscape (Reducing Barriers and Increasing Knowledge and Understanding)



A collection of confusing informational signs at the gateway to Langsett Reservoir, C. Watts

Gateways to improving landscape accessibility can be informational or physical jumping off points. In order to develop a range of interventions, the potential gateways have been divided into 5 categories:

- A Highly used recreational hubs** e.g. Redmires
- B Locally important gateway** sites e.g. Wadsley and Loxley Common
- C Public transport gateways** e.g. Malin Bridge
- D Gateways to information** – such as libraries, cafes and pubs or online such as the Walkers are Welcome websites.
- E Gateways to confidence** – e.g. groups which specialise in short, accessible walks for new walkers e.g. Walking for Health Stannington.

This project will:

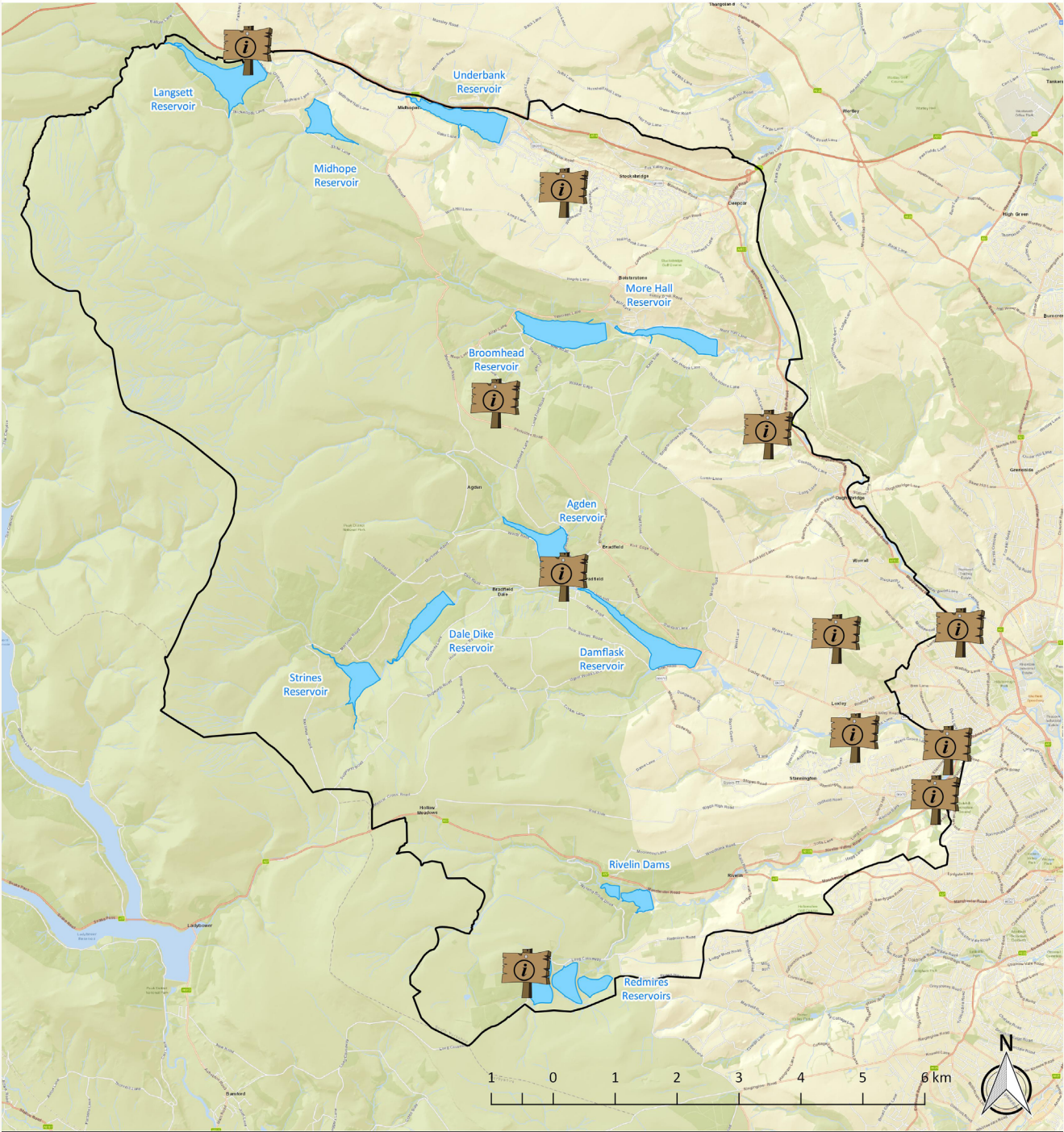
1. Increase knowledge of existing access opportunities in Sheffield Lakeland by joining up the availability of pre-visit information, improving on site orientation and using signage to improve visitor experience whilst protecting important and sensitive heritage locations.
2. Work with land managers, interest groups and other stakeholders to agree a common set of values and management approaches to protect the heritage of the most popular recreational hubs.
3. Widen audience participation by supporting the development of the existing network of access groups and directly providing targeted outreach workshops.
4. Design new interpretation of the stories of the landscape to increase understanding and deepen engagement with the heritage of the area.

Gateways to the Landscape		
		Percentage
HLF Funds required: All salaries, overheads, full cost recovery for SRWT together with Monitoring and Evaluation budget, review of ecosystem services and web hosting.	£51,000	89%
Partnership / match funding £ secured	£0	0%
Volunteer contribution	£6,000	11%
In-kind contribution	£5,250	9%
Total	£57,000	100%

Sheffield Lakeland Landscape Partnership

Information and access to knowledge

Location of new orientation and fixed interpretation boards



Sheffield & Rotherham

Legend

-  Reservoirs
-  Sheffield Lakeland Landscape Partnership Area (V04)



Access and Information Signage

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Practical Projects, Volunteer Coordinator and Assistant Rangers



A dedicated volunteer team from a previous HLF Landscape Partnership

Volunteers are at the heart of what we do, but they are not resource free they do require support and resources to be effective. They also offer a great opportunity for Assistant Rangers (trainees) to develop skills and learn to be part of and then lead teams. Throughout the work of the Sheffield Lakeland Landscape Partnership, volunteers will be undertaking a wide range of projects; developing, planning, implementing and reporting. Volunteers of all types will need to be recruited and those already working in the area will need support in both expertise and logistics.

This is a capacity building project, the Practical Projects and Volunteer Officer will play a vital role in:

- Helping all projects requiring and involving volunteers
- Overall coordination of the ‘Supporting Local Groups’ project
- Working with woodland partners to develop woodlands and woodland volunteering
- Delivering the Restoring the Lattice Project, and
- Coordinating and supporting the SLLP Assistant Ranger (career starter) posts.

Practical Projects, Volunteer Coordinator and Assistant Ranger career-starter posts		
		Percentage
HLF Funds required: All salaries, overheads, full cost recovery for SRWT together with Monitoring and Evaluation budget, review of ecosystem services and web hosting.	£137,628	93%
Partnership / match funding £ secured	£0	0%
Volunteer contribution	£10,500	7%
In-kind contribution	£0	0%
Total	£148,128	100%

Landscape Connections



Children from a Sheffield primary school using woodland as a natural outdoor classroom. Photo: Dave Shapiro

We will offer a programme of outdoor learning activities for partner schools from Sheffield’s rural and urban communities – using the landscape as a natural outdoor classroom to deliver a combination of natural heritage and farm visit learning activities.

Because the Sheffield Lakeland landscape is so close to the city, there is great potential to engage, excite and inspire children and young people to connect with the local heritage around them.

We will enable urban children to experience a landscape which, although on their doorstep, is often left unexplored. We will empower local children to learn more about the landscape where they live, but may not fully understand and to develop their personal resilience in new environments.

Landscape Connections		
		Percentage
HLF Funds required: All salaries, overheads, full cost recovery for SRWT together with Monitoring and Evaluation budget, review of ecosystem services and web hosting.	£81,585	83%
Partnership / match funding £ secured	£9,880	10%
Volunteer contribution	£4,600	5%
In-kind contribution	£2,251	2%
Total	£98,326	100%

Connecting Steps



Connecting Steps, helping everyone enjoy the countryside

The objective is to encourage more people to visit, enjoy and use the Sheffield Lakeland green spaces, woodlands, reservoirs and interesting landscapes and history. We want to reach people who are not currently accessing the countryside by supporting the work of existing community groups - including local community groups, refugee groups, those working with new arrivals and other vulnerable or isolated people. Our project will extend the reach of these groups into the countryside, encouraging and equipping them to include countryside-based activities in the programmes they offer to their members.

We believe we will create a more lasting legacy of connectedness to the natural world by extending the work of community groups in this way.

Connecting Steps		
		Percentage
HLF Funds required: All salaries, overheads, full cost recovery for SRWT together with Monitoring and Evaluation budget, review of ecosystem services and web hosting.	£106,149	95%
Partnership / match funding £ secured	£0	0%
Volunteer contribution	£3,000	3%
In-kind contribution	£2,250	2%
Total	£111,399	100%

Art in the Landscape



Wildlife at Olive Mill Dam, Loxley Valley, walking distance from the city. Photo: C. Watts

The Art in the Landscape strand will celebrate the creativity and rich heritage of Sheffield Lakeland and will harness the power of the creative arts to work with communities in strengthening their sense of connection with the landscape.

For example by:

- Eliciting a deeper, more emotional response than a simple visit.
- Providing a frame to look at the landscape in a new light or through “different eyes”.
- Introducing new audiences to the different aspects of the physical landscape or identifying changes in the landscape over time.
- Widening engagement with the landscape to new audiences.

- Helping participants express complex feelings, provoke thought / reaction to address controversial topics.

There are 4 strands to the Art in the Landscape project:

A Landscape Perspectives

B Fox Glen Heritage Revival

C ReSound – Sheffield Lakeland Song Cycle

D Supporting events – a small fund for artist / performer costs

A Landscape Perspectives

A well-being based project which will make use of smartphones to engage participants in activity led access to the landscape:

This project harnesses the therapeutic benefits of access to the outdoors, via an activity led approach, employing smart phone technology. (Links to other projects: Digital Landscape & Connecting Steps) using activities such as Landscape / wildlife photography, mindful walking and geocaching as “the excuse to go outdoors”.

The project will deliver workshops and lead activities a beginner level and will be based around use of a smart phone (camera / GPS). Participants will come from a range of ages and backgrounds, experiencing mental health problems, including anxiety, depression, loneliness, low self-esteem and may be drawn from within the SLLP area, the urban fringe or be city based. Links have been made with a GP's practice in the project area to support recruitment to this project.

B Fox Glen Heritage Revival



Fox Glen 'bandstand', Deepcar

Fox Glen was gifted to the people of Stocksbridge by Samuel Fox in 1911 when this former industrial site was converted into a public park. The site is iconic in Stocksbridge and is well remembered by the older generations for its former facilities, with paddling pools and a bandstand, where performances were held until recent years.

The project will restore the bandstand to a usable condition, rationalise the paths on the site to make them more useable and install interpretation, to give the younger generations a glimpse into Fox Glen's fascinating past.

The project will involve work which will mainly be carried out by volunteers under the guidance, support and training of SVP staff. Community involvement will be key to safeguarding these sites for the future and this project will aim to provide a lasting legacy of infrastructure and interpretation, which will help people to engage with Fox Glen.

C ReSound: Carols, Communities, Songs and Stories



This image shows the area, original folk collecting notes, traditional carol singing, our work bringing it to young people and the sharing it

ReSound will reinvigorate, re-establish and revoice vital elements of the local cultural heritage of the Sheffield Lakeland communities: the distinctive carol tradition of the local area; stories and songs of the land and water, of past trades and significant places and people; lost traditions and site specific work.

ReSound will bring to life local material locked in memories, archives, manuscripts and the physical environment, and celebrate it by creating accessible and inclusive opportunities for all the community to share and contribute to the project.

ReSound will explore, enjoy and engage with traditional carols, stories, folklore, songs and music of the area, and inspire new work celebrating the local environment, landscape and communities. Local participants will be able to work alongside professional musicians, singers and songwriters, as well as contributing their own family histories and taking part in a range of community activities, including local site specific work.

D Supporting events

A small budget to pay fees for event performance, original composition or choral / instrumental arrangement. legacy of infrastructure and interpretation, which will help people to engage with Fox Glen.

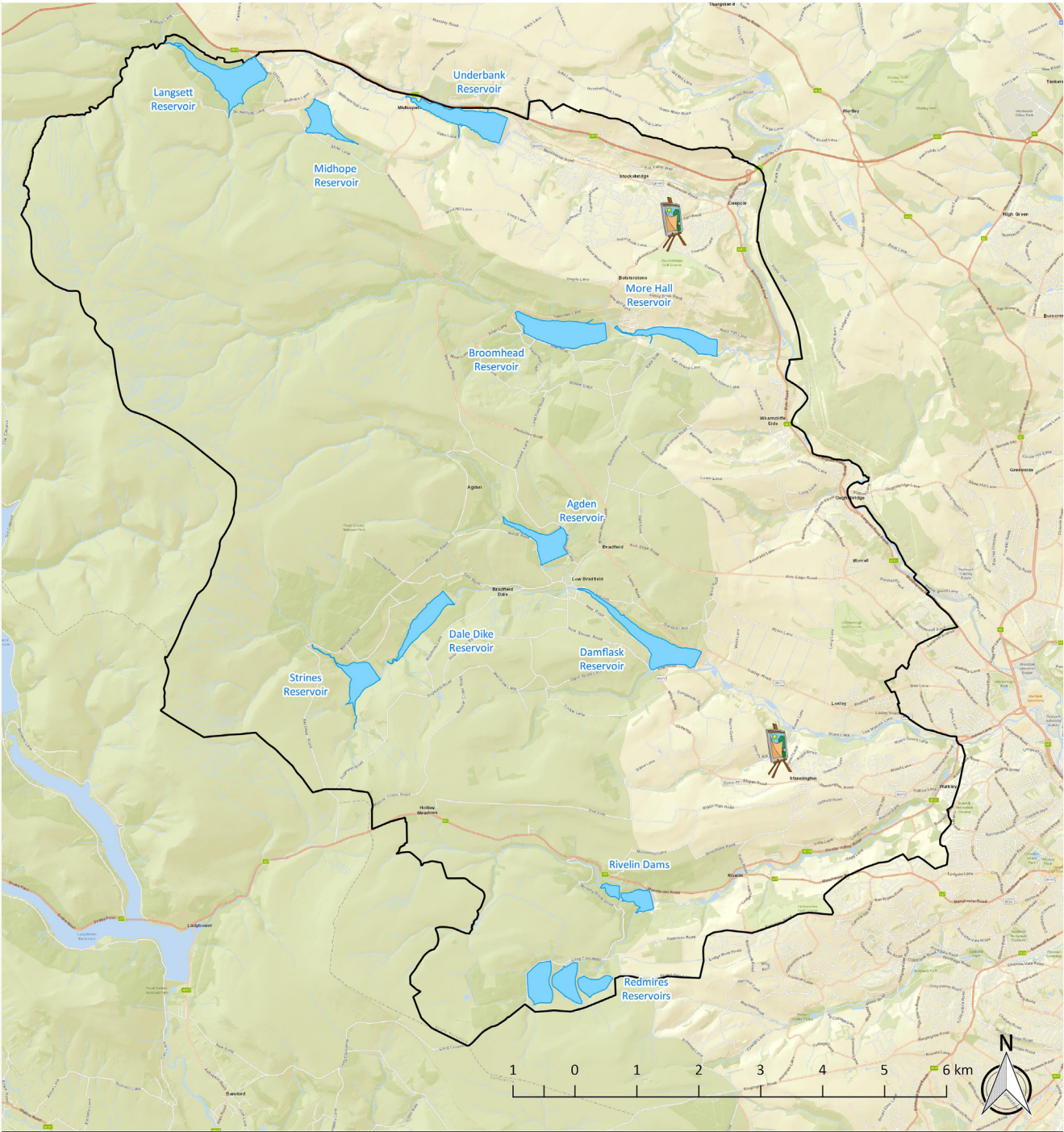
Art in the Landscape, combined budget all arts projects		
		Percentage
HLF Funds required: All salaries, overheads, full cost recovery for SRWT together with Monitoring and Evaluation budget, review of ecosystem services and web hosting.	£44,610	81%
Partnership / match funding £ secured	£1,480	3%
Volunteer contribution	£7,300	13%
In-kind contribution	£1,500	3%
Total	£54,890	100%

Storrs Wood Woodland
Gallery, Stoneface Creative



Sheffield Lakeland Landscape Partnership

Art in the Landscape



Sheffield & Rotherham

Legend

- Reservoirs
- Sheffield Lakeland Landscape Partnership Area (V04)

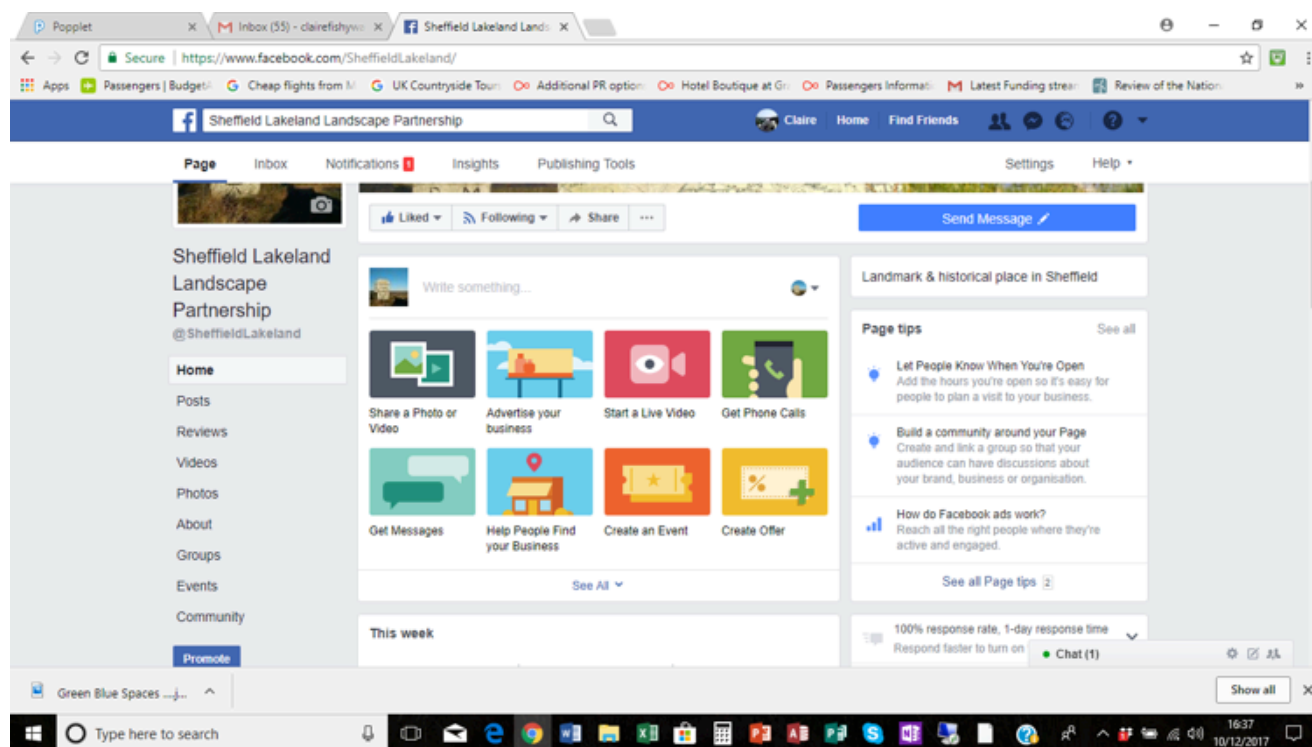


Art in the Landscape

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The Digital Landscape



Sheffield Lakeland Landscape Partnership Facebook Page screenshot

The Digital Landscape strand will make use of digital media and the opportunities offered by smart phones / podcasts / Youtube to reach wider audiences.

Digital Landscape projects will run as a golden thread through other Landscape Partnership strands.

The following elements of the Digital Landscape project are being delivered wholly or in part by means of other project strands and so are described elsewhere.

- Sheffield Lakeland website, delivered by the Core Project (budget in Digital Landscape)
- Telling the Stories of the Landscape, Flood! and A Disappearing Landscape.

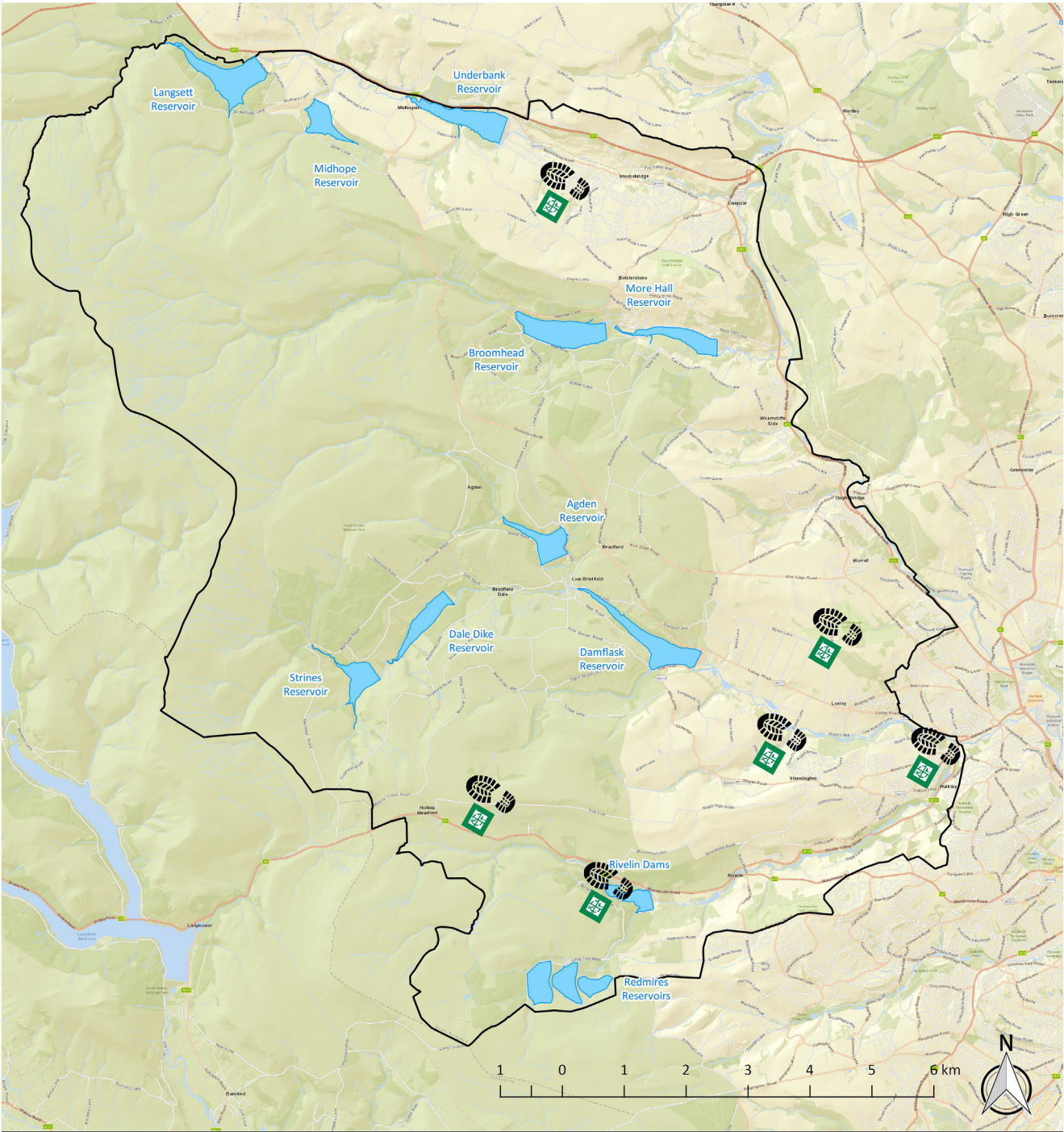
A small project sits directly under the Digital Landscape heading which will be used to develop and install a series of interpretative geocaches to be located around the Sheffield Lakeland landscape in partnership with the Landscape Perspectives project

and local geocaching groups. Caches will be located at key points along the easy access walking routes developed by the Gateways to the Landscape Project. (Note the original project description included a part time Communications and Engagement Officer who is now counted under the Core project).

Digital landscape		
		Percentage
HLF Funds required: All salaries, overheads, full cost recovery for SRWT together with Monitoring and Evaluation budget, review of ecosystem services and web hosting.	£21,360	98%
Partnership / match funding £ secured	£0	0%
Volunteer contribution	£500	2%
In-kind contribution	£0	0%
Total	£21,860	100%

Sheffield Lakeland Landscape Partnership

Start points of new guided walks and location of new geocache sites



Sheffield & Rotherham

Legend

- Reservoirs
- Sheffield Lakeland Landscape Partnership Area (V04)



Start points of new guided walks and location of new geocache sites

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Sheffield Lakeland Community Grant Scheme



When determined people come together it is amazing what can be achieved – volunteers taking a well-earned rest in Bradfield after completing the inaugural walk of the new Peak District Boundary Route in 2017.

Bradfield Parish Council and Stocksbridge Town Council are the main supporting partners of the Community Grant Fund. Sheffield and Rotherham Wildlife Trust as lead partner will be employing the Communications and Engagement Officer and Finance Officer who will support the project administratively.

A competitive grant programme running throughout the SLLP Delivery Phase. Available for a wide range of activities, all of which must meet a heritage criteria of HLF, with the aim of encouraging and supporting wide community involvement in the SLLP programme, particularly during delivery phase where most of the budget is allocated and the local community has limited opportunity to continue to influence funds.

Although communities will be involved at every level of SLLP there is a requirement for

a dedicated small project fund specifically for their use, to facilitate projects and activities that come from the community and link their close interest to the greater SLLP programme.

The Community Grant Scheme		
		Percentage
HLF Funds required: All salaries, overheads, full cost recovery for SRWT together with Monitoring and Evaluation budget, review of ecosystem services and web hosting.	£64,000	51%
Partnership / match funding £ secured	£46,000	37%
Volunteer contribution	£15,000	12%
In-kind contribution	£0	0%
Total	£125,000	100%

Project Summary Risk Register

Each project lead has been asked to review the problems they can foresee encountering as they deliver their project and to complete a risk register which includes their mitigation of the risks involved.

Risk	Likelihood	Impact	Mitigation	Who will lead this
The Core Project				
As described in Chapter 7 - Threats and Opportunities				
Monitoring and Evaluation				
Bringing Local Wildlife Sites into, and sustaining them in positive conservation management and Canyards Hills geological SSSI.				
LWS's could decrease if sites are de-designated as they no longer qualify for Local Wildlife Site status.	Medium	Medium	This is mostly outside the control of this project, but the project should reduce risk be engaging owners	SCC LWS team
In the case of this project without appropriate management 7 LWS are at risk of not retaining positive conservation management status.	Medium	Low	With appropriate management 4 (and 1 new Local Wildlife Site) will gain positive conservation management status.	SCC LWS team
Landowners withdraw permission to survey between development and start of project.	Low	Low	If permission is not granted alternative sites from the portfolio of LWSs in Council ownership will be surveyed and positive conservation management implemented.	SCC LWS team
After survey land owners do not instigate positive management.	Medium	Low	Consent is required from the owners to effect positive management by SCC. However, until surveys have been completed owners cannot guarantee their permission to carry out conservation management.	SCC LWS team
Enhancing Wildlife Trust Nature Reserves – habitat improvements.				
Non-delivery of agreed outputs due to poor project management.	Medium	Medium	This is mostly outside the control of this project, but the project should reduce risk be engaging owners	SCC LWS team
Delays and cancellations of contractors due to poor weather.	Medium	Low	All activities designed to be 'movable' between delivery years as poor weather can influence ability to get onto the ground	SRWT
Habitat work results in reduced biodiversity value.	Low	Low	SRWT has included a review by the community Ecologist against development phase surveys	SRWT

Risk	Likelihood	Impact	Mitigation	Who will lead this
Midhope Nature Reserve				
Insufficient budget for all practical works	Low	Medium	This is a large project requiring significant time and resources during the planning stages in order to ensure capital budgets are properly aligned to outcomes, as such we will refine and cost the project in the first two years of delivery.	SCC LWS team
YW fail to receive a budget through their AMP programme which needs to be agreed by OFWAT. This remains the responsibility of Yorkshire Water.	Low	High	Senior YW team are confident but unable to confirm at this time.	YW
Local planning authority fails to give planning consent to any development proposals that are required.	Low	Low	This work will sit within the existing (agreed) forestry design plans, additional planning issues will be managed by Sheffield City Council.	YW
Natural England (adjacent SSSI) and Forestry Commission or any other approvals that are required are not obtained.	Low	Low	This will be gained in 2019.	YW
Supporting Local Groups				
Loss of an individual project or failure of a project as local groups have limited capacity.	Low	Low	The purpose of this project is to support groups with lower levels of capacity. SLLP team will work with the entire Partnership to support local groups.	SLLP core team and Steering Group
Wadsley and Loxley Common Past, relatively intensive, work on scrub clearance led to criticism from a minority of site users which became 'political' and unfriendly.	Medium	Medium	The engagement and practical conservation projects delivered here will be carried out sympathetically and in tandem in order to bring as many users along with the project and to better communicate the importance of ongoing management.	SRWT
St. Nicholas Church The most significant risk is that a 'community initiative' will not be self-sustaining after the HLF funded element of the Landscape Partnership is complete.	Medium	Low	We will work with this new group for four years, their ability to carry on after support ends will form part of the monitoring and evaluation programme.	SRWT
South Yorkshire Bat Group The group is heavily reliant on volunteers, as such the number of people available to carry out the project may vary a little over the life of the project.	Low	Medium	The group is well established with several core long-term members who are unlikely to leave the group in the near and distant future.	Wildscapes and Community Ecologist

Risk	Likelihood	Impact	Mitigation	Who will lead this
Supporting Local Groups (continued)				
South Yorkshire Bat Group Bad weather or no permission, all survey and events are dependent on access restrictions and suitable weather conditions.	Medium	Low	The advantage of a Landscape scale project is the ability to pick secondary sites if primary sites become unavailable.	Wildscapes and Community Ecologist
Bowcroft Cemetery Lack of volunteer support from the community.	Low	Low	Making the most of partners' reach into the community - SVPs volunteer recruitment and support, including providing transportation for volunteers to this remote site.	Steel Valley Project
Rivelin Valley Conservation Group Conduit leading to Rivelin Mill Dam may silt up as a natural occurrence associated with the movement of water.	Low	Medium	Hopefully the Sheffield City Council will take action to avoid loss of Rivelin Mill pond which is has already invested many thousands of pounds in.	RVCG & SCC
Rivelin Valley Conservation Group Danger to the public, creation of the Rivelin Mill wildlife pond and footpath resurfacing will take place in active public areas.	Low	High	Special care will need to be taken to keep the passing public safe. RVCG is an experienced conservation group with established safe working practices and appropriate insurance cover.	RVCG with support of SLLP
The Woodland Heart				
Project fails to meet conservation and heritage goals. After investing in excess of £200,000 the HLF does not see the creation of a sustainable approach to woodland management by the Partnership that not only results in long-term biodiversity and community leisure gains but also creates the basis for a financially self-sustaining project for continued partnership management in the Sheffield Lakeland area. This will reflect very poorly upon the record of participating partners.	Low	High	We will manage this by working throughout the LCAP Period 2018-23 toward a common vision and business model, building on the new working relationships established between partners during the development phase of the LCAP.	SCC, YW, SRWT, Community ecologist

Risk	Likelihood	Impact	Mitigation	Who will lead this
The Woodland Heart (continued)				
Failure to gain required permissions. There is a small risk as we will be reliant on other agencies e.g. Forestry Commission and planning permission in the PDNPA for access routes etc.	Low	Medium	All forestry design plans are agreed, only minor elements might require specific permissions once detailed 'contractor' prescriptions are worked up. These cannot be done until immediately before work commences. If they are issues it will result in the need to modify plans nor cancel them. To mitigate planning permission risks no work requiring planning permission will be carried out in year one of the LCAP with the PDNPA engaged from an early stage in design and delivery plans from the outset.	SCC, YW, SRWT, Community ecologist
Price falls out of timber sales. Timber sales from the forestry work makes up the 'match funding' partners are contributing.	Low	High	These prices are conservatively estimated and there is no indication that prices fluctuate significantly.	SCC, YW, SRWT,
Woodland Heart Steel Valley element				
Lack of volunteer support	Low	Low	SVPs volunteer recruitment and support, including providing transportation for volunteers to this remote site.	SVP
Working With Water – slowing the flow and improving water quality				
Landowner consent withdrawn between development and delivery phases.	Low	Medium	Ten of the thirteen project sites are owned by project partners (YW & SCC), and discussions have been held with the other private landowners. Extensive consultation has been undertaken with tenants, with site visits and discussions held with all of the relevant tenants during the feasibility stage of the programme.	SRWT
Lack of availability of specialist contractors, familiar with NFM work.	Medium	Low	Deliver the majority of the capital work using SRWT's Wildscapes team. Delivery of the project will allow new staff to be up-skilled and in-house expertise to be developed in this novel area of work.	SRWT, Wildscapes
Farm or landholding tenant moves on and projects are lost within ten years.	Low	Medium	All sites are freehold or long tenancies, non-partner sites will have 3rd party agreements, partner's have signed partnership agreement.	SRWT

Risk	Likelihood	Impact	Mitigation	Who will lead this
Supporting species				
Barn owl - Lack of public engagement with the citizen science project, lack of take up of membership of the new barn owl group	Low	Medium	Using existing interest groups to form core of new project.	Wildscapes and Community Ecologist
Osprey - No risks involved in delivery				
Goshawk - withdrawal of support by the Peak District Raptor Monitoring group leading to no delivery of survey work	Low	High	This group is competent and committed.	Wildscapes and Community Ecologist
Water vole - hydrology report states site unsuitable due to risk of flooding neighbouring sites.	Low	Medium	Surveys carried out during development indicate this will not be an issue.	Wildscapes
Water vole - NE refuses consent for works, we cannot apply in advance.	Low	Medium	All licences and certificates in place and species experts identified. NE on Steering Group.	Wildscapes
The Hidden History				
Volunteers discover nothing of significance / interest:	Low	Medium	The desktop surveys, consultations and scoping work has been undertaken with the express purpose of ensuring the sites identified can be interpreted.	SCC and SYAS
Insufficient volunteers take part	Low	Low	The consultation process of SLLP Development has involved the identification of groups who are actively seeking to undertake this type of project and see it as a method by which they can develop both their own interests and the membership / dynamism of their groups.	SCC and SYAS
Heritage Highways				
Failure to identify routes.	Low	Low	Some routes were identified during development, it's expected that others may be discovered during delivery and either addressed during the delivery phase or afterwards	BHS
Failure to get old ways recorded on the Definitive Map within the delivery period.	High	Low	This is an aspiration but not something we have included as key outcomes for the project.	BHS
Failure to recruit volunteers	Low	Low	This was considered during development and taken into account when deciding the scope of the project: There are three core volunteers for research and 15 for surveys.	BHS

Risk	Likelihood	Impact	Mitigation	Who will lead this
Restoring the Lattice				
Loss of features which have received HLF support before the ten year life requirement is expired. This may occur through accidental damage or deliberate vandalism, but in the case of most features outside of SRWT ownership is most liable to occur if the land is sold without a legal covenant upon the feature itself.	Low	Low	In order to minimise this risk the SRWT will hold the Delivery Partners agreement and all third party letters of intent until at least 2033.	SLLP Core Team
Restoring the Lattice - Steel Valley Project element				
Lack of volunteer support	Low	Low	SVP's project includes volunteer recruitment and support, including providing transportation for volunteers to Bitholmes Wood.	SVP
Telling the Stories of the Landscape				
Insufficient recruitment to activities.	Low	Low	Ensure the contacts for story one are securely established and timetabled.	Communications and Engagement Officer
Changes of staff mean that contacts established during development phase are lost	Low	Medium	Maintain contacts through "stand down period" between the end of the development phase and start of delivery.	SLLP PM
Changes of staff in partner organisations.	Medium	Low	Ensure delivery partners are fully aware of the level of commitment they are entering into.	Communications and Engagement Officer
A landscape for everyone to enjoy, physical access				
Access to Heritage Lack of volunteer support.	Low	Low	SVP's project includes volunteer recruitment and support, including providing transportation for volunteers to this remote site	SVP
Access to Heritage Objections from neighbouring landowners, although Sheffield City Council consent has been gained.	Low	Low	Most works are planned for obvious routes where owners are already on board. Where landowners do not give permission work can be completed from the route itself, not requiring permission.	SVP
The Final Step: completion of the Langsett Circuit Budget overspend	Medium	Low	This is large project across difficult ground, until work commences the exact quantities of materials and amount of groundwork required is not certain. Yorkshire Water has appointed project designers to undertake detailed assessments, should the project go over budget the risk is retained by Yorkshire Water.	YW

Risk	Likelihood	Impact	Mitigation	Who will lead this
A landscape for everyone to enjoy, physical access (continued)				
The Final Step: completion of the Langsett Circuit No planning permission yet given.	Low	High	This project requires planning permission from the Peak District National Park Authority. This has been requested.	YW
Cut Gate - North America Farm path Failure to secure match funding or budget over runs.	Low	Low	Most of the funding is already in place, of the £58,000 required M4TF only need to find £13,000. M4TF are experienced programme managers and are confident to underwrite this ourselves. We have used existing projects and real costs to 'calculate' the cost of restoration.	M4TF
Access to Nature - SRWT Nature Reserves Non-delivery, part-delivery	Low	Low	Experienced project planners and progress monitoring. Maintain good working relationships with the SCC PRoW unit to help implement works	SRWT
Gateways to the Landscape (Reducing Barriers and Increasing Knowledge and Understanding)				
Failure to identify / confirm suitable locations or engage partners.	Low	Low	Directly delivered with established and supportive partners, building on partnerships established during development phase.	Communications and Engagement Officer
Practical Projects, Volunteer Co-ordinator and Assistant Rangers				
Insufficient volunteers.	Low	Low	If the project fails to attract sufficient volunteers (50 adults) over the period of the project we will work with the HLF to manage change.	SLLP PM
Failure to engage Assistant Rangers or Assistant Rangers fail and leave. As with any 'job' the engagement of the right person is vital.	Low	Low	Should an Assistant Ranger fail to complete their period of employment we will work with HLF to agree either a short-period traineeship to fill the gap or look to extend the next one-year post to fill the gap.	SLLP PM
Assistant Rangers find insufficient volunteer opportunities.	Low	Low	There is a wide range of existing projects described in the SLLP to facilitate a great deal of volunteering, in addition the Wildlife Trust is suitably placed to offer more, suitable, opportunities in the area should none of the SLLP funded projects need volunteers at any time.	SLLP PM

Risk	Likelihood	Impact	Mitigation	Who will lead this
Landscape Connections				
<p>Lack of uptake from partner schools: There are many barriers to getting schools involved in outdoor learning/ field trips.</p> <p>For example, the cost of the session and the cost of travel to and from the site.</p>	Low	Low	<p>We will help to mitigate the financial costs by providing a travel bursary for schools to enable them to attend. Our sessions are priced fairly to ensure they are accessible by all schools.</p> <p>SRWT has an established relationship with schools in the Sheffield area and a high level of trust.</p>	SRWT
Connecting Steps				
People may not want to engage with the project.	Low	Low	We will focus our outreach effort to group leaders, in existing community organisations, providing appropriate marketing materials to allow them to “sell” the idea of the project to their participants.	SRWT
Community organisations closing during the life of the project – network disappears.	Medium	Low	We will work with a number of partners from the outset and would be proactive at looking at what other community organisations could be involved as an alternative partner.	SRWT
Art in the Landscape				
Insufficient recruitment to activities.	Low	Low	Work closely with partner organisations to plan and obtain buy in at an early stage.	Communications and Engagement Officer
Changes of staff mean that contacts established during development phase are lost.	Low	Medium	Maintain contacts through “stand down period” between the end of the development phase and start of delivery. Ensure good handover notes between Development and Delivery stages.	SLLP PM
Changes of staff in partner organisations.	Medium	Low	Ensure delivery partners are fully aware of the level of commitment they are entering into.	Communications and Engagement Officer

Risk	Likelihood	Impact	Mitigation	Who will lead this
The Digital Landscape				
Website: Delays in design, quality, useability issues, difficulty in establishing itself amongst other websites. Messaging unclear.	Low	Low	Work closely with the designer with a clear idea of how the website should work, monitor performance and adjust architecture if needed.	Communications and Engagement Officer
Social Media: Ad hoc rather than strategic, fails to deliver key messages	Low	Low	Work to a communications strategy with clear messages	Communications and Engagement Officer
Geocaching: Caches may get lost, stolen or forgotten. Caches which are over popular may result in localised damage.	Medium	Low	Work closely with local geocaching community to monitor useage and remove any caches which become problematic.	Communications and Engagement Officer
Final year My Sheffield Lakeland Video – professional quality not achieved, messaging unclear.	Low	Medium	Work with professional videographer and an agreed brief to achieve the right feel and deliver key messages.	Communications and Engagement Officer
Sheffield Lakeland Community Grant Scheme				
Insufficient uptake of the grants programme	Low	Medium	The PC and TC are confident they can / will promote these grants widely and that there are sufficient local organisations with impetus and interest to make use of them.	SLLP PM
Poorly delivered projects reflect poorly on SLLP and HLF	Low	Low	Groups will be asked to deliver projects as they described in the application, should they suffer difficulty they can contact SLLP for support / advice.	SLLP PM
Projects do not meet agreed outcomes	Medium	Low	The assessment process asks groups to identify outcomes, we will offer advice and support to help them be realistic. Grants are only payable in arrears and in the worse cases we may withhold payment.	SLLP PM

While each partner who has created a project has used Heritage Lottery Guidelines to develop their budgets the completion of the application process to the Heritage Lottery Fund involves translocating budgets from projects into a format suitable for Heritage Lottery Fund use. This spreadsheet outlines the changes in budget as they appear in the Heritage Lottery Fund application format, together with a spending profile for each area of that budget heading.

Summary of project totals

Below is a summary of the totals for each of the three delivery phases of the project. See the following [pages 239-242](#) for the full budget summary.

HLF budget area	Indicated at first stage	Total second stage
Delivery-phase capital costs	1637000	1625557
Delivery-phase activity costs	819591	1169830
Delivery-phase - other costs	489982	706600
Project total	2946573	3442328

HLF budget area	Indicated at first stage	Total second stage	Total split across quarters															
			2018		2019				2020				2021				2022	
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Delivery-phase capital costs																		
Repair and conservation work, habitat improvements, woodland improvements, water habitat work, drystone walls, cruck barns	855600	798155	10275	78057	60276	28742	21467	31388	120517	29882	20377	23627	21447	56177	16627	267237	11427	635
Irecoverable VAT	101400	26924	2000	1791	2051	2451	1590	1250	2890	3190	1773	1850	1990	1123	963	1123	883	0
	957000	71921																
New building work habitat creation and new planting	243000	213750			2550	5100			2400	400		400	2400		200500			
Irecoverable VAT	27000	3050			763	763			700	62		62	700					
	270000	53200																
Equipment and materials (capital) Chipper and trailer	14400	269294	22659.5	64801.75	24098.08	22623.08	14171.08	14449.83	40898.83	12452.83	5779.5	10422.5	4791.5	6408.5	8508.5	10363.5	2807.5	4057.5
Irecoverable VAT	3600	49867	3747.5	12983.3	3774.75	4331.75	2352.75	3691	4104	3764	1244	3131	1036	1556	1116	1183	936	916
	18000	-301161																
Other capital work interpretation, access improvements, lost ways	231000	33595	837.5	3532.5	737.5	2687.5	837.5	887.5	687.5	2887.5	787.5	737.5	687.5	8087.5	687.5	737.5	2687.5	6087.5
Irecoverable VAT	24000	3226	169	149	148	148	169	149	148	148	158	148	148	548	149	149	149	549
	255000	218179																
Professional fees relating to any of the above (capital) Ecologists and archaeologists, listed building advice	115100	153701	3000	18000	7333	14600	8725	15000	4333	9000	9000	14425	11000	8000	17500	3000	7000	3785
Irecoverable VAT	21900	14295	590	2190	1050	890	1450	1380	368	300	300	1940	700	1350	700	500	0	587
	137000	-30996																
Delivery-phase capital costs	1637000	11142.67																

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HLF budget area	Indicated at first stage	Total second stage	Total split across quarters															
			2018	2019				2020				2021				2022		
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Delivery-phase activity costs																		
New staff costs Delivery team	477546	769115	29687.96	46966.23	51581.88	50415.88	49278.49	49170.39	51308.72	52142.74	50130.98	47608.98	56177.11	48959.11	49264.82	45078.82	45780.62	45562.62
Irrecoverable VAT		0																
	477546	769115																
Paid training placements 4 year long trainees	73045	73000	4562	4562	4562	4562	4562	4562	4562	4562	4563	4563	4563	4563	4563	4563	4563	4563
Irrecoverable VAT		0																
	73045	73000																
Training for staff	3200	27236	1637	2096	4885	2585	1635	1702	1722	1572	1806	56	656	2556	407	1057	307	2557
Irrecoverable VAT	800	229	14	15	15	15	15	15	14	14	14	14	14	14	14	14	14	14
	4000	27465																
Training for volunteers condition surveys, ecological and archaeological surveys	6400	22857	332	3527	4622	632	2922	1182	1072	822	1922	1182	1172	822	1522	582	322	222
Irrecoverable VAT	1600	2774	76.5	384	609	76.5	144	221	181	181	181	221	181	182	24	64	24	24
	8000	25631																
Travel for staff lease and fuel	16000	57008	11274.25	2723.25	4854.58	2804.58	2954.58	2653.58	4303.58	2653.58	2448.25	2598.25	4173.25	2598.25	2348.25	2823.25	2998.25	2798.25
Irrecoverable VAT	4000	7307	1943	324.6	489.6	388.6	467.6	367.6	367.6	367.6	342.6	322.6	342.6	322.6	322.6	322.6	292.6	323
	20000	64315																
Travel and expenses for volunteers tools, equipment, PPE	55200	47134	1208.35	3299.85	9255.58	3302.58	2852.58	3153.08	2659.08	2899.08	2787.25	2641.25	2437.25	2797.25	3017.25	1587.25	1753.25	1483.25
Irrecoverable VAT	13800	5298	74.44	339.69	1491.61	320.61	300.61	297.61	292.61	320.61	292.44	289.44	262.44	334.44	292.44	134.44	137.44	117.44
	69000	52432																
Equipment and materials (activity) leaflets, projector, art materials	28500	39499	1616.5	3994.5	7927	1607	1157	2182	4974.5	1209.5	3074.5	624.5	4874.5	1509.5	374.5	724.5	3274.5	374.5
Irrecoverable VAT	3500	4357	202	767	557	301	381	259	114.5	230.5	604.5	114.5	84.5	290.5	64.5	135	186.5	64.5
	32000	43856																
Other costs (activity) transport, room hire	31200	37990	2199.13	5905.88	2474.58	2844.38	2194.38	1869.63	2019.63	3069.63	1744.13	2194.13	1844.13	2244.13	1994.13	2344.13	1744.13	1304.13
Irrecoverable VAT	5800	3305	389.5	372.35	191.85	265.85	225.85	153.6	133.6	353.6	133.6	133.6	153.6	193.6	133.6	253.6	133.6	84
	37000	41296																
Professional fees relating to any of the above (activity) species specialists, farm adviser, geological input, artists, ESOL	95200	68880	1000	3000	16400	6980	2500	2000	5000	4000	500		9000	1500		500	2500	14000
Irrecoverable VAT	3800	3880			2280					200			600					800
	99000	72760																
Delivery-phase activity costs																		
	819591	1169870																

CONTINUED FROM PAGE 79

HLF budget area	Indicated at first stage	Total second stage	Total split across quarters															
			2018	2019				2020				2021				2022		
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Delivery-phase - other costs																		
Recruitment Advert and expenses	1080	3850	2806	1000	44													
	120	0																
	1200	-2650																
Publicity and promotion, events and website, display materials,leaflets	12000		875	1575	3875	1125	2685	1355	2125	3725	1675	5155	6275	4415	5225	1675	3575	8825
	2000	7614	75	169	535	95	350	185	165	785	250	945	365	835	775	175	195	1715
	14000	-47774																
Evaluation external consultant, report	8800		0	0	0	180	40	180							500			
	2200	100													100			
	11000	10000																
Other costs laptop, community grant fund, social enterprise feasibility, project overheads	65600		1063	229	8677.5	9477.5	8677.5	8677.5	8677.5	8677.5	8562.33	8562.33	8562.33	8562.33	8562.33	8562.33	229	229
	1400	1107	215	48	881.33	1041.33	882.33	882.33	882.33	882.33	882.33	882.33	882.33	882.33	882.33	882.33	49	49
	67000	-50096																
Full Cost Recovery Including overheads and line management	211818		14181.34	1544779	1676946	1907721	1952821	18844.71	17775.38	16584.88	16329.88	16620.88	16641	16299	16564	16451	16295.19	20775.94
		1742	57.94	121.44	150.44	150.44	151.44	124.94	124.94	124.94	91.94	91.94	91.94	91.94	91.94	91.94	91.94	91.94
	211818	-64110																
Contingency	55800																	20000
		0																
	55800	35800																
Inflation	63164	calculated across projects																
In-kind Contributions	0	-11252	11252															
			0															
Volunteer time SPWT, Wadsley and Loxley Commoners, LAF, Steel Valley Project	66000	-149700	215700															
		0																
Delivery-phase - other costs	489982		706600															
Project Total	2946573		3442328															

Delivery Phase Income			
Source of Funding			
Local Authority			144275
Other public sector			140800
Central Government			
European Union			
Private Donation - Individual			
Private Donation - Trusts / Charities / Foundations			2430
Private Donation - Corporate			300000
Commercial / Business			
Own Reserves			24880
Other fundraising			10000
Loan / Finance			
Increased management and maintenance costs (max 5 years)			
Non Cash Contributions			11252
Volunteer time			215700
HLF Grant request			2592991
Income Total	0	0	3442328

Meeting Heritage Lottery Fund outcomes

While the Heritage Lottery does not require an equal cash spend against all of their nine outputs, there is a requirement to consider and address each of the three core Heritage Lottery Fund outcomes for Heritage, People and Communities:

- Heritage is better managed, in better condition and recorded.
- People learn about heritage, develop skills and volunteer time.
- Communities have negative environmental impacts reduced, are more engaged with heritage and have a better place to live.

The table below is a matrix of our projects against the nine outcomes, with each readily identified outcome identified with an "x". The red "x" indicates the most significant HLF outcome that this project meets.

Heritage Lottery Fund Outcome Matrix

		Outcomes for Heritage			Outcomes for People			Outcomes for Communities		
Outcome 1: A more connected and resilient landscape	Steering Group Lead	Better managed	Better condition	Identified / recorded	Developed skills	Learned about heritage	Volunteered time	Negative impacts reduced	People engaged	Better place to live
The Core project, a resilient landscape	SLLP - The Core project	x	x	x	x	x	x	x	x	x
Monitoring and Evaluation										
Outcome 2: Bigger, better and more joined up natural environment for people and wildlife	Steering Group Lead	Better managed	Better condition	Identified / recorded	Developed skills	Learned about heritage	Volunteered time	Negative impacts reduced	People engaged	Better place to live
Bringing Local Wildlife Sites into, and sustaining them in positive conservation management and Canyons Hill	SCC	x	x	x					x	x
Enhancing Wildlife Trust Nature Reserves – habitat improvements.	SRWT	x	x		x	x	x		x	x
Midhope Nature Reserve	YW	x	x	x						x
Supporting Local Groups	SLLP									
Wadsley and Loxley Common		x	x	x	x	x	x	x	x	x
Bowcroft Cemetery		x	x	x	x	x	x	x	x	x
Rivelin Valley		x	x	x	x	x	x	x	x	x
St Nicholas Church		x	x	x	x	x	x	x	x	x
South Yorkshire Bat Group		x	x	x	x	x	x	x	x	x
Woodland Heart	SCC	x	x	x				x	x	x
Woodland Heart - Steel Valley Project element	SVP	x	x	x	x	x	x	x	x	x
Working With Water – slowing the flow and improving water quality	SRWT	x	x	x	x	x	x	x	x	x
Supporting Species	Wildscapes			x	x	x	x	x	x	
Outcome 3: Better recorded and valued cultural heritage celebrated by local people and visitors	Steering Group Lead	Better managed	Better condition	Identified / recorded	Developed skills	Learned about heritage	Volunteered time	Negative impacts reduced	People engaged	Better place to live
The Hidden History	SCC	x	x	x	x	x	x	x	x	
Heritage Highways	BHS		x	x	x	x	x		x	x
Restoring the Lattice	SLLP	x	x	x	x	x	x	x	x	x
Telling the Stories of the Landscape	SLLP			x	x	x	x	x	x	x
Outcome 4: A better understanding of the local heritage with more people helping look after it	Steering Group Lead	Better managed	Better condition	Identified / recorded	Developed skills	Learned about heritage	Volunteered time	Negative impacts reduced	People engaged	Better place to live
A Landscape for Everyone to Enjoy - physical access	SLLP									
Access to heritage	SVP	x	x		x	x	x	x	x	x
Langsett path	YW		x					x		x
North America path	M4TF		x					x		
SRWT nature reserves	SRWT		x					x		x
Gateways to the Landscape (Reducing Barriers and Increasing Knowledge and Understanding)	SLLP	x		x	x	x	x	x	x	x
Practical Projects, Volunteer Coordinator and Traineeships	SLLP	x	x	x	x	x	x		x	x
Landscape Connections	SRWT					x		x	x	x
Connecting Steps	SRWT			x	x	x	x	x	x	x
Art in the Landscape	SLLP	x		x	x	x	x		x	x
Fox Glen Bandstand	SVP	x	x	x	x	x	x	x	x	x
ReSound	Soundpost	x	x	x	x	x	x		x	
The Digital Landscape	SLLP			x	x	x	x		x	
Sheffield Lakeland Community Grant Scheme	STC & BPC	x	x	x	x	x	x	x	x	x

SLLP Steering Group Meeting, 4th December 2017, Agenda item 6

Considering project timelines and timetables

Landscape Conservation Action Plans should demonstrate clear project management, particularly in regard to timetabling projects in such a way as to create a 'balanced' range of activity across the landscape and to ensure that projects which are reliant upon each other run concurrently.

The Gantt chart [on the following page](#) covers all of the projects running through the current phase of the Sheffield Lakeland Partnership.

