

Department for Environment, Food and Rural Affairs

Essential Information coversheet for LNP applications

May 2012

Name of proposed LNP: Northern Upland Chain

Geographical area of proposed LNP:

The Northern Upland chain encompasses the protected landscapes of Northumberland National Park, North Pennines AONB, Yorkshire Dales National Park and Nidderdale AONB.

This chain of upland Protected Areas is broken only by the 'Tyne gap' between the North Pennines and the Northumberland National Park, containing the River Tyne that drains the surrounding catchments. The Northern Upland Chain Local Nature Partnership bridges this gap.

Capacity building reference number: LNPR2-79

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The Northern Upland Chain

Application to Defra to become a Local Nature Partnership

May 2012

Section A: A description of the proposed LNP

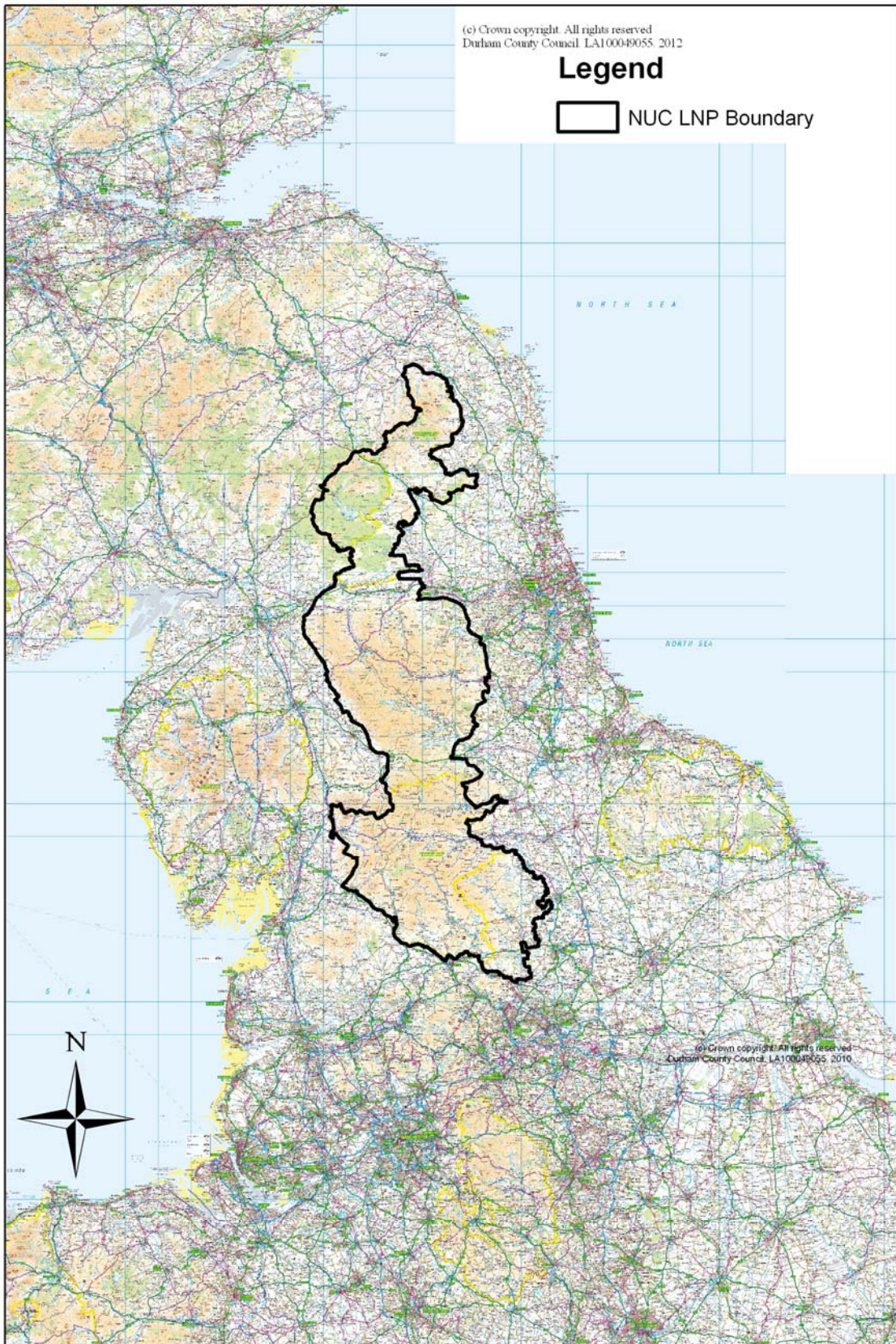
a. The geographical location and boundary of your proposed LNP.

The Northern Upland chain encompasses the protected landscapes of:

- Northumberland National Park (including, west of the Park, the key the ecological assets of the extensive National Nature Reserves of Kielderhead and Whitelee Moor as well as Kielder Forest and Water),
- North Pennines AONB (and including all of the National Character Area just beyond the AONB Boundary),
- Yorkshire Dales National Park
- Nidderdale AONB.

This chain of upland Protected Areas is currently broken only by the 'Tyne gap' between the North Pennines and the Northumberland National Park, containing the River Tyne which drains the surrounding catchments; our Local Nature Partnership bridges this gap.

THE MAP ON THE FOLLOWING PAGE SHOWS THE LOCATION OF THE NORTHERN UPLAND CHAIN LNP, A SHAPE FILE OF WHICH IS INCLUDED WITH THIS APPLICATION.



The basis for our geography

This LNP is defined by an ecological, economic and cultural logic. The principal features of the LNP area are:

- a common suite of upland species and habitats
- a common portfolio of ecosystem goods and services
- broad similarities in landscape character
- a similar set of upland agricultural and land management issues,
- local economies and communities with much in common in terms of their economic situations and their access to facilities and services.

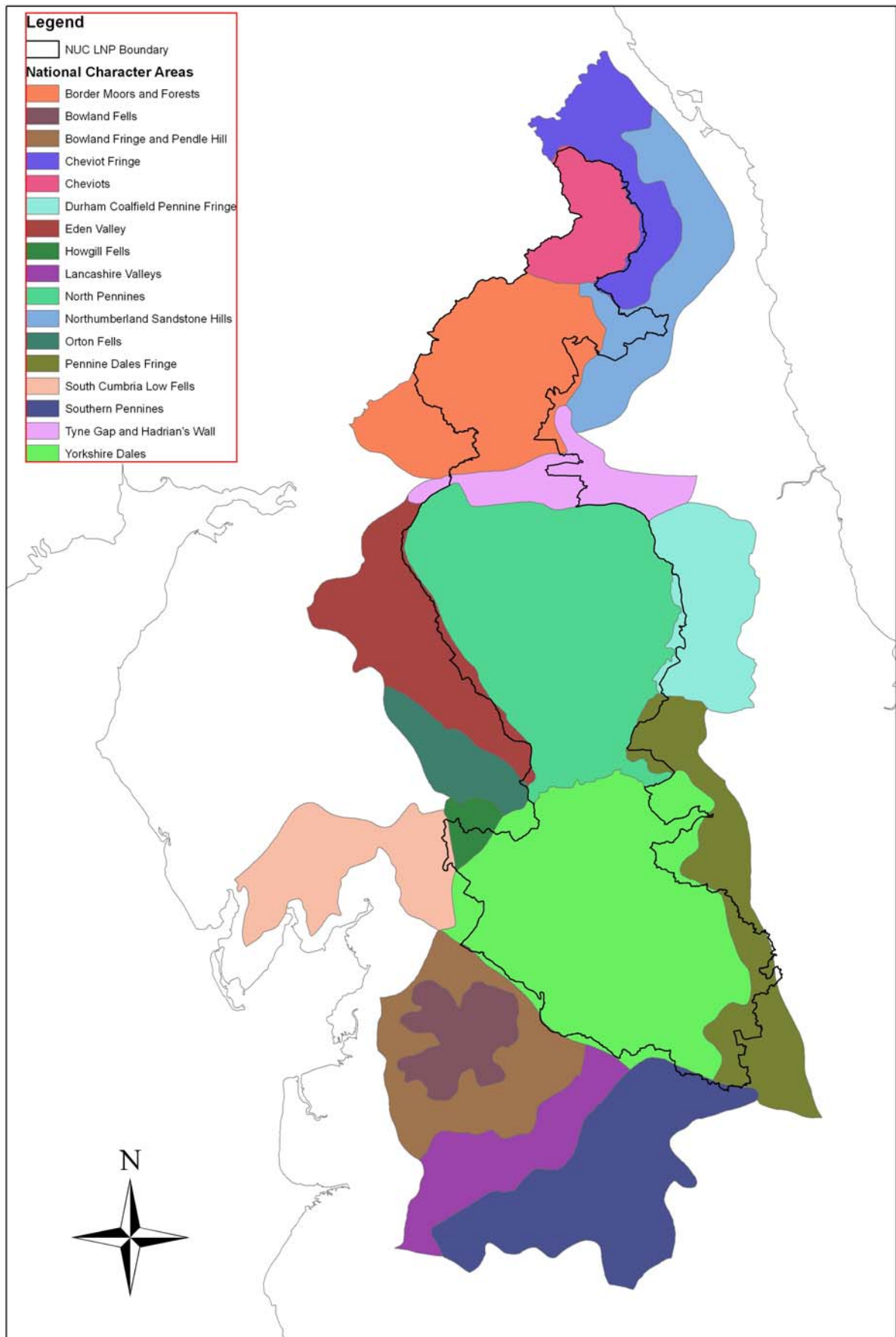
Relationship with National Character Areas

Our area is defined primarily by its shared landscape, biodiversity, ecosystem services and communities, and as a result it relates closely to a number of National Character Areas, in particular: The Cheviots (4), the Border Moors and Forests (5), the Tyne Gap and Hadrian's Wall (11), the North Pennines (10) and the Yorkshire Dales (21).

In some places where the Protected Landscape boundaries are 'smaller' than the NCA boundary, we have worked with our neighbours ensure best fit, making sure that at least all of the protected area is included in our LNP. The NCA map, overlain with our LNP boundary, shows the correlation between NCA and the NUC LNP.

The following page shows a map of northern England NCAs, overlain with the boundary of the Northern Upland Chain LNP

Northern Upland Chain LNP in relation to overlapping and nearby National Character Areas



b. Your partnership's current membership and structure, including the level of involvement of the different members (feel free to use a diagram if it is helpful)

How we have created our membership and structure

Our current membership and structure are the result of ten months of consultation and development since July 2011. This has included three stakeholder engagement events (at which over 50 different organisations pledged their support for the LNP through an electronic voting process), online surveys and many face to face discussions with interested parties.

We have used these processes to develop first the function of the LNP, and then a suitable form to fulfil that function, at the same time defining our vision and purpose and confirming how our purpose will be delivered.

Our current structure

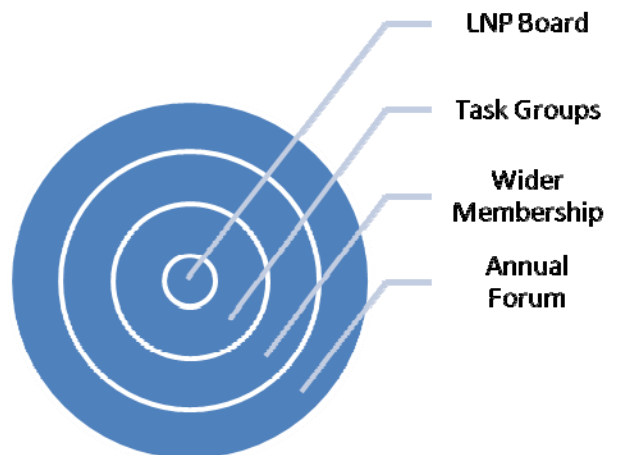
All LNPs are different – our LNP structure has been arrived at on the basis of what our stakeholders feel is best able to deliver our stated functions of this particular LNP covering this particular area.

We therefore sought a structure which:

- Is focused on getting things done, especially on improving collaboration and local delivery of activities
- Ensures that collaboration happens by design and not by accident as has often been the case in the past
- Avoids unnecessary duplication of meetings and activities
- Enables input from, and feedback to, a wide range of organisations,
- Engages the sectors of most relevance to our particular expression of 'local' in this context,
- Is representative of a broad range of interests yet is not so large as to create 'organisational drag'

A flat structure has been agreed, with:

- A core group (the Board) of cross-sectoral representatives meeting four times a year initially
- (Mostly time-limited) task and finish group to support the delivery of practical programmes and strategic initiatives and which may be wound-up when their primary goal is achieved.
- A wider partnership membership which will feed in to the task and finish groups, receive and input to communications, monitoring etc.
- A wider forum which would meet annually



The diagram and the accompanying component description detail our structure as agreed with our many stakeholders.

The NUC LNP Board

The Shadow LNP Board that we have created from the process to date comprises those who will drive collaborative working, generate new ideas, have a high degree of influence and a good knowledge of relevant issues, and be able to feedback to a wider group of organisations and individuals and bring those people and groups' ideas back to the table. The NUC Board currently comprises:

Community of Interest	Board Membership (Named representatives t.b.c. if not listed)
Chair	<ul style="list-style-type: none"> David Hill, Chairman of the Environment Bank
Protected Landscape Management Bodies	<ul style="list-style-type: none"> Northumberland National Park Authority North Pennines AONB Partnership Yorkshire Dales National Park Authority Nidderdale AONB Partnership
Agricultural business interests and further landowner/manager interests	<ul style="list-style-type: none"> The National Farmers' Union The Moorland Association (James Scott-Harden)
Other business interests in the area	<ul style="list-style-type: none"> North East Chamber of Commerce (Jonathan Walker, Head of Member Relations, also representing North Yorks Chamber of Commerce) LEP representation (<i>through confirmed formal links to the North East Farming and Rural Network, and the Yorkshire Farming, Food and Rural Network, which the LEPs have identified as contact points on matters pertinent to the LNP</i>) A representative of one of the area's three water companies (named representative and lines of reporting currently being confirmed with the companies)
The voluntary conservation sector	<ul style="list-style-type: none"> A representative of the area's four Wildlife Trusts – (Rob Stoneman, Chief Executive, Yorkshire Wildlife Trust) RSPB (Peter Robertson, Area Manger for the North of England) The Association of Rivers Trusts. (Malcolm Newson, Director of the Tyne Rivers Trust)
Health and Well-being sector	<ul style="list-style-type: none"> A seat on the Board has been reserved for a representative on one of the four Health and Well-Being Boards, as they are not yet in a position to engage with external bodies.
Defra's Arms Length Bodies	<ul style="list-style-type: none"> Environment Agency Natural England Forestry Commission <p><i>Negotiations are taking place with these bodies to confirm the nature of their involvement</i></p>
Wider Community Representation	<ul style="list-style-type: none"> Two further seats on the LNP Board will be directly elected from our Annual Forum for members and the wider public

Task and Finish Groups

Drawn primarily from the wider membership, these groups will convene to develop and deliver the large scale collaborative projects and initiatives created through the LNP. The groups will have a Chair who is also an LNP Board member. Once their task is completed the group will be dissolved.

Wider Membership

The wider membership of the LNP includes all those bodies who have attended our development sessions or who have otherwise expressed an interest in being involved. This is currently over 50 organisations, and is anticipated to grow over time. Our Communications Strategy sets out initial proposals for engagement with the wider membership, including e-newsletters, email updates, project meetings and face to face engagement.

It will be through engagement with our Annual Forum / Conference and the Task and Finish Groups that members of the Partnership will be able to make a difference and pursue their particular interests. For example historic environment and geodiversity groups working in our area may wish, respectively, to be involved in groups which might impact on the historic landscape or geology or to input their expertise to other areas of work so that it is not forgotten.

Benefits of membership will include the opportunity to influence the programme of work, to contribute to relevant project working groups and to benefit from our communication and intelligence sharing network.

Our current membership is shown in Appendix 1

Annual Forum

This event will be open to the public and will be advertised widely. Two seats on the Board will be elected from this forum, having been advertised in advance and voted for on the day. It will be an important way of raising the profile of the LNP, feeding back on its work and receiving ideas and input from others.

There is of course scope for this structure to evolve as the LNP develops and settles into its work.

Section B: A summary of your ideas and plans for an LNP in your area

Q.2. We are keen to capture a summary of both what your ambitions are for an LNP in your area and an overview of the initial steps you plan to take towards it. Please:

a. Summarise what you feel the LNP role could mean for your area - what difference could your LNP make at a strategic level and how might it go about doing it?

Under-pinning rationale

The philosophy which underpins the NUC is closely aligned with the vision presented in the Lawton Report, 'Making Space for Nature': "more, bigger, better and joined". At our capacity building events our own expression of Lawton has been drawn out which represents much of our thinking behind the creation of an LNP with 'natural logic' along the northern upland chain and it underpins our vision: "Conserve, Enhance, Expand, Connect, Adapt".

From the stakeholder engagement to date, we now have a clear mandate for taking forward the NUCLNP as a strategic body, with some clear priorities for the kinds of things we will do, focused on securing practical benefits for nature and for the natural economy of the uplands. These are reflected in our stakeholder-approved objectives and proposals for achieving them:

Objectives for the Northern Upland Chain LNP and how we will achieve them

Through our stakeholder engagement, we have identified some clear objectives for the LNP. They are focused on securing practical benefits for nature and for the natural economy of the uplands.

Through the NUC LNP we will:

- Conserve and enhance the natural heritage of the northern uplands, increasing resilience and ensuring these landscapes can meet the challenges of the future
- Support the economic and social well-being of our upland communities in ways which contribute to the conservation and enhancement of natural beauty
- Promote public understanding and enjoyment of the nature and culture of these areas, encouraging people to take action for their conservation
- Value, sustain and promote the benefits that the NUC provides for society, including clean air and water, food, carbon storage and other services vital to the nation's health and well-being.

We will do this by:

- Creating a strong new identity as a visible champion for the Northern Upland Chain, with a clear remit, vision and programme which we will communicate to others.
- Focusing on improved outcomes – doing more, doing things better, doing more together.
- Developing collaborative projects and programmes at a large 'super-landscape-scale' aimed at: conserving, enhancing, expanding and connecting habitats and communities of wildlife; improving ecosystem services; supporting land managers; encouraging enjoyment and understanding of the countryside, providing opportunities for education and training.

- Developing collaborative submissions for further resources, and sharing existing resources where appropriate to deliver common objectives
- Providing a stronger, clearer and better co-ordinated voice for nature and sustainability in the northern uplands
- Improving the gathering, sharing and wider dissemination of data and evidence to improve our collective understanding of ecosystem services, biodiversity, economy, health and well-being of the area in order to support better decision-making.
- Working with businesses and the area's LEPs to encourage a greater understanding of the economic and social value of a high quality, well-connected, functioning natural environment, and working to support sustainable growth in the uplands.

Building on existing partnerships and programmes

We will build on the work of the existing programme co-ordination and delivery partnerships in and around the four Protected Landscapes at the heart of the LNP, bringing benefits to areas outside the boundaries which have benefited less in the past, such as the 'Tyne gap' between the North Pennines AONB and Northumberland National Park. Within the LNP area these partnerships have a strong record of positive action across a range of disciplines including biodiversity / geodiversity, countryside access, education, community participation, land management and supporting the rural economy.

We will align these partnerships under one banner, increasing their ability to act collaboratively and strategically and to influence others. Existing partnerships will be able to deliver more efficiently as their projects can be coordinated and synchronised, new partnerships will be created and new ideas and ways of working generated.

We will not duplicate or supplant existing local partnerships and programmes, but we will foster greater collaboration and integration, e.g. on the major peatland restoration programmes across the area. The whole will become much greater than the sum of its parts and the benefits will accrue to people and the natural environment.

Our stakeholders have shown in the last nine months that they believe that the bold approach implicit in the creation of the Northern Upland Chain is going to provide an opportunity to think and act more strategically, to improve the range of benefits and services we get from a healthy natural environment, and increase the extent to which nature is seen to be central to society's needs.

b. Provide a high level summary of the key actions you plan to undertake in the first 6 months if you become a Government-recognised LNP – ideally in a table / list of bullet points of not more than 2 pages.

Launching the Partnership

- We will formally establish the full Partnership Board and confirm our current Draft Terms of Reference (*Appendix 2*).
- We have established a rotating secretariat between the four Protected Landscape partners. In the first year of operation this role will be provided by the North Pennines AONB Partnership. We are in the process of confirming an accountable body for the LNP and this will be agreed by the time of a decision on the LNP submission.
- We will hold a launch event for the Partnership in the autumn of 2012 which will also be the first of our Annual Fora. All members will be invited to attend and the event will be advertised to the wider public. We will elect our first two community/open seats to the Board at this meeting.

Communications

- We have developed a Draft Communications Strategy for the LNP (*Appendix 3*). The strategy covers the six months of operation of the LNP, and confirmation of this by the Board will be a priority action if formal recognition is secured. The strategy includes both internal and external communications priorities. Clearly an important task is to further articulate our vision and share it amongst stakeholders and seek to embed it into the work of all those with an interest in, and influence over, the natural environment of our area.
- Notable elements of the draft Communications Strategy include:

Internal communications – the establishment of internal communications protocols between partners on LNP matters; the use of a Basecamp group to share debate and ideas; a system of calling for agenda items, project ideas and issues to address between the partners and ensuring that the wider membership can influence the agenda of the Board.

External communications - the creation of website and online fora for public information and input; an agreed programme of media releases focusing on actual results and successes rather than accentuating the negative; a targeted use of social networking to raise the profile of the LNP and invite comment and participation.

The boundaries of regional and local government bodies have always divided the uplands. The creation of the NUC gives us a new opportunity to speak up for the landscape, ecosystem services natural economy and communities of this large swathe of upland England.

Programme Planning and Delivery

- Our partnership development has identified a wide range of opportunities for collaborative working across the whole area and between our many partners. These proposals have a range of delivery timescales. Our challenge is to ensure we make an initial impact through:
 - The delivery of some ‘quick wins’
 - Beginning the development of longer term projects and programmes

The Board will take the lead role in confirming the initial programme but it will be informed by the expertise of members, who have accepted our invitation to take a lead role as members of project teams.

Currently the agreed initial 6 month programme is:

Theme	Programme
Ecosystem services	Work towards collaborative LNP-wide bids to the EU Life fund and the Environment Agency’s catchment management (Water Framework Directive) fund for a multi-landscape-scale joint peatland restoration programme and work on valuing peat carbon as a tradable commodity.
	Explore the potential for and carbon / biodiversity offsetting programmes and report.
	Develop the potential for a climate change adaptation LIFE + project with Climate UK
Biodiversity	Collaborate on an approach to the future of joint work on upland hay meadow research, conservation and restoration, focused on how current initiatives can be joined up and expanded
Natural economy	Identify shared objectives with the area’s LEPs as a matter of priority.
	Investigate and report on the potential for High Nature Value farming pilot
	Expand the promotion of some of the northern Protected Areas by Greentraveller.com throughout the LNP area.
Data and evidence	Establish what data is currently held for NUC and confirm our system of data sharing in close cooperation with the biological records centres
	Cost the expansion of current biodiversity opportunities mapping in Nidderdale and the Yorkshire Dales to North Pennines and Northumberland NP
Community participation	Scope the expansion of initiatives such as the Wildwatch North Pennines community biodiversity recording / training project, the ‘Bioblitz’ project in Nidderdale and the Yorkshire Dales Species Survey Project, throughout the LNP area.
Strategic influence	Identify the upcoming plans and strategies on which the NUC would wish to comment

Future work for the LNP identified by stakeholders includes collaborative work on:

- Black grouse and other key species conservation programmes
- Data gathering and monitoring. (identifying research priorities and seeking synergy between the different programmes; better sharing of biodiversity data; expanding our datasets on social and economic issues cut to relevant boundaries)
- Natural economy and heritage skills training – learning from and expanding current programmes, revitalising good schemes from recent times including farm traineeships and developing new programmes.
- Major nature-based tourism initiatives building on our natural capital, working together to expand current initiatives and create new ones, including capitalising on the potential of the 'Our Land' programme.
- Education, awareness raising and research – producing a joint research framework, sharing the outcomes of research, the joint commissioning of new work, learning from and expanding educational programmes.

Section C: Your preparations and plans for becoming an effective LNP

Q.3. Describe any progress you have made towards developing, and / or how you plan to develop, a strategic vision for your area and how you plan to use your vision to inform your work and priorities.

The response to Question 2a sets out the objectives we have for our LNP. These are set against the backdrop of an initial strategic vision, which, like the objectives, reflects stakeholder input throughout the development process. One of the most pleasing aspects of the workshops we hosted was the way stakeholders immediately understood and were inspired by the scale and the coherence of the Northern Upland Chain and what could be achieved.

Our initial vision, created through stakeholder consultation is:

- *The northern upland chain will be:*

a place where our special natural qualities, including our breeding wading birds, our blanket bogs, our hay meadows, our tumbling rivers and our upland woodlands, are valued for their beauty, and for their contribution to the nation's economic, physical and spiritual well-being.

a living and working upland landscape, a place where an environment-based economy thrives and where development and growth take place in balance with the conservation of the natural world on which they are reliant.

a place where conservation bodies, land management organisations, public bodies, businesses and communities work in collaboration rather than competition and where political and landscape designation boundaries are crossed in order to achieve benefits for people and nature.

a place that looks outward to new opportunities, new lessons and new partnerships with our neighbours, and not just in at ourselves.

Though there will be limits to what can be achieved in the short term, our LNP will build on this bold approach, emphasising the way in which we want to think and act more strategically, to improve the range of benefits and services we get from a healthy natural environment, and to increase the extent to which nature is seen to be central to society's needs.

Before it can be finalised our vision needs to be subjected to further scrutiny from the full range of interests who will be engaged in our work. Once confirmed, the vision will inform all our activities: most critically NUC activities will work at a broad scale. We will not undertake local works where existing organisations are better placed to take these on.

Q.4. Describe how the individuals and organisations in your current membership reflects the range of skills, expertise, interests and level of authority needed to become an effective LNP and how you will address any gaps.

Individuals involved in our development phase have comprised a well balanced mix of people often at a senior level in their organisation. They have brought authority, specialist expertise and detailed knowledge of the northern uplands and / or hands-on experience of a particular geographical area.

Good representation has already been achieved across a number of areas:

- Land management organisations and the farm business community
- Voluntary sector organisations / conservation partnerships
- Protected landscapes
- Local authorities
- Defra Arms Length Bodies
- Academic community / data organisations
- Access organisations
- Community bodies
- Organisations concerned with climate change adaptation.

The composition of the Board already shows that have succeeded in securing engagement from senior figures and this is set to continue as the Board composition is finalised.

We recognise at this stage that we have yet to have deep enough engagement with a number of other areas, for example:

- Organisations with an economic / social remit beyond local authorities. Representation to date has primarily been in terms of those involved in the land economy and the water industry, which for the northern upland chain are two of the most significant parts of the economy. The NE Chamber of commerce has however agreed to be on the LNP Board.
- Members of local planning authorities attended our capacity building events, and we now intend to build on this engagement through further consultation with planning professionals to identify how the NUC might best engage with the planning system at a

strategic (rather than detailed) level. There is clearly more work to do with our neighbouring LNPs in this regard so that we can co-ordinate input rather than have two sets of comments on a County Plan for instance.

- One significant gap to date is any involvement with the health and well-being sector. We have reserved a seat on the Board for the Health and Well-being Boards once they become established.

There are bound to be gaps in skills and membership from time, especially as the policy climate changes over time. We will address this by keeping Board membership under review and co-opting members as necessary. The wider membership itself is a tremendous pool of expertise that the LNP can draw on for advice, task group membership and other support as required, and the depth of our engagement in the development stages should stand us in good stead in this regard.

Q.5. Describe how you have involved and engaged, and / or how you plan to involve and engage, wider interests who may not be represented in your membership in your work.

Our development to date has been extensive and our membership is wide-ranging. However, it has been derived largely through the kind of networks familiar to public and voluntary sector bodies and the process to date has still left some gaps (or partial gaps) which need to be filled.

Working with communities – Direct community engagement in specific programmes will not be a primary role of this LNP given its large scale strategic nature. This was confirmed by our stakeholder engagement; instead it is the role of the constituent members, especially the four Protected Landscape bodies and those representing farming, land management and business interests. However, those bodies need to be active in sharing the LNP's messages, and in transmitting the voices of local people and businesses back to the LNP. Many of these bodies have detailed stakeholder engagement programmes already and the LNP will 'piggyback' on these wherever possible. Encouraging and enabling this will form part of our communications strategy.

The election to the Board of open 'Community Seats' is also designed as mechanism to directly address this issue.

The mechanism for any community consultation will be the existing structures established by the Local Authorities within the LNP. These organisations are a forum for elected members, council officers, public services (e.g. community policing) and community representatives to establish local needs, contribute to council strategies and deliver improvements for local people and places.

Business Interests and Local Enterprise Partnerships – The primary businesses in our LNP area are farming and land management businesses, water and minerals industries, alongside services and tourism. Farming and land management businesses are well represented on our Board and it is anticipated that our Chamber of Commerce member on the Board will also provide a route to and from other local businesses and the LEPs.

Our main link to the **LEPs** themselves will be through NEFRAN and YFFRAN (the north east and Yorkshire regional food and farming networks); though this has been formalised through an exchange of letters, more needs to be done to ensure that this relationship has meaning. The process of establishing joint priorities with the LEPs (see question 2b) will be of great help in this regard, as will similar processes in Cumbria led by the CLNP but with our input. Again the Chamber of Commerce link to and from the LEP will be important.

Many of the individual Board members have strong links to the tourism industry and there is a strong role for the Destination Management Organisations and tourism businesses to play in the development of some of the LNP's work. It is acknowledged that though the individual partners have good engagement with this sector, there is a need to ensure they are more directly engaged with the LNP. This will be done through existing networks and it may prove necessary to go beyond task and finish group membership to Board membership for this sector.

Ensuring Political Support – though to date there are no local authority elected members on the Board, we have formal local authority support for the LNP from the local authorities of Northumberland, Durham, Cumbria, North Yorkshire Eden and Carlisle, (see letters of support) plus the two National Park Authorities of the LNP. A mandate for the LNP has also come from local authorities on AONB Partnerships, including the other relevant local authorities Harrogate DC and Craven DC. A number of Board members will be mandated by politicians within their organisations (e.g. those from AONBs and National Parks).

However there will still be a need to ensure that the LNP feeds effectively into political processes. The protected landscape bodies already engage with constituent town and parish councils (and the National Park Authorities are themselves local authorities); rather than set up separate arrangements between these councils and the NUC we plan to build on existing relationships to send and receive LNP information. The exception to this is in the 'Tyne Gap' and other areas outside the protected landscapes and for these areas direct contact is being established with local councils (the biggest of these – Haltwhistle Town Council – was involved in our stakeholder engagement process).

Work is progressing to develop protocols and working arrangements with neighbouring LNPs. See Q11.

The NUC crosses many administrative boundaries, and one early task for us will be to expand on work done in the development phase to map out the full range of bodies and existing networks which we can usefully plug into.

Q.6. Describe any progress you have made towards establishing, and / or how you will establish, the partnership's credibility in the area and ensure it has the ability to effectively engage and collaborate with a range of local senior decision makers.

As part of our development process, we have received a clear mandate for our LNP proposal. The credibility of the Protected Landscapes bodies at the heart of the proposal has influenced this to some degree, as has the breadth and depth of the engagement and the clarity of the case for the LNP.

The desire for the LNP to have influence with decision makers is shared by our membership. The appointment of David Hill as our shadow Chairman is a step in this direction, as David has the respect of a wide cross-section of people in the northern uplands as a farmer, a businessman (as Chair of the Environment Bank) and a conservationist (as a Board Member of Natural England).

The development group for the LNP has sought and received stakeholder endorsement for the make-up of the initial Board. This has helped to confer on the Board a sense of legitimacy and credibility. The Board membership comprises therefore a cross-section of environment, business, land management, health and well-being and community representation that is seen by our stakeholders as fit for purpose for an LNP with our geographical remit. The actual Board members either currently appointed, or who will be appointed shortly, are all at a senior level within their organisation, provide excellent thematic and geographical coverage.

During the development phase, the proposal for the LNP has been shared with many of the key organisations and individuals the partnership will need to influence and attendance at stakeholder engagement events by these bodies has been very encouraging. As a result the role the partnership hopes to play is widely known and welcomed. We have already pulled together a database of something like 200 influential individuals whom we have consulted.

The positive nature of our debates, and the mandate we obtained in terms of progressing with this submission, clearly shows that the partnership's credibility is already starting to be established. However the proof of the partnership will be in terms of delivery over and above what might otherwise be achieved. For this reason our target in year one will be to develop and maintain strong links across our wide area through effective communications, and to deliver three or four projects which can demonstrate some 'quick wins'.

Q.7. Describe any progress you have made towards ensuring, and / or how you will ensure, that the LNP has effective and accountable governance and decision making processes.

Terms of Reference and Operational Arrangements

Draft Terms of Reference for the LNP Board have been produced (Appendix 2). These were based on Terms of Reference for existing partnerships, such as the Protected Landscape Partnerships, and as such had already been scrutinised for accountability, equality and effectiveness.

To ensure that the LNP Board is accountable to the Full Membership the following operational agreements were agreed by LNP Development Group:

- The Board will meet for times per year initially to set strategic direction and monitor progress.
- Normally, decisions will be reached by majority consensus.
- Terms of Reference will be reviewed annually.
- Membership of the proposed LNP will be reviewed annually.
- All members of the partnership can request an item for consideration to go on the agenda.
- The agenda and supporting reports will be circulated at least one week in advance to the whole membership, rather than just to the Board.
- Past agenda, minutes and reports will be available through an LNP website.

These operational arrangements will be reviewed once the LNP Board has been formalised to ensure that they are fit for purpose once implemented.

Mandate and Accountability

The partnership board will comprise senior and / or specialist officers from a range of member organisations. These individuals will be mandated by those organisations.

An advantage of having Protected Landscape organisations so centrally involved is that their own governance arrangements directly involve many other bodies, across a wide range of sectors, including some of those bodies from neighbouring LNPs. The Protected Landscape bodies within the LNP will be accountable to their own Boards where further input to / scrutiny of, the LNP can take place.

The partnership will also be answerable to its wider membership. We will hold an annual conference / forum at which the Board can be held to account: reporting on activities, achievements and learning points from the previous year; taking on board others' priorities for coming years; subjecting proposals to wider scrutiny and critique. *This annual event will also elect two seats to the Board.*

The board will set up project groups, and it is through these that the work of the NUC will be driven forward. Though set against a backdrop of an LNP Action Plan, to an extent this will be driven 'bottom-up', from where organisations and individuals take the initiative and generate collaboration across the area. Most project groups will have a defined life span, with a set of outcomes to be achieved in that period. Other sub-groups – for example a communications group and the group proposed to engage with relevant regional/sub-regional scale strategies and plans, will work within an indefinite timeframe though they will need to keep showing results.

Q.8. Describe how your partnership plans to embed the value of the natural environment into the strategic planning and decision making of others, particularly the economic and health and wellbeing sectors.

The importance to society of a high quality natural environment in the uplands is a large part of the thinking that underpins our LNP.

A high quality natural environment is the motive force of the local economy and generates vital services for wider society. Through our direct engagement with the regional Chambers of Commerce, our direct connections to the LEPs and our commitment to working with the emerging health and well-being boards, we will help to embed these values into these and other sectors. The NUCLNP area has a common suite of critical ecosystem goods and services that neighbouring lowland areas rely on, including: drinking water, carbon storage, flood amelioration, food, clean air, a home for some of our most charismatic wildlife, a place of spiritual renewal, and many more. These environmental assets, along with the landscape itself, are crucial to the operation of many of the businesses within our LNP area and research has shown that they also play a major role in new business start-ups locating here. Just as importantly, those environmental assets make a significant contribution to the economy of the surrounding areas. For example, in 2006, it was estimated that the spend by visitors to the three national parks in Yorkshire directly supports 12,000 jobs in the wider Yorkshire region and, with 'knock-on' effects was responsible for almost £1 billion of total annual output ¹.

Our LNP covers an area where the economy thrives through the dispersed development of many small businesses, with very high levels of self-employment. The interests and needs of these businesses have often been marginalised by economic development bodies, at the expense of a focus on easier economic 'wins' in the more urban areas. We believe that the scale of our LNP (and thus the cumulative number of businesses within it) will allow us to punch above our weight in seeking to influence strategic decision makers. We intend to work closely with the LEPs and the Chambers of Commerce to help to drive forward initiatives that will support and strengthen our environmental economy base, including: an approach to the 'greening' and marketing of small tourism businesses; the widespread provision of high-speed broadband; and, the development of more nature-based businesses. Beyond our boundaries we are also beginning to explore with our LEPs and others how major development projects and business operation outside the LNP area can lead to carbon offset and biodiversity offset programmes in the uplands.

Through our engagement with the LEPs, our agreed strategy is to identify initial areas of common interest. This will result in the establishment of a 'quick-wins-plan' between the LNP and our LEPs, primarily through engagement with NEFRAN and YFFRAN and their LEP reps. In Cumbria, we have agreed with our neighbouring LEP that we will contribute to such an approach so that there is a single voice to the LEP.

In relation to the Health and Well-being sector, our plans are currently less well-developed. What we do know is that the area covered by our LNP is a 'natural health service' for millions of people across the north of England. Exposure to nature has been shown to foster psychological well-being and reduces the stresses associated with urban living, as well as promoting physical health. Individually, the four protected landscape management bodies and their partners are already encouraging sustainable and active use of our high-value

¹ *Prosperity and Protection – The Economic Impact of National Parks in the Yorkshire and Humber Region 2006*

countryside, and are engaged in a range of specific initiatives to 'reach out' to groups who are less well-represented amongst our users (young people, inner-city residents, black and minority ethnic communities). Through the LNP we will look to join-up and add value to these initiatives. Promoting the health and well-being benefits of the area, inputting to health and well-being strategies and aiming to reduce the inequalities of access to nature's health benefits will all be a key part of our strategy with the Health and Well-being Boards as they develop.

Q.9. Describe how you see the LNP adding value to the range of other local projects and initiatives concerned with the sustainable management of the natural environment in your area, including any Nature Improvement Areas, biodiversity off-set pilots and catchment partnerships and other land management initiatives.

The initial concept for the LNP was based around uniting objectives and actions across four protected areas and bringing benefits to some of the adjoining landscapes. There are many different activities taking place in these areas which have developed somewhat organically over time, including two different hay meadows restoration initiatives, three different peatland restoration programmes, opportunities mapping projects, data gathering exercises, community wildlife projects and more.

One of the chief benefits of the LNP will be the alignment of some of this work to combine funding bids and resources, to work across staff teams, to bring new partners to bear on projects and to expand across the whole area things that are already proven to work in part of it. *An example of this is the joint approach to peatland restoration referred to in response to Q10.*

There are currently no Nature Improvement Areas or biodiversity off-set pilots in the northern uplands, but the NUC will be in a position to compensate for this by working at a strategic level to identify other ways to achieve the outcomes these initiatives are set up to deliver.

The scale of the Northern Upland Chain will enable us to make the most of other opportunities in cost-effective ways. These include our intention to take a more joined-up approach to :

- Delivery of the EA environment programme, implementing catchment based works which will deliver against Water Framework Directive targets
- A more strategic and co-ordinated approach to PRO14 funding opportunities
- Developing proposals for a High Nature Value farming programme in the NUC
- Joining-up and sharing the learning from Catchment Sensitive Farming projects
- Major European bids, such as LIFE+ (we are planning a project for the NUC in partnership with Climate UK).

Other ways in which we can add value through the LNP include the opportunities for brokering new partnerships across the uplands and also the sharing of data, evidence and intelligence.

Our partnership members are already very much engaged locally in some of the pilot catchments identified under Defra's 'catchment based approach', (including those for the Ribble, the Tyne and the Eden & Esk). Learning from these programmes can be transferred to other places and projects in the NUC area, and vice versa.

Q.10. Describe the opportunities you see for funding the delivery of your aims, for instance by aligning and targeting local resources and sources of funding, and how you plan to support the running of the partnership.

There are two principal requirements for funding for the LNP: funding the partnership itself, and funding the programmes it will deliver and co-ordinate.

Funding the Partnership

Much of the cost of running the partnership will involve in-kind contributions of time, meeting venues etc. However, **each of the four Protected Landscape management bodies** involved in the developing the proposal **have allocated resources from their budget to support the Partnership's operations** in year 1. This is anticipated to continue.

It is envisaged that the secretariat function for the LNP will rotate between these four bodies and this will be kept under review by the Board.

As projects and programmes develop in the name of the LNP, project management fees should be able to be taken which will support the operation of the Partnership and in turn support further delivery of action on the ground.

Funding for Projects and Programmes

The Northern Upland Chain is not moving into completely new territory. The work of the NUC will contribute to the delivery of objectives of many organisations, in many cases in a more cost effective way than would be the case if local organisations operated at a smaller scale. There is therefore an acknowledged potential to align funds and funding bids for major projects and programmes.

- A live example relates to peatland restoration. Rather than the Yorkshire Peat Partnership and the North Pennines AONB Partnership's Peatland Programme both bidding for WFD funding, a joint bid would be submitted through the LNP with the aim of reducing duplication and competition and targeting resources at areas of greatest need (including spreading the work into Northumberland National Park).

The NUC partners have a long and successful track record in securing funding from a very wide range of sources. The LNP provides a vehicle for bringing together that experience and expertise. In addition, the geographical scope of the Northern Upland Chain, the wide-ranging nature of the Partnership as a whole, and the established credibility of its members, is expected to provide a powerful opportunity to align the funding streams of others to meet LNP objectives.

- An example of this would include the potential alignment and targeting of Forestry Commission funding towards achieving an LNP-wide aim of creating a 'Great Upland Forest' throughout the Northern Upland Chain.

The scale of the LNP, and the track record of its members, would make it an ideal vehicle for the targeting of biodiversity-offsetting pilots and conservation credits through bodies such as the Environment Bank. Partners are also currently engaged in discussions with industry about

peatland carbon trading and how this can be directed at peatland restoration work in the area (and this is the subject of LIFE+ bid which would be expanded across the Partnership in due course).

By providing a degree of high level coordination of strategy and aims, the LNP will allow both existing and potential sources of funding to be targeted more efficiently, as the number of competitive bids will be minimised as organisations work together to achieve an agreed vision.

Q.11. Describe why your boundary is the most appropriate one for your LNP and why any overlaps are necessary. Please also tell us about what you have agreed with neighbouring LNPs about how you will work together, including how any overlaps will be managed or resolved.

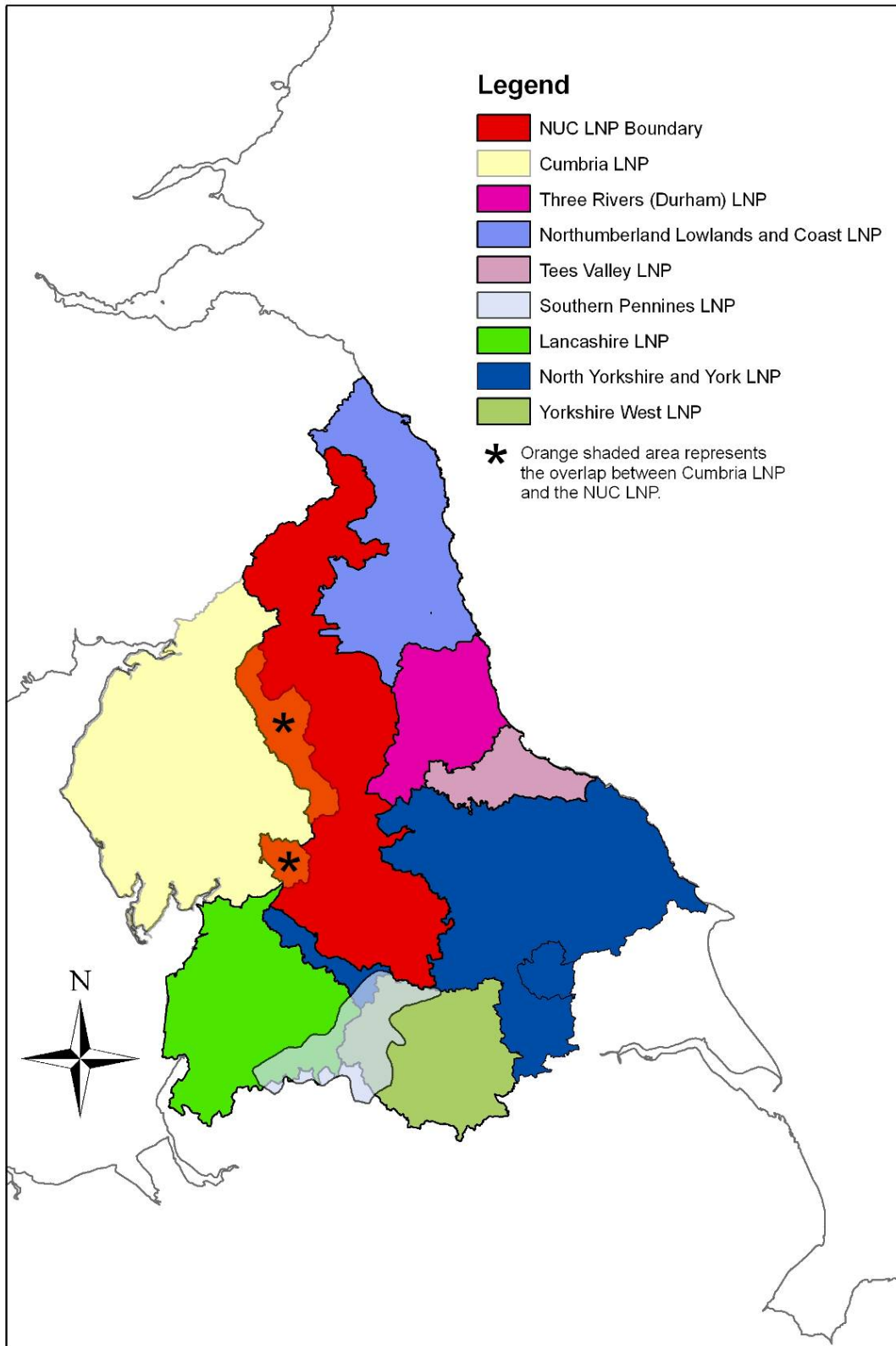
This is fresh and groundbreaking approach to large scale partnerships in the natural environment and sustainable development field. Rather than focus on political geography, we have developed a proposal based on a compelling 'ecological logic'. In this large swathe of the northern uplands we find a common suite of species and habitats, the same portfolio of ecosystem goods and services, a similar set of upland agricultural and land management issues, and local economies and communities with much in common in terms of their economic situations and their access to facilities and services. The four Protected Landscapes at the heart of the proposal have active teams of staff, deep community engagement, wide ranging partnerships, and programmes of landscape-scale delivery that are ripe for joining up.

The logic of this boundary, and the great potential of this partnership to be much more than the sum of its parts, has been widely recognised not just at our own stakeholder engagement events, but at all of the others we have attended across the north of England. People and organisations with whom we have engaged with during our capacity building work have immediately been able to identify with our proposal because of its clear biogeographic focus, its common land management issues and because of the close links between the missions of the existing protected landscape bodies and their many partner organisations. They recognise the opportunity this provides to join-up effort, resources and project delivery. On a more personal level, individuals at our meetings found they were facing similar issues along the length of the Chain.

As early as July 2011 we had proposed aligned boundaries with our neighbours the Northumberland Lowlands & Coast LNP, and the Three Rivers (Durham) LNP and these proposals have stood the test of the stakeholder engagement process in each area. *There are some minor boundary /mapping questions with our boundary with Northumberland Lowlands and Coast which IT and timing issues mean we cannot resolve now, but we are jointly committed to resolving these small areas in the coming few weeks.* Boundary alignment with the proposed LNPs for North Yorkshire & York, West Yorkshire, the South Pennines and Lancashire followed as part of their, and our, stakeholder engagement.

Those organisations leading the development of the proposed Cumbria LNP have sought to create a Cumbria-wide body, with a boundary that overlaps the NUC in the North Pennines AONB / NCA and the Yorkshire Dales National Park. We have reached an agreement on areas for collaborative working between the two LNPs. An example of how such collaboration would work is that we jointly anticipate that the Cumbria LNP will lead on the influencing of strategic planning with input from the NUC, so as to provide a single point of contact at LNP level.

The map below shows how our boundary relates to those of our neighbours.



Although there are no other boundary overlaps, some of our neighbours (Northumberland Lowlands & Coast LNP, Three Rivers LNP and North Yorkshire LNP) share planning authorities and other county-based structures. Again, ways of working that recognise that some functions are delivered county-wide are being developed.

The diagram on page 25 illustrates how this will work. We acknowledge and support the existence of similar aspects of some of our neighbours' LNP applications which show such joint working.

Protocols for joint working with neighbours are being / have been put in place with all of our seven neighbouring LNPs. All of these will be underpinned by formal yet simple memoranda of understanding in due course, but we are already confident that joint working will be successful; many of the lead organisations involved in neighbouring LNPs have been represented at our capacity building events and are already fully engaged, and good working relations have existed for many years.

We all anticipate setting up a regular programme of exchange events (currently envisaged as being every six months) where we will share information, identify areas of further of collaboration and ensure that good communication continues at all times between these more formal meetings. Natural England has offered to co-ordinate such a forum.

The functions of the Northern Upland Chain LNP and our neighbours, with areas for collaborative working

Northern Upland Chain LNP

- **Act as an advocate for the uplands** - Develop shared vision, clearer voice and key messages for the natural environment of the Northern Upland Chain, championing the area, its environment and its natural economy. Promote mutual understanding and reconcile conflicts. Promote the NUC's work and role
- **Support and add value to delivery for the natural environment - Develop and deliver collaborative projects and programmes across the LNP and with neighbours where appropriate.** Act as conduit for funding and resources within the NUC. Develop new models of investment. Build on existing initiatives acting as a catalyst, adding value and increasing effectiveness. Enabling collaboration between stakeholders.
- **Coordinate delivery for the natural environment-** Act as an umbrella to existing partnerships and initiatives. Identify and fill gaps in natural environment delivery. Where appropriate coordinate landscape scale delivery.
- **Provide input on the natural environment for local policies, plans and networks/frameworks in collaboration with neighbouring LNPs-** Statutory consultees on strategic planning. Developing links with networks/partnerships (E.g. NEFRAN & Cumbria Rural Forum) to influence other sectors.
- **Develop and promote the natural economy through work across all sectors, but through particular engagement with the private sector.**
- **Provide information/data on the natural environment** - Connect ideas with information and resources. Enhance and share the evidence base for actions across borders and within the LNP. Signpost stakeholders to examples of best practice. Identify gaps in natural environment evidence and data. Coordinate natural environment evidence and data collection and management within the LNP and with neighbours operating within counties or at county wide scale.
- **Identify, develop and promote learning and training on the natural environment in the LNP** - Identify and promote learning opportunities linking natural environment to economy, health and recreation. Promote outdoor learning and connect students and academics with projects and study sites.
- **Act as a forum for the stakeholders in the NUC's natural environment-** Create a credible partnership and genuine relationships with stakeholders. Establish a forum that improves communication, facilitates partnership working and the exchange of information, creating links along the NUC and across neighbouring LNP boundaries.

Collaborative Working between Local Nature Partnerships

- Influencing strategic planning (*Outside Nat. Parks, led by our neighbours with input from NUC to create a single voice*)
- Influence and deliver for LEPs / HWBs
- Develop cross boundary projects where common themes exist (e.g. Calcareous grassland);
- Share evidence and data
- Designation of County Wildlife Sites (led at County level)
- **Agreement on operational principles regular liaison, communication etc either in place or in development**

Cumbria LNP, Northumberland Lowlands and Coast LNP, Three Rivers LNP

Note – there is a *relatively small boundary overlap between the NUC and the Cumbria LNP*. The Three Rivers and the Northumberland L & C LNPs have aligned boundaries but areas of county-wide interest

- Actions similar to NUC within their LNP area though with a different focus in some areas of work

Collaborative Working between Local Nature Partnerships

- Develop cross boundary projects where common themes exist
- Share evidence and data
- **Agreement on operational principles regular liaison, communication etc either in place or in development**

Neighbours with aligned boundaries and not cutting across Planning Authorities

(*Yorkshire West, Lancashire, North Yorkshire & York, Southern Pennines*)

- Actions similar to NUC within their LNP area though with a different focus in some areas of work

Q.12. Describe how you plan to monitor and evaluate your work, including how you will know you are making a difference.

Though the LNP is a strategic organisation, we want to ensure that it facilitates actual projects and programmes that are the result of new collaborations. Our stakeholders have said that this was their priority for our LNP and we aim to deliver on it. There will therefore be three aspects to our monitoring:

- programme delivery
- operation of the organisation itself
- improvements in ecosystem services.

Monitoring Programme Delivery

The success of the Northern Upland Chain will be measured by how fully we implement a challenging LNP action programme that brings benefits to people and nature and adds value to what was happening already. We are confident of doing this.

The Board will agree an action programme based on the priorities identified through our stakeholder engagement events / surveys. It will be based on developing:

- **Conservation, education and training programmes** at a 'super-landscape-scale' which benefit people and nature and which combine resources and effort so that we can conserve, enhance, expand and join-up habitats and communities of species
- **advocacy programmes** which present a more joined up voice for the uplands and promote sustainable land management, support farm incomes and the development of rural businesses and the health and well being of communities
- **securing the resources** to enable the above to happen.

We have already been appraising which elements of existing programmes across the NUC can be joined-up to improve and expand delivery. An important aspect of our monitoring will be about how the joined-up working has added value and any new collaborative programmes will include such measures in their evaluation.

Monitoring our organisation's operation and development

In addition to collaborative programme monitoring and evaluation, from the outset we will also identify indicators which will tell us how well the NUC as an organisation is working, and how it is adding value to existing effort. These will help us to take steps to ensure we continually improve the way we operate and the benefits we bring. The development of such indicators will be an early task for the Board and will draw on good practice from partner organisations and other LNPs.

Strategic level monitoring of improvements in ecosystem services

The LNP is an ideal vehicle for drawing together data and evidence to show how ecosystem services along the Chain are being improved. The system we adopt will be based on the Ecosystem Service Objectives currently being developed by Natural England for each Natural Character Area. The intention is to group output indicator data to inform an Ecosystem Service Objective for the LNP. The reporting format will be map based and provide an easily understood visual representation of improvements in ecosystem service delivery, and most importantly where there are gaps in delivery that need to be addressed. We will deliver this in partnership with other LNPs pursuing such an objective (e.g. Three Rivers (Durham) LNP), to ensure that learning is shared.

External scrutiny

We recognise that monitoring and evaluation are not an end in themselves: we will produce an annual review of our work, presenting areas of success and challenges that we have identified. This review will be presented in a punchy journalistic style to capture the interests of the widest possible constituency.

An objective review of progress will be an important agenda item at our annual partnership meetings.

All of our monitoring work will also be made publicly available through the LNP website.

In all of this work, we will seek out and implement best practice from within our existing partnership networks and organisations, and from other LNPs with which we will engage.