

Broads Landscape Partnership Scheme
Report by Programme Manager

Summary: This report identifies progress in the development of an application to the Heritage Lottery Fund (HLF), Landscape Partnership Scheme and the actions which have been taken to date. Members are asked to note the current position and to support further development activity by Authority staff, to enable submission of a second round application by 31 May 2017. Members' views and comments are also invited on the strategic risk assessment and identified mitigation measures.

Recommendations:

- (i) The strategic risks associated with the project set out in Section 2 of this report are noted.
- (ii) Support the submission of a second round application to the Heritage Lottery Fund, Landscape Partnership Scheme.

1 Background

- 1.1 The Landscape Partnership Programme is for schemes led by partnerships of local, regional and national interests, which aim to conserve areas of distinctive landscape character.
- 1.2 Landscape Partnership Scheme applications go through a two round process. The first round application identifies the project area, project work and the delivery and development grant request amounts. If the first round application is successful, the development phase provides detailed project information, funded by the development grant. The second round submission contains detailed project information and the delivery grant request. Delivery phase follows successful second round submission and release of delivery grant funds from the HLF.
- 1.3 In May 2015, we submitted a first round Landscape Partnership Scheme to the Heritage Lottery Fund for Water, Mills and Marshes: the Broads Landscape Partnership Scheme. In October 2015, the HLF board of trustees awarded the Scheme a first round pass and £226,000 of funding for the 18-month development phase of the Scheme.
- 1.4 The HLF require partners to make a contribution towards the Landscape Partnership Scheme. This "partnership funding" can be made up of cash, volunteer time, no-cash contributions or a combination of all these. The Broads Authority is contributing £30,000 to the development phase of the Scheme. Permission to start from the HLF was received on the 3 November 2015 and the development phase officially began on the 1 January 2016.

1.5 Members will be aware that the progression of the Landscape Partnership scheme has been identified as a Strategic Priority during 2016-17 and for 2017-18. The Broads Authority contribution to the development and delivery phases has also been included within the relevant budgets.

2 Risk Assessment

2.1 In order to consider the risk to the Broads Authority in pursuing this project it is necessary to first consider the strategic risks to the project, and whether effective mitigating actions or measures can be put in place to reduce these or share with partners. The table below has been developed following discussions with a number of other Landscape Partnership Scheme project managers.

Strategic Risk	Risk element	Risk Level	Mitigating actions/ measures
		Low Medium High	
Project Board	Effective engagement/ attendance	M	Partnership agreement to set out decision making process
	Timely input to project	L	Schedule of meetings, verbal reports if necessary
	Reliance on small number of individuals	H	Develop in house project team to support core staff. Use of consultants/ partners to increase capacity. Identify wider implications to BA work plan and plan accordingly.
Project team	Failure to achieve funding – BA budget ‘at risk’	H	Partners to confirm contributions for match funding. Expert advice for bid writing/ editing – use of landscape partnership project managers network. Seek additional dialogue with HLF. Restrict expenditure prior to bid award. Fundraising strategy has been developed. Modify or combine project proposals (in dialogue with HLF) if partner funding withdrawn after second round funding award.
Funding	Budget overrun	M	Need accurate cost forecasts. Allow for contingencies/ inflation and flexibility. Beware of scope creep. Stringent procurement practices.

Strategic Risk	Risk element	Risk Level	Mitigating actions/ measures
		Low Medium High	
Budget	Incomplete/ unforeseen risks to long term management	M	A minimum of 2 years match funding needs to be in place before HLF permission to start for delivery phase granted.
Project Area	Failure to achieve landowner consent	H	Landowners involved from beginning of project development. Substitute projects and activities available if impasse reached.
Project Development	Local objections	H	Early public engagement and consultation completed, collaborative approach with partners, identify possible enhancements to scheme
Planning	Failure to achieve consent	M	Design project in accordance with statutory framework and guidance. All applications submitted prior to second round application submission
Effective partnerships	Failure to engage with delivery partners	M	Maintain contact with project partners. Identify and consult with wider stakeholders. Establish sub groups to develop activity plans.
Communication	Failure to gain wide support for project	M	Communications plan and activity plan completed. Website designed, social media presence implemented.

2.2 From the above, the most significant risks at this stage of the project are failure to achieve funding from project partners and failure to achieve landowner permissions for work to be done.

3 Development Phase work

3.1 During the course of the development phase, details of the 41 projects to be delivered by the Scheme have been worked up in fine detail, budgeted and programmed. 12 projects received development phase funding for research and engagement activity trials. All have been successful and the development work has significantly improved the available data, methodology and potential output of these projects during delivery.

3.2 A comprehensive review of the Landscape Character Assessment has been undertaken. The Landscape Conservation Action Plan (LCAP) has been compiled for the second round submission.

- 3.5 Consultants have been employed to survey and develop strategies for delivery of improved access; Learning, Interpretation and Audience Development; and Heritage Skills Training.
- 3.6 12 drainage mills which will receive structural work during the delivery phase have been laser surveyed, had specifications and schedules of works compiled and planning applications written.
- 3.7 Public engagement activities have generated a great deal of interest and enthusiasm in the Scheme.
- 3.8 The partnership has become more coherent and cohesive with partners working together developing projects.
- 3.9 The members of the Water Mills and Marshes Board have been heavily involved in the development of scheme delivery and the LCAP.

4. Budget

4.1 Overall project budget

	Project Spend	Cash Match	In-Kind	Volunteer
First Round	£2,886,008	£493,508	£710,787	£390,800
Second Round	£2,886,008	£384,515	£736,274	£426,629
Difference	0	-£108,993	£25,487	£35,829
HLF Grant	£2,392,500			
Total Scheme Value	£4,048,911			

- 4.2 The HLF grant and total project spend for delivery phase is the same as identified in the first round application.
- 4.3 The second round cash match funding figures show the secured funds, it includes a £130,000 contribution from the Broads Authority. The difference between first and second round figures is the unsecured cash match funding. This is cash only available once delivery starts and is made up of income from sponsorship, ticket sales and grant funding which cannot be secured until after second round submission.
- 4.4 Figures for in-kind and volunteer contributions have increased during the development phase as more accurate forecasts have been produced by partners and project managers.
- 4.5 The overall value of the Scheme, including in-kind and volunteer contributions will be a minimum of £4.04 million over the 5 year delivery phase.

5. Next steps

- 5.1 Officers are continuing to work with partners to develop and refine the application document for the second round application to the Heritage Lottery Fund, Landscape Partnership Scheme. It is expected that a final draft of the second round application will be available at the end of March 2017 with submission required before 12pm on the 31 May 2017.
- 5.2 The HLF will assess the second round submission in October 2017. A successful second round pass will allow the delivery phase of the Scheme, will start in January 2018 and run for 5 years – until the end of 2022.
- 5.3 Members are asked to authorise the submission of the second round application to the Heritage Lottery Fund, Landscape Partnership Scheme, with delegated authority to the Chief Executive to make any last minute minor changes to the application from the Broads Authority's perspective noting that it will be the Project Board's responsibility to sign off the detailed application on behalf of all the partners.

6. Conclusion

- 6.1 Members are invited to note the further progress in the development of this project and are asked to confirm their continuing support for this project and to endorse the approach as set out in the paper.

Background papers:

- Appendices
- Appendix 1 – Landscape Partnership Project Summary
 - Appendix 2 - Access report
 - Appendix 3 – Heritage skills and training report
 - Appendix 4 – Learning, interpretation and audience development report

<http://www.broads-authority.gov.uk/broads-authority/committees/broads-authority/broads-authority-24-march-2017>

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Broads Plan Objectives: CC4
LC1, LC2
BD1, BD2, BD5
AL2, AL4
PE1, PE2, PE3
TR1, TR3