

6.0 Scheme Management



Apricity (n)
the warmth of the sun

6.1 The Partnership

6.1.1 The Lead Partner

Staffordshire Wildlife Trust protects and enhances the wildlife and wild places of Staffordshire. The charity was established in 1969 and currently has over 15,000 members. The Trust is one of 46 Wildlife Trusts operating across the UK. The Transforming the Trent Valley Landscape Partnership Board does not exist as a legal entity and so Staffordshire Wildlife Trust is acting as the accountable body for the project.

The Trust is a medium sized charity with the governance structure, staff capacity, expertise and back office systems that are needed to run a programme of this scale. The Trust acted as the accountable body for the Churnet Valley Living Landscape Partnership scheme which ran from 2012 to 2017 and operated on a very similar scale and complexity to this scheme.

Role of the Lead Partner (Accountable Body)

- Deliver the Scheme in accordance with the Mission Statement and Outcomes directed and agreed by the Board.
- Manage the financial and contractual administration of the Scheme including the drawdown of funds from HLF.
- Support the delivery of Projects by Delivery Partners.
- Keep accurate records of income and expenditure of the Scheme to meet the needs of HLF.
- Keep accurate records of the achievements of the Scheme.
- Ensure that the Delivery Partners deliver the Projects and that the overall Scheme meets and fulfils the grant conditions of HLF.
- Maintain the overall records and ensure that it complies with its contractual obligations pursuant to the Grant Agreement and the Standard Terms of Grant.

6.1.2 The Partnership Chair

Garry Jones has held a long standing interest in the natural world, especially of his home county of Staffordshire, born in Burton-upon-Trent, growing up in Tamworth and now working across the county. He spent ten years volunteering and working in nature conservation at three Wildlife Trusts and the RSPB, as well as the environmental education enterprise CONKERS in the National Forest. His work included community engagement, volunteering and education, most notably at RSPB Middleton Lakes from 2007-2010.

He has been Chief Executive of Support Staffordshire since 2014, has taken the organisation through a 7-way merger into a countywide organisation with a £1.6M turnover, and more recently established Support Staffordshire as the VCSE strategic partner to Staffordshire County Council, securing a £350k per annum investment. At Support Staffordshire he leads a team of 63 staff and 250 volunteers, supporting a network of over 600 member organisations. In this capacity Garry chairs the partnership Board for Talent Match Staffordshire (a national Lottery funded programme on employability) and Team Staffordshire, a local bidding consortia (which recently secured £2.4M from the Big Lottery Building Better Opportunities programme). He also chairs the Staffordshire VCSE Strategy and Policy Forum which is convened by Support Staffordshire and aims to bring together sector leaders to engage with others, especially the statutory sector; and is a Partner Governor of Burton Hospitals NHS Foundation Trust.

6.1.3 The Partnership Board

The Partnership Board will meet quarterly in line with the submission of quarterly reports to HLF. A summary of progress of the projects against the original timeline and budget will be provided for review. The Chair will be present at all meetings with an elected vice-chair as stand-in if required. Working groups will be appointed by the Board as required to oversee specific operational elements such as monitoring and evaluation.

The Partnership Board is represented by members from the following organisations:

- Aggregate Industries
- British Canoeing
- Canal River Trust
- Derbyshire Wildlife Trust
- East Staffordshire Borough Council
- Environment Agency
- GeoConservation Staffordshire
- Hanson UK
- Lichfield District Council
- National Forest Company
- RSPB
- Sport Across Staffordshire and Stoke-on-Trent
- Staffordshire County Council
- Staffordshire Wildlife Trust
- Support Staffordshire
- Tamworth Borough Council
- Tarmac Aggregates Ltd
- Trent Rivers Trust

Role of the Partnership Board

- Guiding and supporting the overall delivery of the Scheme and the Scheme's staff team.
- Representing the views of national, regional, local and community partners. Members will ensure a balanced approach is followed and that a good cross-section of projects is included, addressing (as equally as possible) all key outcomes of the Scheme.
- Decision-making and setting the strategy and direction for the Scheme.
- Acting as ambassadors for the Scheme and Partnership.

6.1.4 Delivery Partners

Table 11. The partners who are responsible for the delivery, or overview of the delivery, of the 16 projects within our scheme.

Main contact	Organisation
Lead Partner	
Julian Woolford	Staffordshire Wildlife Trust
Delivery Partners	
Chantelle Grundy	British Canoeing
Simon Papprell	Canal River Trust
Angela Mayson	Derbyshire Wildlife Trust
Julia Baker	East Staffordshire Borough Council
Neil Brown	East Staffordshire Borough Council
Shane Kelleher	Staffordshire County Council
Suzy Blake	Staffordshire County Council
Will Spencer	Staffordshire County Council
Sally Groves	Support Staffordshire
Dave Cadman	Staffordshire Wildlife Trust
Jeff Sim	Staffordshire Wildlife Trust
Jo Olivant	Staffordshire Wildlife Trust
Ruth Needham	Trent Rivers Trust

Supporting Partners

Claymills Victorian Pumping Station
Historic England
National Memorial Arboretum

Role of the Delivery Partners

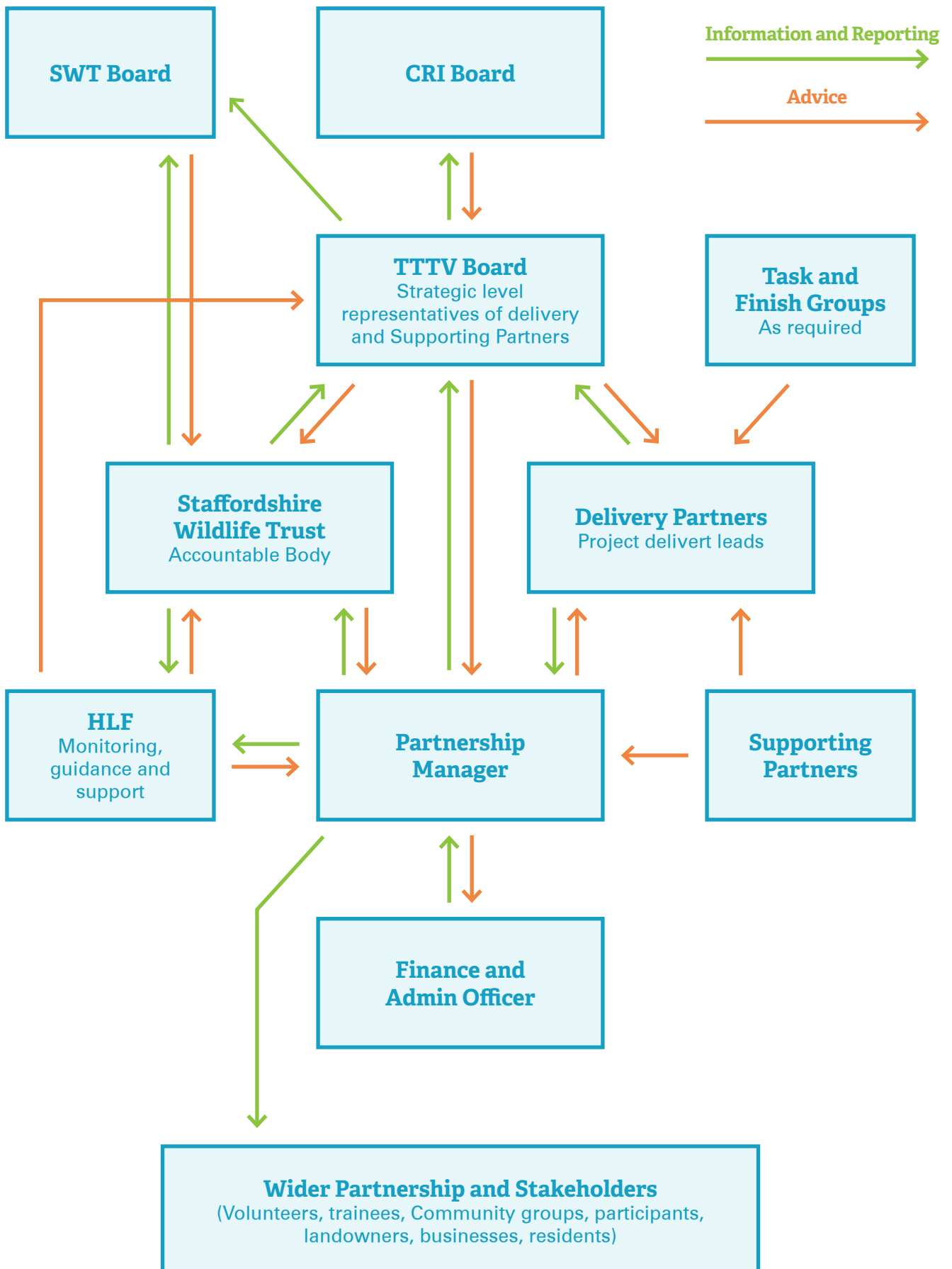
- Implement their individual Projects according to the terms of the Project Plans and in accordance with the Standard Terms of Grant.
- Ensure that the relevant Project conforms to the Project Plans and ensure that any anticipated or actual variance in the cost, timescale or quality of agreed Project outputs is reported to the Accountable Body immediately.
- Ensure all claims for payment against eligible Project expenditure should be submitted to the Accountable Body by specified quarterly deadlines, supported by the prescribed documentation.
- Work collaboratively to achieve the actions set out in the LCAP and properly and diligently manage its Project Plan in accordance with the LCAP, (including any variations to the LCAP agreed by the Board).
- Be responsible for procuring and securing Match Funding for their Project as set out in their Project Plan.
- Ensure Safeguarding policies and procedures are in place covering good practice with working with children and vulnerable adults.

Partnership Agreements

The partnership is formalised through formally signed agreements. All members of the Partnership Board are required to sign a Board Agreement and all delivery partners are required to sign an additional Delivery Agreement.

6.1.5 Organisational Structure

Figure 6. Organisational structure for the delivery of the scheme showing the principal parties, levels of hierarchy, and how information and advice will be disseminated across all relevant parties



6.2 Delivery of the Scheme

The scheme will be delivered by four core members of staff who will manage the overarching aspects of delivering a landscape scheme. These staff are: Scheme Manager, Finance and Admin Officer, Interpretation Officer and Communications Officer.

In addition to the core staff, there will be additional new roles created to support

the delivery of some of the larger projects. These roles, whilst having responsibility for a small number of projects and outcomes, will be expected to contribute to the delivery of the wider aims of the scheme and capitalise on opportunities for cross-project working whilst also maintaining the flexibility to exploit new opportunities as they arise.

CORE ROLES employed by the Accountable Body

Scheme Manager

Our Scheme Manager will manage the five-year delivery phase of the 'Transforming the Trent Valley' Landscape Partnership Scheme. The role will oversee the delivery of the Scheme to ensure we meet our aims, objectives and outcomes and that the projects are delivered efficiently within time and to budget. The role will include management of the partnership, liaison with key stakeholders and responsibility for providing reports and updates.

Finance and Admin Officer

Our Finance and Admin Officer will provide financial and administrative support to the Scheme Manager, maintaining an overview of the overall finances of the scheme and managing payments and cashflow. The role will include administration of the Community Grants Scheme, in partnership with the Community Engagement Officer.

Interpretation Officer

Our Interpretation Officer will be responsible for delivering a number of interpretive projects on behalf of the partnership and, working with other project staff and partners, ensuring consistency of the interpretive message and style across the project area.

Communications Officer

Our Communications Officer will be the main contact for PR and communications across the scheme and will manage the external and internal communications to raise profile of the partnership and maximise positive media coverage.

PROJECT BASED ROLES employed by Project Leads

Wildchild Officer – Staffordshire Wildlife Trust

Our Wildchild Officer will focus on delivering our family engagement activities across the scheme area with a particular focus on Nature Tots, Wildfamilies events and Wildlings.

Cultural Heritage Officer – Staffordshire Wildlife Trust

Our Cultural Heritage Officer will plan and co-ordinate multiple heritage projects in Staffordshire and Derbyshire which form part of the Scheme. The post-holder will contribute to other related projects within the scheme and will be expected to work with a range of partners, stakeholders, volunteers and landowners.

Living Floodplains Officer – Staffordshire Wildlife Trust

Our Living Floodplains Officer will be responsible for the co-ordination and supervision of on the ground delivery of a number of projects on sites across the scheme area throughout Staffordshire and Derbyshire, working closely with the Scheme Manager and project partners to deliver biodiversity enhancements throughout the project area focussing on the creation and restoration of Biodiversity Action Plan (BAP) habitats and Habitats of Principal Importance.

Community Engagement Officer – Support Staffordshire

Our Community Engagement Officer will act as ambassador for the scheme and work with the local communities across Staffordshire and Derbyshire in the landscape area, encouraging them to engage with the range of partnership projects, with a specific focus on volunteering and citizen science; and supporting communities to identify and set up their own projects and groups, with a specific focus on the Community Grant Scheme.

Trent Valley Way Officer – Trent Rivers Trust

Our Trent Valley Way Officer will work with partners, volunteers and contractors to deliver the Trent Valley Way on the ground and promote the route to communities. They will support a range of volunteers to help to survey then fit interpretation materials where possible.

Training and Wellbeing Officer – Derbyshire Wildlife Trust

Our Training and Wellbeing Officer will lead the engagement of new groups and individuals in two new community engagement projects, to be delivered along the River Trent corridor. They will creatively engage participants who may have low confidence levels in connecting with nature and effectively coordinate a training programme for young adults in the valley.

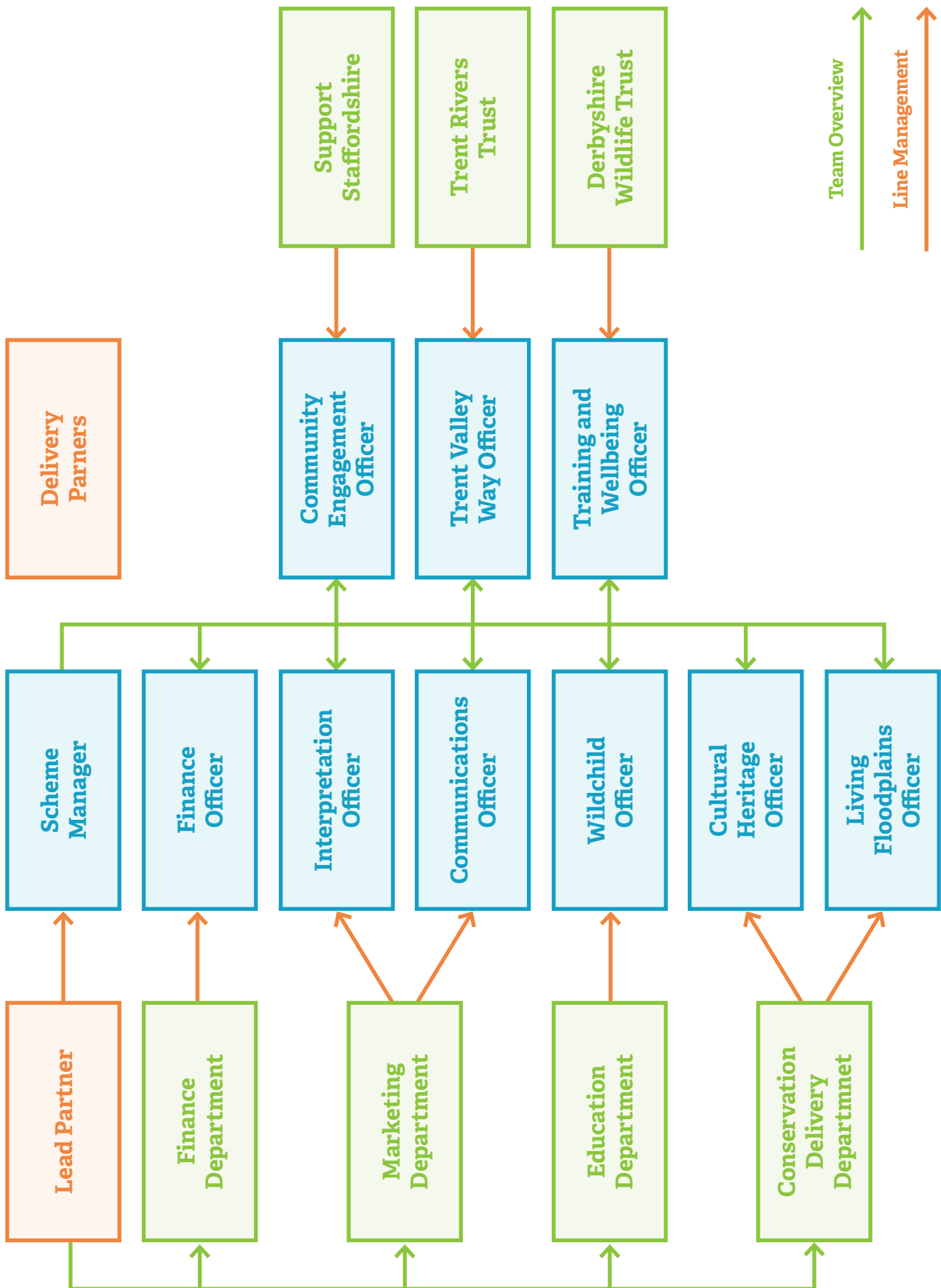
6.2.1 The Staff Team

Table 12. New posts created by the scheme, the projects that will be managed by each role and the duration of these roles.

Post	Projects	Starting salary	Years	FTE
Scheme Manager	Scheme management	£29,530	5	1
Finance and Admin Officer	Scheme finances and administration of the Community Grants Scheme	£21,402	5	0.6
Communications Officer	Scheme communications and public relations	£19,033	5	0.2
Interpretation Officer	Interpretation Programme and engagement with the landscape	£22,561	4	0.6
Senior Cultural Heritage Officer	Cultural heritage projects	£22,561	4	0.8
Living Floodplains Officer	Living Floodplains and natural heritage projects	£22,561	4	1
Community Engagement Officer	Community engagement projects	£23,000	4.5	1
Wildchild Officer	Wildchild and community participation projects	£21,900	4	1
Training and Wellbeing Officer	Training, engagement and community participation projects	£25,000	3.5	1
Trent Valley Way Project Officer	Trent Valley Way and access projects	£22,000	1	0.6

6.2.2 Staff Structure Chart

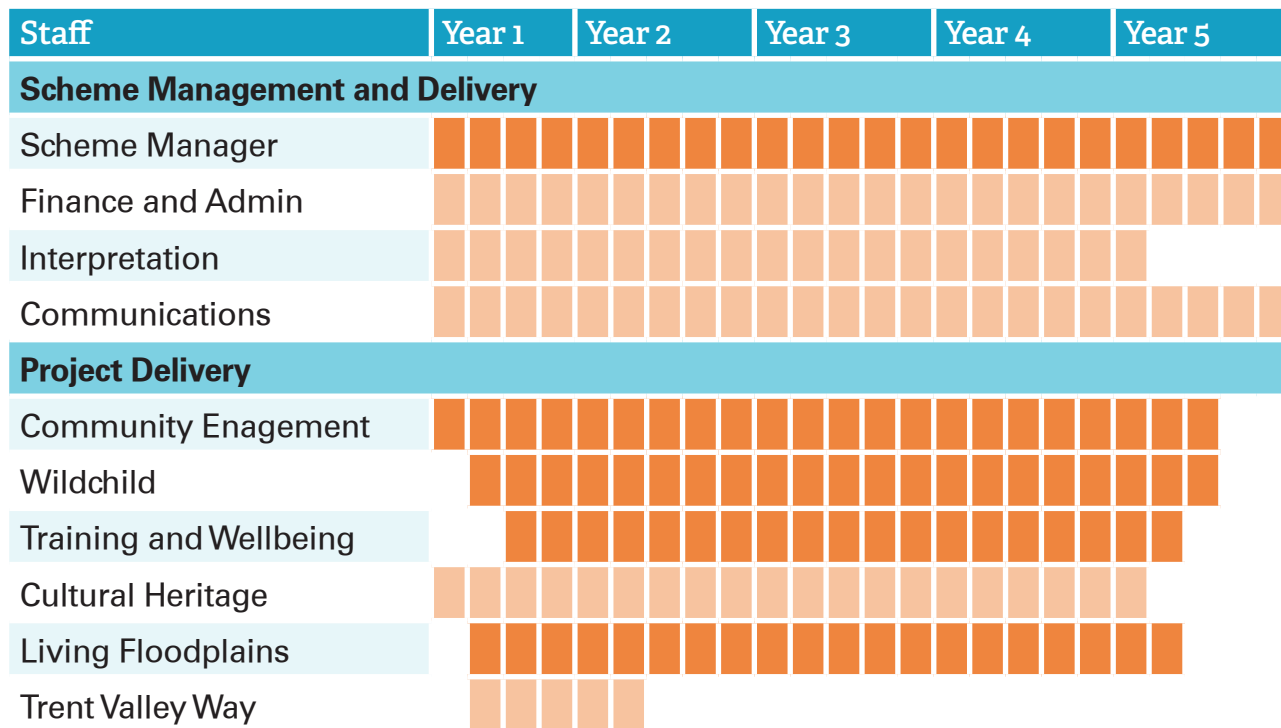
Figure 7. Staff structure showing the new roles that will be created by the scheme and how reporting and line management will be organised.



The table below shows the timetable for new staff employed to support the delivery of the scheme. Of the ten new

posts created, five are full-time and five are part-time (equivalent of 2.8 full-time roles).

Figure 8. Timeline showing the duration of the new staff roles over the 5 years of the scheme. The darker lines represent full-time staff and the pale lines represent part-time staff.

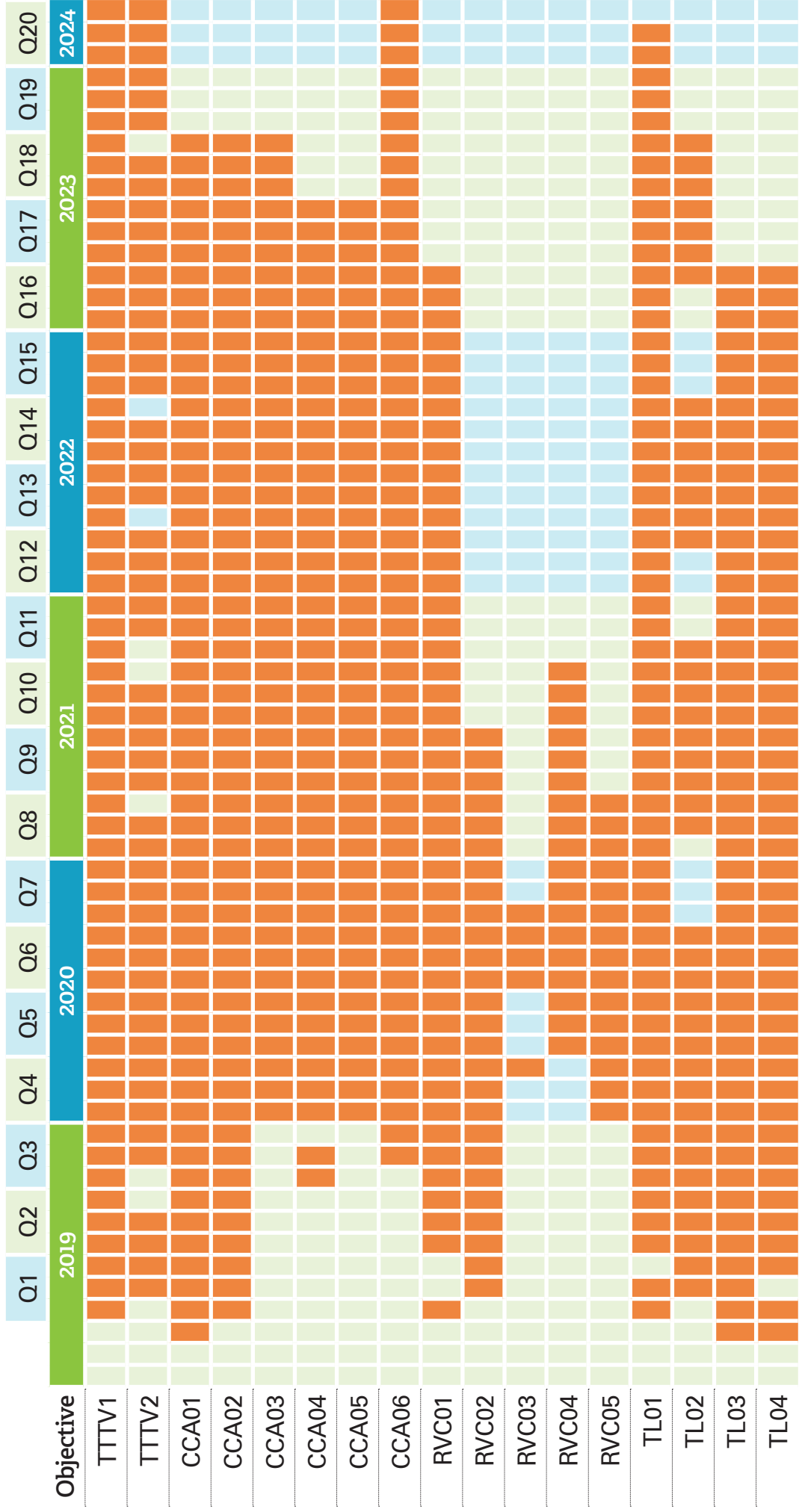


Teams delivering a Bioblitz (*Staffordshire Wildlife Trust*)

6.2.3 Timetable of Delivery

The table below provides an overview of the scheme delivery timetable broken down by project.

Figure 9. Timetable of delivery for the individual projects during the 5 years of the scheme.



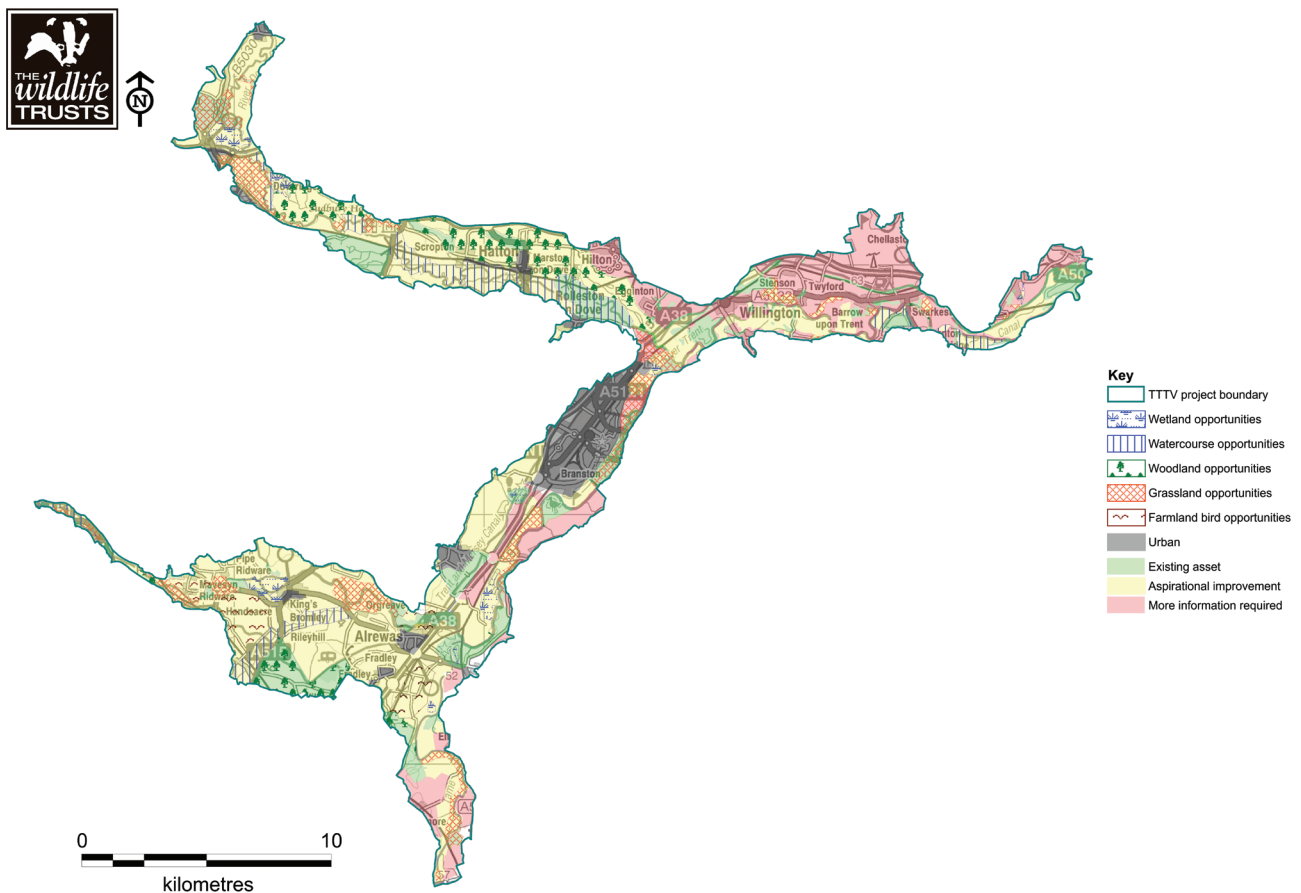
6.2.4 Project Locations Map

The 16 projects that we are leading in the landscape extend across the entire area. Community engagement projects will engage an audience from across the entire landscape and surrounding areas. The Natural Heritage projects delivered through Living Floodplains are based upon opportunities in the landscape and the opportunities map (map 31) is shown below. The cultural heritage projects focus on our heritage assets which are located across the landscape. Map 32 shows the

extent of the heritage assets that we intend to incorporate into our scheme.

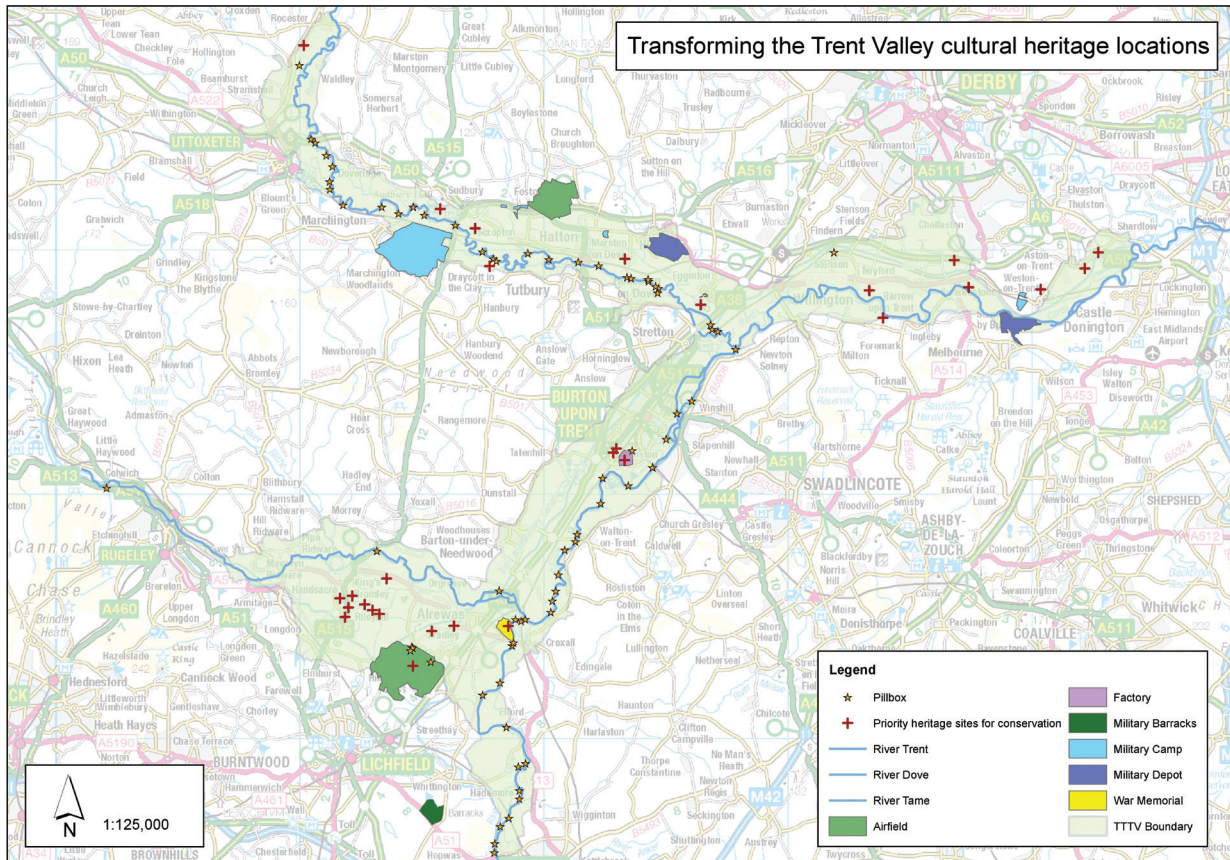
Access and infrastructure projects extend along the length of the river networks and are shown in map 33. The interpretation programme is closely aligned with the access projects, but will incorporate sites, as well as learning, from the natural and cultural heritage projects. Map 34 shows the known locations for interpretation installations.

Map 32. Habitat Opportunities across the landscape



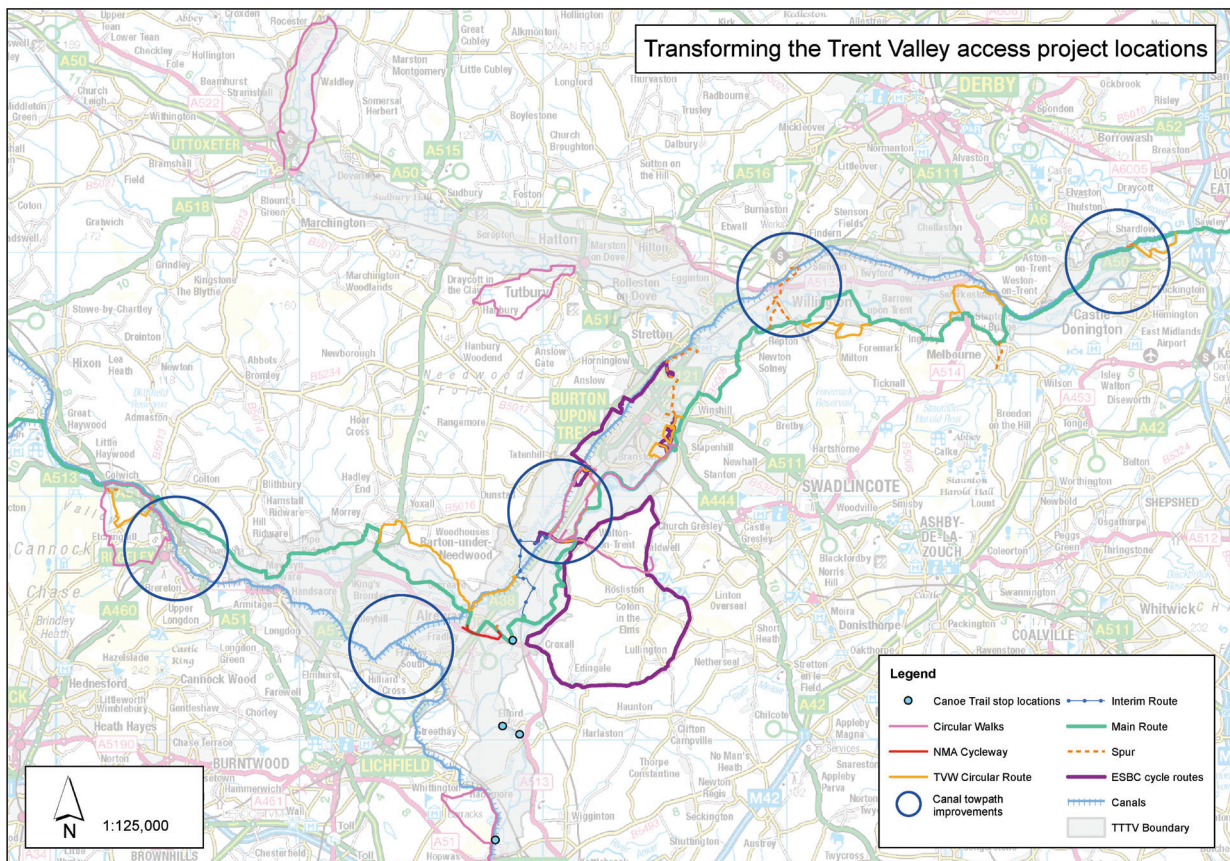
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Map 33. Distribution of Cultural Heritage Assets across the landscape including priority sites for conservation and historical sites associated with the World War 2 Stop Line.



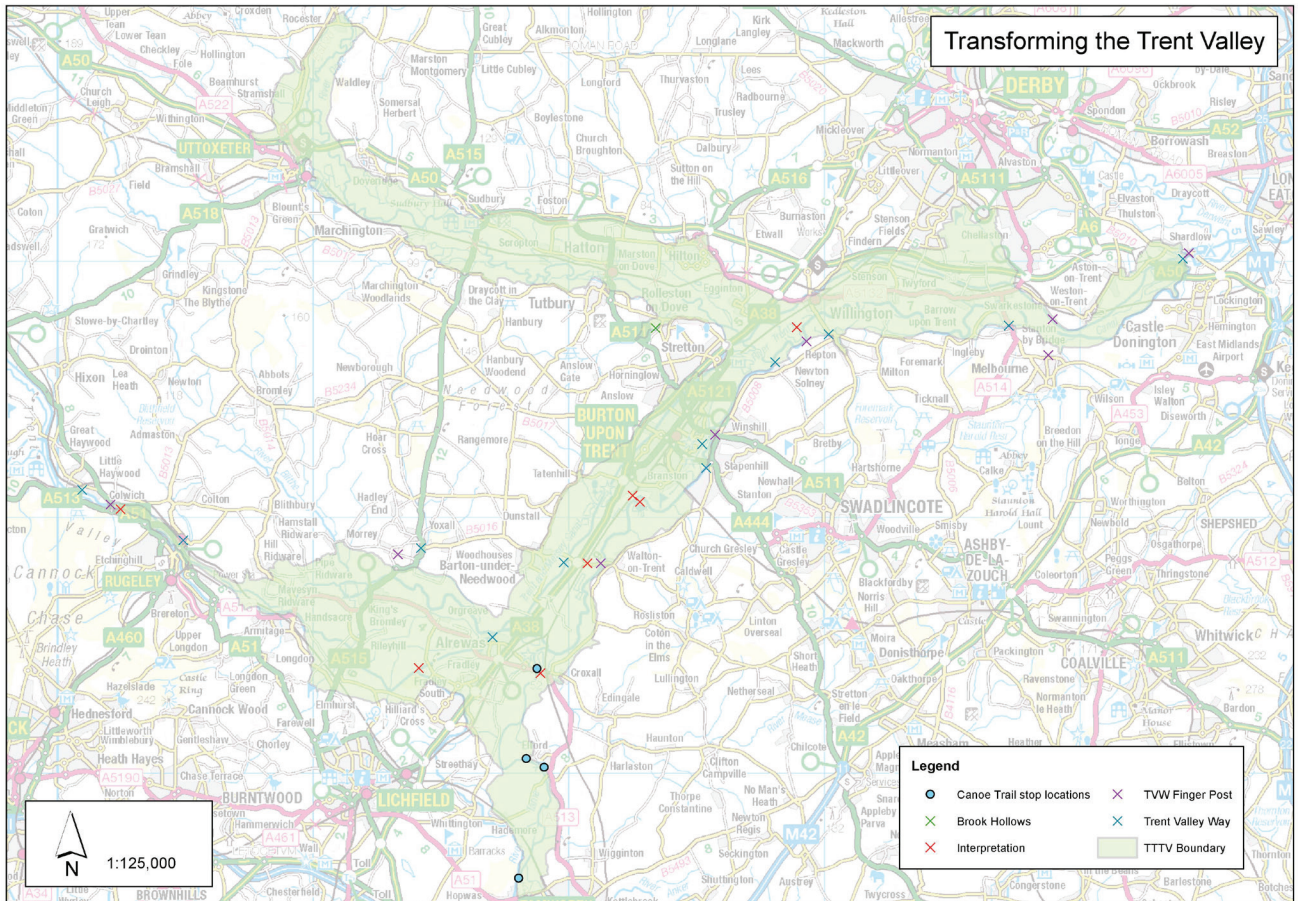
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Map 34. Access and Infrastructure projects across the Trent Valley landscape.



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Map 35. Key interpretation sites across the Trent Valley landscape.



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Exploring nature (Staffordshire Wildlife Trust)

6.3 Financial Arrangements

6.3.1 How the common fund will be managed

Staffordshire Wildlife Trust is the accountable body for this landscape partnership scheme and will be responsible for collating evidence to support the partner's financial claims to HLF and for drawing down the grant.

Claims will be made on a quarterly basis. The delivery partners are responsible for securing match funding as required by their project(s) and providing evidence to support their financial claims.

Staffordshire Wildlife Trust will employ a Scheme Manager who will retain responsibility for ensuring appropriate procurement processes are followed, maintaining a risk register, reporting to the Partnership Board, monitoring progress of the scheme, collating evidence and reporting to HLF. This will include the creation of grant literature to ensure that partners are providing accurate and complete records, meeting HLF conditions and reporting against outputs, outcomes and targets.

Staffordshire Wildlife Trust will also employ a Finance Officer who will be responsible for collating financial information, reporting income and expenditure to HLF and maintaining records on behalf of the accountable body.

The finances for this project will be managed through Exchequer, a computer finance system. Accounts will be audited externally on an annual basis.

Delivery partners and the Scheme Manager will be expected to provide on a quarterly basis:

- Progress updates
- Volunteer timesheets
- In kind records
- Evidence of income
- Evidence of Expenditure
- Financial claim
- Monitoring forms against outputs, outcomes and targets.

Partners will also be expected to submit any changes to the project delivery or budget for approval as required.

Delivery partners and the Scheme Manager will be expected to provide on an annual basis:

- Project change record
- Monitoring record to contribute to the evaluation of the scheme
- Updated project plan

Payment of the HLF grant will be made on a quarterly basis to partners depending on adequate evidence of progress. Payments will be made against the individual project payment percentage.

6.3.2 Budget summary

Table 13. Summary budget for the Transforming the Trent Valley Landscape Partnership Scheme including projected spend over the 5-year scheme.

	Total project cost inc VAT (HLF cash plus cash contribution plus in-kind & volunteer)	Project % of all projects costs	Cash contribution	In-kind contribution (partners)	In-kind contribution (volunteers)	Cash request from HLF	HLF Award %age	HLF Payme nt %	Costs Year 1	Costs Year 2	Costs Year 3	Costs Year 4	Costs Year 5
Scheme-wide Programme													
TTTV1	£614,352.48	13%	£75,000.00	£0.00	£0.00	£539,352.48	88%	88%	£135,016.22	£124,293.79	£118,450.92	£120,388.18	£116,203.38
TTTV2	238,110.00	5%	£10,000.00	£0.00	£9,000.00	£219,110.00	92%	95%	£2,830.00	£98,920.00	£103,420.00	£21,020.00	£11,920.00
Connecting Communities through Action													
CCA01	£397,949.98	8%	£100,000.00	£3,750.00	£5,400.00	£288,799.98	73%	74%	£62,423.36	£124,478.00	£124,508.92	£64,016.40	£22,523.30
CCA02	£194,878.02	4%	£23,400.00	£38,522.00	£12,000.00	£120,956.02	62%	84%	£22,010.00	£47,915.60	£48,375.71	£48,794.55	£27,782.16
CCA03	£95,700.00	2%	£3,900.00	£20,000.00	£45,000.00	£26,800.00	28%	87%	£0.00	£27,000.00	£22,900.00	£22,900.00	£22,900.00
CCA04	£198,893.69	4%	£40,000.00	£21,182.20	£24,000.00	£113,711.49	57%	74%	£8,339.89	£62,203.60	£63,115.60	£59,085.60	£6,149.00
CCA05	£135,738.28	3%	£30,000.00	£4,620.00	£13,500.00	£87,618.28	65%	74%	£6,736.49	£39,586.80	£35,611.54	£40,180.23	£13,623.22
CCA06	£28,464.00	1%	£2,280.00	£4,704.00	£9,600.00	£11,880.00	42%	84%	£0.00	£28,464.00	£0.00	£0.00	£0.00
River Valley Connections													
RVC01	£124,780.10	3%	£56,660.10	£340.00	£5,550.00	£62,230.00	50%	52%	£85,389.52	£32,406.67	£4,655.94	£2,327.97	£0.00
RVC02	£767,500.00	16%	£361,500.00	£10,000.00	£5,000.00	£391,000.00	51%	52%	£236,000.00	£531,500.00	£0.00	£0.00	£0.00
RVC03	£33,119.74	1%	£1,993.92	£9,800.00	£1,625.00	£19,700.82	59%	91%	£1,400.00	£31,719.74	£0.00	£0.00	£0.00
RVC04	£400,000.00	8%	£200,000.00	£0.00	£0.00	£200,000.00	50%	50%	£0.00	£394,250.00	£5,750.00	£0.00	£0.00
RVC05	£22,000.00	0%	£0.00	£0.00	£0.00	£22,000.00	100%	100%	£0.00	£22,000.00	£0.00	£0.00	£0.00
Transforming the Landscape													
TL01	£1,122,551.03	24%	£275,000.00	£511,926.10	£0.00	£335,624.93	30%	55%	£394,003.30	£404,589.03	£156,196.38	£155,415.08	£12,347.24
TL02	£206,226.66	4%	£25,000.00	£19,426.66	£12,000.00	£149,800.00	73%	86%	£129,644.76	£52,305.66	£9,167.77	£9,231.12	£5,877.35
TL03	£77,930.65	2%	£31,572.60	£10,403.16	£7,500.00	£28,454.89	37%	47%	£22,824.21	£25,266.97	£17,042.31	£12,797.16	£0.00
TL04	£86,330.65	2%	£25,072.77	£9,903.16	£9,500.00	£41,854.72	48%	63%	£18,578.21	£18,673.97	£27,399.31	£21,679.16	£0.00
TOTAL NEW BUDGET	£4,744,525.28		£1,261,379.39	£664,577.28	£159,675.00	£2,658,893.61	56%						

6.3.3 Comparison Budget

Table 14. Comparison table showing the original round 1 budget compared to the current round 2 budget for the Transforming the Trent Valley Landscape Partnership Scheme including projected spend over the 5-year scheme.

		Total project cost inc VAT (HLF cash plus cash contribution plus in-kind & volunteer)	Project % of all projects costs	Cash contribution	In-kind contribution (partners)	In-kind contribution (volunteers)	Cash request from HLF	HLF Award %age	HLF Payment %
Scheme-wide Programme									
1	TTTV Core team	£989,966.28	21%	£75,000.00	£0.00	£0.00	£914,966.28	92%	
20	Project Evaluation	£10,800.00	0%	£0.00	£0.00	£0.00	£10,800.00	100%	
	Contingency	£14,841.00	0%	£0.00	£0.00	£0.00	£14,841.00	100%	
	SUB TOTAL	£1,015,607.28	21%	£75,000.00	£0.00	£0.00	£940,607.28	93%	
TTTV1	Scheme Management and Delivery	£614,352.48	13%	£75,000.00	£0.00	£0.00	£539,352.48	88%	88%
	Variance b/(w)	£401,254.80		£0.00	£0.00	£0.00	£401,254.80		
13	Wetland Wonderland (Interpretation)	£155,000.00	3%	£10,000.00	£0.00	£5,000.00	£140,000.00	90%	
15	Forgotten River	£73,600.00	2%	£0.00	£4,000.00	£0.00	£69,600.00	95%	
19	History of the Washlands	£20,300.00	0%	£0.00	£7,500.00	£2,000.00	£10,800.00	53%	
	SUB TOTAL	£248,900.00	5%	£10,000.00	£11,500.00	£7,000.00	£220,400.00	89%	
TTTV2	Interpretation Programme	£238,110.00	5%	£10,000.00	£0.00	£9,000.00	£219,110.00	92%	96%
	Variance b/(w)	£10,790.00		£0.00	£11,500.00	£2,000.00	£1,290.00		
Connecting Communities through Action									
7	Community Grants Scheme	£170,000.00	4%	£50,000.00	£0.00	£50,000.00	£70,000.00	41%	
CCA01	Community Engagement	£397,949.98	8%	£100,000.00	£3,750.00	£5,400.00	£288,799.98	73%	74%
	Variance b/(w)	£227,949.98	-5%	£50,000.00	£3,750.00	£44,600.00	£218,799.98		
4	Wildchild	£164,464.00	3%	£10,000.00	£31,580.00	£12,000.00	£110,884.00	67%	
CCA02	Wildchild	£194,878.02	4%	£23,400.00	£38,522.00	£12,000.00	£120,956.02	62%	84%
	Variance b/(w)	£30,414.02		£13,400.00	£6,942.00	£0.00	£10,072.02		
5	Citizen Scientists	£90,100.00	2%	£0.00	£20,000.00	£45,000.00	£25,100.00	28%	
CCA03	Big Washlands Watch	£95,700.00	2%	£3,900.00	£20,000.00	£45,000.00	£26,800.00	28%	87%
	Variance b/(w)	£5,600.00	0%	£3,900.00	£0.00	£0.00	£1,700.00		
2	Transforming Lives	£197,507.00	4%	£56,907.00	£0.00	£90,000.00	£50,600.00	26%	
CCA04	Transforming Lives	£198,893.69	4%	£40,000.00	£21,182.20	£24,000.00	£113,711.49	57%	74%
	Variance b/(w)	£1,386.69	0%	£16,907.00	£21,182.20	£66,000.00	£63,111.49		
3	Connecting with Nature	£145,716.00	3%	£0.00	£0.00	£51,000.00	£94,716.00	65%	
CCA05	Connecting with Nature	£135,738.28	3%	£30,000.00	£4,620.00	£13,500.00	£87,618.28	65%	74%
	Variance b/(w)	£9,977.72	0%	£30,000.00	£4,620.00	£37,500.00	£7,097.72		
6	Tales from the Riverbank	£11,880.00	0%	£0.00	£0.00	£0.00	£11,880.00	100%	
CCA06	Tales from the Riverbank	£28,464.00	1%	£2,280.00	£4,704.00	£9,600.00	£11,880.00	42%	84%
	Variance b/(w)	£16,584.00	0%	£2,280.00	£4,704.00	£9,600.00	£0.00		

River Valley Connections										
14	Trent Valley Way	£82,230.00	2%	£20,000.00	£0.00	£2,000.00	£60,230.00			73%
RVC01	Trent Valley Way	£124,780.10	3%	£56,660.10	£340.00	£5,550.00	£62,230.00			50%
	Variance b/(w)	-£42,550.10	-1%	-£36,660.10	-£340.00	-£3,550.00	-£2,000.00			
12	Canal Access	£552,500.00	12%	£150,000.00	£10,000.00	£5,000.00	£387,500.00			70%
RVC02	Canal Access	£767,500.00	16%	£361,500.00	£10,000.00	£5,000.00	£391,000.00			51%
	Variance b/(w)	-£215,000.00	-5%	-£211,500.00	£0.00	£0.00	-£3,500.00			
18	Hidden River (Canoe trail)	£25,644.00	1%	£0.00	£11,244.00	£0.00	£14,400.00			56%
RVC03	Canoe Discovery	£33,119.74	1%	£1,993.92	£9,800.00	£1,625.00	£19,700.82			59%
	Variance b/(w)	-£7,475.74	0%	-£1,993.92	£1,444.00	-£1,625.00	-£5,300.82			
16	National Memorial Arboretum (NMA) cycleway	£400,800.00	8%	£300,000.00	£0.00	£0.00	£100,800.00			25%
RVC04	Gateway to the Trent Valley	£400,000.00	8%	£200,000.00	£0.00	£0.00	£200,000.00			50%
	Variance b/(w)	£800.00	0%	£100,000.00	£0.00	£0.00	-£99,200.00			
17	Way Marking Cycle Routes	£41,502.00	1%	£5,000.00	£3,000.00	£0.00	£33,502.00			81%
RVC05	Way Marking Cycle Routes	£22,000.00	0%	£0.00	£0.00	£0.00	£22,000.00			100%
	Variance b/(w)	£19,502.00	0%	£5,000.00	£3,000.00	£0.00	£11,502.00			
	Transforming the Landscape									
8	Working Together for Wetlands and Woodlands	£99,576.00	2%	£15,000.00	£17,976.00	£0.00	£66,600.00			67%
9	Rivers of Life	£921,432.00	19%	£600,000.00	£7,416.00	£0.00	£314,016.00			34%
SUB TOTAL		£1,021,008.00	22%	£615,000.00	£25,392.00	£0.00	£380,616.00			37%
TL01	Living Floodplains	£1,122,551.03	24%	£275,000.00	£511,926.10	£0.00	£335,624.93			30%
	Variance b/(w)	-£101,543.03	-2%	£340,000.00	-£486,534.10	£0.00	£44,991.07			55%
9A	Brook Hollows	£322,600.00	7%	£25,000.00	£17,500.00	£80,100.00	£200,000.00			62%
TL02	Brook Hollows Restoration	£206,226.66	4%	£25,000.00	£19,426.66	£12,000.00	£149,800.00			73%
	Variance b/(w)	£116,373.34	2%	£0.00	-£1,926.66	£68,100.00	£50,200.00			86%
11	Heritage at Risk	£5,250.00	0%	£0.00	£5,250.00	£0.00	£0.00			0%
TL03	Transforming the Trent Valley's Heritage	£77,930.65	2%	£31,572.60	£10,403.16	£7,500.00	£28,454.89			37%
	Variance b/(w)	-£72,680.65	-2%	-£31,572.60	-£5,153.16	-£7,500.00	-£28,454.89			47%
10	Stop! The Military Legacy of the Trent Valley	£23,620.00	0%	£0.00	£4,900.00	£0.00	£18,720.00			79%
TL04	Stop! The Military Legacy of the Trent Valley	£86,330.65	2%	£25,072.77	£9,903.16	£9,500.00	£41,854.72			48%
	Variance b/(w)	-£62,710.65	-1%	-£25,072.77	-£5,003.16	-£9,500.00	-£23,134.72			63%
	TOTAL ORIGINAL BUDGET	£4,519,328.28		£1,316,907.00	£140,366.00	£342,100.00	£2,719,955.28			60%
	TOTAL NEW BUDGET	£4,744,525.28		£1,261,379.39	£664,577.28	£159,675.00	£2,658,893.61			56%

	New %	Old %
Project %	56%	60%
Payment %	68%	67%
Cash match %	27%	29%

6.4 Strengths, weaknesses and risks

6.4.1 Strengths and weaknesses

Table 15. Strengths and weaknesses of the scheme

Strengths	Weaknesses
<p>The partnership has a number of organisations that have a history of working together. The CRI partnership has been established since the 1990s and the additional partners to the scheme have many pre-existing ties.</p>	<p>The partnership is under represented by the farming community and health sectors, although our community engagement projects, natural heritage projects and well-being project will be working with partners from these fields and should help us to identify suitable partners to address the balance.</p>
<p>Staffordshire Wildlife Trust is a strong partner with a long experience of managing partnership projects, working with diverse partners across different sectors, and prior experience of managing a Landscape Partnership Scheme.</p>	<p>Local authorities are a key sector within the partnership but are not all equally engaged, with some taking an active lead, and others proving more difficult to engage.</p>
<p>Many of the partners are involved in other landscape partnership schemes and understand the requirements of delivering comprehensive projects to time and budget.</p>	<p>There is an under-representation of Derbyshire-based partners, despite 40% of the landscape being in this county. Whilst efforts have been made by all partners to ensure representative delivery in both counties, further efforts to engage Derbyshire partners will be required.</p>
<p>A diverse range of organisations provides a broad-spectrum of knowledge and experience enabling the partnership to effectively deal with issues as they arise.</p>	<p>Not all the match funding for the scheme has been secured and this poses a potential risk to projects. Where projects are outstanding match funding partners have agreed to underwrite this and help each other with funding bids.</p>
<p>Projects are shared across eight delivery partners, all with experience in managing large and complex projects.</p>	<p>Identifying a clear role for the mineral operators in helping to develop and deliver projects has not proved to be easy (over and above fulfilling their normal operational and legal commitments required through the planning process).</p>
<p>A partnership board of 18 partners provides a support network for the delivery partners.</p>	
<p>A large proportion of the match funding for the scheme is secured providing us with a strong financial footing.</p>	
<p>Three of the largest mineral operators are represented in the partnership and provide a unique private sector perspective on the challenges and opportunities linked to the single largest driver of landscape change in the LPS area.</p>	

6.4.2 Risk Management

Table 16. Register of risks that could impact the delivery of the scheme, and the mitigation of these risks

Risk	Likelihood (H/M/L)	Impact (H/M/L)	Mitigation	Risk Owner
Reputational risk – damage to the reputation of the scheme, partner organisations or HLF	L	H	Adopt a position of openness and transparency in all project and scheme undertaking. Maintain a dialogue with local communities, businesses and within the partnership. Address legitimate concerns raised in a timely and professional manner.	Lead partner All partners
Negative publicity from the scheme or individual projects	L	M	Undertake projects following an agreed strategy and process and maintain dialogue with partners and interested parties.	Lead partner All partners Comms Officer
Difficulty in engaging communities	M	H	Good communication with community groups; consultation and community engagement during development stage.	All partners Community Engagement Officer
Failure to gain support for the scheme	M	M	Good communications with external partners; transparency in working practices; deliver the scheme according to the aims and activities defined in the LCAP.	Scheme Manager Lead Partner Partnership Board
Partnership relationships – damaged relationship between one or more partners	L	H	Maintain good communication with external partners throughout the life of the scheme and individual projects. Address legitimate concerns raised in a timely and professional manner.	Scheme Manager Lead Partner All partners

Failure to secure match funding	M	H	Year one funding is secure; working with funders to develop acceptable funding bids; partnership is working on securing cross-project funds; risk has been spread over 5 year scheme.	Lead Partner Delivery Leads
Loss of core or critical funding	M	H	Maintain relationships with potential funders and grant providers. Where match funding cannot be confirmed ensure that there are back up options in place. Limit risk to projects by approaching multiple funders or reducing the match funding requirement. Avoid projects with large cash match requirements from uncertain sources.	Partnership Board Delivery Leads
Failure to maintain control over budget	L	M	Robust financial systems to be put in place; quarterly reviews of spend and forecast.	Scheme Manager All partners
Unable to secure necessary permissions or consents	L	M	Work with project leads to determine level of certainty and relationship with consent providers. All consents necessary are at a local level only so the impact of any one will not have wider implications. Partners engaged in the scheme are consent providers including local planning authorities and Environment Agency.	Scheme Manager Lead Partner Delivery Leads
Extreme weather delays/prohibits projects or events	L	M	Projects planned to allow for slippage and delays; outputs to be transferred to alternative sites/dates if necessary.	All partners Delivery Leads

Project(s) unable to be delivered in time or to budget	L	M	Detailed development phase has given a high degree of cost certainty and contingency is built into the budget and timeline. Projects that are undeliverable for external reasons have potential to be replaced with similar endeavours due to the scope and opportunities across the landscape.	Scheme Manager Lead Partner Partnership Board Delivery Leads
Loss of key personnel	M	L	Key delivery staff will be provided with detailed job descriptions from the outset so that the roles are fully understood. Contracts will allow for certainty within the duration of the role. All projects are full documented so changes in key personnel should result in minimal impact to delivery.	Lead Partner All partners
Reliance on a small delivery team: issues with recruitment, extended sickness, or absence of key staff/volunteers	L	M	Use of existing personnel time to meet deficit; utilise team, partners and consultants to increase capacity.	Scheme Manager Lead Partner All partners Delivery Leads
Lack of skill or capacity in consultants/contractors/volunteers to deliver required activities	L	M	Good planning and research during development phase will identify potential issues. Training to be provided as required. Market research will identify suitable specialists.	Scheme Manager All partners

Loss of a key partner	M	M	Partners are required to sign a Partnership Agreement and delivery partners will be required to commit to delivery of their projects. Unforeseen challenges that require a key partner to withdraw will be managed through the requirements of the partnership agreement and the diverse yet complimentary skill sets across the partnership allow for projects to be reallocated as required.	Lead Partner Partnership Board
Project delivery partners withdraw or fail to sign delivery agreement	L	M	Liaison and support during the development phase; new partners or commissions can be identified to replace if necessary.	Lead Partner Partnership Board
Ineffective management and attendance at Partnership Board	L	M	Board Agreement sets out the obligation of the Board; a strong Chair will ensure representative attendance and address issues as they arrive	Partnership Board
Failure to integrate projects and coordinate activity across the scheme	L	M	Regular management meetings with the Scheme Manager reporting to the Lead Partner and the Partnership Board. Scheme Management to liaise regularly with all project staff.	Scheme Manager Lead Partner
Political changes and changes to local, regional or national policy.	M	M	Ensure that match funding is fully committed as far as possible and that there are various options for unconfirmed funds. Changes in policy will give rise to new opportunities as well as potential problems.	Lead Partner Partnership Board
European Commission rules that the scheme, or part of the scheme, is in breach of the State Aid regulations.	L	H	The State Aid guidance has been researched and it is understood that the scheme is exempt from the regulations. Partners are asked to review the regulations and indicate their agreement that their projects are exempt.	Lead Partner Partnership Board Delivery Partners