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Contents

Glossary	3
1. Introduction.....	6
2. Strategic Framework.....	9
2.1 Strategic Framework	11
2.2 Vision.....	14
2.3 Purpose	15
2.4 Themes.....	16
2.5 Work areas	20
2.6 Values.....	23
3. Governance Structure.....	24
3.1 Accountable Body	26
3.2 GCLP Board	28
3.3 GCLP Secretariat	31
3.4 GCLP Partners	34
3.5 Charter Membership.....	34
4. Finance and Resourcing	37
4.1 Baseline Expenses and Overheads.....	39
4.2 Staffing and Expertise.....	40
4.3 Core Funding Scenarios.....	43
4.4 Funding Strategy.....	48
5. Action Programme	54
5.1 Actions	54
5.2 Timeline.....	59
6. Appendices	60
6.1 GCLP Memorandum of Understanding (draft).....	60
6.2 Potential Funding Sources.....	65
6.3 Successes and Growth Areas.....	76
6.4 Strategic Links.....	85
6.5 Forward Plan Consultation.....	90
6.6 GCLP Strapline	90
6.7 References.....	91

Glossary

The Forward Plan contains some technical terms, which are explained below. Please refer to this section if you encounter any unfamiliar terms when reading the document.

Biodiversity	The variety of plant and animal life in the world or in a particular habitat.
Carbon-neutral	Having a balance between emitting carbon and absorbing carbon from the atmosphere.
Circular economy	An economic model that involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended.
Cultural heritage	The legacy of cultural resources and ways of living that is inherited from past generations, including customs, practices, places, objects, artistic expressions and values.
Decarbonising	Removing or reducing the carbon dioxide (CO ₂) output of an environment or process – e.g. decarbonising energy generation.
Destination branding	Identifying and promoting the strongest and most appealing features of a place for the purpose of attracting prospective visitors.
Ecosystem services	Ecosystem services are the benefits provided by the environment that contribute to making human life both possible and worth living. Examples include food and water, regulation of floods and soil erosion, recreation and spiritual benefits.
Green economy	A green economy is one that aims to reduce environmental risks and ecological scarcities, and that aims for sustainable development without degrading the environment. A green economy is typically defined as being low carbon, resource efficient and socially inclusive.
Green infrastructure	Green infrastructure is a network of multi-functional green space and other green features, urban and rural, which can deliver environmental benefits for both people and nature. A key aspect of green infrastructure is trying to create better connections between green spaces.

Green lifestyles	Making lifestyle decisions and engaging in practices that reduce negative impacts on the health of the planet.
Landscape	An area perceived by people, whose character is the result of the action and interaction of natural and/or human factors.
Landscape character	The distinct, recognisable and consistent pattern of elements in the landscape – for example, landform, land use, geology, settlements, watercourses, habitats and more.
LGBTQ+	An acronym for lesbian, gay, bisexual, transgender and queer or questioning. These terms are used to describe a person's sexual orientation or gender identity.
Natural capital	The stock of both renewable and non-renewable resources that combine to yield a flow of benefits to people – e.g. plants, animals, air, water, land and minerals.
Natural heritage	The physical environment, comprising the sum total of biodiversity, ecosystems and geological structures.
Nature-based solutions	Actions to protect, sustainably manage and restore natural or modified ecosystems, that address societal challenges effectively and adaptively, simultaneously providing human wellbeing and biodiversity benefits.
Prescribing nature for health	Recognising the benefits of nature in reducing blood pressure, reducing anxiety, increasing happiness and other improvements to wellbeing.
Sense of place	The unique, distinctive and cherished aspects of a place.
Sustainable land management	Management of land, water and other environmental resources to meet human needs, while also ensuring long-term sustainability of ecosystem services, biodiversity and livelihoods.
Sustainable tourism	Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.

List of acronyms

BRCC	Bedfordshire Rural Communities Charity
CBC	Central Bedfordshire Council
Defra	Department for Environment, Food and Rural Affairs
ELMS	Environmental Land Management Scheme
FTE	Full-time equivalent
GC	Greensand Country
GCLP	Greensand Country Landscape Partnership
GST	Greensand Trust
LNRS	Local Nature Recovery Strategy
M&M	Management and Maintenance
MoU	Memorandum of Understanding
N/A	Not applicable
NCA	National Character Area
NIA	Nature Improvement Area
NGO	Non-governmental organisation
NLHF	National Lottery Heritage Fund
SME	Small and medium enterprise
SORP	Statement of Recommended Practice
SSSI	Site of Special Scientific Interest
SWOT	Strengths, weaknesses, opportunities, threats

1. Introduction

Welcome to the Greensand Country Forward Plan. Its purpose is to guide the continued success of Greensand Country Landscape Partnership (GCLP) in caring for the distinctive, beautiful and much-loved landscape of Greensand Country.

The Plan covers the period from 2021-24 and focuses on managing the transition of GCLP from the National Lottery Heritage Fund (NLHF) scheme, to its long-term sustainability as the area's principal framework for partnership delivery. The Plan is primarily intended to inform GCLP partners and stakeholders, but it can be read by anyone wishing to gain a detailed understanding of the partnership's core strengths, interests, ambitions and future direction.



Greensand Country Landscape Partnership is where Greensand Country began.

In January 2013, a National Lottery Heritage Fund Programme was established to raise awareness of the heritage value of this landscape and to reverse the gradual decline in its distinct character and special qualities – qualities that underpin the livelihoods and wellbeing of local communities.

Led by The Greensand Trust and Bedfordshire Rural Communities Charity, the vision was for Greensand Country to be a living and working landscape that is cherished by present and future generations. A strong and diverse partnership was established, involving 24 organisations in the delivery of more than 40 projects that have brought significant benefits for people and nature, resulting in a string of successes around which to inspire ongoing support. Some of the partnership's achievements to date are summarised below:

2019/2020 In a Nutshell



Events
per-year.



&
People attended the
**Greensand
Festival 2019!**
6x our target!



Horse riding
routes
created.



Walls
restored.



Of Greensand
Country restored
or brought under
positive management.



Sense of
Place Toolkit
has been
published.



24

Organisations working together for
the benefit of Greensand Country.



80

Projects helping to conserve and
promote the landscape.



Children from 24
schools have learnt
about their local
landscapes.



Local
residents
reached.



Greensand
village signs
installed.



Strong
destination
brand for
championing
Greensand
Country.



A website with
dynamic mapping
has been created
to promote
Greensand
Country.

£ **1.6**
million
from NLHF
matched by a
further

£ **1.4**
million
of total
investments.



Historic
England Grant.



Young people not in
employment, education
or training (NEET)
have received training.



Courses for woodland
owners on how to
bring woodlands into
positive management.

Apprenticeships
completed.

The value of Greensand Country Landscape Partnership

Greensand Country Landscape Partnership is a story of using passion to drive progress; and the enthusiasm of local communities, businesses, government bodies, councillors and others towards the future of the partnership speaks for itself.

This enthusiasm and momentum needs to be carried forward into the future if we are to meet local and national ambitions towards key issues such as sustainable economic growth, carbon reduction and climate change mitigation, biodiversity net gain, public health and wellbeing.

GCLP provides a ready-made framework for coordinating local action towards achieving these ambitions and helping everyone get the best out of Greensand Country. It needs the continued support of partners, stakeholders, supporters and funders if the added value it brings is to be sustained over the long-term, for the following reasons:

- The Strategic Framework of GCLP maps directly on to the objectives and future visions of local authorities – making it the ideal vehicle for local delivery (see Appendix 6.4).
- The effort needed to establish an equivalent partnership ‘from scratch’ would be costly and counter-productive – requiring an investment upwards of £500,000 and a 4-5 year development period to set up and nurture the necessary stakeholder network¹.
- A key strength of the partnership is its diversity, comprising organisations large and small; across the public, private and voluntary sectors; encompassing a wide range of knowledge, expertise, interests and perspectives. Such diversity would be difficult to replicate without the germ of collaboration that was provided by the NLHF scheme.
- GCLP is independent and non-political. It is capable of giving impartial advice to local stakeholders and functioning as a “think tank” for performing research and advocacy on a wide range of topics including landscape management; recreation, public health and wellbeing; rural economy and sustainable tourism; and climate change mitigation.
- The partnership is economical and entrepreneurial. It has attracted interest from the business community and will continue to innovate in developing ‘products’ capable of attracting private sector support – e.g. the highly successful Greensand Festival.

¹ Estimated based on NLHF Scheme staff and volunteer costs alone.

2. Strategic Framework

This section sets out:

1. The **framework** around which the work of the partnership will be structured.
2. The **vision** for Greensand Country Landscape Partnership.
3. The **purpose** and functions of Greensand Country Landscape Partnership.
4. The **themes** of our work: identifying where the partnership will focus its effort.
5. The **values** that underpin how the partnership operates.



What did we learn through consultation?

- Stakeholders are keen for **Greensand Country to gain greater public awareness and market profile** for its natural and cultural heritage; and as a place that people love to visit, take care of and be proud of. Continued and more widespread branding and communications are seen as being essential to this goal.
- The **distinctive character and high quality of the landscape** (both its natural and cultural heritage) contribute greatly to Greensand Country's attractiveness, identity and 'sense of place' – and must therefore be maintained, protected and enhanced into the future as a priority.
- There is a desire to **increase use of the area for sustainable tourism and recreation** – but to manage this in a way that does not impact negatively on the landscape: its wildlife, habitats and the people who live and work there. Stakeholders feel that opportunities for recreation should focus on usage by local communities, seeking to improve access for all, active travel (walking, cycling, horse-riding, etc) and associated benefits to people's health and wellbeing. The capacity of Greensand Country to deliver such benefits is seen to be a key asset of the area, demand for which has been heightened by the Covid-19 crisis (at time of writing) and is set to increase in future due to urban expansion and growing need for access to countryside "on people's doorstep".
- Stakeholders see **strong potential for Greensand Country to become an exemplar of sustainability** by championing climate change mitigation and the green economy.

Supporting delivery of the Central Bedfordshire 2050 Vision² (outcome on “living in balance with our environment”) and CBC Sustainability Plan³, together with relevant aspects of the Milton Keynes Strategy for 2050, are seen as key to this ambition. Immediate priorities suggested by stakeholders include helping small businesses transition to environmental good practice; encouraging people to buy local; and promoting use of active travel, especially during recreational visits.

- Underpinning all future communications and engagement is the **need to continually enhance people’s understanding of Greensand Country**, so that in turn they appreciate and value it even more (leading to responsible visitor behaviour; greater engagement in conservation; propagation of the destination brand, etc). “Education and learning” were frequently mentioned by stakeholders as being a priority, with a focus on raising understanding through recreation, events, activities and other forms of learning through engagement (rather than more formal education per se).
- The Greensand Country Landscape Partnership (GCLP) is viewed by stakeholders as being an important platform for **local leadership and collaboration**, capable of delivering greater impact than organisations are able to achieve in isolation. A united partnership and the view of Greensand Country as a place where “everyone works together” were noted as being important aspects of the destination brand and a key positive outcome of GCLP’s work to date. Additional benefits identified by stakeholders include the ability of GCLP to bring multi-disciplinary solutions to bear on complex challenges (i.e. a more holistic than siloed approach); and its role in championing the area’s “best interests”.
- Stakeholders identified a number of **priorities for GCLP itself** going forwards, notably:
 - Continuing to develop, promote and strengthen the Greensand Country brand.
 - Unifying individual partners’ strategies and workplans to improve collaboration, avoid competition, improve efficiency and amplify impact.
 - Providing a platform upon which a diverse range of organisations, communities and businesses can work towards shared goals (stakeholders that might not otherwise have opportunity to collaborate).
 - Drawing on the wide-ranging expertise of the partnership in developing new, innovative and overall better solutions to common problems.

² Central Bedfordshire Council (2021) Central Bedfordshire 2050 Vision, Last accessed 22/01/21 - <https://www.centralbedfordshire2050.co.uk>

³ Central Bedfordshire Council (2020) Central Bedfordshire Sustainability Plan 2020-2030, CBC.

2.1 Strategic Framework

The strategic framework provides a structure for organising the work of the partnership. It should be used to help keep activities ‘on track’ (in line with vision) and ‘in shape’, ensuring the various activities fit together as a cohesive body of work.

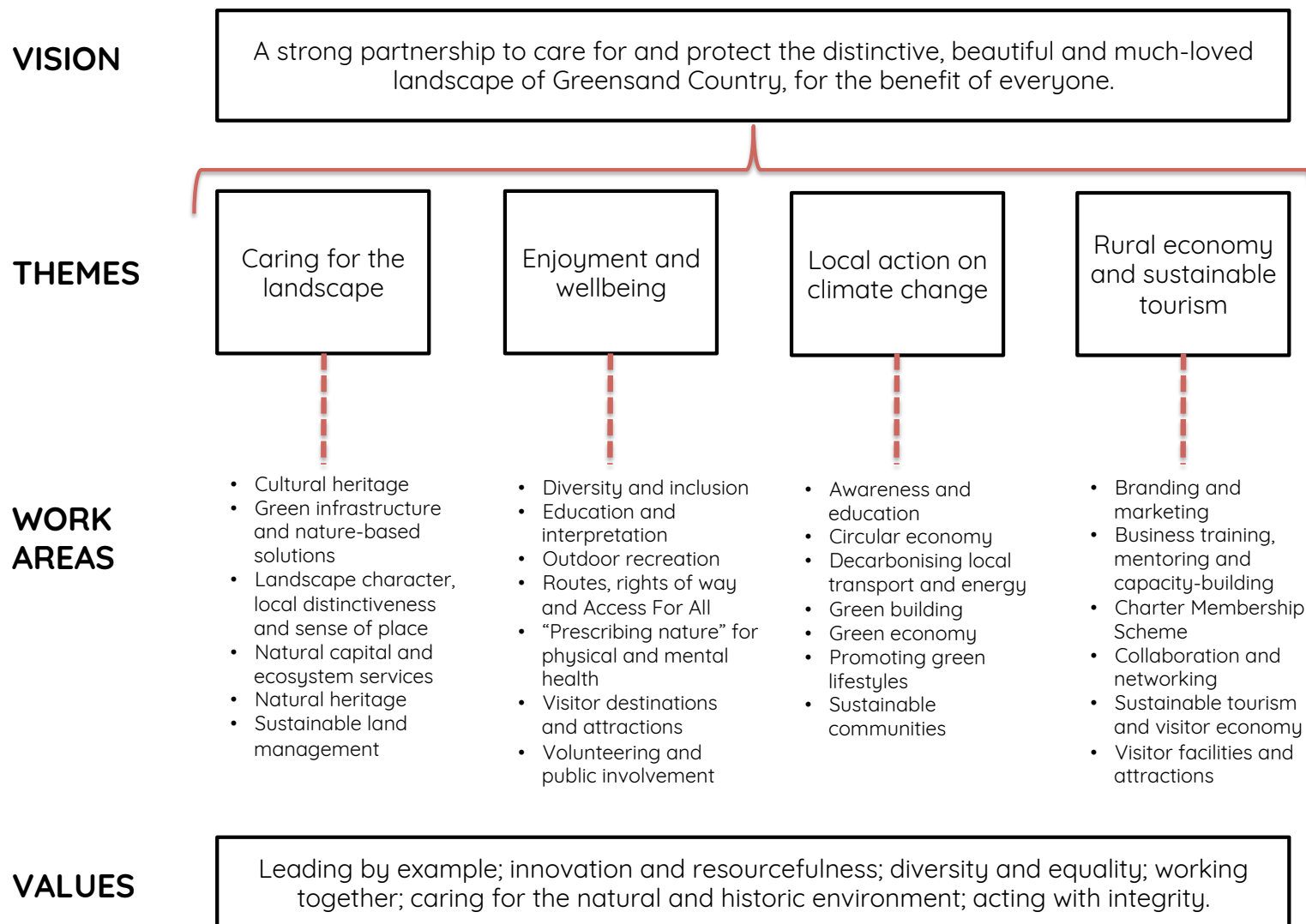
The strategic framework ties together:

- The vision for Greensand Country.
- The themes around which the partnership will concentrate its effort.
- The work areas for each theme, within which projects will be prioritised for delivery.
- The set of values that run throughout the partnership and its activities.

The framework should be used to:

- **Guide the formulation, design and selection of projects** to be delivered by GCLP. Broadly speaking, any projects that don’t fit readily into at least one of the themes should be disregarded. That said, be mindful that the framework is not rigid. It should be flexible enough to accommodate new ideas, respond to unforeseen challenges and allow a degree of experimentation; but it should not be so flexible as to lose its overall ‘shape’ and result in activities that are disconnected from the main themes.
- **Help explain the work of GCLP to others.** The themes of the framework are especially useful in this regard, as they provide a clear starting point for introducing the focus of the partnership. The work areas that sit beneath each theme can then be used to add further detail to discussion.
- **Structure the monitoring and evaluation of project outcomes.** Individual projects will have their own bespoke requirements in terms of evaluation, but where possible evaluation methods should be designed according the framework – i.e. with project outputs measured in terms of their contribution to relevant work areas and themes. Even in its simplest form, this will enable a broad overview of progress towards the vision, sufficient for headline reporting.

→ **Action:** It is recommended that a **Delivery Plan** be developed to guide implementation of the Strategic Framework (see Action Programme task 1.10 – due by October 2021).

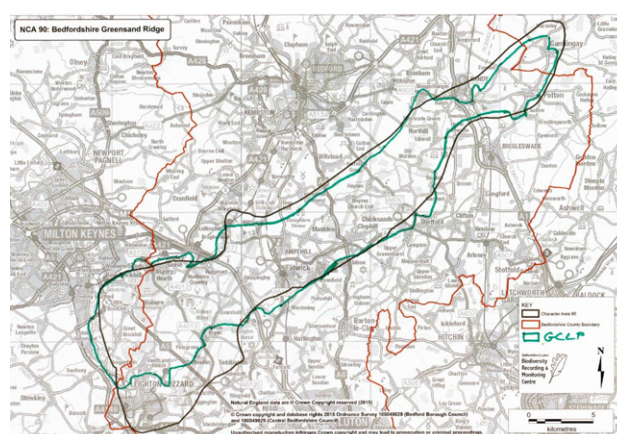
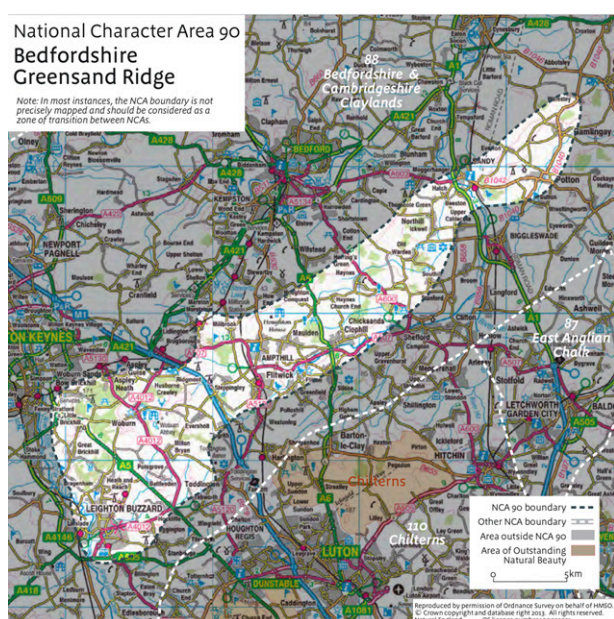


Spatial Framework

To date, the GCLP Strategic Framework has been defined by the purposes of the NLHF Landscape Partnership Scheme. Now that the scheme is ending, it is proposed that this spatial framework – i.e. the Greensand Country boundary – be extended to match that of National Character Area 90: Bedfordshire Greensand Ridge, which is the same boundary as used by the Greensand Ridge Nature Improvement Area (NIA).

National Character Areas (NCAs) are areas that share similar characteristics and which follow natural lines in the landscape, rather than administrative boundaries – making them a good decision-making framework for the natural environment. NCAs are defined by Natural England and each ‘NCA profile’ contains guidance documents that can help communities to inform their decision-making about the places that they live in and care for. The information provided by the NCA profiles supports the planning of conservation initiatives at a landscape scale; informs the delivery of nature improvement areas; and encourages broader partnership working through local nature partnerships. The NCA profiles also help to inform choices about how land is managed and can change – altogether providing an ideal framework for the future development of Greensand Country.

The decision to adopt NCA 90 as the boundary of Greensand Country will be made by the GCLP Board. Implementation of the new boundary will involve engaging adjacent areas not currently within Greensand Country (as defined by the NLHF Scheme), but with potential to add value to it – for example, Leighton-Linslade, one of the largest communities in the area.



NCA 90 boundary (left) and sketch above showing overlay of NCA 90 (black) with NLHF Landscape Partnership Scheme area (green).

2.2 Vision

The vision of GCLP is:

A strong partnership to care for and protect the distinctive, beautiful and much-loved landscape of Greensand Country, for the benefit of everyone.

What are the objectives of the vision?

1. Combining knowledge and expertise from the public, private and voluntary sectors.
2. Improving the landscape, biodiversity and historical heritage of Greensand Country.
3. Enabling everyone to access, enjoy and connect with the landscape.
4. Supporting sustainable recreation and tourism to boost the rural economy.
5. Taking action on climate change that inspires local communities, businesses and visitors.
6. Adding value to the work of the Greensand Trust as the accountable body of GCLP.

GCLP Strapline

It is recommended that a short strapline be developed for helping to convey the GCLP vision and its strategic themes to wider audiences, notably the general public.

Development of the strapline should be facilitated by the GCLP Communications Working Group and include testing with target audiences to ensure the phrasing and messaging are fit for purpose. An initial suggestion is included in Appendix 6.6 as a starting point for discussion.



2.3 Purpose

The overall purpose of Greensand Country Landscape Partnership (GCLP) is:

To achieve more for Greensand Country by working together.

In serving this purpose, GCLP must fulfil a number of key functions

- **Coordination and leadership.** The partnership must enable stakeholders to collaborate in ways that are easier, more efficient and more impactful that would be possible in the absence of GCLP – ensuring the partnership makes a “real difference” for the area. One important service that GCLP can provide is simply keeping partners better informed of each others’ activities: knowing who is doing what, when and how others might be able to get involved or request help when needed. Another key service is providing consistency and support to messages that partners wish to communicate – i.e. helping to amplify partners’ own messages by adding ‘more voices’. The partnership must also be proactive and lead by example on actions that benefit Greensand Country. There is great potential for GCLP to develop/trial good practice and become a “centre of excellence”.
- **Branding and advocacy.** GCLP must take the lead in promoting the Greensand Country brand and raising awareness of the area’s special qualities: its natural and cultural heritage and sense of place. Partners should be proactive in incorporating the branding within their communications where appropriate. For example: applying the brand to relevant activities in the area when opportunities arise; promoting the Greensand Country website and social media; advocating for Greensand Country at events and during meetings.

Please note that the advocacy role of GCLP does not extend to representing Greensand Country in the planning system (i.e. engaging in decisions on planning and new development). The partnership is to remain independent in this regard, mindful that some individual GCLP partners, other local organisations and consortia already perform this function – and that significant resources would be required for GCLP to take on this additional role.

- **Expertise and experience.** The wide range of knowledge, skills and experience belonging to partners is a core asset of GCLP and should be exploited as fully as possible. By working together, the partnership is capable of delivering beyond the capabilities of any one organisation and opportunities for joint-working should be seized whenever possible. When collaborating, individual partners should take the lead on projects/activities best suited to their organisation's own expertise, experience and area of influence. Transfer of knowledge and skills between partners should always be encouraged, but should not supersede the necessity for partners to 'play to their own strengths'.
- **Finance and resourcing.** Section 4 of the Forward Plan focuses on this topic in detail, the key point here being that GCLP has an important role to play in funding and otherwise resourcing activities that align with the Greensand Country vision. This includes resourcing the core functions of GCLP and securing funding to deliver projects and activities. It is expected that partners will use their influence and initiative in raising finance for the GCLP Common Fund and to support the delivery of their own projects under the Greensand Country brand. It is also envisaged that larger funding programmes, requiring multiple partners and multi-disciplinary approaches, will be sought via consortia. Mobilising volunteers and other non-cash/in-kind contributions, such as equipment and venues, will also play an important role in maintaining the momentum of the partnership.

2.4 Themes

The strategic framework for Greensand Country Landscape Partnership comprises the following four themes. These are the main areas of work that the partnership will focus on.

Each theme underpins the Greensand Country vision and has been developed through a consultation process that captured the priorities expressed by GCLP partners and stakeholders. Development of the themes has also been informed by:

- The original Landscape Conservation Action Plan, supported by the National Lottery Heritage Fund (2017-2021), and review of the scheme's mid-term and final evaluations (the latter ongoing at time of writing), ensuring the new Forward Plan and strategic framework build on work to date.

- Other strategic frameworks that GCLP may take account of, notably the Central Bedfordshire Council 2050 Vision, CBC Sustainability Plan and Milton Keynes Strategy for 2050 – ensuring the strategic framework maps directly onto these wider ambitions and avoids any potential duplication of effort or conflicts of interest.

Whilst the themes complement the work of the NLHF Landscape Partnership Scheme, they are also intended to create a new impetus for GCLP going forwards. Hence there is a focus on where partners are able to innovate, add value and achieve real impact by working together. This deliberate approach to avoid repetition of “business as usual” - and instead develop a new portfolio of activity, emphasising the synergy of the partnership - will deliver new positive outcomes for Greensand Country beyond the scope of any one partner to achieve in isolation.

The themes of the Strategic Framework, their ambitions and example work areas (within which projects will be developed) are summarised over the following pages.

Themes of the Strategic Framework





Theme 1: Caring for the landscape

This theme focuses on protecting the natural and cultural heritage of Greensand Country - and in doing so protecting the enjoyment, wellbeing, sense of place and related benefits that people derive from the area. It focuses on protecting what people value about the landscape today; managing change in ways that allow communities to flourish; and seeking not just to sustain but improve the quality of the landscape into the future.

Example work areas:

- Natural heritage (biodiversity, ecosystems and geology)
- Cultural heritage (history, traditions, ways of living, artistic expressions and values)
- Landscape character, local distinctiveness and sense of place
- Natural capital and ecosystem services
- Sustainable land management
- Green infrastructure and nature-based solutions



Theme 2: Enjoyment and wellbeing

This theme focuses on helping people make the most of Greensand Country for their own personal enjoyment, happiness and wellbeing. It's about improving the ways in which people can access and travel through the landscape; what they experience and learn along the way; the interactions with other people and nature; and how engaging with Greensand Country benefits their overall mental and physical health.

Example work areas:

- “Prescribing nature” for health
- Outdoor recreation
- Routes, rights of way and Access for All
- Diversity and inclusion (age, disability, race, religion, gender equality and identity, LGBTQ+)
- Visitor destinations and attractions
- Education and interpretation
- Volunteering and public involvement



Theme 3: Local action on climate change

This theme focuses on addressing the climate crisis by taking local action that will inspire communities, businesses and visitors to adopt greener lifestyles, supporting local authorities' objectives to achieve a carbon neutral economy by 2030. It aims to help people live in balance with the environment of Greensand Country by taking positive actions at home, in the workplace or when enjoying the landscape. Actions focused on mitigating climate change by reducing carbon emissions; minimising waste; growing and buying locally; and managing the landscape to help mitigate climate change impacts.

Example work areas:

- Awareness-raising on local climate change impacts and risks
- Supporting the transition to sustainable communities
- Green economy and circular economy
- Decarbonising local transport and energy generation
- Supporting sustainable and 'eco-friendly' tourism
- Promoting green lifestyles



Theme 4: Rural economy and sustainable tourism

This theme focuses on strengthening the rural economy of Greensand Country by supporting local businesses and championing the area as a destination for high quality, sustainable tourism. It deals with further developing and strengthening the destination brand, building on the existing Sense of Place Toolkit to raise awareness of 'what's special' about Greensand Country. It supports working towards a sustainable local economy, including tourism that takes full account of its impacts and addresses the needs of visitors, the industry, the environment and local communities – ensuring everyone benefits.

Example work areas:

- Destination branding and marketing (incl. Greensand Festival)
- Sustainable tourism and the visitor economy
- Visitor facilities and attractions
- Developing the Greensand Country Charter Membership Scheme
- Business training, networking and capacity-building

2.5 Work areas

Whilst the themes of the Strategic Framework provide the broad headings under which GCLP will mobilise its effort, the ‘work areas’ provide a finer level of detail for the purpose of developing individual projects.

The work areas included the Forward Plan at time of writing are examples only for the purpose of illustrating the types of activity that might fall under each theme. These examples should be used as a starting point for discussion, prioritisation – and if applicable – further development depending on the available resources of GCLP going forwards.

It is recommended that the partnership should review its potential work areas at least annually to maintain an up-to-date list of potential project ideas suitable for funding.



Theme 1: Caring for the landscape

- **Natural heritage** – e.g. habitat restoration and establishing or improving wildlife corridors; engaging residents in “biodiversity in the back garden”.
- **Cultural heritage** – e.g. interpreting the history of the landscape in creative ways; creating a virtual archive of heritage assets on the Greensand Country website.
- **Landscape character, local distinctiveness and sense of place** – e.g. engaging communities in undertaking local landscape character assessments and using the results to inform local plans and strategies; expanding the Sense of Place Toolkit with new content, crowd-sourced from residents, visitors and businesses.
- **Natural capital and ecosystem services** – e.g. sharing best practice amongst landowners to improve the stock of natural capital assets; helping organisations to work at scale and across boundaries in better managing ecosystem services.
- **Sustainable land management** – e.g. supporting farmers to create joined up wildlife pathways or create multi-partner ELMS areas.
- **Green infrastructure and nature-based solutions** – e.g. working with planners and developers to fix ‘grey’ problems with ‘green’ solutions, ensuring nature has a home within new developments.



Theme 2: Enjoyment and wellbeing

- **“Prescribing nature” for health** – e.g. using the website to support local attractions in better promoting the opportunities they offer for benefiting mindfulness and wellbeing.
- **Outdoor recreation** – e.g. continuing to promote use of Greensand Country for recreation and working with activity providers to relay messaging on environmental care to visitors.
- **Routes, rights of way and Access for All** – e.g. providing an online hub for promoting all rights of way across Greensand Country.
- **Visitor destinations and attractions** – e.g. working with activity providers to incorporate Greensand Country branding in their marketing materials.
- **Education and interpretation** – e.g. developing a series of online ‘topic packs’ for use by local schools and families in learning about the area.
- **Volunteering and public involvement** – e.g. promoting the Charter Membership scheme to community groups, NGOs and others as a forum for public involvement in Greensand Country.
- **Diversity and inclusion** – e.g. organising day trips from nearby urban areas to help underrepresented groups engage with Greensand Country “on their doorstep”.



Theme 3: Local action on climate change

- **Awareness-raising and education** – e.g. using GCLP partner sites to host a ‘train the trainer’ programme on local climate change action (with sessions for businesses, schools, NGOs, community groups).
- **Sustainable communities and green lifestyles** – e.g. using the website to promote staycations and local leisure activities; helping community groups secure funding for environmental projects.
- **Green economy** – e.g. publicising sustainable businesses and sharing tips for good practice through the Charter Scheme.
- **Circular economy** – e.g. joined up promotion of “reduce, reuse, recycle” schemes.
- **Decarbonising local transport and energy** – e.g. working with stakeholders to decarbonise public transport by 2030.
- **Supporting sustainable tourism** – e.g. working with tourism providers to promote messaging on environmental care.



Theme 4: Rural economy and sustainable tourism

- **Destination branding and marketing** – e.g. establish a training programme to support businesses in using the Sense of Place Toolkit.
- **Sustainable tourism and the visitor economy** – e.g. supporting and publicising uptake of green accreditation amongst Charter tourism businesses, helping Greensand Country to become a destination for sustainable tourism.
- **Visitor facilities and attractions** – e.g. using the Greensand Country website, social media and other communication channels to help boost the marketing outreach of SME tourism providers; developing interpretation projects to enrich the visitor experience at attractions with a strong heritage offer.
- **Celebrating Greensand Country** – e.g. developing a business model to build on the success of the Greensand Festival as an annual event.
- **Charter Membership Scheme** – e.g. expanding the resources made available to business via further development of the Sense of Place Toolkit (such as video content); creating an annual award competition to promote the Scheme; appointing a Charter Membership representative to the GCLP Board.
- **Business training, networking and capacity-building** – e.g. securing funding for a 'build back better' conference (featuring keynotes from local business leaders) to help SMEs recover from the impacts of Covid-19.

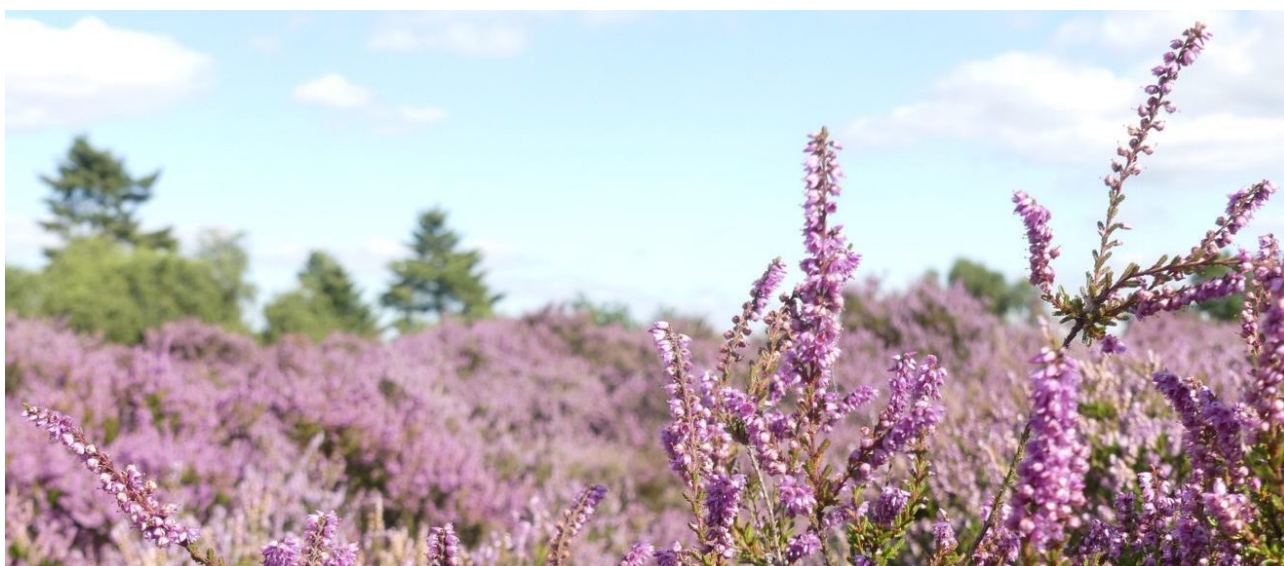


2.6 Values

The way in which GCLP operates is underpinned by a set of core values, which are shared by all partners. These values embody the ‘character’ of the partnership and provide general principles for its conduct. They help to determine the priorities and motivations of GCLP; the manner in which partners work together and with others; and can be used to guide how the partnership should act in various situations, including questions of ethics.

The core values GCLP are as follows:

- **Leading by example**, the partnership will inspire others by demonstrating good practice.
- **Being innovative and resourceful**, the partnership will actively create opportunities and embrace new ideas.
- **Promoting equality and diversity**, the partnership will ensure all members have equal status and will aim for diversity in its membership; accessibility and inclusivity in its events and activities; and to increase engagement of people from all backgrounds and abilities.
- **Working together for a common purpose**, the partnership will foster supportive relationships with others who care for Greensand Country, aiming to achieve more than any one organisation could by working alone.
- **Caring for the natural and historic environment**, the partnership will be proactive in conserving heritage and seeking to mitigate the climate and biodiversity crises.
- **Acting with integrity**, the partnership will be truthful in communications and transparent in how it operates, always striving to “do the right thing”.



3. Governance Structure

This section describes the governance structure of Greensand Country Landscape Partnership (post-NLHF funding). It sets out how the partnership will be managed; how decisions will be made and projects/activities delivered; and the general principles of agreement between GCLP partners.



What did we learn through consultation?

- **Stakeholders recognise the important role and capabilities of GCLP** in delivering the Greensand Country vision. The partnership to date is perceived as being strong and successful, tried-and-tested, proven in overcoming challenges and providing a robust basis for maintaining momentum post-NLHF funding. The long-established close relationships between key partners of GCLP are seen as a key advantage in this regard.
- **Promoting, protecting and consolidating people's value of Greensand Country** are seen as key aspects of GCLP's role. Stakeholders place high priority on advocacy in particular, noting the importance of the Greensand Country brand as a mechanism for rallying support; providing a "multiplying effect" in boosting communications; and making it easier for the public to engage with the work of the partnership (i.e. one voice, instead of many). Stakeholders are keen for the partnership to continue engaging communities and representing their views in the delivery of activities on the ground, especially those relating to health and wellbeing, education and conservation.
- It is felt that **GCLP requires a "home"** if it is to be sustained and indeed flourish into the future. To date, this has been provided by the governance structure of the NLHF-funded Landscape Partnership Scheme, overseen by Bedfordshire Rural Communities Charity (BRCC) and the Greensand Trust. Stakeholders feel that this structure has served the partnership well and that having a clearly defined, mutually beneficial working arrangement of this type is essential to the next phase (post-NLHF).
- Leading on from the point above, it has been noted that the **partnership must be agile and adaptable** in responding to what is currently (and foreseeably) a highly changeable socio-economic environment. During the consultation, partners recognised

the need for GCLP activities/workload to be capable of expanding and contracting depending on resources (e.g. funding and staffing) and in response to changes in demand – for example, accounting for new opportunities and priorities as they emerge, including potential shifts in focus determined by societal needs and changing policy. For this reason, partners have stated a preference for keeping the GCLP governance structure as simple and flexible as possible, based on a Memorandum of Understanding as opposed to a legally binding agreement, such as a contract. A more formal agreement in the absence of core funding is seen as potentially off-putting and may stifle any necessary expansion of the partnership during its immediate post-NLHF transition phase.

- **Partners and stakeholders see value in belonging to GCLP** and foresee a wide range of reciprocal benefits (“wins wins”) from the partnership, including:
 - Shared commitment to common goals
 - Opportunity for improved leadership and direction of local stakeholders
 - Promoting and increasing visibility of partners’ own organisations and their work
 - Access to expertise and opportunities for training and knowledge exchange
 - Collective power to leverage influence, new initiatives and funding
 - Networking and developing new relationships
 - Increasing the scale and sustainability of outcomes and impacts
 - Reducing duplication of effort and conflicts of interest
 - Improved coordination and promotion of volunteering
 - Breaking down ‘silos’ and encouraging co-production of projects and outputs
 - Developing a strong brand that all stakeholders can benefit from
 - Being a part of the Greensand Country movement and developing a model that other areas can learn from



3.1 Accountable Body

The Greensand Trust will provide the “home” for GCLP as the Accountable Body. It will be responsible for:

- **Hosting the GCLP Secretariat.** The Secretariat will comprise a small team responsible for the everyday running of the partnership (see 3.3). Team members may initially be volunteers or employed on a part-time basis. All employment functions will be governed by the Greensand Trust’s own policies and structures relating to line management, insurance, welfare and safeguarding.
- **Legal and financial management of the partnership.** As the Accountable Body, The Greensand Trust will be responsible for issues of legal and financial management, including insurance and any necessary HR, training and other staffing needs. These functions will incur costs that will need to be met by the partnership’s core funding.

The GCLP Common Fund itself will be held as restricted funds within the Trust’s accounts and reported on separately in line with the Charities’ Statement of Recommended Practice (SORP). Oversight will be provided by a budget report delivered by the Coordinator (Secretariat) at every Board meeting. All partners will be eligible to draw funding from the Common Fund to support the delivery of GCLP projects and activities, following approval from the Board.

It should be noted that as the Accountable Body, the Greensand Trust retains power of veto over any decisions deemed to put the Trust at legal or financial risk. It is however envisaged that this veto power is required only as legal backstop and that any such risks would be resolved through amicable discussion in virtually all scenarios.

- **Ownership and management of the Greensand Country brand assets,** comprising the Greensand Country name, logo (Registered Trade Marks UK00003288422 and UK00003319904) and website, including Sense of Place Toolkit and Charter Membership. As the Accountable Body, the Greensand Trust will be responsible for maintaining, safeguarding and where necessary renewing these assets for the lifetime of the partnership, funding permitting. GCLP partners will be granted free and unlimited access to the brand assets through the GCLP Secretariat. The content of the Sense of Place Toolkit will remain freely available to Charter Members through Creative Commons license (CC BY 4.0).

Other than these specific responsibilities, the Accountable Body will operate as any other GCLP partner with the same level of representation on the Board and in strategic decision-making.

Suitability of Greensand Trust as the Accountable Body

The Trust is well suited to this role for the following reasons:

- It has the motivation, expertise and capacity to fulfil the responsibilities of the Accountable Body.
- It has co-led the NLHF Landscape Partnership Scheme with BRCC and as such has an in-depth understanding of the partnership and its work.
- It is a Registered Charity with over 20 years' experience of working for the benefit of Greensand Country, during which time the Trust has established a strong reputation and links with numerous local networks.
- The Trust manages several visitor destinations in the area, notably Rushmere Country Park, and is experienced in promoting the value of Greensand Country for people's enjoyment, learning and wellbeing.
- There is synergy between the objectives of Greensand Trust and the strategic framework of GCLP. Furthermore, the GCLP strategic framework is capable of adding value to the work of the Trust, ensuring a "win-win" that will help to drive momentum.

Objectives of the Greensand Trust:

1. Promote, encourage and procure for the benefit of the public the improvement, protection and preservation of the countryside of the Greensand Ridge and the surrounding area and its towns and villages and the better development of the rural environment.
2. To provide facilities for the recreation and other leisure time occupation of the public on the Greensand Ridge and surrounding area, with the objective of improving their conditions of life
3. To advance the education of the public.

3.2 GCLP Board

The Board is the principal governing body of GCLP. It is responsible for making strategic decisions, providing expert advice and acting as “critical friend” to the Secretariat and individual partners, offering encouragement and support, as well as honest and candid feedback to improve delivery.

It is recommended that the Board should convene at least four times per year. Meetings should be organised by the Chair, supported by the Secretariat, and be held in person at the premises of GCLP partners (allowing opportunity for informative site visits where appropriate) or convened via video conferencing if circumstances dictate.

Membership of the Board will comprise:

- **One representative of the Accountable Body**, specifically to oversee and input on issues relating to the Accountable Body’s core functions (notably legal and managerial).
- **One senior-level person from each GCLP partner** organisation: people capable of putting plans or actions into effect. In the case of the Greensand Trust, this should include one person in addition to the Accountable Body representative - i.e. representing the interests of GST in the delivery of GCLP activities. To help maintain momentum during the post-NLHF transition, all partners wishing to have representation on the Board should be allowed to do so. The size of the Board may be reviewed periodically throughout the life of the partnership to ensure it remains efficient.
- **The Chair**, whose role is to preside over the Board, ensuring meetings are planned effectively, conducted accordingly and that matters are dealt with in an orderly, efficient manner. The Board shall nominate a Chair to serve for one year. The sitting Chair can, if in agreement, be nominated and serve subsequent consecutive years.
- **The Partnership Coordinator, representing the GCLP Secretariat** (see 3.3) and reporting on the core functions of the partnership.
- **Leaders of each Theme Working Group** (x4), also representing the Secretariat and reporting on the delivery of specific projects and activities relevant to each theme of the strategic framework.

- **Charter Membership: business community representative**, to be appointed on invitation by the Board in the first instance (i.e. during the first year) and subsequently nominated by Charter Members on an annual basis. The representative will be required to have an advocacy role within the business community, including representing GCLP at events, promoting the Charter Scheme and gathering views from businesses to inform GCLP decision-making.
- **Charter Membership: town and parish councils representative**, to be appointed on invitation by the Board in the first instance (i.e. during the first year) and subsequently nominated by town and parish council Charter Members on an annual basis. The representative will be required to have an advocacy role within the network of town and parish councils, including representing GCLP at council meetings throughout the area, promoting the Charter Scheme and gathering views from councils to inform GCLP decision-making. The representative will also coordinate GCLP's input on local planning issues, such as neighbourhood plan updates.
- **One young person's representative**, providing a voice on the Board for young people in Greensand Country (under 18 years of age), helping the partnership to connect with younger audiences. Central Bedfordshire Youth Parliament – aka Central Bedfordshire Youth Voice – has expressed an interest in providing a candidate for this role.
- **Non-executive members**: appointed on invitation by the Board, in consultation with the Charter Membership, for the specific purpose of bringing new insights, perspectives and experience to broaden the knowledge-base of the governing body. Non-executive members should be people who are familiar with Greensand Country and importantly, possess expertise outside that of partners, helping to avoid the “group think” inherent in partnerships comprising organisations of a similar type and purpose. Non-executive members do not engage in voting, but have a key role to play in advising on and critiquing key decisions made by the Board to ensure the strategic direction of GCLP remains as astute as possible.

Decision-making

Decisions will be made through consensus following discussion, seeking agreement from all Board members in the first instance. In cases where a consensus cannot be reached, decisions will be put to a majority vote with one vote per Board member.

Diversity of Board members

The Board should strive for its membership to be as diverse as possible in terms of gender, race/ethnicity, age and profession – not only for reasons of equality, but because diversity can improve Board performance by encouraging consideration of different perspectives, experiences and insights⁴.

Transitioning the Board post-NLHF funding

The current GCLP Board membership will be retained during the period of transition leading up to and immediately following the end of the NLHF landscape partnership scheme. We recommend that the composition of the Board be retained for at least one year post-NLHF, ensuring a continuity of governance that will facilitate adoption of the new GCLP Strategic Framework, whilst also acclimatising to the new funding environment. New and additional Board members should however be considered during this period, notably non-executive members with expertise and experience deemed valuable to the transition itself (such as fundraising). The transition period is also an opportunity for Board members to step down, if they wish. Partners should be allowed opportunity to review their commitment to GCLP and confirm whether they intend to:

- Continue as full partners, with representation on the Board, active involvement in projects and contribution to core funding; or
- Continue working with GCLP in another capacity - e.g. ad hoc as opportunities arise; or
- Step back from the partnership altogether.

Partners should be free to choose their level of involvement without any undue pressure, mindful of the challenges facing organisations at time of writing.

Relationship between GCLP Board and Greensand Trust Board of Trustees

As the governing body of the Greensand Trust (GST), the GST Board of Trustees have a significant interest in Greensand Country. The GST Board will be kept informed of GCLP activity by the GST team and invited to input on key developments when appropriate. Although not directly involved in GCLP governance, the GST Trustees will be consulted on all major decisions affecting the Greensand Trust in accordance with its role as the Accountable Body. An open and collaborative relationship between the two Boards is envisaged, seeking to align strategy and deliver real impact for Greensand Country as a whole.

⁴ Harvard University Department of Economics, 2019.

3.3 GCLP Secretariat

The Secretariat is the administrative body of GCLP and the primary point of contact for enquiries. It resides within the Accountable Body and is responsible for the everyday running of the partnership, including decisions relating to the delivery of individual projects and activities. Its core functions are per those of the partnership (see 2.2):

- **Advocacy:** maintaining the GCLP brand, website and social media.
- **Coordination:** facilitating collaboration between partners; hosting the Theme Working Groups; keeping partners informed of GCLP activities; ensuring continued growth and development of the partnership.
- **Expertise:** signposting enquiries to relevant GCLP partners and helping to match-make expertise within the partnership – for example, to assist project delivery and when forming consortia for funding proposals.
- **Resourcing:** assisting partners to draw in resources for the delivery of GCLP projects, as well as seeking core funding to support the Secretariat itself.

It is recommended that the Secretariat should report every three months on fundraising, project delivery and any other significant GCLP activity.

A culture of frequent, short and informal meetings (e.g. via videoconferencing) will be encouraged throughout the partnership to help maintain momentum, build camaraderie and react quickly to opportunities and challenges as they arise. This approach will help to foster the joined up thinking needed to integrate the themes of the Strategic Framework (avoiding ‘siloed delivery’) and will be especially important if the Secretariat is staffed beyond the Administrative Body with members working within different partner organisations.



Membership of the Secretariat will comprise:

- **Partnership Coordinator:** employed by the Greensand Trust (Accountable Body) and responsible for managing the Secretariat, reporting to the GCLP Board. The Coordinator has an overall duty to ensure the successful delivery of projects and activities (in liaison with the Theme Working Groups); facilitate and manage income and expenditure; and be the main point of contact for GCLP partners and high-level enquires.
- **Financial Administrator:** employed by the Greensand Trust and responsible for overseeing GCLP finances. Payments requested from the GCLP Common Fund (e.g. by the Coordinator) are to be authorised at an appropriate level by the Greensand Trust, paid by the Financial Administrator and subsequently audited by Trust's independent auditors and the GCLP Board (which has full oversight of the Fund).
- **Communications Officer:** responsible for coordinating and motivating promotion of Greensand Country by the partnership. The Communications Officer will oversee and ensure consistency in use of the Greensand Country brand; maintain the website, social media and Charter Membership; and serve as the immediate point of contact for public enquiries (signposting specific enquiries to partners when necessary).
- **Theme Working Groups (x4):** teams focussed on achieving impact within each theme of the Strategic Framework. Teams will comprise a Group Leader (nominated by members of the Group) alongside self-selected representatives of partner organisations with an interest in supporting the theme (e.g. project officers). Working Groups will convene informally when necessary and every three months to report on progress to the Secretariat. Responsibilities comprise:
 - Delivery of GCLP-branded projects and activities 'on the ground'
 - Monitoring project delivery
 - Project design and fundraising
 - Stakeholder engagement
 - Reporting to the Partnership Coordinator and Board

Additional expertise

The Secretariat will be proactive in fostering positive relationships with organisations outside of GCLP and this is embedded in the partnership's core values (see 2.4). In some cases, the management of these relationships will require individuals with expertise and experience beyond that of the Secretariat and Theme Groups - for example, direct links with large organisations such as local authorities and government agencies; or a working knowledge of specific sectors of the business or landowning communities. 'Niche' relationships of this type will be overseen by GCLP **Champions**: individuals with good connections into local networks and a passion for promoting Greensand Country within them. Champions will be responsible for brokering and maintaining links with specific target audiences, reporting to the Project Coordinator and working in liaison with the Communications Officer (particularly when engaging the Charter Membership). It is envisaged that some Champions may also act as Non-Executive Members of the GCLP Board (see notes under 3.2).

The Secretariat may also hire **consultants and other external experts** to assist with certain functions when necessary. For example: IT development; design and media; training; event facilitation. The Accountable Body will be responsible for managing contractual arrangements, the administration of which will be supported by the GCLP Common Fund. A summary of potential functions to be sub-contracted is included in section 4.2.

Resourcing the Secretariat

The Forward Plan presents a range of models for resourcing the GCLP Secretariat: from a 'minimal', low resource option whereby the duties of the Secretariat are largely fulfilled by existing staff within the Accountable Body (Greensand Trust); to an 'optimal' model which assumes sufficient cash flow to employ additional staff in dedicated roles. These options are set out in section 4. Finance and Resourcing.

Please note that a commitment is required from the partnership (and/or local authorities) to help provide **sufficient funding to cover the baseline costs** incurred by the Accountable Body in hosting and facilitating the Secretariat (see 4.1).

3.4 GCLP Partners

Partnership is at the heart of Greensand Country and as such GCLP partners are represented at every level of governance: from individual project officers; to Theme Working Groups and the Secretariat; to the Board.

Membership of GCLP does not demand a financial commitment and in-kind contributions are welcomed from partners unable to contribute directly to core funding. It is expected that all partners will be proactive in helping to fundraise for Greensand Country projects through the Working Groups and their own initiatives.

The principles of collaboration between partners are defined by a **Memorandum of Understanding** (MoU), to which partners must agree as a requirement of GCLP membership. The MoU is not legally binding but signals the willingness of partners to support GCLP and contribute to achieving the Greensand Country vision through their activities. A proposed draft of the MoU is included in Appendix 6.1.

3.5 Charter Membership

The momentum behind Greensand Country does not stop at the partnership; it is carried by the activities and enthusiasm of the many different stakeholders with a vested interest in the vision. These stakeholders include small businesses and organisations; town and parish councils; community and volunteer groups; landowners and land managers; recreation and special interest groups; key ambassadors; potential funders; private individuals and others.

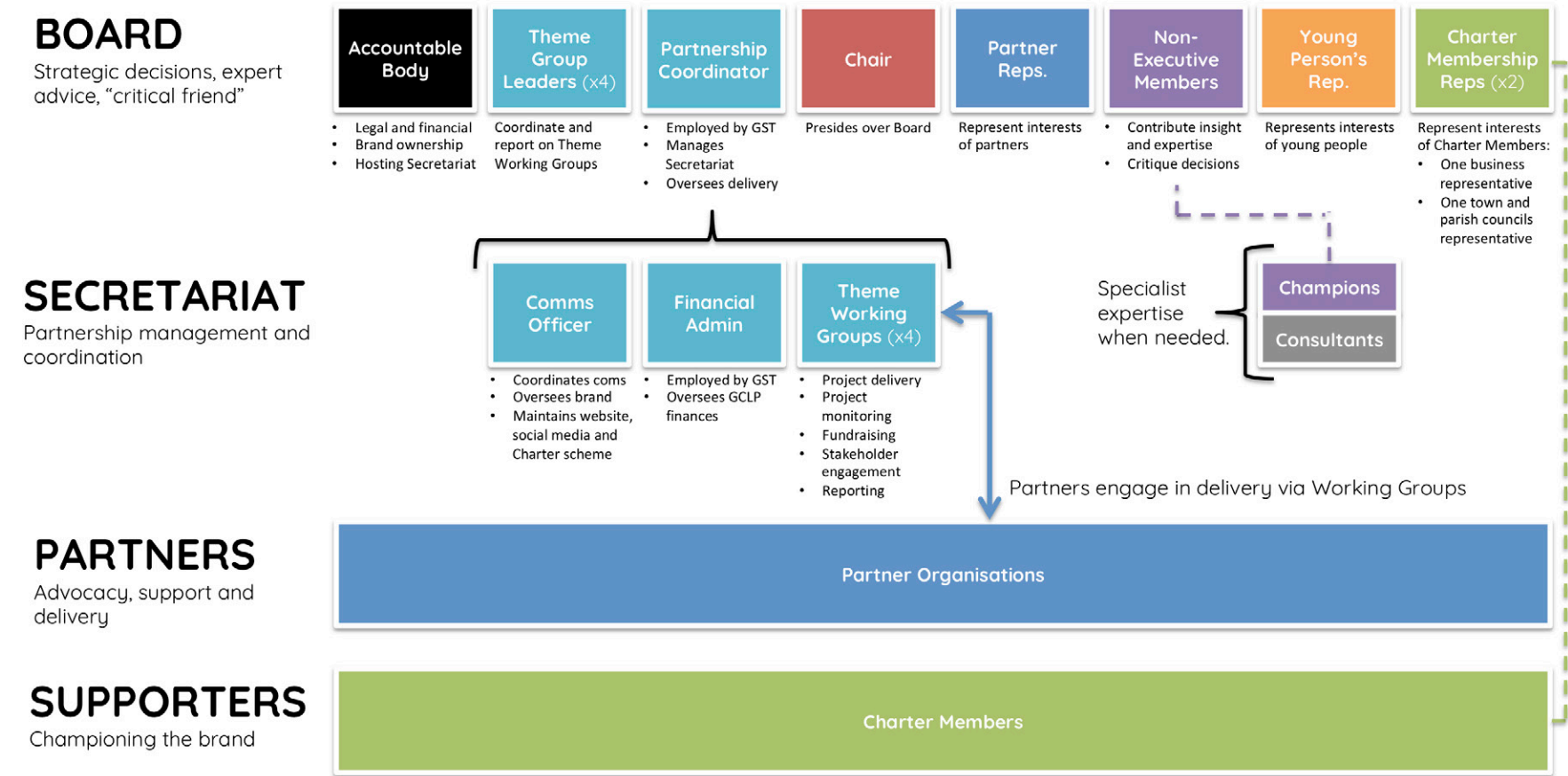
Charter Members play a key role in promoting the Greensand Country brand and raising the profile of the area amongst their own customers, peers and other audiences. The Membership is also represented in GCLP governance and decision-making by having two seats on the Board: one representing small businesses and other local organisations; another representing town and parish councils. It is envisaged that the Charter Membership can also play an important role in putting forward recommendations for non-executive members of the Board, drawing on Charter Members' diverse expertise and experience.

It is important for the Charter Membership to be kept informed of GCLP activities and engaged in the work of the partnership at every opportunity. The Membership scheme offers a ready-made vehicle for facilitating such engagement and can be further developed in the following ways to meet this aim:

- **Promoting a prominent “call to action”** for all supporters to join the Charter Membership scheme – i.e. encouraging sign-ups at every opportunity, such as on the website, through social media, at events and during dialogue with stakeholders.
- **Hosting a biannual Charter Members Assembly** in the form of an open meeting or videoconference, during which members will receive an update on progress within each theme of the Strategic Framework; hear from other Members about how they are working with GCLP; and have opportunity to share their own experiences, views and ideas. We recommend hosting the Assemblies either side of the peak tourism/recreation season sometime around March and October. Each Assembly should involve a plenary session that convenes all Charter members together, as well as separate ‘breakout’ sessions specifically for: 1) business and other local organisations; and 2) town and parish councils. As the Charter membership expands, it may be necessary to consider additional breakout sessions for other stakeholder groups and interests.
- **Disseminating a Greensand Country update by email** (opt-in) every three months to coincide with reporting by the Secretariat. The email will link to a page on the website providing a brief summary of recent GCLP activities, with invitations for stakeholders to get involved or otherwise contribute as appropriate. Deliberately concise and ‘punchy’ updates of this type are far more effective than conventional newsletters in terms of response rate, and could be used by GCLP to help stimulate the Charter Membership to become a more active and enterprising community.

At time of writing (February 2021) a version of this email update is in development, aiming to create an automated system that draws on contributions to the Greensand Country website and can be enhanced with officer time as resources allow.

Summary of governance structure



4. Finance and Resourcing

This section sets out the resourcing requirements of GCLP in terms of staffing and expertise; maintaining core assets such as the brand and website; supporting growth and project delivery. It considers options for funding and enabling the activities of GCLP into the future.

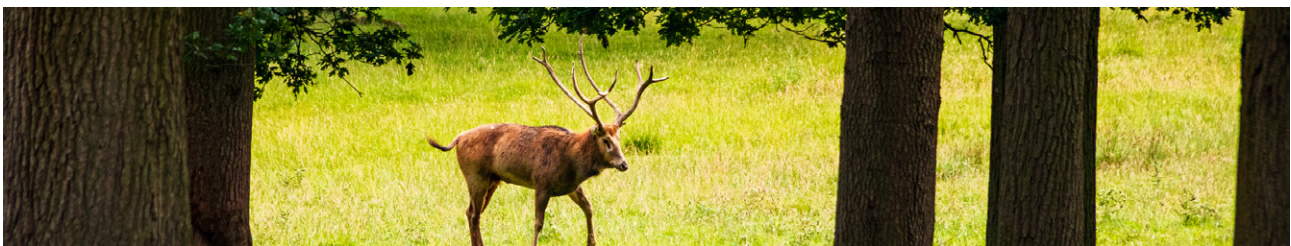


What did we learn through consultation?

- **All stakeholders recognise the importance of funding to the sustainability of GCLP** and the ‘value for money’ that the partnership delivers through its activities. The financial savings and cost-effectiveness of the partnership in managing collaboration between organisations working to benefit Greensand Country is recognised as being significant. Establishing a similar network from scratch in the absence of GCLP – and without the support of substantial NLHF and match-funding – would not be possible, especially in the current economic climate. Stakeholders therefore feel strongly that GCLP must be financially supported as far as possible.
- **Core funding for direct costs**, such as staffing, is seen as being essential to maintaining the momentum of GCLP at the pace and scale desired by stakeholders; but is also recognised as being the most challenging type of funding to secure. Being able to resource a Secretariat (small team) to coordinate the partnership and actively promote Greensand Country would have a tremendous multiplier effect in terms of impact. It would also afford sufficient stability to permit innovation and enable the partnership to explore new approaches beyond ‘business as usual’. In this regard, partners have expressed that the dependability of core funding is of key importance; and that smaller-yet-reliable payments are preferable to lump sums in terms of long-term planning and delivery.
- **Securing funding for specific projects and activities** is an area in which GCLP partners have significant experience and consistently perform well. The broad scope of the partnership to date, coupled with the breadth of its new Strategic Framework, will ensure that GCLP remains well-positioned to access a wide range of grant funding in support of project delivery. For instance: health and wellbeing, now a prominent feature of the partnership’s theme on public engagement, is seen by stakeholders to be a

growth area into which GCLP can expand significantly. In addition to partners' own capacity to secure funding for site and activity-based projects, there remains great potential for GCLP to establish consortia for drawing in funds for larger and/or more innovative schemes requiring trans-disciplinary approaches at scale, as exemplified by the NLHF Landscape Partnership itself. This is another reason why a dedicated Secretariat would be advantageous to the partnership in helping to coordinate funding applications between multiple partners.

- Direct funding is not the only means by which GCLP can support its delivery: **in-kind (non-monetary) contributions from partners and volunteers** are viewed by all stakeholders as being central to the partnership's way of working. Whether through the provision of staff time/effort, equipment, facilities or other resources, partners will be depended upon for their contributions to the running of GCLP and such commitments have already been proven through the work of the partnership to date. Stakeholders view the involvement of volunteers as being especially important in contributing to the theme on public engagement and wellbeing, and the Theme Working Groups will be tasked with incorporating volunteering into activities 'on the ground' wherever possible.
- **Establishing and resourcing a "home" for GCLP** post-NLHF funding is seen to be of utmost importance, and the Greensand Trust has been put forward as best candidate for fulfilling the role of Accountable Body (see 3.1). This will significantly reduce time, cost and complexity in comparison to establishing a new legal entity from scratch. It will also provide a degree of stability in supporting the partnership transition from being NLHF-funded to an initially leaner, more flexible and more self-sufficient operational set up. Acquiring core funding to cover the operating expenses and overheads of GCLP for an initial period of 4-5 years is essential to the sustainability of the partnership. Fundraising should therefore be the primary focus of GCLP leading up to and during the transition.



4.1 Baseline Expenses and Overheads

It is essential for basic operating expenses and overheads to be met if the partnership is to be sustained into the future. Annual baseline costs are mostly incurred through maintenance and development of the Greensand Country brand identity (website, communication channels and the brand itself), as well as coordination and administration of the partnership, including minimum staff time invested by the Accountable Body, plus some core functions that require sub-contracting. These baseline costs are summarised below and represent the minimum amount of core funding required by the partnership.

Task / Item	Description	Amount	Cost per annum
Greensand Country name and logo	The principal brand assets, registered as Trade Marks	Annual Trademark renewal fee (£162) and Watch Service (£490).	£652
Greensand Country website	Online visitor information hub for Greensand Country (greensandcountry.com)	Website hosting (£1800); image licensing and domain name renewal (£300).	£2,100
PR and communications	Content management of Greensand Country website and facilitation / promotion of Charter Membership.	Work sub-contracted at £600/month (2.5 days) for 12 months.	£7,200
Management and facilitation	Senior staff commitment from the Accountable Body (Greensand Trust) to oversee and facilitate the Partnership.	2.5 days per month pro rata.	£11,250
Administration, finance and contact point	Basic administration of the Partnership.	0.5 days per month pro rata.	£1,500
Marketing budget	Design and production of marketing materials, advertising, events and any associated professional fees.	Estimated minimum total, not including the Greensand Festival.	£2,000
Year 1			£24,702
Year 2			£25,443
Year 3			£26,206
3% added per annum over years 2-3 to account for inflation			
Total required to cover baseline costs over example period of 3 years			£76,351

Assumptions:

- Under these baseline costs, GCLP is not hosting dedicated officers. Hence overheads are included in day rates.
- Partners will assist with hosting events and meetings at their own or minimum costs.
- Organising and facilitating the annual Greensand Festival is not accounted for and would require additional funding of around £8K per annum to continue the Festival in its current format. It is however envisaged that the Festival concept could be sustained by GCLP partners using the tools provided by the Greensand Country website to promote their own events under the Festival banner.

As previously mentioned, **it is vital for these baseline costs to be met if the partnership is to be sustained**. A commitment is therefore required from the partnership and other stakeholders to help provide sufficient funding to cover the baseline costs incurred by the Accountable Body, which cannot be expected to meet these costs on its own, in-kind or otherwise.

4.2 Staffing and Expertise

GCLP requires a small team to manage the running of the partnership and coordinate activities between its members. The composition of this team (referred to here as the Secretariat) is largely dependent on the amount of core funding available. The greater the amount of funding, the greater the capacity and capabilities of the Secretariat - and the greater the positive impact for Greensand Country.

The Secretariat has several core functions (see 3.3), which can be divided into distinct roles. In an ideal situation with sufficient funding, several of these roles would be established as full or part-time dedicated posts within the Accountable Body. If funding is limited, it may be necessary for these roles to be fulfilled on a part-time or in-kind basis as best as possible. These roles, the expertise and approximate resources they require, are summarised below.

Please note that staff costs are estimated based on:

- UK average salary for the position or closest equivalent; plus
- National Insurance, pension contribution and staff overheads (e.g. insurance, HR) estimated at 25%⁵.

⁵ Source: average used by European Commission project funding.

Partnership Coordinator	<p>Responsible for managing the Secretariat; maintaining relationships with partners and external stakeholders; coordinating fundraising and project delivery. Desired expertise:</p> <ul style="list-style-type: none"> • Leadership and team-building • Project management • Communications • Enterprise and innovation • Staff and volunteer line management • Legal and financial admin • Fundraising 	<p>Cost: £44K per annum for full-time post (£35K salary plus 25% overhead)</p>
Communications Officer	<p>Responsible for management of the Greensand Country brand, website, social media, Charter Membership and coordinating communications activities amongst the partnership. Desired expertise:</p> <ul style="list-style-type: none"> • Communications, marketing and PR • Content creation • Web-editing • Social media • Events 	<p>Cost: £33K per annum for full-time post (£26K salary plus 25% overhead)</p>
Financial Administrator	<p>Responsible for overseeing GCLP finances. Duties include maintaining records for all transactions, preparing financial reports and processing payments. Desired expertise:</p> <ul style="list-style-type: none"> • Background in finance • Knowledge of bookkeeping, payroll and insurance 	<p>Cost: £25K per annum full-time equivalent (£20K salary plus 25% overhead)</p>
Theme Group Leader: Caring for the landscape	<p>Responsible for leading and reporting on the delivery of projects and activities alongside officers from partner organisations. Desired expertise:</p> <ul style="list-style-type: none"> • Landscape, natural and cultural heritage • Environmental conservation • Land use planning • Project management • Fundraising • Stakeholder engagement and volunteer management 	<p>Cost: £33K full-time equivalent (£26K salary plus 25% overhead)</p>

Theme Group Leader: Enjoyment and wellbeing	Responsible for leading and reporting on the delivery of projects and activities alongside officers from partner organisations. Desired expertise: <ul style="list-style-type: none"> • Mental/physical health and wellbeing • Access, recreation and rights of way • Interpretation and visitor experience • Project management • Fundraising • Stakeholder engagement and volunteer management 	Cost: £33K full-time equivalent (£26K salary plus 25% overhead)
Theme Group Leader: Local action on climate change	Responsible for leading and reporting on the delivery of projects and activities alongside officers from partner organisations. Desired expertise: <ul style="list-style-type: none"> • Climate change, green and circular economy • Sustainable communities • Awareness-raising and education • Transport and energy • Project management • Fundraising • Stakeholder engagement and volunteer management 	Cost: £33K full-time equivalent (£26K salary plus 25% overhead)
Theme Group Leader: Rural economy and sustainable tourism	Responsible for leading and reporting on the delivery of projects and activities alongside officers from partner organisations. Desired expertise: <ul style="list-style-type: none"> • Destination branding and marketing • Sustainable tourism • Rural economic development • Business networking and training • Project management • Fundraising • Stakeholder engagement and volunteer management 	Cost: £33K full-time equivalent (£26K salary plus 25% overhead)

Supporting functions

The following functions are beneficial to the partnership but not deemed essential. It is suggested that these functions be fulfilled by in-kind contributions from partners or outsourced to contractors ad hoc.

Graphic designer	Updating the Greensand Country brand guidelines; producing branded materials such as publications, displays, digital media.	£200-£400/day outsourced or in-kind equivalent
Photographer	Capturing and sourcing high quality photography to illustrate GCLP communications, including updates to the Sense of Place Toolkit.	£200-£400/day outsourced or in-kind equivalent
Filmmaker	Producing promotional videos for use on the Greensand Country website, social media and at events.	£200-£400/day outsourced or in-kind equivalent
Web-developer	Routine update/maintenance and further technical development of the Greensand Country website.	£200-£400/day outsourced or in-kind equivalent
Training consultant	Providing specialist training beyond the scope of partners' own expertise.	£400-£1000/day outsourced or in-kind equivalent
Education consultant	Expertise in developing educational materials specific to Key Stages of the curriculum.	£300-£600/day outsourced or in-kind equivalent
Fundraiser	Expertise in sourcing public, third sector and private/corporate funding, including commercial sponsorship.	£200-£600/day outsourced or in-kind equivalent
Business liaison officer	Specific to development of the Charter Membership; this function is to be overseen by the relevant Board representative.	£200-£400/day outsourced or in-kind equivalent
Event Planner	Specific to the Greensand Festival and any other major events hosted by GCLP (assisting the Communications Officer).	£200-£600/day outsourced or in-kind equivalent

4.3 Core Funding Scenarios

The operational capabilities of GCLP are determined by the availability of core funding (i.e. revenue), which is likely to vary considerably during the period following the NLHF Landscape Partnership Scheme. There are currently significant challenges resulting from the coronavirus crisis and the UK's exit from the European Union; but also opportunities surrounding the Government's 25 Year Environment Plan, the updated Environment Bill (2020), the growing

movement to “build back better” and not least, the continued efforts to push climate change towards the top of the public agenda. To ensure a sustainable future, the partnership must react quickly and positively in response to these changing circumstances: contracting when funding is lean and expanding to increase capacity when resources allow.

To account for this variability, the Forward Plan presents four illustrative scenarios for the operational set-up of GCLP, indicating the amount of revenue funding needed to support the partnership’s core functions in each case – i.e. functions not including the financing of individual projects, for which additional resources will be required.

Scenario 1: minimum funding

This scenario is the minimum amount of funding required to sustain the basic functions of GCLP (see 4.1). Even under this scenario, the partnership would still be able to achieve positive impact, albeit in a reduced capacity. The Accountable Body would require sustained in-kind contributions from partners in fulfilling the functions of the Secretariat. In such circumstances the partnership would need to carefully manage its Strategic Framework: prioritising smaller projects, seizing opportunities as they arise and promoting partners’ own independent activities under the Greensand Country brand.

PERSONNEL	STATUS	£ PER ANNUM
Partnership Coordinator	Limited*	
Communications Officer	N/A - role outsourced	Incl. in baseline cost
Financial Administrator	Part-time	Incl. in baseline cost
Theme Leader 1	In-kind	
Theme Leader 2	In-kind	
Theme Leader 3	In-kind	
Theme Leader 4	In-kind	
Personnel sub-total		£0
EXPENSES		
Baseline cost year 1		£24,702
Expenses sub-total		£24,702
CORE FUNDING REQUIRED PER ANNUM		£24,702

*Limited resourcing from management overhead in baseline cost

Scenario 2: partial funding

This scenario assumes a partial amount of core funding – not enough to adequately resource the Secretariat, but sufficient to employ a part-time Partnership Coordinator to oversee the work of GCLP. Although more than doubling the partnership’s funding requirement from the minimum baseline, the employment of a part-time Coordinator would significantly increase the capabilities of the Secretariat overall. Projects and relationships would be managed more effectively; communications would become more frequent and responsive; and the partnership would benefit from dedicated leadership. Most if not all core functions of the Secretariat would still be reliant on in-kind contributions from partners, but the appointment of a Coordinator would enable these contributions to be leveraged more effectively – helping to maximise the added value. Delivery of the Greensand Festival would require private sector sponsorship or other external funding.

PERSONNEL	STATUS	£ PER ANNUM
Partnership Coordinator	Part-time (60% FTE)	£26,400
Communications Officer	N/A - role outsourced	Incl. in baseline cost
Financial Administrator	Part-time	Incl. in baseline cost
Theme Leader 1	In-kind	
Theme Leader 2	In-kind	
Theme Leader 3	In-kind	
Theme Leader 4	In-kind	
Personnel sub-total		£26,400
EXPENSES		
Baseline cost year 1		£24,702
Greensand Country Festival		£8,000
Expenses sub-total		£32,702
CORE FUNDING REQUIRED PER ANNUM		£59,102

Scenario 3: adequate funding

This scenario assumes an adequate amount of funding to support GCLP – i.e. sufficient for the partnership to satisfy its core functions, build on its successes and begin increasing its impact. Supported by a more capable Secretariat, the partnership would be able to focus on delivering its Strategic Framework through more holistic, synergised and potentially larger scale approaches. This is in contrast with the smaller scale / more opportunistic delivery necessitated by scenarios 1 and 2. The Secretariat would also have greater capacity for exploiting the successes of GCLP and securing funding for more substantive projects, in addition to research, development and innovation initiatives.

PERSONNEL	STATUS	£ PER ANNUM
Partnership Coordinator	Full-time	£44,000
Communications Officer	Part-time (60% FTE)	£19,800
Financial Administrator	Part-time	Incl. in baseline cost
Theme Leader 1	In-kind	
Theme Leader 2	In-kind	
Theme Leader 3	In-kind	
Theme Leader 4	In-kind	
Personnel sub-total		£63,800
EXPENSES		
Baseline cost year 1		£24,702
Baseline adjustment: PR and comms managed in-house		-£7,200
Baseline adjustment: admin increased to 2 days/month		£4,500
Baseline adjustment: marketing budget increased to £5K*		£3,000
Outsourcing		£5,000
Greensand Country Festival		£8,000
Expenses sub-total		£38,002
CORE FUNDING REQUIRED PER ANNUM		£101,802

*Increase from £2K marketing spend in baseline cost

Scenario 4: optimum funding

An aspirational scenario that assumes significant ongoing investment in GCLP. In this scenario, the presence of a fully staffed Secretariat would enable the partnership to achieve a transformative impact across all themes of the Strategic Framework. This includes part-time employment of Theme Leaders, each contributing approximately two days per week, which would greatly increase the partnership's capacity for project delivery and fundraising. Under this scenario GCLP would benefit from sustained growth and innovation. Progress towards achieving the Greensand Country vision would be evident for communities, visitors and other stakeholders. The partnership would be capable of delivering substantial portions of local authorities' objectives relating to rural communities and the environment.

PERSONNEL	STATUS	£ PER ANNUM
Partnership Coordinator	Full-time	£44,000
Communications Officer	Part-time (60% FTE)	£19,800
Financial Administrator	Part-time (20% FTE)	£5,000
Theme Leader 1	Part-time (40% FTE)	£13,200
Theme Leader 2	Part-time (40% FTE)	£13,200
Theme Leader 3	Part-time (40% FTE)	£13,200
Theme Leader 4	Part-time (40% FTE)	£13,200
Personnel sub-total		£121,600
EXPENSES		
Baseline cost year 1		£24,702
Baseline adjustment: PR and comms managed in-house		-£7,200
Baseline adjustment: financial admin now part-time role		-£1,500
Baseline adjustment: marketing budget increased to £7K*		£5,000
Greensand Festival		£8,000
Outsourcing		£5,000
Expenses sub-total		£34,002
CORE FUNDING REQUIRED PER ANNUM		£155,602

*increase from £2K marketing spend in baseline cost

4.4 Funding Strategy

The NLHF Management and Maintenance Fund will provide some initial funding to support GCLP beyond the end of the Landscape Partnership programme (see Appendix 6.2.2). This funding is however finite and it will be crucial to secure more stable sources of income to ensure continuation of the partnership beyond the short-term.

The recommended strategy for achieving the goal of securing financial stability for GCLP is summarised below.

Aim: To secure sufficient core funding for GCLP to continue growing, innovating and achieving its vision of sustaining a strong partnership to care for and protect Greensand Country.

Objectives:

1. Develop a Funding Plan to help manage and monitor the fundraising effort.
2. Adopt a fast and “agile approach” to safeguarding GCLP during the transition period post-NLHF programme.
3. Once baseline costs are sustainable, prioritise long-term core funding to increase the capacity of GCLP, starting with staffing of the Secretariat (strategic approach requiring relationship building).
4. Ensure GCLP remains visible and relevant to local stakeholders during periods of low income.
5. Maintain readiness to apply for funding at short notice, mindful that significant opportunities can arise rapidly in the current socio-economic climate (e.g. funding for green recovery).

Target: minimum £25K core funding per annum secured by end of 2022; £60K in 2023 and upwards of £100K in 2024.

→ **Action:** Develop and implement a **Funding Plan** to guide the GCLP fundraising effort (see Action Programme task 1.2 – due by May 2021).

Objective 1: Develop a Funding Plan

A Funding Plan should be produced as a priority once work has been completed in contacting potential funders to determine the likely amount of core funding available to GCLP; the conditions attached to the various funding streams; and the timescales of the funding – i.e. likely start dates and delivery periods. Information on potential funding sources can be found in Appendix 6.2 as a starting point for this process.

It is important for the Funding Plan to be co-developed with all partners to avoid conflicts of interest and ensure proposals do not compete with or otherwise undermine the funding of local stakeholders.

The Funding Plan should be a concise, working document that is shared between partners (e.g. using Google Docs or a similar, open format). Unlike funding plans of just a few years ago, which typically considered timescales of 3-5 years, it is recommended that the GCLP Funding Plan follows more recent convention and focuses on a period of 12 months in the first instance. This will enable GCLP to remain on the cutting edge of what are currently fast-changing funding opportunities and avoid the partnership becoming stuck using an organisational roadmap that may become out of date very quickly.

The Funding Plan should contain:

- **Funding mission statement:** A concise summary that tells potential funders what GCLP is; why it does what it does; and why they should support it (refer to Forward Plan Introduction and Executive Summary as a starting point).
- **SWOT analysis of GCLP funding:** Identifying what the partnership does well; gaps in services or general grant-seeking problems; unexplored paths that may lead to future funding (turning weaknesses into strengths); and any threats that may drastically alter the current funding structure and possibly lead to dissolution of the partnership.
- **Funding Plan roadmap:** A table showing where GCLP plans to seek funding; the effort required to obtain it; the potential return and timescale (see Appendix 6.2.3 as an example). As with the main document, the roadmap should be shared with partners in a collaborative format (e.g. Google Sheets) and used for recording/categorising and prioritising all potential funding opportunities.

- **Results tracking:** This section of the funding plan should detail how GCLP intends to track and evaluate the Funding Plan's success. Tracking should be kept as simple as possible – mindful that it's purpose is help prioritise opportunities as quickly as possible and avoid duplication of effort.

Summary of potential funding sources – see also Appendix 6.2.



Objective 2: Rapidly acquire funding to safeguard GCLP during the transition period (“Fail fast, fix early”)

Both time and capacity for fundraising are currently limited, so it’s important for the partnership to prioritise its potential funding sources as soon as possible. Seeking funding through strategic relationship-building will certainly play an important part in the long-term financing of GCLP, but there are risks in pursuing opportunities that may not come to fruition in time to sustain the partnership over its crucial next stage.

It is therefore recommended that the partnership should adopt a tactical approach in the first instance – a relevant model being the “fail fast, fix early” mantra commonly found in the agile workflow approaches of modern start-ups (iterative and fast-responsive methods of carrying out actions, often involving high levels of risk, uncertainty or experimentation).

Despite the negative overtones of the term, “failing fast” is highly desirable and the emphasis of the approach is all about the second word: it’s about reducing delay. The point of “fail fast” is that if a failure is going to take place, you want to reduce the time lag in: a) detecting the failure and b) reacting to it, so as to not continue wasting effort. In the context of the Funding Plan this will involve:

- Shortlisting the most readily available sources of funding.
- Making an initial approach to gauge the likelihood of success or failure.
- Reacting promptly to failure and re-focusing attention on the “easiest wins”.

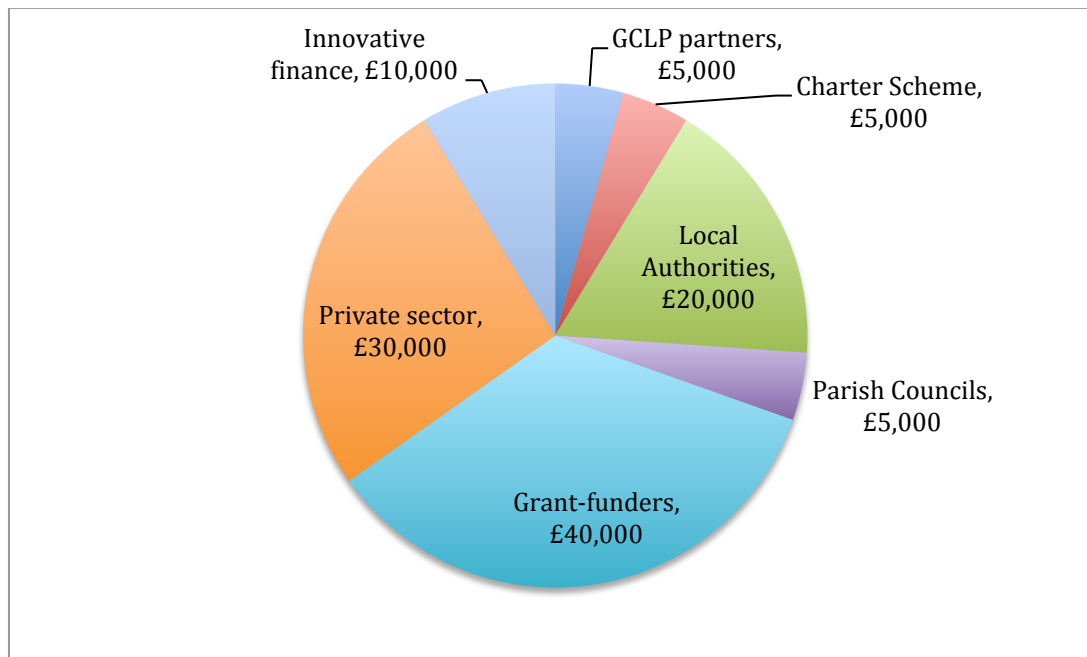
This method will enable the partnership to determine where its fundraising effort should be spent in achieving the quickest return for time invested.

Objective 3: Switch to a longer-term, strategic approach once baseline costs are met

Once the target of £25K sustainable core funding per annum has been reached – sufficient to cover baseline expenses and overheads – the fundraising effort should switch to building longer-term relationships with potential funders.

GCLP requires substantially more than its baseline costs if it is to continue its upward trajectory and deliver the full extent of its Strategic Framework. The Funding Plan must therefore be equally ambitious and seek to secure sufficient income to begin staffing the Secretariat and exploiting the potential of GCLP in terms of growth, outreach and innovation. This will require an investment upwards of £100K by 2024 (see 4.3).

Example of how £100K+ funding per year might be accrued over the long-term:



Objective 4: Ensure GCLP remains visible and relevant to local stakeholders during periods of low income

Whilst the priority is on acquiring core funding for staffing and overheads, support for project delivery should also be sustained to ensure GCLP remains relevant to local stakeholders by achieving impact ‘on the ground’, as well as through online channels such as the website and social media. This will be especially important during any periods of low income / low activity, when there is risk of the partnership losing momentum – and consequently, funding appeal.

Communications goals in support of funding:

1. Maintain visibility of the Greensand Country brand and a sense of continued momentum.
2. Maintain strong relationships both internally between partners and externally with stakeholders, supporters and potential funders.

Project delivery can be supported over the short-term with little to no extra funding by giving visibility to the Greensand Country brand in partners’ existing activities. The ambition to develop new projects should also be acted on through partners’ available funding mechanisms.

As with core funding, project funding is likely to be tactical in nature over the short-term, seizing opportunities as they arise and more strategic over the longer term, once the new operational structure of GCLP has stabilised – for example, developing consortia and proposals specific to the Strategic Framework. Again, the immediate priority post-NLHF is to maintain impetus and visibility – so it will be more important than ever for projects to convey the Greensand Country brand.

Objective 5: Maintain readiness to apply for funding at short notice

The current funding climate is highly volatile, yet significant opportunities can and do arise rapidly (e.g. funding for green recovery) – and GCLP must be ready to seize such opportunities whenever they present themselves.

Maintaining the Funding Plan on 12 monthly cycles (Objective 1) and adopting an “agile workflow” approach (Objective 2) will help to ensure the partnership retains a high level of flexibility and responsiveness. Development of a Delivery Plan (Action Programme task 1.10 – due by October 2021) will additionally provide GCLP with a ready-made portfolio of fundable projects to draw upon in packaging together proposals at short notice.



5. Action Programme

This section sets out a programme for implementing the Forward Plan. It summarises the actions required to transition GCLP from the NLHF Landscape Partnership Scheme to a new governance structure and funding model.

5.1 Actions

Action	Lead	Outcome	Endpoint
STAGE 1: Transition (during NLHF scheme, 2021)			
1.1 Disseminate Forward Plan to local stakeholders and convene workshop to present future plans for GCLP.	NLHF Core Team & Countryside	<input type="checkbox"/> Forward Plan published <input type="checkbox"/> Stakeholder workshop	March 21
1.2 Create and implement Funding Plan detailing proposals to acquire core funding, together with materials evidencing the 'case to support' GCLP. Commence negotiations with key prospects, notably CBC.	NLHF Core Team, GST & all partners within their own areas of operation	<input type="checkbox"/> Consultation with partners and stakeholders <input type="checkbox"/> Consultation with potential funders <input type="checkbox"/> Funding Plan and support materials published	March 21 April 21 May 21
1.3 Develop corporate sponsorship offer and commence promotion to business community, focusing on discrete and high profile GCLP 'products' (e.g. Festival).	NLHF Core Team	<input type="checkbox"/> Sponsorship offer drafted <input type="checkbox"/> Shortlist of targeted prospects developed (as part of Funding Plan) <input type="checkbox"/> Approaches made to individual prospects	May 21 May 21 Ongoing
1.4 Undertake consultation on governance to discuss preparations including transfer of admin functions to Accountable Body (Greensand Trust); identifying potential new appointments to the Board; and composition of the Secretariat.	GCLP Board & GST Board of Trustees	<input type="checkbox"/> Briefing note on transfer of admin to GST as Accountable Body <input type="checkbox"/> Initial shortlist of new Board members <input type="checkbox"/> Initial shortlist of Secretariat team	June 21
1.5 Develop Financial Plan describing GCLP funding model, cash flow forecast and risk register.	GST	<input type="checkbox"/> Financial Plan published	June 21

Action	Lead	Outcome	Endpoint
1.6 Update GC Communications Strategy and Brand Guidelines to incorporate messaging on new GCLP vision and strategic themes.	GCLP Board Comms Sub-Group	<input type="checkbox"/> Comms Strategy updated <input type="checkbox"/> Brand Guidelines updated	April 21
1.7 Finalise GCLP Memorandum of Understanding (see Forward Plan 6.1).	GCLP Board	<input type="checkbox"/> MoU finalised <input type="checkbox"/> Agreements from partners received	April 21 June 21
1.8 Appoint interim (voluntary) Theme Group Leaders to work with NLHF core team in transitioning to the new GCLP Strategic Framework.	GCLP Board	<input type="checkbox"/> Theme Group Leaders appointed	July 21
1.9 Appoint additional members to GCLP Board to support transition (see section 3.2).	GCLP Board	<input type="checkbox"/> Charter Membership business rep appointed <input type="checkbox"/> Charter Membership town and parish councils rep appointed <input type="checkbox"/> Young person's rep appointed <input type="checkbox"/> Non-exec members appointed	July 21
1.10 Create and implement Delivery Plan setting out proposals for the next phase of GCLP project activity, in response to the new Strategic Framework.	GST, GCLP Programme Manager & Theme Group Leaders	Shortlists of work areas for: <input type="checkbox"/> Landscape <input type="checkbox"/> Climate change <input type="checkbox"/> Enjoyment and wellbeing <input type="checkbox"/> Economy and tourism	October 21
1.11 Submit funding proposal to CBC and other local authorities if deemed viable (*submission date dependent on recommendations of Funding Plan).	GCLP Programme Manager & Board	<input type="checkbox"/> Funding proposal(s) submitted <input type="checkbox"/> Estimated timescale for decision(s) confirmed	October 21*
1.12 Transfer of management functions to Greensand Trust as the Accountable Body (Sept-December).	GST & GCLP Board	<input type="checkbox"/> GST established as Accountable Body	December 21
1.13 Establish new GCLP Common Fund , including transfer of	GST & GCLP Board	<input type="checkbox"/> GCLP Common Fund established <input type="checkbox"/> M&M budget transferred	December 21

Action	Lead	Outcome	Endpoint
Management & Maintenance budget to Common Fund (note: transfer of M&M subject to NLHF process and approval).		to Common Fund (pending NLHF approval)	
STAGE 2: Consolidation (post-NLHF scheme, 2022)			
2.1 Confirm core funding contributions from partners towards GCLP Common Fund.	GCLP Board & all partners within their own organisations	<input type="checkbox"/> Total funding contribution from partners confirmed	January 22
2.2 Confirm core funding from local authorities	GCLP Programme Manager, GST & Board	Confirm responses from: <input type="checkbox"/> Buckinghamshire Council <input type="checkbox"/> Central Beds. Council <input type="checkbox"/> S. Cambridgeshire D.C. <input type="checkbox"/> Milton Keynes Council <input type="checkbox"/> Parish Councils	February 22
2.3 End of NLHF scheme branding check: ensure Greensand Country branding is embedded within partners' ongoing projects and communications for the purpose of maintaining visibility and momentum during final year.	GCLP Programme Manager, GCLP Secretariat & partners	GC branding and messaging included in: <input type="checkbox"/> Websites <input type="checkbox"/> Social media <input type="checkbox"/> Presentations	March 22
2.4 Set up Greensand Country donation scheme using system on GST website and begin publicising via GCLP communications.	GCLP Secretariat	<input type="checkbox"/> Donation scheme set up <input type="checkbox"/> Link to scheme incorporated in all GCLP communications	March 22
2.5 Complete transition from NLHF Core Team to GCLP Secretariat (NB: commitments beyond baseline cost allowance may initially need to be in-kind if not supported by M&M Fund).	GST, NLHF Core Team	Secretariat team confirmed: <input type="checkbox"/> Partnership Coordinator <input type="checkbox"/> Communications Officer <input type="checkbox"/> Financial Administrator <input type="checkbox"/> Theme Group Leaders (previously appointed)	September 22
2.6 Acquire funding for new projects, drawing on partners' own networks and influence.	GCLP Secretariat & all partners	Dependent on Funding Plan, but estimate minimum of 2 new projects funded under each theme and 10 projects in total.	September 22
2.7 Launch and publicise new project programme, maximising use of	GCLP Secretariat & all	Programme promoted via: <input type="checkbox"/> Stakeholder webinar <input type="checkbox"/> GC website	September 22

Action	Lead	Outcome	Endpoint
partners' communication channels.	partners	<input type="checkbox"/> GC social media <input type="checkbox"/> Partners' online media <input type="checkbox"/> Press release	
2.8 Review progress with core funding and update Funding Plan.	GCLP Board & Secretariat	<input type="checkbox"/> Briefing note on progress with core funding – target is minimum £25K/annum <input type="checkbox"/> Funding Plan updated	December 22
STAGE 3: Capacity-building (2023)			
3.1 Review GCLP Board , identify any knowledge gaps and recruit new members as required – ensuring representation from business community.	GCLP Board	<input type="checkbox"/> Review of Board completed <input type="checkbox"/> New members recruited	January 23
3.2 Review and update GCLP projects portfolio , adjusting for new opportunities in funding and/or work areas.	Partnership Coordinator & Theme Group Leaders	<input type="checkbox"/> Briefing note on project progress/lessons to date <input type="checkbox"/> Specifications for new projects developed <input type="checkbox"/> Funding proposals for new projects submitted	February 23 March 23 April 23
3.3 Secretariat Recruitment - Partnership Coordinator and Communications Officer posts funded (part- or full-time roles).	GCLP Secretariat	<input type="checkbox"/> Coordinator post funded <input type="checkbox"/> Communications Officer post funded	TBC pending funding
3.4 Develop business case for 'freemium' Charter Membership Scheme – retaining existing free offer, but with addition premium membership based on e.g. new branding pack and preferential promotion on GC website.	GCLP Board Charter Reps & Secretariat	<input type="checkbox"/> Consultation with Charter Membership to determine viability <input type="checkbox"/> [if viable] Business case developed <input type="checkbox"/> Premium membership content developed online	June 23 September 23 February 24
3.5 Launch Charter Members' Assembly – event / web-conference showcasing examples of how members are working with GCLP and presenting progress with delivery.	GCLP Board Charter Reps & Secretariat	<input type="checkbox"/> Assembly launched as biannual event	October 23 Ongoing March & October
3.6 Review of progress with core funding and update Funding Plan.	GCLP Board & Secretariat	<input type="checkbox"/> Briefing note on progress with core funding – target is £60K/annum <input type="checkbox"/> Funding Plan updated	December 23

Action	Lead	Outcome	Endpoint
STAGE 4: Expansion (2024)			
4.1 Secretariat recruitment – Coordinator and Communications Officer posts made full/part-time (if not already); Theme Group Leaders employed part-time.	GCLP Secretariat	<input type="checkbox"/> Theme Group Leader posts created (x4)	TBC pending funding
4.2 Launch of ‘freemium’ Charter Membership Scheme to coincide with Charter Members Assembly, showing examples of what scheme revenue will be used for.	GCLP Board Charter Reps & Secretariat	<input type="checkbox"/> New premium membership options launched <input type="checkbox"/> Charter Members Assembly convened	March 2024
4.3 Review of progress with core funding and update Funding Plan.	GCLP Board & Secretariat	<input type="checkbox"/> Briefing note on progress with core funding – target is >£100/annum <input type="checkbox"/> Funding Plan updated	December 24



5.2 Timeline

Action	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
1.1 Disseminate Forward Plan																						
1.2 Create and implement Funding Plan			1																			
1.3 Develop corporate sponsorship offer																						
1.4 Undertake consultation on governance																						
1.5 Develop Financial Plan																						
1.6 Update Communications and Branding																						
1.7 Finalise GCLP Memorandum of Understanding																						
1.8 Appoint interim Theme Group Leaders																						
1.9 Appoint new members to GCLP Board					2																	
1.10 Create and implement Delivery Plan								3														
1.11 Submit funding proposal to CBC								4														
1.12 Transfer of management functions to GST										5												
1.13 Establish GCLP Common Fund																						
2.1 Confirm funding contributions from partners																						
2.2 Confirm core funding from local authorities																						
2.3 End of NLHF scheme branding check																						
2.4 Set up Greensand Country donation scheme																						
2.5 Transition from NLHF Team to new Secretariat																						
2.6 Acquire funding for new projects																						
2.7 Launch new project programme																						
2.8/3.6/4.3 Review progress with core funding																						
3.1 Review GCLP Board																						
3.2 Review and update GCLP projects portfolio																						
3.3/4.1 Secretariat Recruitment																						
3.4 Develop business case for Charter Scheme																						
3.5 Launch Charter Members' Assembly																						
4.2 Launch 'freemium' Charter Scheme																						
	2021: Transition										2022: Consolidation				2023: Capacity-building				2024: Expansion			
FUNDING	NLHF Landscape Partnership Scheme										Target £25K/annum				Target £55K/annum				Target >£105K/annum			
											NLHF M&M Fund: £100K											
KEY MILESTONES	1. Funding Plan 2. Appoint additional members to Board 3. Delivery Plan 4. CBC funding proposal 5. Transfer of management to GST										6. Confirm funding from LAs 7. Transition to new Secretariat 8. Acquire project funding				9. Review GCLP Board 10. Secretariat recruitment 11. Launch Charter Assembly				12. Launch freemium Charter Scheme			

6. Appendices

6.1 GCLP Memorandum of Understanding (draft)

1.0 Introduction

- 1.1 The Greensand Country Landscape Partnership (GCLP) is a consortium of organisations with a common purpose of working together for the benefit of Greensand Country.
- 1.2 This Memorandum of Understanding (MoU) sets out the principles of agreement between members of GCLP.
- 1.3 The MoU is not legally binding but signals the willingness of partners to support GCLP and contribute to achieving the Greensand Country vision through their activities.

2.0 Legal Status

- 2.1 GCLP has no legal status. It is an informal partnership hosted by the Greensand Trust, which is the Accountable Body.

3.0 Vision

- 3.1 The vision of GCLP is: “A strong partnership to care for and protect the distinctive, beautiful and much-loved landscape of Greensand Country, for the benefit of everyone.”

4.0 Strategic Framework

The GCLP Strategic Framework comprises four main themes:

- 4.1 Caring for the landscape
- 4.2 Enjoyment and wellbeing
- 4.3 Local action on climate change
- 4.4 Rural economy and sustainable tourism

5.0 Membership and Governance

- 5.1 Membership of GCLP is open to any organisation that supports one or more themes of the GCLP Strategic Framework.
- 5.2 Partners must agree to the MoU as a requirement of GCLP membership.
- 5.3 The activities of GCLP are overseen by a Board, which is responsible for strategic decision-making and providing expert advice.

- 5.4 All members of the Board are responsible for making effective and positive contributions to meetings. Members of the Board who do not attend three consecutive meetings will be contacted by the Secretariat and, unless sufficient reassurance of continued engagement with the work of the GCLP is provided to the satisfaction of the Board, will be deemed to have resigned.
- 5.5 The Accountable Body retains power of veto over any legal or financial decisions deemed to incur an adverse level of risk.
- 5.6 Organisations wishing to join GCLP should contact the Secretariat in the first instance, stating their prospective role and reasons for wishing to join. They will need to be operating (wholly or in part) within the Greensand Country area.

6.0 Decision-making

- 6.1 The Board is responsible for making decisions relating to the overall direction and Strategic Framework of GCLP.
- 6.2 Decisions will be made through consensus following discussion, seeking agreement from all Board members in the first instance.
- 6.3 In cases where a consensus cannot be reached, decisions will be put to a majority vote, with one vote per Board member (with objections registered).

7.0 Coordination and Delivery

- 7.1 GCLP is administered by a Secretariat, which resides within the Accountable Body and is responsible for the everyday running of the partnership, reporting directly to the Board.
- 7.2 The Secretariat includes four Theme Working Groups, each one focused on achieving impact within a theme of the GCLP Strategic Framework.
- 7.3 Theme Working Groups are responsible for delivery and monitoring of GCLP-branded projects; fundraising; and stakeholder engagement. Groups report to the Secretariat (Project Coordinator) and to the Board.
- 7.4 Each Theme Working Group is coordinated by a Group Leader, nominated by Group members.
- 7.5 GCLP partners can self-select for membership of Working Groups and should contact the respective Group Leader in the first instance.

8.0 Meetings

- 8.1 The Board will meet at least four times per year (and more frequently as necessary).
- 8.2 Board meetings will be held in person at the premises of partner organisations on rotation, or convened via video conferencing if circumstances dictate.

- 8.3 Board meeting agendas will be drawn up by the Secretariat in liaison with the Chair and distributed to all Board members, along with any supporting papers, at least five working days in advance of the meeting.
- 8.4 Substitutes are permitted at Board meetings if of similar seniority and decision-making capability within their organisation. All substitutions are to be agreed in advance with the Chair via the Secretariat.
- 8.5 The Secretariat will report every three months on fundraising, project delivery and any other significant GCLP activity.
- 8.6 The Charter Membership will be invited to convene twice per year for a Greensand Country Assembly. The Assemblies will update Charter Members on progress towards the Greensand Country vision and provide opportunity for supporters to share their own experiences, views and ideas.
- 8.7 If a Board member misses more than three consecutive meetings, then the Board may choose to dismiss the member and seek alternative representation.

9.0 Finance and resourcing

- 9.1 Membership of GCLP does not require financial commitment, although partners are expected to proactively fundraise for Greensand Country and resource activities through in-kind contributions (staff time, equipment, venues, etc).
- 9.2 Partners must account for any costs incurred as a result of being a member of GCLP at their own expense – for example, travel and subsistence.
- 9.3 The Accountable Body is responsible for administering the GCLP Common Fund, through which any revenue secured by GCLP for delivery of the Strategic Framework will be managed. The Common Fund is held as restricted funds and reported on separately in line with the Charities' Statement of Recommended Practice (SORP). Oversight of the Fund is provided by a budget report delivered by the Partnership Coordinator at every Board meeting.
- 9.4 All partners are eligible to draw funding from the Common Fund to support the delivery of GCLP projects and activities, following approval from the Board. The Accountable Body will advise on the reporting requirements of individual partners when accessing the Common Fund.

10.0 Branding and communications

- 10.1 The Greensand Country brand name and logo is owned by the Greensand Trust (Registered Trade Marks UK00003288422 and UK00003319904).
- 10.2 GCLP communications activity is coordinated by the Secretariat.

- 10.3 GCLP partners are granted free and unlimited access to the Greensand Country logo and brand assets through the Secretariat.
- 10.4 All partners are required to actively promote the Greensand Country brand through their own communications – for example, the Greensand Country logo and website address. Acknowledgement of the brand in all communications relating to GCLP projects and activities is mandatory.
- 10.5 Management of the brand is governed by the GCLP Brand Guidelines and Brand Strategy, which partners must adhere to when using the brand.
- 10.6 Press releases issued by partners on behalf of GCLP must receive prior approval from the Communications Officer (Secretariat).
- 10.7 Partners must be clear and consistent in communicating that GCLP is a partnership at all times.

11.0 Termination of GCLP membership

- 11.1 An organisation can terminate its membership of GCLP with immediate effect by writing to the Secretariat.
- 11.2 If the actions of an organisation or its representative(s) are considered to have brought GCLP into disrepute, the organisation or its representative(s) will be removed from partnership at the discretion of the Board.

12.0 Dissolution

- 12.1 GCLP may be terminated after appropriate consultation between all parties.

13.0 Dispute Resolution

- 13.1 In the event of a dispute arising between partners, the parties involved shall use their best endeavours to resolve the issue through joint discussions.
- 13.2 If the dispute cannot be settled amicably within fourteen days from the date on which either party has raised the dispute, then an extraordinary meeting of the Board may be convened to help mediate and resolve the matter.
- 13.3 Arbitration of legal and/or financial disputes, if not resolved as above, may be referred to arbitration by any party. The seat of the arbitration shall be England and Wales and governed by the Arbitration Act 1996. The cost of any such formal arbitration will be borne by the parties involved.

14.0 Alternations to the Memorandum of Understanding

- 14.1 All members of GCLP shall be consulted on any suggested alterations to this Memorandum of Understanding, with majority agreement required for them to be enacted.

6.2 Potential Funding Sources

6.2.1 Prioritisation of funding sources

In view of the objectives and revenue ambition set out in section 4. Finance and Resourcing, the following prioritisation of potential funding sources is put forward as a starting point for consideration. The focus of the prioritisation is on short-term need and takes account of factors such as the extent of existing relations between the funder and GCLP; the speed at which the likelihood of funding can be determined; and the overall suitability of the funder in relation to GCLP's Strategic Framework.

1. **GCLP partners.** The fundraising process should start with the partnership for three reasons: i) partner organisations have the greatest 'stake' in the ongoing success of GCLP; ii) they are the most immediate and approachable audience; and iii) commencing the process with partners will ensure they understand the issues around funding, are fully engaged in the process and have opportunity to take ownership of it from the outset. Focus should be on determining to what extent partners can contribute to the baseline costs of GCLP, mindful that external funders are more likely to offer support if partners themselves are seen as willing to invest, even to a small extent. It should be reiterated that partners are not required to contribute to the funding of GCLP and those unable to do so will not in any way weaken their stake in it. Once this process has been instigated with partners, the fundraising effort can then move on to external audiences.
2. **National Lottery Heritage Fund (NLHF).** Opportunity should be taken to leverage the current relationship with NLHF in seeking further support for GCLP – for instance, seeking advice on which funding streams may be applicable to scheme legacy, or for establishing follow-on projects. The level of ambition behind GCLP is quite unlike many other Partnership Schemes, which tend to fragment on completion. Hence there may be potential to engage the NLHF around the Forward Plan as a framework for helping to safeguarding the investment they have already made in the area. As with GCLP partners, the NLHF have a stake in Greensand Country and are readily approachable whilst the programme is running. Hence this opportunity should be explored before the end of the funding period.
3. **Central Bedfordshire Council (CBC).** CBC is a partner of GCLP and the majority of Greensand Country lies within its administrative boundary, making the Council a high priority potential funder. The Council's 2050 Vision and Sustainability Plan (2020-2030)

are both directly supported by the GCLP Strategic Framework, positioning the partnership as a ready-made delivery mechanism for much of the Council's work around climate change and the environment; public health and wellbeing; community capacity-building; innovation and economic development. Securing core funding from CBC will be a competitive and lengthy process, but it is crucial to the success of GCLP overall – not least because without the backing of CBC, other local authorities (and other funders more broadly) are unlikely to invest in the partnership. Hence it is important to formalise and push forwards a proposal to the Council as soon as possible.

4. **Grant-funding bodies.** In addition to the NLHF, there are numerous grant-funding bodies and schemes to which GCLP can apply, some of which are summarised at the end of this section. GCLP partners have considerable knowledge and expertise in this regard, which should be deployed to the fullest extent in seeking support for the continuation and creation of projects, as well as core funding. Priority should initially be placed on the most immediate opportunities, making approaches and adjusting rapidly based on responses (tactical method: “fail fast and fix early”). The formation of consortia among partners to develop proposals for more strategic, typically larger programmes of work should also be pursued once basic running costs have been met.
5. **Businesses and corporate sponsors.** There is good potential to attract private sector funding for GCLP, but this opportunity is at an early stage. The partnership does not yet have well-established routes into the business community; nor has it clearly articulated its offer in terms of what businesses might fund and why. Yet despite this, the initial signs are promising. Greensand Festival, for example, has begun to attract private sector sponsorship and has potential to be exploited as a gateway to further funding from businesses, not least because it is surrounded by high profile publicity. It is likely that discrete, tangible and ‘well-packaged products’ of this type hold greatest potential for engaging businesses, whereas more routine or lower profile activities may prove less enticing (though no less essential). Hence the role of businesses in helping to fund GCLP should be actively encouraged and explored, but not over-estimated.

It should be noted that there is also potential for the Charter Membership Scheme to become self-sustaining and even contribute to GCLP core funding through a premium membership or other fundraising model, as seen elsewhere in the UK. The timeframe for this is expected to be long-term and requires the Scheme to build momentum before such potential reaches ‘critical mass’ – likely to be around 5 years and requiring effort from GCLP to help the Scheme reach maturity.

The partnerships' core values provide a good starting point for guiding GCLP's relationships with the private sector (see 2.6). In addition, it is recommended that a set of guidelines be developed around accepting private investment, clarifying any ethical and environmental requirements that must be met.

6. **Other local authorities.** CBC is not the only local authority with a stake in Greensand Country. Buckinghamshire Council, South Cambridgeshire District Council, Milton Keynes Council and the network local Parish Councils all have a role to play in the future of GCLP. As such, the Strategic Framework has been designed to address many of their priorities, as expressed during consultation on the Forward Plan and identified through literature review. Smaller yet dependable contributions from these authorities would be useful in managing cash flow and meeting baseline costs – for example: a contribution of £200 per year from each parish council for 'premium' Charter Membership would generate around £8K per annum. Milton Keynes in particular has good potential for more substantive support of GCLP, notably around the growth agenda and its ambition to become “a world-renowned green city” (2050 vision). In general terms, however, these other authorities should be considered as a mid-term priority for funding due to the low amount of return on time invested they offer and more presently, the significant impact of the Covid-19 crisis on council budgets.
7. **Innovative financing.** This refers to non-conventional ways of raising funds through innovative methods, some of which are summarised below. Innovative financing tends to require some kind of start-up investment and due to its experimental nature can present a number of risks, including net financial loss. Hence, it is positioned here as the lowest priority for GCLP at this time. However, opportunities for innovative funding are many and varied, and should not be discounted altogether over the short-term. Instead, such methods should be seen as a way of bolstering the fundraising effort - providing they can be set up with minimal effort and risk – with a view to determining which methods hold best potential for more concerted development in future. Examples of innovative financing include:
 - Carbon offsetting (aka carbon trade-off): a carbon offset is a reduction in emissions of CO₂ or other greenhouse gases made in order to compensate for emissions made elsewhere. Offsets are measured in tonnes of carbon dioxide-equivalent (CO₂e) and sold as 'credits'. Organisations can purchase carbon offset credits to mitigate their greenhouse gas emissions via a number of certification schemes. Income generated

by offsets is typically used to support projects that directly reduce the emission of greenhouse gases – for example, habitat improvement. There is likely to be potential for some GCLP partners to engage in offsetting and scope GCLP itself to facilitate knowledge exchange around this topic; but ultimately such arrangements would be specific to each organisation/landowner.

- Biodiversity or Habitat Banking: similar to carbon offsetting, biodiversity or habitat banking is an economic strategy that funds conservation actions intended to compensate for and mitigate the unavoidable environmental impact caused by development projects. Arrangements are brokered between developers, landowners and planning authorities and the income generated is used for habitat improvement/creation, which benefits biodiversity. Through such arrangements, developers are typically released from the task of site-based environmental work, enabling landowners and local organisations to make improvements directly (maximising added value and positive impacts). As with carbon offsetting, habitat banking is an activity specific to individual partners with GCLP being well placed to pool and share knowledge.
- Time-banking: an alternative currency or exchange system, where units of currency are measured in ‘person hours’ – typically: one hour equals one credit. Age UK is currently establishing a new business model based on this approach, whereby for example a retired gardener could offer a few hours’ gardening and in return, the recipient makes a donation to Age UK.
- Loyalty programmes: schemes that offer users additional benefits in exchange for some kind of subscription payment - e.g. discounts on services; priority bookings; members-only events. There may be potential to expand the GCLP Charter Scheme along similar lines in future.
- Public donations: enabling ad hoc donations to GCLP through platforms such as JustGiving. Visitor payback schemes are a common example and once set up tend to be a highly cost-effective method of fundraising – for example, some National Parks and AONBs generate significant income through such schemes. Mobile giving – enabling people to donate through any mobile device, including by txt message – has grown rapidly in the last two years and offers the additional potential of targeting donations around specific locations, events and activities.

- Payment for ecosystem services (PES) schemes: PES is a market-based mechanism, similar to subsidies and taxes, which encourages the conservation of natural resources. Payments are made to farmers or landowners who have agreed to take certain actions to manage their land or watersheds to provide an ecological service – e.g. flood prevention, carbon sequestration. In some cases, payments are made by the beneficiaries of the ecosystem services – for example water users, food producers. PES schemes usually require significant investment to set up, but the role of the private sector in establishing and managing schemes is growing. As with offsetting, GCLP is unlikely to generate direct funding from PES but is well placed to pool and share knowledge on the topic.

6.2.2 NLHF Management and Maintenance Fund

The Greensand Country Landscape Partnership Scheme includes a Management and Maintenance (M&M) fund of approximately £85,000, which can be used to benefit the legacy of GCLP. The NLHF’s guidance on legacy planning for Landscape Partnerships states that: “Landscape Partnerships should be encouraged to take an ambitious view of legacy” including “establishment of a management and maintenance fund to cover the 5-10 year period following scheme completion”⁶.

The M&M fund is eligible for release at the end of the NLHF programme (December 2022). The fund will be critically important for helping to sustain GCLP during the post-NLHF transition period, when the partnership will be at its most vulnerable to lack of revenue. For context, it should be emphasised that:

1. There is currently no other confirmed source of ongoing funding for GCLP.
2. The amount available in the M&M fund (£85K) would provide sufficient resource to cover the partnership’s minimum baseline costs for a period of approximately 3 years.
3. The M&M fund will aid the partnership in leveraging match-funding and otherwise help to boost the confidence of potential GCLP supporters and investors.
4. The M&M fund will help the partnership to deliver “an ambitious view of legacy” (as set out by the Forward Plan) and protect the investment made by the NLHF in Greensand Country.

⁶ Mount, D. (2013) Legacy Planning for Landscape Partnerships.

6.2.3 Examples of funding available to GCLP

A variety of funding sources applicable to GCLP have been identified through desk study and consultation with stakeholders. These are put forward as a starting point for consideration and are summarised in the table below:

Source	Notes	Likelihood to fund	Resources required to secure for funding	Potential amount	Funding Type
Central Bedfordshire Council (CBC)	The Council is a high priority for core funding and its 2050 Vision aligns directly with the GCLP Strategic Framework, positioning GCLP as a ready-made platform for achieving Council objectives.	HIGH - Councillors indicated high levels of support during consultation.	MEDIUM - Initial discussions have been had, but clarity over funding streams needed.	HIGH - Target is £50-100K per annum linked to delivery of CBC 2050 Vision.	UNKNOWN - clarification required during discussions with CBC.
Buckinghamshire Council	The GCLP Strategic Framework aligns with many of Buckinghamshire Council's priorities, as expressed during consultation and identified through literature review.	HIGH - Councillors expressed strong support during consultation.	MEDIUM - Discussions required.	LOW - A smaller yet dependable contribution would be useful in managing cash flow and meeting baseline costs.	UNKNOWN - clarification required during discussions.
South Cambridgeshire District Council	The GCLP Strategic Framework aligns with many of the Council's priorities, as expressed during consultation and identified through literature review. A smaller yet dependable contribution would be useful in managing cash flow and meeting baseline costs.	HIGH - Councillors indicated strong support during consultation.	MEDIUM - Discussions required.	LOW - A smaller yet dependable contribution would be useful in managing cash flow and meeting baseline costs.	UNKNOWN - clarification required during discussions.

Milton Keynes Council	Milton Keynes has good potential for more substantive support of GCLP, notably around the growth agenda and its ambition to become “a world-renowned green city” (2050 vision)	HIGH – Support has been indicated by councillors during consultation.	MEDIUM – Discussions required.	MEDIUM – Amount could be significant depending on discussions	UNKNOWN – clarification required during discussions.
Parish Councils	GCLP Strategic Framework aligns with many of the priorities expressed by Parish Councils. Great opportunity for community engagement and empowerment, but low return on time invested in terms of funding.	HIGH – Parish Councils expressed strong support for GCLP during consultation.	HIGH – Need to incentivise Parish Council involvement and engaging with many different parishes may be resource intensive.	MEDIUM - £200 per year from each Parish would generate approximately £8K annual funding.	UNKNOWN – clarification required from individual PCs.
Private and corporate sponsors	The positive nature of GCLP’s work makes it suited to attract funding from corporate and private sponsors, but may need time for partnership to stabilise and grow post-NLHF before gaining sufficient appeal. Recommend targeting large companies with a base within or close to Greensand Country, as well as private individuals know to GCLP partners.	MEDIUM – Good potential over long-term, but sponsors may wish to wait until other funders in place before committing.	HIGH – Sponsors require relationship-building. Effort required can be highly variable and required bespoke approaches, which can be time-consuming.	HIGH – Amounts highly variably but could be significant (up to full operational costs). Frequently of funding also highly variable – some sponsors prefer specific one-off donations.	CAPITAL & REVENUE – Each business/ sponsor would have their own requirements, to be confirmed case by case.
UK 25 Year Environment Plan	Rise in funding linked to natural capital and biodiversity net gain, driven by the 25 YEP. Strong potential for GCLP to tap into this growth area for supporting work areas on landscape and green economy.	HIGH – Strong potential to align with key themes of the 25 Year Environmental Plan.	HIGH - Need to begin aligning GCLP towards the 25 YEP early on during second phase (post-NLHF) to capitalise on opportunity in what is becoming a competitive space.	HIGH – To be confirmed, but potentially significant funding available.	CAPITAL & REVENUE – Potential for both depending on funding stream available.

Public donation scheme	Based on community/visitor payback model, such as that operated by National Trust. Public encouraged to support GCLP through donations via the website (promoted via social media, at events such as Greensand Festival, through literature, etc). Communications support needed to promote 'call to action' and convey the story of how donations benefit the local area. Could be extended via Charter Membership to raise money via customer payback.	MEDIUM – Public donations always ad hoc and unreliable but response likely to be positive (albeit limited at first).	MEDIUM – Facility to receive donations could be easily set up (e.g. via JustGiving) and administered via Greensand Trust existing charitable donations scheme; but would need ongoing promotion to generate significant income.	MEDIUM – Average £10K - £100K annually based on reports from UK visitor destinations (individual estates and protected landscapes) ⁷ .	CAPITAL & REVENUE – Money donated by the public would not have restrictions imposed.
South East Midlands Local Enterprise Partnership (SEMLEP)	Funding programme due for renewal in 2021 and likely to comprise a mix of grants ranging from community projects to major infrastructure. One of three LEPs involved in the Oxford-Cambridge Arc Economic Vision.	MEDIUM – The SEMLEP often acts as a facilitator of funding schemes. Likelihood of funding will depend on scheme specifics	MEDIUM – This will depend on the grant programme to be updated in 2021.	UNKNOWN – To be confirmed, but likely to focus on capital funding.	CAPITAL & REVENUE – Likely to focus on Capital funding, but previous grant programmes have provided funding for small revenue projects.

⁷ Nurture Lakeland (2013) Visitor Giving: A toolkit for Destination Organisations, published by VisitEngland.

UK Shared Prosperity Fund	Replacement for the EU Structural Fund (ended 2020), supporting economic development to “reduce inequalities between communities”. Details not yet published at time of writing, but has potential to support aspects of GCLP Strategic Framework.	MEDIUM – To be assessed once funding programme details published by Government (expected sometime 2021).	HIGH – Likely to be highly competitive and require effort to track opportunities.	HIGH – To be confirmed, but potentially significant funding available.	UNKNOWN – Details to be confirmed.
Land use planning system	Financial contributions used to mitigate the impact of new development (e.g. housing), such as Section 106 agreements, Community Infrastructure Levy, biodiversity net gain and other mechanisms. Need to confirm viability for GCLP purposes.	MEDIUM – CBC Councillors very supportive of using S106 to support GCLP, but detail yet to be discussed.	HIGH – Potentially lengthy process required to clarify agreements with CBC and other local authorities.	LOW/MEDIUM/HIGH - Potentially significant amount of investment, particularly for capital projects, whilst Parish Councils will have access to smaller pots.	CAPITAL – Focus is mainly on capital projects to improve infrastructure near new development.
Countryside Stewardship (CS)	Financial incentives for land owners and managers to look after and improve the environment. Administered by Defra. Due to be replaced by new Environmental Land Management (ELM) scheme from 2024, details of which are still in development.	HIGH – Applicable to some GCLP partners and especially landowners and managers. Parkland management plans are eligible to take advantage of this funding.	HIGH – Case dependent. Requires specialist officer advice and relationship-building with farmers and landowners to engage with Greensand Country.	MEDIUM - Higher Tier scheme £30 per ha per year. Mid-Tier scheme up to £10K.	CAPITAL & REVENUE funding available through CS, although revenue claims are currently closed. Capital claims can be made at any time of year.

The Prince's Countryside Fund	Grants for rural communities to build future resilience.	MEDIUM – Current funding specific to Covid-19 impact and focused on the wellbeing of small communities.	LOW – If relevant community projects can be identified an application form can be completed quite easily.	LOW/MEDIUM - up to £10K	CAPITAL & REVENUE – A range of project types can be funded.
Heritage Fund	Whilst some grants are currently closed to new applications, National Lottery Grants for Heritage has refocused its priorities for 2021-2022. The heritage projects that will be prioritised include those that boost the economy, encourage new skills and job creation, support wellbeing, create better places and improve the resilience of organisations.	MEDIUM – Funds open to charities and partnerships which can meet objectives and deliver projects within required timescales.	HIGH – Potentially lengthy process, especially if applying for over £250K. At the time of writing some funds are closed to new applications – but may reopen.	HIGH – Potentially significant – over £250k – if need is there.	CAPITAL & REVENUE funding available.
CBC Community Asset Grant Scheme	Funding for voluntary and community organisations; match-funded up to £25K to invest in capital projects including access for people with disabilities.	HIGH – Will fund relevant projects, but capital projects only.	LOW – Eligible projects can apply relatively easily online.	MEDIUM – Match-funding up to £25K for capital projects.	CAPITAL – Funding to support community infrastructure projects.
Landfill Communities Fund	Capital funding for not-for-profit organisations within a 10-mile radius of an eligible environmental waste facility. Potential sites include Bletchley landfill (FCC) and Dunstable (Biffa). Would be beneficial to map these sites within the GCLP area.	MEDIUM – Funds are oversubscribed, but Greensand Country projects would potentially be eligible.	MEDIUM – Eligible projects can apply for grants during specific application rounds.	HIGH – Up to £100,000 for capital projects.	CAPITAL – The focus is on physical work.

Community-specific charities within Greensand Country	Small grants available to community groups seeking to work with specific demographics (e.g. young people, elderly, disabled). Examples include schemes in Clophill and Sandy. Low impact potential, but capable of facilitating some GCLP engagement activities.	MEDIUM – Grants are location-dependent and specific to certain demographic groups and target outcomes.	LOW – Any eligible projects can apply and process is reportedly straightforward.	VERY LOW - Typically <£1K	REVENUE – The focus is likely to be on revenue funding for engagement.
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6.3 Successes and Growth Areas

This appendix includes:

- Examples of the successes and good practice developed by GCLP to date, illustrating projects and activities with potential for continuation and/or replication beyond the NLHF funding period.
- Examples of opportunities and emerging priorities around which there is potential for new GCLP initiatives, aligned with the Strategic Framework.

6.3.1 Portfolio Examples

GCLP has delivered more than 80 projects throughout Greensand Country during the NLHF funding period, creating a strong basis for ongoing work. Of those 80 projects, the following have been selected as examples of good practice and hold potential for continuation or replication during the next phase of GCLP⁸.



Rushmere Heathland Restoration Project

Restoring the important heathland habitat in Greensand Country and making it more accessible for people's health and well-being. Lead Partner: The Greensand Trust.

⁸ Based on the outcomes of the NLHF Final Evaluation (ongoing at time of writing, February 2021).

Rushmere Heathland Restoration Project has focused on restoring an area of former heathland within one of the 'core' heathland sites in Greensand Country, which was largely conifer plantation within the popular Rushmere Country Park. The project has also created a new sculpture trail with wooden sculptures and benches and is increasing engagement with the community through guided walks. This engagement will allow people to continue to explore and appreciate the area.

Key outcomes:

- Greater habitat and landscape variety
- Greater species diversity; more robust and sustainable heathland
- Better managed, more sustainable woodland resource
- Greater levels of exploration of the wider site by visitors
- Increased awareness of heathland conservation and management

Cooper's Hill Heathland Rescue

Working together to ensure Greensand Country's important heathland habitat is resilient in the future. Lead Partner: The Wildlife Trust for Bedfordshire, Cambridgeshire & Northamptonshire.

Cooper's Hill Heathland Rescue is restoring lost heathland at Cooper's Hill SSSI, which contains the largest remaining fragment of heath in the Greensand Country, but it is under constant threat. Volunteers have contributed over 1200 hours in practical work to help restore the heath. The creation of a new nature trail, interpretation and family activities will help future generations enjoy and learn about the site.

Key outcomes:

- Heritage of nationally important habitats will be restored and in better condition increasing the resilience of the site to future heather beetle attacks
- People will have volunteered time to carry out practical conservation work, monitoring and running events
- People will visit the site and take part in events etc. and will have learnt about the habitats and their wildlife, etc.

The Lodge Living Heath

Ensuring the sustainability of important habitat and the species that live there. Lead Partner: RSPB.

The Lodge Living Heath project has regenerated nearly 30 hectares of former heathland from conifer plantation at The Lodge, Sandy. This is providing a sustainable home for species such as nightjar, woodlark and natterjack toad in Greensand Country, improving chances of retention and colonisation on heathlands across the ridge. The project has also successfully created a new trail with a natural play area and interpretation installed alongside the trail.

Key outcomes:

- Important lowland heathland habitat has improved condition, leading to enhanced biodiversity and ecological resilience.
- More people will access the site, learn about lowland heathland and its wildlife (why it is important, what they can do to contribute to its conservation, etc) and value this habitat.

Sense of Place Project

Developing resources to help tourism businesses, community groups and others get the most out of Greensand Country's special qualities. Lead Partner: Greensand Trust.

The Sense of Place Project drew on local people's experiences of Greensand Country in developing a 'toolkit' for improving local organisations' marketing, customer relations and visitor welcome, as well as their own enjoyment of the landscape. Content for the toolkit was initially crowd-sourced through consultation with communities and visitors, and enriched through a desk study that delved into the area's unique heritage, stories, special places, traditions, attractions and more. The toolkit is freely available to Charter Members through the Greensand Country website and comprises. It will continue to provide a key resource for engaging and supporting local stakeholders – notably SMEs – in championing Greensand Country as a high quality destination.

Key outcomes:

- An accessible guidance document that connects local organisations with the landscape and helps them to use the unique features of Greensand Country to their advantage in marketing and visitor relations.
- An incentive for organisations to join the Charter Membership Scheme and show their support for Greensand Country.
- A firm foundation on which to build GCLP's future programme of work with tourism businesses.

Stories of the Landscape

Communities working together to celebrate the hidden stories of Greensand Country. Lead Partner: GCLP central team.

Stories of the Landscape has focused on unearthing and re-telling the 'hidden' stories about the people of Greensand Country. Volunteers worked to research and develop the stories, which are told in creative ways - for example through music, storytellers, theatre performances, illustrations, and animations. These stories will be documented for future generations to learn about and appreciate the area where they live or visit.

Key outcomes:

- Volunteers have researched and recorded new stories about Greensand Country.
- Creative professionals have generated new interpretation material from volunteers' research that engages local people.
- More people have been attracted to sites that are new to them and they report a greater awareness of Greensand Country and its heritage.



A Moor for all Seasons: Protecting Flitwick Moor for Wildlife and People

Helping people to access nationally important habitat, ensuring it is appreciated in the future. Lead Partner: The Wildlife Trust for Bedfordshire Cambridgeshire and Northamptonshire.

A Moor for all Seasons has focused on ensuring the long-term sustainability and biodiversity interest of nationally important wildlife habitat at Flitwick Moor SSSI. A new boardwalk and footpath, creating a circular walk, has made the site more accessible to people. Meanwhile interpretation, practical work by volunteers and family learning activities have engaging more

people in learning about the site: helping them to better appreciate how unique and fragile the reserve is, whilst getting them inspired about Greensand Country.

Key outcomes:

- The biodiversity of the grassland and woodland at Flitwick Moor will be enhanced.
- Staff and volunteers have developed skills relating to wildlife and habitat management.
- People have volunteered time, carrying out monitoring and practical conservation work on the site and run events.
- People have engaged with Flitwick Moor by visiting the site and taking part in events (family learning activities and guided walks).

Welcome Packs

Improving social cohesion by informing new residents about their unique landscape. Lead Partner: GCLP central team.

5000 Welcome Packs, which contain a targeted set of leaflets about the area, have been created for new homeowners. The packs are being delivered to new houses and are available through estate agents and property developers (and online). The aim is for the welcome packs to help future residents better understand the importance of the Greensand Country landscape and instil a sense of pride and 'ownership', so that the landscape continues to be valued by local communities into the future.

Key outcomes:

- New residents will have a better understanding and appreciation of Greensand Country.
- Improved social cohesion between new and existing residents.



Greensand Festival

A great example of organisations and communities working together to celebrate their landscape and raise awareness amongst others. Lead Partner: GCLP central team.

The Greensand Festival has proved extremely successful in engaging people in the story of the Greensand Landscape. The aim was to attract at least 500 participants to each of the 3 events. The total number of participants after just 2 events is 7500 enjoying 200 different activities and over 1200 participants have taken part in the family learning activities. The festival has the potential to continue to reinforce the name Greensand Country in the minds of local people and visitors.

Key outcomes:

- People engaging with festival events in familiar locations will be encouraged to visit other sites that may be new to them.
- The festival gives external partners, who are not currently engaged in the delivery of GCLP, the opportunity to contribute to Greensand Country with related events.
- Significant increase awareness of Greensand Country.



Employability training - Study Programme

Providing local people with the skills to care for their landscape. Lead Partner: Bedford College and Shuttleworth College.

A study programme has been facilitated, providing an entry-level 19-week heritage skills programme targeted at local people who are 'not in Education, Employment or Training' (NEET), under-qualified, un-skilled or otherwise under-represented in the landscape. 41 trainees have received tuition at Shuttleworth College and have been taught vocational skills relevant to this landscape. The continuation of such a programme will ensure that local people have the skills to gain employment locally in caring for the landscape.

Key outcomes:

- Study programme trainees will have gained new skills, experiences and contacts in heritage conservation, leaving a legacy of professional skills within the local population.
- Improving individuals' employability and opportunities to progress further in education.
- Improving the confidence and ability of trainees in the workplace and education.
- Ensure that important heritage conservation skills are developed in the next generation.
- Contributing to the ongoing conservation of heritage features in the Greensand County.

Employability Training - Apprenticeship Scheme

Helping local people gain the skills they need to become employed in their local landscape.
Lead Partner: Shuttleworth College.

The Apprenticeship scheme has taught heritage skills at levels 2 and 3, skilling up young professionals to look after the natural and built environment. Apprentices are receiving tuition at Shuttleworth College and work-based heritage skills training with project leaders, site owners and communities. The continuation of such a programme will ensure that local people have the skills to gain employment locally in caring for the landscape.

Key outcomes:

- Apprentices will have gained new skills, experiences and contacts in heritage conservation, improving their employability and reducing unemployment.
- Ensuring that important heritage conservation skills are passed onto the next generation.
- Contributing to the ongoing conservation of heritage features in Greensand County.

6.3.2 Emerging growth areas

The updated GCLP Strategic Framework includes scope for the partnership to expand and capitalise on a number of emerging growth areas in which funding is set to increase. Two examples of these are summarised below:

Health and wellbeing

The UK health agenda is becoming evermore important, including increasing recognition of the links between wellbeing and people's access to nature. The concept of prescribing nature for health has been heightened by the Covid-19 crisis, which has drawn attention to the value placed by communities on accessing green space 'on the doorstep'. Government policy is shifting to

further support initiatives that better connect communities with green space – and this support is set to increase.

Greensand Country offers tremendous opportunity for people to benefit from accessing the landscape, which aligns with the policies of local authorities and others towards improving public health. For example: the Central Bedfordshire 2050 Vision, which contains a specific ambition on people being “healthy and well”; the CBC Green Wheel initiative (a long-term vision for linking publicly accessible routes and green spaces around communities); and the Milton Keynes 2050 Strategy, which includes the promotion of leisure routes from the city into the surrounding countryside. The new GCLP Strategic Framework has been designed to align with these and other key strategies/initiatives to help maximise opportunities for funding in relation to the health and wellbeing agenda.

Natural capital and biodiversity net gain

It will be critical to position Greensand Country relevant to the emerging agendas on:

- Safeguarding the UK’s natural capital: its stock of natural resources; and
- Biodiversity net gain: the requirement for developers to assess and compensate for the potential harm to habitats caused by their projects, and provide an overall improvement for biodiversity.

These agendas are being driven to a large extent by the 25 Year Environment Plan (25 YEP): the framework through which government aims to “improve the environment, within a generation”. Currently, much of S106 investment is shaped by green infrastructure plans, but increasingly the natural capital approach is becoming the recognised mechanism for identifying opportunities, targeting environmental investment and becoming an important part of designing new communities.

GCLP is already well-placed to capitalise on this agenda with significant opportunities to engage with, learn and seek funding from the Oxford to Cambridge (OxCam) Arc: a cross-government initiative that supports planning for the future in the counties of Oxfordshire, Bedfordshire, Buckinghamshire, Cambridgeshire and Northamptonshire (up until 2050). The Arc is regarded as being a flagship scheme for putting for the government’s 25 Year Environment Plan into action. It aims to ensure improved connectivity, productivity and place-making (committed to green growth), whilst ensuring pioneering environmental standards and enhancements are delivered. The Local Natural Capital Plan (LNCP) for the Arc has been

created and GCLP has already identified the potential to leverage funding, which will require the clear articulation of technically complicated work in line with the Arc's long-term ambitions.



Land use and habitats in 2020

Legend

Greensand Ridge NCA boundary

Land use

- Arable
- Improved grassland
- Semi-natural grassland
- Heath and marsh
- Woodland
- Orchards
- Water
- Built-up areas and gardens
- Other/ uncertain/ unclassified



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0 5 10 km 1:200,000
(at A4 paper size)



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6.4 Strategic Links

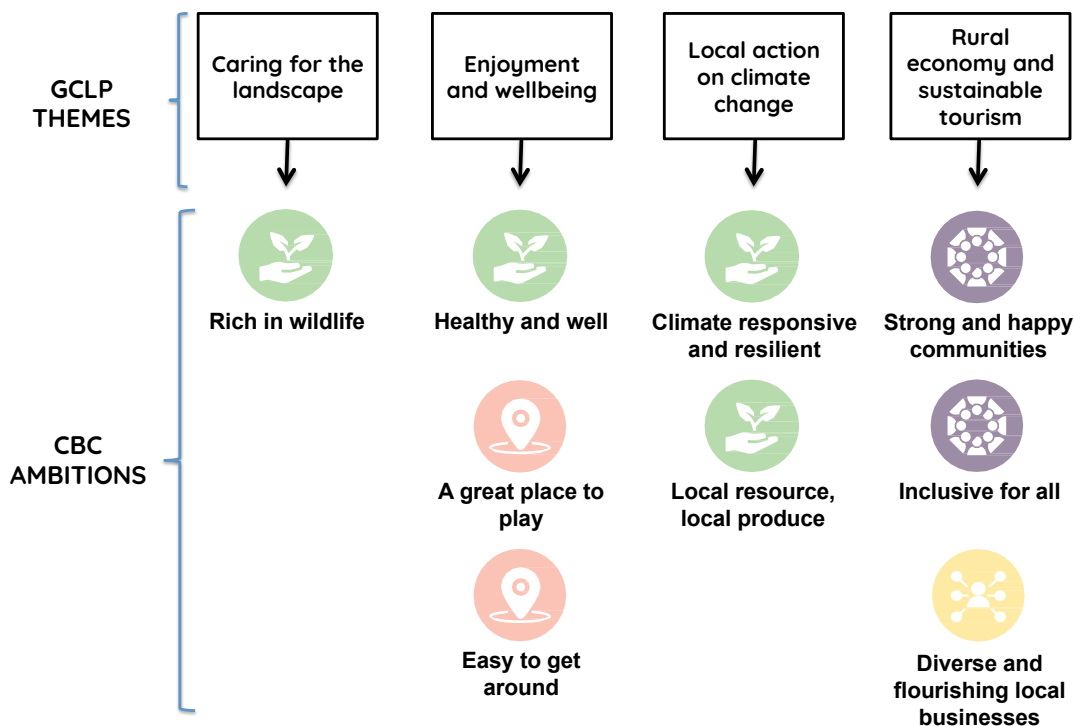
This appendix highlights how the GCLP Strategic Framework supports the delivery of other plans and strategies impacting on Greensand Country. These linkages have been taken into account in developing the Forward Plan and its recommendations, seeking to maximise joined-up delivery and “win wins”.

6.4.1 Central Bedfordshire Council

The **Central Bedfordshire Council (CBC) 2050 Vision** sets out the authority’s long-term strategic framework, which is divided into four high-level themes:

1. We live in a unique and special environment
2. We live in thriving communities
3. We have the best quality of life
4. We have a prosperous and innovative economy

GCLP’s own Strategic Framework has been designed to map directly onto that of CBC, providing clear lines of delivery under each theme. This is summarised in the figure below:



Central Bedfordshire Sustainability Plan

The Central Bedfordshire Sustainability Plan fully aligns with the 2050 Vision for Central Bedfordshire. The Council are aiming for carbon neutrality by 2030 and recognise the need to change attitude and behaviours across Central Bedfordshire in order to achieve this. It is a plan co-developed with Council officers and members and focuses on how the Council can:

- Improve their own operations and processes
- Lead by example in buildings they are responsible for
- Facilitate investments in infrastructure-led projects
- Influence, support and enable residents and local businesses to adopt sustainable behaviours and practices

The Sustainability Plan aims to address the climate emergency whilst also recognising the vital role Councils will play in achieving the United Nations Sustainable Development Goals. It sets out a series of milestones to be achieved – and those that link to the priorities of the Greensand Country Forward Plan are summarised below:

Caring for the landscape

- Improve protection and maintenance of the Council's green and blue assets
- Facilitate a multi-functional, multi-agency approach to protecting, maintaining and delivering green and blue infrastructure
- Combat biodiversity loss
- Combat flooding and water stress
- Engage with landowners and farmers to identify sustainability opportunities

Enjoyment and wellbeing

- Facilitate investments in a permeable active travel network to enhance strategic connectivity across Central Bedfordshire

Local action on climate change

- Deliver sustainability training for staff and members
- Facilitate a cultural shift towards sustainable living and work practices
- Encourage local communities to live more sustainably
- Support community-led sustainable projects

6.4.2 Milton Keynes Council

The **Milton Keynes Futures Strategy** sets out six main ambitions for growth to 2050, namely:

1. Maintain and strengthen the qualities that make Milton Keynes special, particularly our vibrant communities, our parks, lakes and landscape, and our network of grid routes.
2. Ensure that everyone can have their own decent home to rent or buy at a price they can afford.
3. Continue to grow our businesses, and attract new ones, to provide a good job for everyone who wants to work.
4. Make it much easier for everyone to travel around the city, particularly on public transport, on foot and cycle.
5. Provide better opportunities to learn for all-schools, colleges and universities – so that every citizen can benefit from our city’s economic success.
6. Reduce the city’s consumption of natural resources so that we will be zero-carbon by 2030.

Links to the GCLP Strategic Framework:

- Greensand Country sits just outside of the Milton Keynes borough but nonetheless has the potential to help Milton Keynes achieve its ambitions. Milton Keynes is committed to protecting and promoting biodiversity and aspires to become a globally leading green city and a ‘National Park City’. Links with Greensand Country can help to deliver this aspiration; and connecting green infrastructure in the city with the Greensand Country will ensure benefits to biodiversity and the local distinctiveness of the landscape in which Milton Keynes sits. This connectedness will also benefit local residents, especially with new development planned in the city. Greensand Country is a fantastic resource for residents, both old and new. Connections with the green infrastructure in the city will ensure they can enjoy all the benefits that Greensand Country has to offer, including leisure activities, heritage and biodiversity.
- Sustainable travel is a key aspect of the Milton Keynes Strategy, as the city aims to reduce congestion and address the climate emergency. Currently, the city’s walking and cycling routes are mostly used for leisure purposes. The strategy aims to make these attractive choices for shorter commuter journeys, and there are plans to extend and improve the routes to make them more direct for commuting. Connecting this network with that of Greensand Country will have the benefit of helping commuters from outside

the Milton Keynes Borough, as well as those looking for leisure routes from the city to the wider countryside. The Milton Keynes Strategy also discusses plans for a Mass Rapid Transit (MRT) public transport network. Connecting this network to the cycling and walking routes from Greensand Country would also benefit commuters looking for sustainable travel options.

6.4.3 Buckinghamshire Council

- The Buckingham Green Infrastructure Consortium is leading a programme to engage with the community through influencing the design and management of GI, and through organising activities to stimulate community cohesion and develop a sense of place. This programme is working with Parish Councils, community engagement in masterplanning and user surveys of green spaces amongst other approaches.
- There is significant focus on managing economic growth while preserving the character of the environment.
- The Council has ambition to increase investment in renewables, notably solar and biomass energy generation (including schemes targeting schools). A new Sustainable Energy Policy is currently being rolled out and includes development of energy resources in public ownership, including support for community groups to develop their own energy generation schemes.
- Buckinghamshire is committed to tackling climate change and improving air quality, with an objective to achieve net carbon zero for Buckinghamshire as a whole by 2050. This ambition is in its early stage: initial consultation with communities commenced in September 2020 and a draft strategy is now in development.
- Buckinghamshire Council has been selected by Defra/Natural England to be one of five local authorities nationally to pilot a key part of the government's national Nature Recovery Network initiative. The initiative is an ambitious plan to strengthen and renew the natural environment across England by potentially creating Local Nature Recovery Strategies (LNRS) in every county area. Each LNRS will combine local knowledge with expert information and advice to plan for more coordinated, practical and focused action to support nature recovery.

6.4.4 South Cambridgeshire District Council

The **South Cambridgeshire Local Plan** was adopted in September 2018 and covers the period 2011-2031. Key priorities relevant to the GCLP Strategic Framework include:

- Addressing climate change
- Protecting and enhancing the historic and natural environment
- Building a strong economy
- Promoting successful communities
- Promoting and delivering sustainable transport

Links to GCLP Strategic Framework:

- The Local Plan states that new development will only be permitted where it respects, retains, or enhances landscape character, including the individual National Character Areas (referencing Greensand Ridge).
- The Council aims to conserve and enhance the network of green infrastructure, which includes the area around Gamlingay.
- There is an aim to promote sustainable travel by reducing the need to travel by car and providing safe routes for cycling and walking.

The **South Cambridgeshire Zero Carbon Strategy** aims to help the Council deliver their aspiration for a 50% reduction in carbon emissions by 2030, reducing to net zero carbon by 2050. This will involve reducing emissions in the areas which are directly controlled by the Council and also influencing others in the area to reduce their emissions.

Links to GCLP Strategic Framework:

- Use planning policy to ensure woodland and peatland is retained and respected; to require developments to provide additional woodland, trees and hedgerows; and support appropriate changes to land use.
- “Double nature in Cambridgeshire” through the Greater Cambridge Local Plan, including support for tree planting through the Trees Warden Network and Community Chest.
- Working with partners to deliver projects that enhance sustainable travel (notably cycling), including funding for community projects.

6.5 Forward Plan Consultation

Development of the Forward Plan has involved consultation with more than 120 people representing the interests of communities, visitors and businesses across Greensand Country. Stakeholders have included:

GCLP partner organisations and stakeholders	Workshop June 2000
Greensand Country Charter Members	Survey questionnaire June 2000
Central Bedfordshire Councillors	Two workshops July 2000
Parish Councils	Two workshops August 2000
Bedfordshire Rural Communities Charity	Workshop August 2000
Greensand Trust	Workshop August 2000
GCLP Board	Numerous meetings 2000/2021

6.6 GCLP Strapline

It is recommended that a short strapline be developed for helping to convey the GCLP vision and its strategic themes to wider audiences, notably the general public. The following has been put forward as a starting point for discussion:

Greensand Country - love it, save it, use it or lose it.

The suggested strapline is intended to reflect the GCLP themes as follows:

love it	Caring for the landscape
save it	Rural economy and sustainable tourism
use it	Enjoyment and wellbeing
or lose it	Local action on climate change

Development of the strapline should include audience testing to ensure it is fit for purpose. Once approved by the Board, it should be incorporated into the GCLP Brand Strategy and Communications Plan for use when engaging the public around GCLP purpose and delivery.

6.7 References

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