

5. PARTNERSHIP AND MANAGEMENT

VISION

The WPM partnership is effective in the long-term management of the area. It engages with relevant stakeholders and effectively raises the public profile of the WPM.

- There is a strong commitment from all stakeholders in the management of the WPM.
- The partners involved in the WPM partnership have clear roles and responsibilities and the appropriate skills to ensure the partnership works effectively and efficiently.
- The WPM has successfully attracted funding from a variety of sources to carry out its activities.
- The WPM has engaged relevant stakeholders to ensure it is recognised in the objectives of all policy and decision-making that affects the area.
- The WPM has a clear, recognisable brand that is consistent across the partnership and helps to publicise the WPM to the local and wider community and to relevant stakeholders.

OBJECTIVES

OBJECTIVES	ACTIONS	TARGETS	TIMESCALE	PARTNERS
[5.1] Attract additional funding and/or resources for WPM partnership activities.	• [5.1A] Maximise WPM partnership resources by securing match-funding wherever possible.	Match funding secured where possible.	Ongoing	WPM Partnership
	• [5.1B] Investigate funding options to help establish and resource a new Community Officer role within the WPM Partnership (see <i>action 2.1A</i>).	Options explored. Officer role established.	2010 2011	WPM Partnership
	• [5.1C] Develop mechanisms to secure private sector funding through Corporate Social Responsibility (CSR) schemes.	CSR scheme established	2015	WPM Tourism Group
	• [5.1D] Explore potential for non-funding members of the WPM partnership to begin contributing financial resources and/or 'in-kind' contributions (such as IT support, ranger work, networking, gateway awareness, etc).	Discussions held with non-funding partners Letters sent to Chief Executives of non-funding members (requesting financial or	Annually, commencing 2010	WPM Partnership

		in-kind contributions)		
	<ul style="list-style-type: none"> [5.1E] Produce and publicise an Annual Report for the WPM (via the website), containing information on partnership expenditure and project activity. 	Annual Report produced	Ongoing annually	WPM Lead Officer
	<ul style="list-style-type: none"> [5.1F] Secure funding to resource development of a volunteer ranger service (see 2.3B). 	Funding secured.	2011-13	LCC Local Authority Countryside Services United Utilities
[5.2] Improve the structure and effectiveness of the WPM partnership.	<ul style="list-style-type: none"> [5.2A] Undertake a review of the WPM partnership structure and delivery framework, in order to: <ul style="list-style-type: none"> - Clarify roles/responsibilities in line with the new Management Plan - Identify potential gaps in the partnership and seek to attract new partners where necessary 	Partnership review undertaken and roles clarified; potential new partners engaged	2010/11	WPM Lead Officer WPM Partnership
	<ul style="list-style-type: none"> [5.2B] Establish relationships with other partnerships and organisations outside of the WPM (both within the UK and potentially overseas), aiming to share good practice and encourage joint-working where possible. Examples include: <ul style="list-style-type: none"> - Pennine Prospects - Forest of Bowland AONB - RECEP-ENELC (Europe) 	<p>Network of associate organisations established.</p> <p>Increase in number of seminars / working groups between key planning agencies.</p>	Ongoing	WPM Lead Officer
	<ul style="list-style-type: none"> [5.2C] Clarify and publicise a single point of contact for members of the public wanting to: <ul style="list-style-type: none"> - make general enquiries about the WPM - report incidents 	Single point of contact established for public enquiries	2010/11	WPM Partnership United Utilities
	<ul style="list-style-type: none"> [5.2D] Maintain existing WPM working groups and establish new to aid the management and delivery of WPM partnership projects 'on the ground' (including task and finish groups). New working groups to include: <ul style="list-style-type: none"> - heritage - publicity and communications (task and finish) 	Existing working groups maintained; new groups established as required.	Heritage group 2010/11	WPM Partnership
[5.3] Raise the public profile of the area	<ul style="list-style-type: none"> [5.3A] Develop and implement a 'Communications Strategy' for use by the WPM partnership to help plan, coordinate and 	Communications Strategy developed and	2010/12	WPM Partnership: Publicity &

through WPM partners' own communications.	standardise promotional activity.	implemented by all partners		Communications Group
	<ul style="list-style-type: none"> [5.3B] Publish a short (1-2 page) e-newsletter, containing updates on WPM activities, targeting both local communities and partner organisations. Publicise via email and make available for downloading in electronic format from the WPM website. 	Newsletter produced and circulated twice a year (July/November)	First newsletter published July 2010	WPM Lead Officer / Countryside Officer WPM Partnership
	<ul style="list-style-type: none"> [5.3C] Implement a simple system for monitoring the effectiveness of WPM communications (e.g. website 'hits', number of press articles, etc). 	Comms monitoring and evaluation implemented	Comms reviewed annually commencing 2010 (following completion of Comms Strategy) and <i>ad hoc</i> in follow-up to major comms activity	WPM Lead Officer
[5.4] Raise the profile of the WPM among regional and national Government and its agencies.	<ul style="list-style-type: none"> [5.4A] Promote the WPM via public sector forums, networks and events, aiming to raise awareness of local innovation and 'good practice' in relation to: <ul style="list-style-type: none"> Implementation of the European Landscape Convention (driven by the involvement of local communities) Capitalising on the value of 'ecosystem services' (in relation to economic development, sustainable management of natural resources and climate change adaptation/mitigation) 	Relationships established with relevant public sector forums, networks and events; information provided to forums/networks and speakers/presentations put forward for events	Ongoing	WPM Partnership
[5.5] Ensure consistency in WPM branding and communications.	<ul style="list-style-type: none"> [5.5A] Evolve and expand the existing WPM brand identity to include a range of 'sub-brands'* targeting specific audiences or based on specific recreational or other interests (e.g. mountain biking, horse-riding). <p><i>*Sub-brands refer to use of different colours, images and written language to engage more effectively with target audiences and avoid generic promotion of the WPM (i.e. this action does not call for a review of the overall brand identity).</i></p>	Pilot project delivered to test one new sub-brand.	2010/11	WPM Partnership
		Further sub-brands developed and applied across WPM communications	2011-2015	
	<ul style="list-style-type: none"> [5.5B] Develop graphic standards or 'Brand Guidelines' to ensure consistency in the design and production of WPM communication materials (including how the WPM is portrayed in partners' own materials). 	Graphic standards developed and applied across WPM communications	2010-12	WPM Partnership

[5.6] Encourage recognition of WPM objectives in policy- and decision-making affecting the area.	<ul style="list-style-type: none"> [5.6A] Ensure the WPM Management Plan is circulated to all relevant departments/individuals within partner organisations; to include notices on updates where relevant. 	Management Plan circulated among partners' planning policy teams, environmental services, tourism and marketing teams.	2010	WPM Partnership
	<ul style="list-style-type: none"> [5.6B] Ensure consideration of the WPM in all major strategies and policies affecting the area, aiming to protect and enhance the special qualities of the landscape (both natural and cultural). <p><i>NB: the WPM partnership is not tasked with consulting on planning and development proposals – these are dealt with by the relevant individual local authority planning committees.</i></p>	<p>WPM partnership to act as consultee on all major strategies and policies, where relevant.</p> <p>LPA's to supply relevant major strategies/ policies to WPM Partnership for consultation.</p>	Ongoing	Local Planning Authorities
	<ul style="list-style-type: none"> [5.6C] Increase involvement of key specialists from local authorities and other partners (e.g. planners, economic development specialists) in WPM decision-making. 	Specialists invited to meetings and engaged in WPM issues/ decisions, where appropriate	Ongoing, when opportunities arise	WPM Partnership WPM Working Groups Local Authorities Regional planners
[5.7] Monitor delivery of the WPM Management Plan.	<ul style="list-style-type: none"> [5.7A] Develop and implement a system for monitoring and reporting on delivery of the Management Plan (e.g. via the WPM website). 	System developed and implemented; progress reports produced on regular basis and made publicly available via WPM website	<p>Monitoring system in place by 2011/12</p> <p>Progress reports produced annually</p>	WPM Partnership
	<ul style="list-style-type: none"> [5.7B] Develop means for local residents and visitors to comment on delivery of the Management Plan (e.g. via an online forum). 	Feedback mechanism developed on WPM website	2011/12	WPM Lead Officer

	<ul style="list-style-type: none">• [5.7C] Undertake a full review and update of the Management Plan in 2014 (half way through its course), in consultation with local communities and partner organisations.	Review and update of plan undertaken	2014	WPM Partnership
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