

BRECKLAND COUNCIL

REPORT OF THE EXECUTIVE MEMBER FOR PLANNING AND HOUSING to the CABINET: 8th June 2010

(Author: Mark Stokes, Deputy Chief Executive)

BRECKS COUNTRYSIDE PROJECT - MEMORANDUM OF AGREEMENT

1. Purpose of Report

The current Memorandum of Agreement with the Brecks Countryside Project expired at the end of March 2005 with a proposed new Memorandum of Agreement running from 2009 - 2012. This report seeks Member approval to continue to financially support the Project and renew the Memorandum of Agreement with immediate effect.

2. Recommendations

It is recommended that the Council/Committee agree to enter into the new Memorandum of Agreement including the financial requirements provided that:

- 2.1 Confirmation of all other partners funding and
- 2.2 The second and third year funding be awarded only if the project continues to represent value for money for the Breckland area and that this decision be delegated to the Deputy Chief Executive in consultation with the Executive Member for Planning & Housing.

Note: In preparing this report, due regard has been had to equality of opportunity, human rights, prevention of crime and disorder, environmental and risk management considerations as appropriate. Relevant officers have been consulted in relation to any legal, financial or human resources implications and comments received are reflected in the report.

3. Information, Issues and Options

3.1 Background

- 3.1.1 The current Memorandum of Agreement (MOA) for the Brecks Countryside Project expired on March 31st, 2005. The terms of the current MOA (of which Breckland is an identified partner) requires that any of the participating local authorities give twelve months notice if they wish to terminate the agreement. The Brecks Countryside Project, together with the officers from the funding partners, has drafted a new MOA that would run from April 1st, 2009 to March 31st, 2012 (Appendix A). Breckland Council have as yet not committed financial support for 2009-2010, no formal commitment has been supported by the council to this date.

3.2 Issues

- 3.2.1 The project operates in an area based on the Breckland Environmentally Sensitive Area (Appendix B). This area, known as the Brecks, covers about 931sq.kms (360sq. miles) of heaths, forests, wetlands and agricultural land which form a unique cultural region internationally renowned for its landscape, wildlife and archaeological interests. Its international importance for wildlife is reflected in the designation of large areas under the European Habitats Regulations. It is also subject to considerable and growing pressure from development and recreation, and changes in agriculture and water management.

3.2.2 The Brecks partnership has been in operation since 1992 and the basis for its work has been the Brecks Study (1992) and successive project management plans produced in 1996 and 1999. These documents set out the objectives and policies for the area, which are consistent with the importance the partners attach to the conservation and enhancement of landscape and wildlife of the area, and the opportunities it provides for countryside recreation. The documents provide the principal policy framework for the activities of the Project.

3.2.3 The Project will co-ordinate activities and support the organisations involved towards achieving the overall objectives for the area. A rolling three-year work programme is produced including key, quantifiable indicators of activity and is updated annually. Appendix C details the current project plan.

3.2.3 THE BRECKS AT A REGIONAL LEVEL

3.2.4 The Regional Environment Strategy for the East of England published by the East of England Regional Assembly and the East of England Environment Forum sets out an ambitious agenda for celebrating, protecting and enhancing the natural, historic and built environment. The strategy also sets out what needs to be done in terms of improving the environment of the region and also what contributions should be made by local authorities. In addition, the Brecks is currently being promoted through representations on the Regional Spatial Strategy process as a Regional Park.

3.2.5 MEMORANDUM OF AGREEMENT

3.2.6 The Memorandum of Agreement defines the nature of the partnership, the objectives of the project, the duties and powers of the Project, the role of Suffolk County Council as employer and the administrative and financial arrangements. The detail contained in the Memorandum of Agreement is consistent with a number of Breckland's own priorities in its Business Plan.

3.2.7 A Core Management Group (CMG) will be the overall partnership body responsible for overseeing the work of the Partnership and that of the Staff team. The CMG members will have the role of:

- i. Commissioning and evaluating reports from the partnership on its progress and future plans;
- ii. Receive and discuss reports on the activities of all members of the Partnership and contributions to the Brecks Area Strategy.
- iii. Promoting the Brecks within and outside the organisations that individuals represent.
- iv. Facilitate communication relevant to the Brecks within their own organisation.

3.2.8 The CMG will meet twice a year and may hold a conference, study day or other appropriate event to consider major issues relating to the Partnership area. It will receive the half yearly and annual reports for discussion and formally approve the annual Business Plan, work programme and budget and recommend these to the funding partners. It will also consider major policy issues relating to the operation of the Partnership.

3.2.9 The financial contribution being asked for from Breckland (based on the % of Brecks Project Area within the District) is as follows:

2009/10	- £18,410
2010/11	- £18,410
2011/12	- £18,410

A full breakdown of other parties' contributions is attached at Appendix D.

- 3.2.10 The project's primary objective is to promote the conservation and quiet enjoyment of the Brecks unique landscape, built environment, wildlife and historic qualities through the conservation and enhancement of the countryside particularly its habitats, biodiversity and cultural heritage; as well as promoting tourism and recreation opportunities in the countryside, promoting sustainable development and improving the quality of life for local people and visitors to the area

3.3 Options

- 3.3.1 The options available to Members are:
- (a) Agree to enter into the new memorandum of agreement including the financial requirements (see Proforma B at Appendix E) subject to conditions;
 - (b) Do not agree to enter into the Memorandum of Agreement and give notice to the other funding partners.

3.4 Reasons for Recommendation(s)

- 3.4.1 Entering into a new Memorandum of Agreement will give the Project a degree of security in terms of its core funding and Breckland will be able to continue to contribute towards national and regional biodiversity targets and fulfil a number of obligations placed on it by the Regional Environment Strategy.
- 3.4.2 If Breckland were to choose not to support the project, the future of the project would be in considerable doubt as there would be a shortfall in the core funding and the progress made in bringing forward a number of initiatives would be lost. Breckland would also need to consider how it would meet some of its obligations in respect of Biodiversity. There would also be some considerable doubt on the likelihood of the Brecks securing recognition as a Regional Park through the Regional Spatial Strategy Process.

4. Risk and Financial Implications

4.1 Risk

- 4.1.1 No risk identified

4.2 Financial

- 4.2.1 Refer to Proforma B

5. Legal Implications

- 5.1 None

6. Other Implications [*Insert statement or confirm 'none' as appropriate at each sub-paragraph*]

- a) Equalities:
- b) Section 17, Crime & Disorder Act 1998:
- c) Section 40, Natural Environment & Rural Communities Act 2006:
- d) Human Resources:
- e) Human Rights:

f) Other: [e.g. Children's Act 2004]

7. Alignment to Council Priorities

7.1 A clean and green environment

8. Ward/Community Affected

8.1 All

Background Papers

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Key Decision Status (Executive Decisions only):

Appendices attached to this report:

Appendix A: Memorandum of Agreement

Appendix B: Breckland Environmentally Sensitive Area (Map)

Appendix C: Project Plan

Appendix D: Breakdown of Costs

Appendix E: Proforma B



**MEMORANDUM OF AGREEMENT
between
The Core Funding Partners of the Brecks Partnership
for
the operation of a management structure covering
Brecks Environmentally Sensitive Area
April 2009 - March 2012**

The Core Funding Partners are

**NORFOLK AND SUFFOLK COUNTY COUNCILS, BRECKLAND AND FOREST HEATH
DISTRICT COUNCILS, AND THE BOROUGH OF KINGS LYNN AND WEST NORFOLK
ST EDMUNDSBURY AND THE BRECKS TOURISM PARTNERSHIP**

1. Introduction

- 1.1 This memorandum constitutes an agreement between the above named Local Authorities and the Tourism Partnership to support a sustainable countryside management partnership including sustainable tourism activities, known as the Brecks Partnership for a rolling period of 3 years from April 2009, to be updated annually, and sets out the terms and conditions upon which that agreement is based.
- 1.2 This area, known as the Brecks, covers about 931sq.kms (360sq. miles) of heaths, forests, wetlands and agricultural land which form a unique cultural region internationally renowned for its landscape, wildlife and archaeological interests. Its international importance for wildlife is reflected in the designation of large areas under the European Habitats Regulations. It is also subject to considerable and growing pressure from development and recreation especially the growth points of Thetford, Norwich and Kings Lynn and the Growth Areas of Forest Heath and St Edmundsbury and changes in agriculture and water management.
- 1.3 All parties concerned are agreed that there are substantial benefits to be gained from continuing the Partnership. The Partnership has successfully attracted European, Natural England and other match funding to deliver programmes and will continue to do so.
- 1.4 The Partnership's operations and activities enable the funding partners to deliver many of their own commitments and to achieve sustainable rural development. The Partnership provides "added value" by encouraging partnership working to identify and deliver core objectives.

- 1.5 It works to raise awareness, understanding and the conservation and enhancement of landscape and wildlife. Through the Brecks Biodiversity Action Plan, the conservation of national priority biodiversity habitats and species will be a key role for the Partnership, and it will work with partners to deliver these aspects.

2. Context

- 2.1 The Partnership will operate in an area based on the Breckland Environmentally Sensitive Area (Appendix 1) and, where appropriate, work to address relevant issues in the whole Joint Character Area and that of the Brecks Rural Development Programme for England.
- 2.2 The Partnership has been in operation since 1992, and the basis for its work has been the Brecks Study (1992) and successive management plans produced in 1996 and 1999. These documents set out the objectives and policies for the area, which are consistent with the importance the partners attach to the conservation and enhancement of landscape and wildlife of the area, and the opportunities it provides for countryside recreation. The documents provide the principal policy framework for the activities of the Partnership. The Partnership will co-ordinate activities and support the organisations involved towards achieving the overall objectives for the area (see section 3). An annual Action Plan will be agreed and produced by the Partnership including key, quantifiable indicators of activity.
- 2.3 The Partnership will work with local communities, external partners and interest groups to recognise the special qualities of the Brecks area in the work of others and towards consistency in approach across the whole area
- 2.4 The Partnership area incorporates large land ownerships of the Ministry of Defence and Forest Commission, which include some of the most distinctive parts of the Brecks, and a number of very large privately owned estates. The co-operation of these and other owners and the co-ordination of their efforts in conservation and sustainable recreational use of the area will be a significant part of the work of the Brecks Partnership.

3. Primary Objective, Roles and Priorities

- 3.1 The Partnership's primary aim is **to promote understanding, awareness and enjoyment of the Brecks unique landscape, built environment, wildlife and historic qualities** through its sustainable management

The work of the Partnership has three main themes as follows:

1. Raising awareness and understanding of the Brecks biodiversity, landscape, culture and heritage
2. Sustainable development - development that takes equal account, and at the same time, of the economic, social and environmental needs of the area

3. Countryside recreation, access and tourism

Most conflicts of interest between conservation and recreation can be resolved through discussion and good management practice. However in the event that this is not possible the spirit of the 'Sandford Principle' will be followed and the conservation of the Brecks will, in acute situations be considered an over-riding priority.

3.2 Primary Roles

The primary roles of the Partnership in taking forward this aim will be to:

- i. work in partnership to improve integration and avoid duplication of effort. For example, the Biodiversity Action Plan (BAP) targets for the Breckland Natural Area
- ii. take specific action where this would not otherwise happen and where it would be resource efficient
- iii. take forward the aims, objectives and priorities of the Brecks in conjunction with local communities, voluntary groups and partner organisations. The strategy will include a means of collating and assessing environmental change.
- iv. raise awareness of the area and provide a focus for all organisations and individuals with an interest in its conservation and enjoyment.
- v. To raise awareness of the regional, national and international significance of the Brecks area

Priorities for the Partnership in 2009-2012 are shown in Appendix II.

4. Method Of Delivery

4.1 As at April 2009, the effective date of this revised Memorandum, the Partnership staff will consist of:

- i. Brecks Partnership Manager - responsible for the management of the Partnership team and the Partnership's work programmes; budgetary planning and financial control (in conjunction with Suffolk County Council); regular reporting to the Core Management Group; preparing a business plan, an annual work programme and budget; liaising with other key members of the wider partnership and representing the Partnership through the media and directly with other parties on major issues affecting the area.

- ii. Brecks Support Officer to further the work of the Brecks Partnership with the Partnership Manager with specific responsibility for website maintenance and servicing enquiries
- 4.2 The Partnership may also employ temporary contract staff and consultants to deliver specific outputs or host posts designed to take forward the management objectives of the Brecks
- 4.3 The Brecks Partnership staff will seek to influence the activities of those with an interest and remit in the Brecks area in order to take forward the aims and objectives outlined in section 3 through seeking consistency of approach by those agencies and organisations that have duties and responsibilities in the area
- 4.4 The Brecks Partnership will seek to develop consideration of the special qualities of the Brecks area in the work of others who have duties and responsibilities in the area

5. Steering Arrangements

- 5.1 A Core Management Group (CMG) will be the overall partnership body responsible for overseeing the work of the Partnership and that of the staff team. The Membership and terms of reference of the Brecks CMG are set out in Appendix III. The CMG members will have the role of:
- i. Commissioning and evaluating reports from the Partnership on its progress and future plans;
 - ii. Receive and discuss reports on the activities of all members of the Partnership and contributions to the Brecks Area Strategy.
 - iii. Promoting the Brecks within and outside the organisations that individuals represent.
 - iv. Facilitate communication relevant to the Brecks within their own organisation
- 5.2 The CMG will meet twice a year and may hold a conference, study day or other appropriate event to consider major issues relating to the Partnership area. It will receive the half yearly and annual reports for discussion and formally approve the annual Business Plan, work programme and budget and recommend these to the funding partners. It will also consider major policy issues relating to the operation of the Partnership.
- 5.3 Its members will elect the Chair of the CMG on a three-year cycle. A Vice-Chair will also be appointed.
- 5.4 Officers of the funding partners will hold responsibility for the provision and accountability of the agreed contributions from their organisation.

- 5.5 Relevant Task Groups may be formed to address specific issues that require the attention of the Partnership
- 5.5 The Partnership Manager is responsible for the effective operation of the Partnership within the terms set out in this Memorandum of Agreement. The Partnership Manager will provide 6 monthly reports to partners.
- 5.6 The Partnership Manager will report to the CMG, and be responsible to the Chair of the CMG for service delivery. Review and appraisal and other personnel issues will be the responsibility of the employing authority Suffolk County Council
- 5.7 Suffolk County Council will be the employing authority on behalf of the Partnership providing personnel functions including recruitment, review and appraisal etc

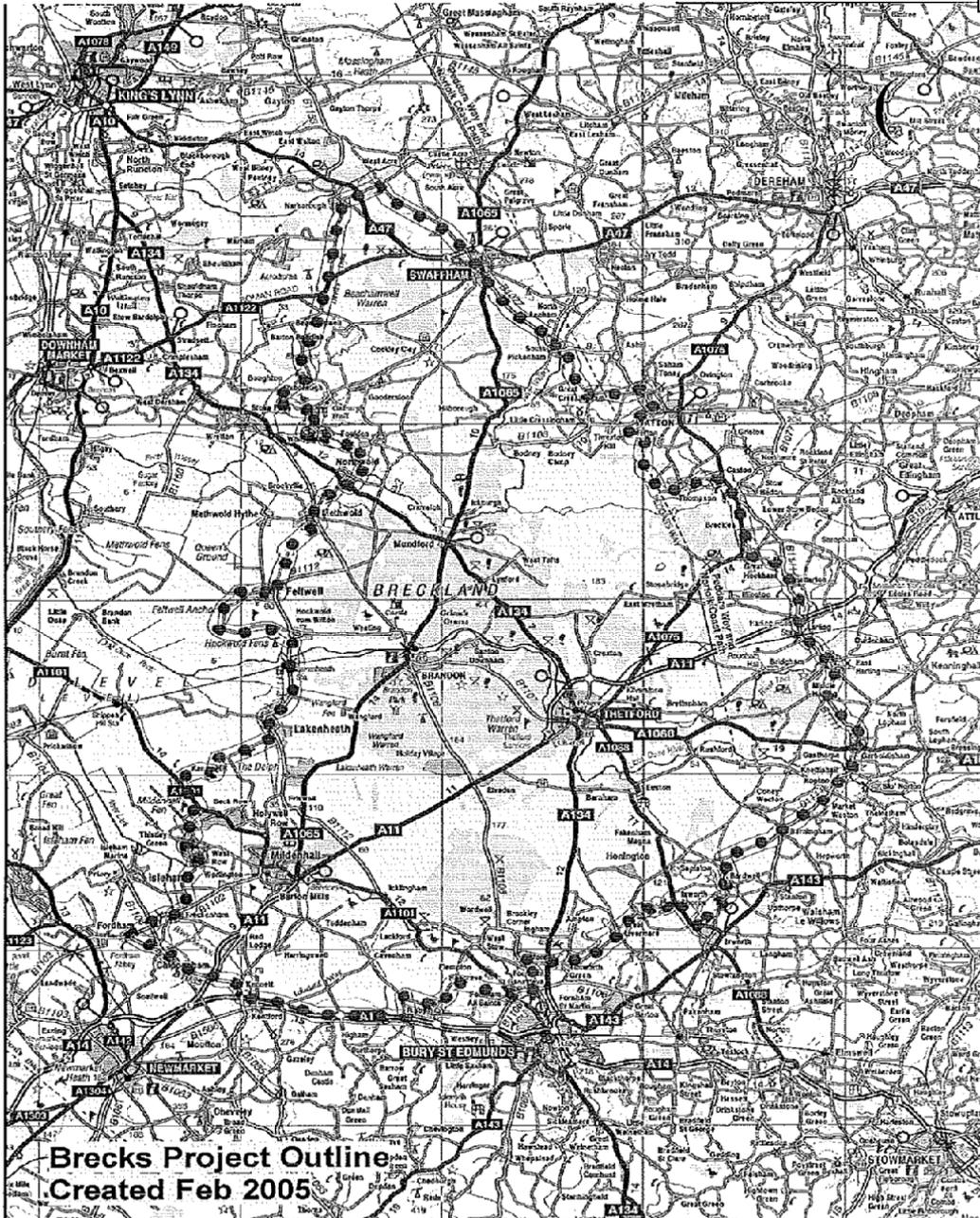
6 Financial Arrangements

- 6.1 Suffolk County Council will hold the Partnership Budget and be responsible for the exercise of proper financial control.
- 6.2 The estimated Partnership budget for the first year of the Memorandum is set out below. This will be subject to annual review and approval by the CMG for recommendation to the constituent funding partners. Virement within the annual budget resulting in a greater than 10% change in any of the main heads will require prior approval by the Core Management Group.
- 6.3 The Partnership will be funded by the local authorities in the Partnership area over the period of the agreement and each local authority will use its best endeavours to meet the targets agreed. Contributions will also be sought from other sources, including the Countryside Agency, East of England Development Agency, Environment Agency and from income generation to balance the budget.
- 6.4 As a target for the funding partners to aim at the following contributions based on the percentage of the Partnership area within each authority's boundary will be used, adjusted to take account of areas controlled by the MoD and FC.

- 6.5 The annual work programme of the Partnership will determine the allocation of expenditure from the Partnership budget. The Partnership Manager is responsible to the employing authority for day-to-day financial control of the Partnership budget. This should be in accordance with Suffolk County Council's arrangements for the discharge of functions.
- 6.6 The Partnership Manager will have powers to approve expenditure of up to £2,500 on any one task, and the ability to sign orders up to £2,500. The line manager at Suffolk County Council will sign approved expenditure above this limit. Expenditure above this limit, which has not already been approved as part of the annual work programme, will require the prior approval from the employing authority. This may include part funding the activity of other organisations where this will deliver the Partnership's objectives. The Partnership Manager will also be required to seek to augment the budget with contributions and sponsorship from other sources in undertaking Partnership activity.
- 6.7 Suffolk County Council will meet the costs of the Partnership in the first instance. The local authority partners will provide their contributions from the beginning of the financial year.
- 6.8 Any payments legally due to Partnership staff under the Redundancy Payments Act 1965. Employment Protection (Consolidation Act) 1978, as amended by the Trade Union Reform and Employment Rights Act 1993, or other relevant legislation on termination of employment shall be met by Partnership partners in the same proportion as their contribution to the Partnership budget immediately prior to termination. Costs for public and employer's liability premiums and payments in the event of industrial injury should be met in the same way.

7. Insurance and Termination

- 7.1 All funding partners will ensure that their employer's liability insurances fully cover the involvement of their organisation and employees in the Partnership.
- 7.2 This Memorandum of Agreement may be amended by mutual consent.
- 7.3 Any of the parties to this agreement may reduce or withdraw funding after giving twelve months notice, in writing. Should the Partnership cease to exist as a result of this, inescapable commitments at the appropriate level up to the date of termination will be made by all parties.
- 7.4 In the event of termination of the Partnership the partners will be liable to meet the net costs (after disposal of any assets) in the same proportion as their contribution to the Partnership budget immediately prior to termination.



Brecks Partnership delivery 2009/2010

Project	Programme	Cost of Project	Outputs by Partnership	Outcomes
Secured around £20k of design costs and in excess of £18k of Brecks Partnership Managers time in delivery of approx £92k of improvements to Butten island and Spring walk achieving the first on the ground outputs from the MTF programme	Preparatory work Jan – June 2009 Site works Sept 2009 – Jan 2010	Final cost to MTF £68,906 Final cost of design as NCC contribution approx £20,000 Estimate of Brecks managers time approx £18,000	<ul style="list-style-type: none"> • Resurfaced and raised Butten Island path • Surfaced Spring Walk Island site path • Resurfaced concrete section to Mill Sluice • Replaced key-lock fencing with bow topped fencing • Installed new gates and fencing on Bridges Walk 	<ul style="list-style-type: none"> • Improved access for residents and visitors • Increased usage by above
Wider GI delivery and development , Thetford Green Space management and Thetford through Planning and GI thematic group	March 2009 ongoing	Managers time – 24 days	<ul style="list-style-type: none"> • Meetings attended and organised • Draft loops developed • Site visits organised • Development and submission of study brief for Green space in/around Thetford 	<ul style="list-style-type: none"> • Links established with St Eds, BCKLWN, Norwich and Forestry Commission • Potential for coordinated delivery of GI in Brecks area • Understanding and awareness of all green space, its management costs

				and potential contribution to amenity, recreation and conservation
Moving Thetford Forward Officer group	April - September 2009	Managers time – 8 days	<ul style="list-style-type: none"> • Developed transparent GI assessment protocols • Assisted development of TAAP and LDF policies 	<ul style="list-style-type: none"> • Agreed policies in LDF process • Draft TAAP
Developed culture, tourism and heritage programme with relevant thematic group	Sept 2009 - ongoing	Managers time – 10 days Officer time -10 days	<ul style="list-style-type: none"> • Developed project and priority list • Researched provision of local tourism strategies and partnerships 	<ul style="list-style-type: none"> • Submitted list of tourism, culture related projects to MTF board
Represented BDC on the regional GI network and its development	April 2009 ongoing	Managers time – 8 days	<ul style="list-style-type: none"> • Establishment of regional GI network by Natural England 	<ul style="list-style-type: none"> • Greater coordination of GI delivery • Sharing best practice
Developed and produced walking guide between Thetford and Brandon with Natural England, National Express and EET	June - November 2009	Managers time – 8 days Officer time - 30 days Total production cost approx £8,000	<ul style="list-style-type: none"> • 30k copies of new Little Ouse trail leaflet produced and distributed 	<ul style="list-style-type: none"> • Increased access and awareness of Little Ouse trail with rail and bus users
Continued to provide the focus for tourism enquiries for Brecks tourism servicing over 1500	April 2009 ongoing	Managers time – 30 days Officer time – 120 days Volunteer time – 20 days	<ul style="list-style-type: none"> • Production and distribution of 60k copies of Come Alive in the Brecks 	<ul style="list-style-type: none"> • Increased awareness of Brecks as responsible

enquiries and leaflet distribution including the production and distribution of 60k copies of the Come Alive in the Brecks leaflet			<p>leaflet</p> <ul style="list-style-type: none"> • Over 1500 enquiries • Tourism information provision for local regional and national tourism organisations • Bi-monthly newsletter • Brecks awareness event at St Georges distillery • Potentially 2 TV filming shoots in Brecks area 	<p>tourism destination</p> <ul style="list-style-type: none"> • Increase economic benefit from tourism in Brecks • Support for over 250 tourism related businesses in Brecks area
Represented the Brecks area in the development of regional and sub-regional tourism activities	April 2009 ongoing	Managers time – 12 days Officers time – 6 days	<ul style="list-style-type: none"> • Meeting attended • Development of Norfolk Tourism Strategy • Development of Norfolk Tourism Marketing Strategy 	<ul style="list-style-type: none"> • Increased awareness of Brecks as responsible tourism destination
Chair of Management Committee and coordinated delivery of works to comply with Countryside Stewardship requirements for Barnham Cross Common	April 2009 ongoing	Managers time - 16 days	<ul style="list-style-type: none"> • Meetings and site visits arranged and attended • Development and delivery of 3 year works programme 	<ul style="list-style-type: none"> • Compliance with Stewardship requirements • Returning common to favourable condition
Chaired the Brecks	May 2009 ongoing	Managers time – 14 days	<ul style="list-style-type: none"> • Collated over 	<ul style="list-style-type: none"> • Increased

<p>Biodiversity Audit process to collated and promote the significance of the biodiversity of the area</p>		<p>Total cost to date to commissioning group approx £28,000</p>	<p>575,000 species records for Brecks area and associated management</p> <ul style="list-style-type: none"> • Held 3 managers workshop • Identified Brecks has approx 13,000 species recorded with approx 1900 as RDB/notable or BAP species 	<p>understanding of how significant the Brecks biodiversity is</p> <ul style="list-style-type: none"> • Use as supporting evidence for greater engagement of Natural England and others in delivery in Brecks • Provide evidence for selection of Brecks as national Integrated Biodiversity Delivery Area status
<p>Facilitated the Brecks Rural Development Programme in which the existence of the Partnership was a vital factor in securing over £3.3 m of aid providing over £7.5m of benefit to the area.</p>	<p>April 2009 ongoing</p>	<p>Managers time – 20 days</p>	<ul style="list-style-type: none"> • Established RDP programme and hosting of RDP facilitator • Submitted 3 concept bids • Develop Brecks visitor guide to Business case • Developing coordinated concept bid for approx £500,000 of tourism delivery in 	<ul style="list-style-type: none"> • Delivery of £3.3m support bringing £7.7m for rural businesses in Brecks area until 2013

			Brecks area	
Ensuring continued Local Authority support and funding for Brecks Partnership	Jan 2009 ongoing	Managers time – 12 days	<ul style="list-style-type: none"> • Provided extensive information for various officers and members • Meetings arranged 	<ul style="list-style-type: none"> • Continuing support for the Brecks Partnership

Brecks Partnership planned work programme 2010 – 2012

(Please see note above regarding potential external influence)

Project	Programme	Cost/benefit of Project	Outputs by Partnership	Outcomes
Using the local authority tourism contributions to submit a bid for between £300k - £500k of tourism delivery for the Brecks area over the next 3 years and beyond	Concept submission – April 2010 Business case submission May 2010 Delivery June 2010 ongoing	Approx £500,000 of delivery with at least 65% RDPE support with match funding from businesses and annual LA tourism contribution of approx £12,000 p.a.	<ul style="list-style-type: none"> Series of long term self financing projects to take forward responsible tourism in the Brecks (please see attached draft outline) 	<ul style="list-style-type: none"> Economic benefit to tourism related businesses in the Brecks
Ensuring the Brecks benefit from regional RDP programmes such as those through East of England Tourism –event planned for March 17 th at St Georges distillery – training events planned for Swaffham March and April heritage guide planned for Thetford	April 2010 ongoing	unknown	<ul style="list-style-type: none"> Thetford Tourism and Heritage guide delivered through EET RDP programme Series of tourism training events (3 held in Swaffham) 	<ul style="list-style-type: none"> Economic benefit to tourism related businesses in the Brecks
Developing greater engagement of Natural England, Environment Agency and Forestry Commission in the ongoing management of the Brecks and Green Infrastructure and delivery of specific projects in the	April 2010 ongoing	To be determined	<ul style="list-style-type: none"> Development of programme of agreed projects and outputs Delivery of joint projects such as Little Ouse Path resurfacing and enhancement, canoe Portage sites etc Coordinated delivery 	<ul style="list-style-type: none"> Greater engagement and potential financial support for conservation delivery in the Brecks Increased gearing benefit from wider Partnership

area			of Environment Agency's Regional Recreational Strategy in Brecks area <ul style="list-style-type: none"> • Delivery of Greater Ouse Catchment strategy and Wetland Strategy in Brecks area • Participation in regional GI network 	
Developing the outputs of the Biodiversity Audit to help understand and celebrate the biodiversity of the area and securing its improved management and awareness	April 2010 ongoing	To be determined July 2009	<ul style="list-style-type: none"> • Report on process and findings of BBA phase I • Development and securing funding of BBA phase II • Development of BBA outputs and IDBA status for the Brecks 	<ul style="list-style-type: none"> • Greater engagement and potential financial support for conservation delivery in the Brecks • Increased gearing benefit from wider Partnership • Improved management of Brecks conservation sites and species
Assisting coordinated delivery of Green Infrastructure for Thetford, St Edmundsbury and Forest Heath growth agendas	April 2010 ongoing		<ul style="list-style-type: none"> • Delivery of coordinated GI provision within the Brecks • Partnership approach to delivery and project funding 	<ul style="list-style-type: none"> • Coordinated delivery between growth Points and Areas • Increased effectiveness of GI spend
Assisting development and delivery of tourism, culture and heritage outputs for the MTF thematic group	April 2010 ongoing		<ul style="list-style-type: none"> • Delivery of successful MTF bids as appropriate • Development of future coordinated tourism projects 	<ul style="list-style-type: none"> • Economic benefit to tourism related businesses in the Thetford area
Helping Thetford Town	April 2010 ongoing		<ul style="list-style-type: none"> • Potential management 	<ul style="list-style-type: none"> • Improved and efficient

<p>Council in the management of its green space and that under the management of BDC</p>			<p>of Green Space project for Thetford Green Space</p> <ul style="list-style-type: none"> • Production of revised management plan for Barnham Cross Common • Development of Access to Nature bid with Norfolk Wildlife Trust • Potential Higher Level Stewardship agreement for Barnham Cross Common and other conservation sites for grazing reintroduction • Chair of Barnham Cross Common Management Committee 	<p>management of green spaces</p> <ul style="list-style-type: none"> • Greater community participation in management • Increased awareness and understanding of green spaces and their management
<p>Developing the Little Ouse path as an existing link to and from the Forestry Commission estate to help meet GI needs of current and future population and beyond Brandon linking to Lakenheath Fen</p>	<p>April 2010 ongoing</p>		<ul style="list-style-type: none"> • Condition survey and cost estimates for improvements to Little Ouse path from Brandon to Lakenheath and Brandon Creek • Delivery of Little Ouse path improvements to a!! underpass 	<ul style="list-style-type: none"> • Increased awareness and use of access network • Encouragement of non-car visit to the countryside
<p>Promoting the area as a responsible tourism destination</p>	<p>April 2010 ongoing</p>		<ul style="list-style-type: none"> • Delivery of Norfolk and Suffolk Tourism Strategies • Joint development of Brecks Recreation and Tourism Strategy with Forestry Commission 	<ul style="list-style-type: none"> • Economic benefit to tourism related businesses in the Brecks

			<ul style="list-style-type: none"> • Delivery of Brecks and EET RDP projects 	
Management and facilitation of Brecks Partnership	April 2010 ongoing	Approx £86k per annum	<ul style="list-style-type: none"> • Delivery on agreed priorities and outputs 	<ul style="list-style-type: none"> • Delivery of agreed outcomes

Memorandum of Agreement priorities 2009-12

- 1) Actively participate in the growth Point work of Thetford, Forest Heath, King's Lynn and St Edmundsbury to take forward the management objectives of the Brecks area
- 2) Continue to develop responsible tourism in the Brecks area
- 3) Actively participate in the Rural Development Programme for the Brecks to take forward the management objectives of the Brecks area
- 4) Identify and secure new sources of funding e.g. for landscape scale initiatives e.g. Aggregates Levy Sustainability Fund.

Funding Contributions 2009 - 2010
(in £s and based on 08/09 plus prevailing RPI)

Local authority	% area contribution	Brecks output budget	Brecks Partnership contribution	Total contribution
Norfolk CC	28	2,800	19,734	22,534
Suffolk CC	28	2,800	20,221	23,021
Breckland DC	16	1,600	16,810	18,410
Forest Heath DC	14	-	8,000	8,000
St Edmundsbury BC	11	1,100	10,554	11,654
Borough Council King's Lynn and West Norfolk	3	Declared intent to withdraw funding-discussing 12 month MoA notice commitment for 09/10	Declared intent to withdraw funding-discussing 12 month MoA notice commitment for 09/10	Declared intent to withdraw funding-discussing 12 month MoA notice commitment for 09/10
Other income				
Rural Development Programme facilitator hosting charges				2,500
Totals	100%	£ 8,300	£75,319	£86,119

Income from Brecks Tourism membership subscriptions during this period will be eligible as private sector match funding for specific outputs through Rural Development Programme and therefore may not contribute to meeting fixed and variable costs

Budget 2009-10

Combined Brecks Partnership	
Total fixed costs	72,153
Variable costs	9,254
Output costs (without using advanced income fund)	4,712
Total costs	£86,119
Advance income fund (final reconciled figure due to budget adjustments carried forward)	£14,360