The Sandstone Ridge Trust Business Plan 1 APRIL 2016 – 31 MARCH 2019

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Executive summary

This Business Plan sets out the priorities, activities and costs related to the core business of the Sandstone Ridge Trust for the short to medium term (2016-19). The primary audience for this plan is the Board of Trustees and its funding partners.

The Trust will continue to strive over the three year period:

"to improve and enhance the natural beauty and special qualities of the Cheshire Sandstone Ridge for all those who live in, work on, or visit the area".

It will do this by delivering a work programme which achieves:

- (i) Habitat conservation and restoration and enhancement of the landscape
- (ii) Improved understanding of the archaeological, historical and cultural inheritance of the area
- (iii) Improved awareness of the special qualities and features of the area through interpretation and improved access; and
- (iv) Educating the public in the conservation, protection and improvement of the physical and natural environment through training, volunteering and educational opportunities and the development of rural skills for the public benefit.

The budget required for this work programme is \pounds 475,880 over the three years (section 5.2). It is based on assumptions about funding that the Trust can attract for its core costs as well as the projects it has prioritised for delivery. These assumptions will be kept under continual scrutiny and subject to bids for funding.

The Trust recognises that it is in transition and needs a new strategic direction. Specifically, it needs to: progress towards a more sustainable long-term structure, organisation and funding basis; develop a new partnership to care for the special qualities and natural beauty of the Cheshire Sandstone Ridge, and; consider the most effective delivery model to address the issues and challenges facing this special landscape.

The Board has identified five key objectives that are required to meet the needs of the Trust and address the issues facing the Cheshire Sandstone Ridge over the next three years:

- 1. Secure a more sustainable long-term structure, organization and funding basis for the Trust
- 2. Improve environmental and heritage outcomes
- Promote the protection, conservation and enhancement of the natural beauty and special qualities of the Ridge
- 4. Improve the way in which the Trust and its key partners work together as a "family", including defining and developing a Cheshire Sandstone Ridge brand
- 5. Identify and pursue the most appropriate long-term delivery model to address the issues and challenges facing the Ridge

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Andrew Hull Chairman

Ian Marshall Chief Executive

I The Sandstone Ridge Trust

I.I Purpose

The Sandstone Ridge Trust was created through the efforts of officers and partners from previous landscape-scale delivery projects operating on the Cheshire Sandstone Ridge (Habitats and Hillforts, 2008-12 and Sandstone Ridge ECOnet Partnership, 2005-09), and supported by local communities. They believed it was essential to maintain the legacy of environmental improvements achieved on the ground and sustain the goodwill generated in order to achieve the long term objectives for maintaining the natural beauty and special qualities of the area.

I.2 Area of operation

The area adopted for the purposes of the Trust runs for 30 km between Frodsham and Helsby in the north to Malpas in the south, covering around 20,000 hectares or 9.5% of the old county of Cheshire.

The 'Ridge' is not actually a single unit but a complex landscape of rolling hills and sandstone escarpments, punctuated by areas of lower-lying ground and is recognised as being nationally distinctive (the Cheshire Sandstone Ridge National Character Area No.62). The area is essentially rural in character, being dominated by a patchwork of small fields, interspersed with larger areas of woodland, heathland and meres and mosses. Settlement is composed largely of farms, many occupying the same site since at least the later middle ages, as well as hamlets and villages. The area includes parts of a number of larger settlements, including Frodsham, Helsby, Cuddington and Sandiway, Kelsall, Tarporley and Bunbury.



I.3 Vision and objectives

The Trust's vision is:

"to improve and enhance the natural beauty and special qualities of the Cheshire Sandstone Ridge for all those who live in, work on, or visit the area".

It aims to achieve this through the following objectives:

- (i) Habitat conservation and restoration and enhancement of the landscape
- (ii) Improving understanding of the archaeological, historical and cultural inheritance of the area
- (iii) Improving awareness of the special qualities and features of the area through interpretation and improved access; and
- (iv) Educating the public in the conservation, protection and improvement of the physical and natural environment, through training, volunteering and educational opportunities and the development of rural skills for the public benefit.





I.4 Beneficiaries

The main beneficiaries are the people, landowners, communities and visitors to the Ridge and visitors in the wider sub-region. They will benefit from improved and more accessible heritage and environmental resources, improved health and wellbeing, and a more sustainable rural economy.

1.5 Status

The Sandstone Ridge Trust (SRT) is a company limited by guarantee, incorporated on 17 June 2011 (Company number 07673603), and was granted charitable status on 28 October 2011 (Charity number 1144470).

I.6 The Trustees

The Trust is run by a Board of up to ten Trustees who are responsible for the overall management of the Trust, its strategic direction and finances.

1.7 The Team

During 2015 the Trustees have been supported by a Chief Executive and Secretary, both engaged on a part-time, consultancy basis (one day per week). The Trust also engages on a consultancy basis a part-time Project Co-ordinator for the Heritage Lottery (HLF) funded Ridge, Rocks and Springs.

In addition, Cheshire West and Chester Council (CWaC) provides administrative support for the Trust through a Service Level Agreement covering the period | January 2012 – 31 December 2022.

In October 2015, additional capacity has been provided through a Graduate Placement via Cheshire West and Chester Council's Graduate Placement Scheme, looking specifically at future delivery models.

I.8 The Members

The work of the Board of Trustees is supported by an (unlimited) membership of the Trust which includes those who are actively involved in the Trust's work, as well as those who support the aims and objectives of the Trust in a generic sense.



2 The operating context

2.1 The natural beauty and special qualities of the Cheshire Sandstone Ridge

The Cheshire Sandstone Ridge is one of the most distinctive landmarks in the Cheshire landscape, covering an area of 20,000 hectares or 9.5% of the old county, and stretching for 30km between Frodsham and Helsby in the north to Malpas in the south.

In excess of one million visitors a year are attracted to the area to enjoy its peaceful countryside, picturesque market towns and villages, rich natural and cultural heritage, and opportunities for recreation and quiet enjoyment of the outdoors. Over 34,000 people live on the Ridge and the area provides a living for 400 farmers and landowners and in excess of 1,000 businesses.

The special qualities of the Cheshire Sandstone Ridge are many and varied, including: 200 million year old Triassic sandstone outcrops and cliffs; breathtaking long distance and panoramic views to Merseyside, the Peak District, Welsh hills and Shropshire; internationally important meres and mosses; the most extensive surviving remnants of lowland heathland and ancient sessile oak woodlands in Cheshire; oak and pond-dotted pastures and farmland; six prehistoric hill forts; a medieval royal forest; medieval and Victorian castles; half-timbered black-and-white and sandstone manor houses, farms and historic inns; walls and sunken lanes; industrial heritage of copper mining and sandstone quarrying; ancient springs, wells and water sources; tranquil rivers, streams and canals, and; the most popular middle distance walk in northwest England stretching for 34 miles/55 kilometres from Frodsham to Whitchurch.

2.2 Forces for change to the natural beauty and special qualities of the Ridge

The Cheshire Sandstone Ridge is a living landscape that is constantly changing in response to opportunities and threats for the rural economy and the natural and historic environment (Appendix 1).

Since the Trust was established in 2012 when the current Business and Strategic Plans were written there have been a number of significant policy changes including:

- · Increased emphasis on economic growth in the rural area
- · Health, wellbeing and the quality of life
- Reduced public purse
- Reform of the Common Agricultural Policy, 2014-20
- Greater recognition of the benefits of delivering green infrastructure and ecosystem services

A number of forces for future landscape change for the Sandstone Ridge area have been highlighted in the Borough's Draft Landscape Strategy (2015):

- Development pressures, including pressure for residential development on the edges of larger settlements, ribbon development and infill, as well as recreational provision and visitor accommodation
- Pressure for farm extensions and conversion of farm buildings
- Upgrading of lanes and minor roads leading to suburban feel
- Erosion of built environment character and increased suburbanisation
- Pressure for further communication masts and renewable energy structures such as wind turbines on the most elevated land
- Further sand and gravel extraction in the north of the area around Delamere Forest
- Further forest recreation uses and promotion rather than commercial forestry
- Increased visitor pressure at some locations leading to small scale recreation-related development and loss of tranquillity
- Additional tree planting from the area's location in the Mersey Forest
- Habitat deterioration
- Loss of historic field pattern due to decline in hedgerow management and disrepair of sandstone walls
- Lowering of the water table
- Increased demand for water-based recreation in meres and flooded sandpits.

Added to the above are broader social and environmental issues surrounding:

- Declining public understanding of the needs and requirements of the natural and cultural heritage
- Erosion of information about the natural and cultural heritage
- Limitations in the amount and type of traditional rural skills that are available
- Climate change

The Trust will need to be alert to these changes and their potential impacts and demonstrate leadership in responding to them.

2.3 Legacy projects

Under the terms of its establishment and Service Level Agreement with CWaC, the Trust is responsible until 2022 for the monitoring and maintenance of 29 separate capital projects established during the Habitats and Hillforts Landscape Partnership Scheme (2008-12) (Appendix 2) comprising:

- 22 projects under Programme | Habitats
- 4 projects under Programme 2 Hillforts
- 3 projects under Programme 3 Access and Interpretation

To cover these costs, £38,250 of former Habitats & Hillforts (HLF) funds was transferred to the Trust, and is ring-fenced for this purpose.

Between 2013 and 2015 very little monitoring was undertaken, and during 2015 it became apparent that maintenance agreements and plans existed for only a minority of the projects. Without this baseline information the task of monitoring physical works on the ground is extremely difficult and CWaC is having to assist the Trust with this task.

2.4 Ridge, Rocks and Springs

Ridge, Rocks and Springs is a Heritage Lottery funded three year project (2014-17) which aims to investigate the sandstone legacy of the area (Appendix 3). The project is improving understanding of how the sandstone and water supplies have been exploited and enabled settlers, farmers and industrialists through the ages to develop and shape the natural, historic and cultural environment of the Ridge.

In the first two years the project is being co-ordinated by a consultant Project Co-ordinator engaged by the Trust. The Co-ordinator has set up the project and will supervise the main activities up to and including preparation of printed materials. In the final year of the project, the Trustees and volunteers will take responsibility for the dissemination of these materials, ensuring that records of the factual and historical knowledge gained are lodged in the appropriate places conducting an evaluation of the project as a whole and initiating legacy projects.

2.5 Core funding

The Trust has unrestricted funds which were transferred to it from CWaC at its inception. This one-off payment is being used by the Trust to pay for all core operating costs, including the appointment of a Chief Executive and Secretary.

To encourage local community groups and schools to conserve and enhance the landscape and natural beauty of the Ridge, the Trust introduced a small projects grant fund in 2015 (Stepping Stones Grant Fund). This also helps to ensure that the Trust's profile and capacity for good works are promoted and kept in the public eye.

2.6 Long term sustainability and the need to develop alternative delivery models

The Cheshire Sandstone Ridge has been supported for over ten years by a series of landscape-based projects, most recently the HLF-funded Habitats and Hillforts Landscape Partnership Scheme (2008-12) and the current Ridge, Rocks and Springs Project (2014-2017). These initiatives have generated significant public goodwill and notable landscape and heritage improvements. However, such projects are time limited and although a small amount of legacy funding currently exists until 2022 it does not offer a sustainable solution to protect and manage the Ridge for the long term. This was a particular challenge highlighted in the Habitats and Hillforts Evaluation Report (Countryside Training Partnership, October 2012).

The Sandstone Ridge Trust was set up to build upon this previous partnership work, but it is managed by volunteers and staffed by a small team of people on part-time, short term contracts and severely lacks core funding. Our capacity to make a significant difference is constrained, therefore and there is a risk that the Trust's guardianship of this legacy and our wider work in contributing to rural growth and health and wellbeing will become increasingly ineffectual. The Trust has now reached a critical stage whereby:

- It needs to progress towards a more sustainable long-term structure, organization and funding basis
- It needs to develop a new partnership to better protect, manage and conserve the special qualities and natural beauty of the Cheshire Sandstone Ridge and
- It needs to consider the most appropriate delivery model to address the issues and challenges facing the Ridge, which is a dynamic, living landscape responsive to a wide range of forces for change. It is our firm belief that this will require joining up the efforts of partners, agencies, administrators and other stakeholders along the Ridge on a long-term sustainable footing and embedding the protection, management and enjoyment of the Ridge into local and national policy.

The Trust will need support and capacity to develop the skills, knowledge and leadership necessary to achieve these strategic changes.

2.7 Relationship with the wider Cheshire Sandstone Ridge "family"

The Trust can only deliver its objectives by working closely with and ensuring the support of the local authorities, statutory rural agencies, community groups, farmers, landowners and local people who live and work along the Ridge. In the current climate of financial constraints, working collaboratively through this "family" also provides an opportunity to diversify and broaden the resource base, including access to additional skills, funding and volunteering.

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2.8 The Cheshire Sandstone Ridge brand

To provide cohesion and direction for the Cheshire Sandstone Ridge family, a strong branded identity for the Ridge needs to developed and consistently applied – strengthening the positioning and promotion of this special landscape and helping both visitors and locals to appreciate what the area offers.

The main needs are:

- A more consistent and compelling approach to representing the Cheshire Sandstone Ridge in words, images and design
- Greater clarity and visibility for the qualities that make the Cheshire Sandstone Ridge such a special landscape
- A narrative for the landscape that is appealing to both visitors and locals, encouraging sustainable recreation and tourism, i.e., supportive to those that live and work in the area
- A concerted programme that engages and enthuses staff, stakeholders and partners
- Definition of practical and affordable marketing and communication materials.



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3 Objectives and priorities for delivery

3.1 Key objectives

The Board has identified five key objectives that are required to meet the needs of the Trust and address the issues facing the Cheshire Sandstone Ridge over the next three years:

I. Secure a more sustainable long-term structure, organization and funding basis for the Trust

This objective includes raising funds to facilitate the work of the Trust; the administration and management of the resources available to the Trust, including its governance, Trustees, officers, members and volunteers.

2. Improve environmental and heritage outcomes

This objective includes ensuring that the legacy of Habitats and Hillforts and other externally funded projects is properly monitored, maintained and funded, as well as securing new funding opportunities for projects which deliver environmental and heritage benefits and meet local needs.

3. Promote the protection, conservation and enhancement of the natural beauty and special qualities of the Ridge

This objective encompasses our advocacy work and the actions we take with our partners, to influence decision makers and the leadership we provide in protecting and conserving the natural beauty and special qualities of the Cheshire Sandstone Ridge.

4. Improve the way in which the Trust and its key partners work together as a "family", including defining and developing a Cheshire Sandstone Ridge brand

This objective includes our work to develop collaborative projects across the Ridge; our work to maintain cohesion between the Trust and its key delivery partners; maintaining the Trust's profile; and our work to develop a strong branded identity for the Cheshire Sandstone Ridge consistently applied.

5. Identify and pursue the most appropriate long-term delivery model to address the issues and challenges facing the Ridge

This objective includes our work to assess and then pursue the most appropriate long term and sustainable solution to protect and manage the Ridge.

4 The business planning process

4.1 Future direction

A Business Plan and Operation Manual for the Trust was prepared in July 2012. This set out a lot of the background to the Trust, its governance, the need for its work and its aims and objectives. It was not time limited, however, nor did it set out a work programme or budget by which it would deliver its objectives.

The preparation of this Business Plan for 2016-19 is timely coming at a critical stage in the consideration of the future development of the Trust and its work and marks a fundamental change in the way in which it wishes to operate.

A work programme for this Business Plan is included in Appendix 4. Each action is cross-referenced to the objectives set out in the Business Plan. Actions are accompanied by outputs, milestones and assigned leads. Actions have also been prioritised.

4.2 Three year timetable

The Board undertakes its Business Plan review on a three year cycle, with additional annual reviews of performance. This enables the Trustees to assess the efficacy of actions and review annual work programmes in light of changing circumstances.

The Business Plan identifies income and expenditure over a three year period, but these are liable to change depending on circumstances. The annual budget is agreed by the Board and presented to the AGM for agreement from the full membership.

4.3 Monitoring and review of the plan

Progress on this plan will be reported to the Board at each meeting. Papers and minutes of all meetings will be freely available to both members and the public on the Trust's website. An annual review of progress and any amendments to the work programme, will be reported to the full membership at the AGM.



5 Funding the Business Plan

5.1 Financial priorities

The budget reflects the need for the Trust to become financially viable and adequately resourced to carry out its core work; honour its existing commitments and, bring in new income streams to fund its work programme.

Fundamental to this is:

- Adequate year on year funding to support a small core team that will have the capacity to facilitate the administrative requirements of the Board, members and volunteers and deliver a strategic and focused work programme
- Ring-fencing budgets for the maintenance of the Habitats and Hillforts legacy projects and the delivery of the Ridge, Rocks and Springs project to its conclusion
- Attracting sponsorship for the Trust and its core work
- Attracting external funding for heritage and environmental projects.

5.2 Three year budget summary

This summary outlines the significant changes in the Trust's budget over the lifetime of this Business Plan. It highlights the necessary changes in income and expenditure as a consequence of addressing the work priorities and the need for core funding contributions.

There are a variety of funding bids in development and ideas for further bids that may or may not be realised during the life of this Business Plan. Opportunities unforeseen at the time of writing will also inevitably arise and it is important to maintain the flexibility to seize these opportunities whilst maintaining a strategic approach.

The Business Plan is based on assumptions that the Trust will successively attract external funding contributions from grant funding bodies such as the Heritage Lottery Fund, Esmee Fairbairn Foundation and WREN, as well as direct sponsorship from major businesses that operate in the area. Budget lines for externally funded projects are "budget neutral" as income and expenditure and cancel out each other.

Income

Sponsorship	£27,000	£20,000	£26,000
Project Grant Income	£96,700	£144,200	£100,980
Funding for Marketing Activities	£16,000	£45,000	£0
Total Income	£139,700	£209,200	£126,980

2016/17

2017/18

2018/19

Expenditure

Total Expenditure	£139,675	£208,675	£126,955
Marketing and Branding	£16,000	£45,000	£0
Project Costs	£55,275	£71,275	£54,555
Project Staff	£33,400	£57,400	£37,400
Stepping Stone Grants	£5,000	£5,000	£5,000
Overheads and running costs	£5,000	£5,000	£5,000
Overhead Staff	£25,000	£25,000	£25,000

Surplus/(Deficit)	£25	£525	£25

APPENDIX I:

Forces for change to the natural beauty and special qualities of the Cheshire Sandstone Ridge

Evidence of the forces for change affecting the natural beauty and special qualities of the Cheshire Sandstone Ridge can be sourced from many references, of which the following are examples.

Cheshire East Council (various). Spatial planning and planning policy. http://www.cheshireeast.gov.uk/planning/spatial_planning/spatial_planning.aspx

Cheshire East Council (2016). Cheshire East Council's Medium Term Financial Strategy 2016-2019 http://www.cheshireeast.gov.uk/council_and_democracy/your_council/council_finance_and_governance/cheshire_east_ budget/cheshire_east_budget.aspx

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DEFRA (2010). Natural Environment: Adapting to Climate Change.

European Commission (December 2013). Overview of CAP reform 2014-2020. Agricultural Policy Perspectives Brief No. 5. http://ec.europa.eu/agriculture/policy-perspectives/policy-briefs/index_en.htm

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Historic England (2015). Heritage Counts 2015. England. http://hc.historicengland.org.uk/national-report/

Natural England (2014). National Character Area profile: 62. Cheshire Sandstone Ridge. http://publications.naturalengland.org.uk/publication/5655719219036160?category=587130

APPENDIX 2: Habitats and Hillforts legacy projects

Management and Maintenance - Habitats and Hillforts 2013 - 2022

	I.	2	3		5	6	7	8	9	10
Allocation	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022

Programme I: Habitats of the Ridge

Woodland Conservation	£5,500	2000	3500								
Semi Natural Woodland Restoration	£1,000	500			500						
Restoring Meres & Mosses	£4,000	1000	500	500	500	500	500	500			
Restoring Heathland/acid grassland heritage	£11,500	1050	1050	1050	1050	2050	1050	1050	1050	1050	1050
Restoring boundaries	£17,500	2880	5840			2000	6780				

Programme 2: Hillforts of the R	•										
Maintenance work & erosion control on hillforts	£9,000	900	900	900	900	900	900	900	900	900	900

Programme 3: Access and Interpretation

Re run of leaflets	£7,000	35	00 3500)
Renew panels	£2,750			2750
Footpath maintenance	£1,500	1500		

£59,750	9830	11790	2450	6450	5450	9230	2450	5450	1950	4700
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APPENDIX 3: Ridge Rocks and Springs Project Plan

Note: Overall supervision of this three-year project will be by two Trustees.

In the first two years the project will be coordinated by a Consultant Project Coordinator engaged by the Trust and devoting an average of two days per week for two years. The co-ordinator will set up the project and energise and supervise the main activities up to and including preparation of print materials.

Apr 2014 - Sep 2014: Preparation, recruitment and publicity

When	What	Where	Who will carry out the activity	Who is the activity for	What will be achieved
April 2014	Preparation of the project brief and role description	TSRT	Trustees	All future participants, and coordinator	Materials for the briefing meetings prepared Achieved
May/June 2014	Recruitment of coordinator	Advertising in digital media, e.g. Environmentjob.co.uk , local networks, Cheshire Community Action & TSRT membership	Trustees	TSRT	Dissemination of recruitment information Achieved
June 2014	Selection of project coordinator	TSRT	Trustees	TSRT	Coordinator selected and briefed Achieved
July-Oct 2014	Project publicised and initial recruitment of trainees. [NB volunteers will be drawn from this cohort]	 posters in village halls, libraries etc press releases letters to Parish Councils, schools, university and local history groups talks to local societies, interest groups direct approaches to known groups and individuals 	Coordinator, Trustees, Members	40 parishes in the study area.	Recruitment of 50+ trainees. Identification of interested individuals and bodies, and publicity for the project through articles in three local newspapers and up to ten local magazines Still ongoing Oct 2014
Aug 2014	Briefing meeting for TSRT Members and trainees	Meetings at three sites at North, mid-point and south in our operational area	Coordinator and Trustees	Target audience of 40-50 interested individuals and representatives from other bodies: e.g. archaeology and local history groups	Project and methodology explained.Volunteers identified. Social enjoyment Achieved but to fewer numbers

Sep - Dec 2014: Training

When	What	Where	Who will carry out the activity	Who is the activity for	What will be achieved
Sept 2014	Training in recording techniques, including surveying, photography, use of aerial photographs and maps and Lidar.	Two full-day sessions with the Cheshire Archives and Local Studies	Coordinator, Trustees, and external trainer/ consultant	Trainees as above	15-20 trainees and volunteers will be trained in investigation and recording techniques at each session
	Documentary research				Mostly achieved Further repeat sessions planned for 2015
First review sent to	HLF 8 October 2014				
Oct -Dec 2014	Introduction to geological matters relating to the rock types, structure and hydrogeology of the ridge and graffiti	Three half-day courses at northern, central and southern points along the ridge	Coordinator, Trustees, and external trainer/ consultant	Trainees as above	15-20 trainees and volunteers at each session will receive background information of value in assessing sites

Sep 2014 - Sep 2015: Investigation, research and field studies

When	What	Where	Who will carry out the activity	Who is the activity for	What will be achieved
Sep. 2014	Research launch	3 area group meetings	Co-ordinator, Trustees and volunteers	Volunteers, local community representatives	A social event with allocation of tasks, exchange of information, comparison of sites, questions answered and motivation of volunteers
					Achieved
From Sept 2014	Research in local libraries, Cheshire Archives and Local Studies and Historic Environment Record, personal recollections and fieldwork	'Armchair archaeology' such as research of early OS maps, Google Earth, Tithe maps online, Lidar, family history and trade directory, land tax searches etc Investigation and recording of rocks and springs sites of interest	Volunteers with support from coordinator, Cheshire Archives and external consultants as required	50 trainees should yield a core of 20 volunteers for these studies	All potential rocks and springs sites will be documented on standard pro-formae and held by TSRT
Oct - Dec 2014	Letters to, and meetings with, schools	Site visits to schools	Coordinator and Trustees	School staff	Enthusing school involvement
Dec 2014	Review meeting	Village hall TBA	As above	As above	A social event with exchange of information, updates, comparison of sites motivation of volunteers and social enjoyment
March 2015	Review meeting	As above	As above	As above	As above
Second review to HLF a					
From about April 2015 but may run in parallel with Stage I above	Survey Stage 2 Identification of selected rocks and springs sites for more detailed study. It is anticipated that at least ten water supplies and ten quarry/graffit sites will be identified. Health and Safety assessment. Contacts with landowners	Rocks and springs sites. Site visits to landowners	Co-ordinator; Trustees and volunteers	Volunteers and local community representatives. Landowners	Selected sites identified for detailed research, Agreement for investigations on sites, fieldwork and structured recording methodology appropriate to Cheshire HER.
June 2015	Review meeting	As above	As above	As above	As above
Sept2015	Review meeting	As above	As above	As above	As above

Third review to HLF about now?





When	What	Where	Who will carry out the activity	Who is the activity for	What will be achieved
NB: on-going research	may continue as shown on	page 17 in parallel whe	ere necessary		
Oct 2015 - Feb 2016	Preparation of materials for road-show.s	TSRT	Co-ordinator and volunteers	Local residents	Local residents Materials such as PowerPoint presentations and display boards prepared
	See below				for road-shows below
Feb - June 2016	Road-shows will be conducted to disseminate our findings using PowerPoint, maps and photographic displays	A minimum of 10 village halls and up to 10 local schools within the parishes on the Ridge	Co-ordinator, Trustees and volunteers	Local residents	Presentation of findings and social enjoyment
Oct 2015 - May 2016	Preparation of print materials. An overview of the entire ridge with detailed accounts of the selected sites will be presented in a permanent a 100-page booklet; and leaflets with QR codes will be designed with reference to a programme of up to ten 'walks and talks'	TSRT	Co-ordinator; Trustees and v olunteers, Design consultants and Printers	Local residents and Visitors to the area	Leaflets × 1,000 each; one Booklet × 2,000 distributed in visitors centres, libraries and village halls and dispensers on Sandstone Trail
June 30 2016	End of Co-ordinator's contract and exit interview	TSRT	Trustees	TSRT and HLF	Co-ordinator's final report to TSRT

Oct 2015 - Jun 2016: Preparation of promotional materials and activities

Fourth review to HLF about now?

In the final ten months of the project the trustees and volunteers will take responsibility for the dissemination of these materials, ensuring that records of the factual and historical knowledge gained are lodged in the appropriate places conducting an evaluation of the project as a whole and initiating legacy projects.



Jul 2016 - Mar 2017: Promotional activities, evaluation and preparation of legacy projects

When	What	Where	Who will carry out the activity	Who is the activity for	What will be achieved
July to December 2016	Walks and talks conducted	Selected rocks and springs sites	Volunteers	Local residents and Visitors to the area	Ten talks and walks throughout the Ridge
July 2016 to March 2017	Information lodged in village archives where these exist, or used to stimulate the formation of such archives	Village and Community centres	Trustees and volunteers in cooperation with Cheshire Archives and Local Studies	Local residents, parish councils, local history groups etc	Information available for future reference, planning activities, site protection
July 2016 to March 2017	Identification of some rocks and springs sites suitable for interpretation boards, future development and further research	Sites as above	Trustees , volunteers and CWAC Archaeology	Local residents and visitors to the area	New projects and activities will be identified for future work and/or applications for funding
Jan-Mar 2017	Overview of the whole operational area placed on The Sandstone Ridge Trust website	TSRT website	Trustees and volunteers	All interested parties	Web content; App development
Jan-Mar 2017	Updating the Historic Environment Record	Cheshire Archives	Trustees, volunteers and HER staff	All interested parties	Information lodged with HER for future reference
Jan-Mar 2017	Review and evaluation of the project and final report to HLF	TSRT	Trustees and external (?) evaluator	HLF & TSRT	Evaluation completed
March 2017	Plenary meeting	Venue TBA	Trustees	All interested parties	Social event. Presentation of future projects and social enjoyment



APPENDIX 4:

Objectives, Actions and Three Year Work Programme

Key: Must Do: ORANGE Should do: GREEN Could do: BLUE

Objective 1: Secure a more sustainable long-term structure, organisation and funding basis for the Trust

Actio	n	Output	Key milestones	By when	Lead
1.1	Identify adequate funding to cover the Trust's core operational costs and ensure viability	Bids to local authorities for core funding support Sponsorship bids from companies operating within the area, including utilities, businesses and local industries	Secure funding base for core operations in place	Q2 2016	Chairman / CEO
1.2	Identify core staffing needs to ensure effective delivery of the Trust's three year work programme	Review of needs	Preferred core staffing structure identified and in place	Q3 2016	Chairman
1.3	Recruit and appoint Trustees	Full complement of ten Trustees, with the capacity, skills and experience to lead the Trust through the period of the Business Plan	Appointments confirmed	Q4 2016	Chairman
1.4	Clarify role of members and recruitment policy	Create Friends Group for members	100 friends by Q4 2016 200 friends by Q4 2017	Q2 2016	Trustees
1.5	Identify accommodation requirements as and when appropriate	Review of needs	Preferred accommodation identified and in place	QI 2017	Trustees
1.6	Develop a bid for HLF transition funding to lay the groundwork for the Trust to determine and plan its new strategic direction	Funding bid submitted	Funding secured for two year programme	Q2 2016	Chairman / CEO
1.7	Develop brand for Cheshire Sandstone Ridge	Secure in-kind contribution from CWaC	In kind contribution secured	QI 2016	Chairman / CEO
1.8	Develop a pan-Cheshire bid for LEADER funding for Marketing and Branding Strategy	Funding bid submitted	Funding secured for six month project	Q3/4 2016	Chairman / CEO
1.9	Develop project funding bid for marketing and communication materials	Funding bid submitted	Funding secured for two year programme	Q1/2 2017	Chairman / CEO
1.10	Develop a bid for funding for three year heritage programme	Funding bid submitted	Funding secured for three year programme	Q3/4 2016	Trustees
1.11	Develop a bid for funding for three year biodiversity programme	Funding bid submitted	Funding secured for three year programme	Q3/4 2016	Trustees
1.12	Develop sponsorship package for continuation of the Stepping Stones Grant Fund	Funding / sponsorship bids submitted	Funding secured for continuation of three year grant scheme	Q2 2016	Chairman / CEO
1.13	Conduct an annual review and evaluation of the business plan to assess the effectiveness of the Trust and fine tune as appropriate	Review and reappraisal of business plan activities against resources.	Annual Report to AGM Progress reports to Board	Q2 annually 4X annually	CEO / Secretary

Key: Must Do: ORANGE Should do: GREEN Could do: BLUE

Objective 2: Improve environmental and heritage outcomes

Actio	n	Output	Key milestones	By when	Lead
2.1	Monitor and maintain Habitats and Hillforts legacy projects	Monitor and put into effect maintenance as determined necessary	In accordance with schedule set out in appendix 1 of this Business Plan	Ongoing	CEO
2.2	Deliver to conclusion Ridge, Rocks and Springs Project	Achieve all project deliverables	In accordance with schedule set out in appendix 2 of this Business Plan	Ongoing	RSS Project Co-ordinator
2.3	Promote and administer Stepping Stones Grant Fund	Projects supported through the grant	Six x funded projects per annum	Ongoing	Secretary
2.4	Realise opportunity for externally funded heritage programme	New delivery programme secured	Launch of new three year project. Appointment of programme team	2016-19	Trustees
2.5	Realise opportunity for externally funded biodiversity programme	New delivery programme secured	Launch of new three year project. Appointment of programme team	2016-19	Trustees

Objective 3: **Promote the protection, conservation and enhancement of the natural beauty and special qualities of the Ridge**

Actio	n	Output	Key milestones	By when	Lead
3.1	Influence and respond to issues, threats and opportunities, and policy making processes that affect the natural beauty and special qualities of the Ridge	Written responses, published on website	Respond to issues as and when appropriate	Ongoing	Chairma / Trustees / CEO
3.2	Promote the delivery of the Business Plan to CWaC's Rural Growth Board	Progress reported against actions.	As required by the Rural Regeneration Board	Ongoing	CEO
3.3	Build and maintain alliances with other organisations sharing the vision to protect the natural beauty and special qualities of the Cheshire Sandstone Ridge	Develop accords with local stakeholders and agencies for working towards new delivery model for the Cheshire Sandstone Ridge	Accords drafted and presented to Board Accords adopted by Board	Q3 2017 – Q2 2018	CEO and HLF Transition Project Officer
3.4	Maintain close and supportive working relationships with Cheshire West and Cheshire East Councils	Develop Service Level Agreements with each authority.	SLAs drafted and presented to Board SLAs adopted by Board.	Q3/4 2016	Chairman / CEO
3.5	Provide regular briefings to Members of Parliament and senior local authority councillors	Briefings issued as and when appropriate.	Minimum of two briefings to each per year	Ongoing, starting from Q3 2016	Chairman / CEO

Key: Must Do: ORANGE Should do: GREEN Could do: BLUE

Objective 4: Improve the way in which the Trust and its key partners work together as a "family" to protect and conserve the natural beauty and special qualities of the Cheshire Sandstone Ridge, including defining and developing a Cheshire Sandstone Ridge brand

Actio	n	Output	Key milestones	By when	Lead
4.1	Improve understanding of the special qualities of the Ridge and its branding - well defined in both words and pictures.	Marketing and Branding Strategy Set of brand values, with ready to use design, imagery and words	Funding package secured Draft strategy Strategy agreed by Board / Steering Group	Q2 2016	Chairman / CEO
4.2	Define and specify marketing and communication materials recommended from Marketing and Branding Strategy.	Interpretative materials to bring the brand to life	Scope materials Funding package secured Materials delivered	Q3/4 2017	Trustees
4.3	Develop www.cheshiresandstoneridge.co.uk	Branded, interactive website for the Cheshire Sandstone Ridge	Architecture in place – new site up and running	Q3/4 2017	Trustees
4.4	Maintain public profile through presence at targeted events and activities	Increase in public profile Development of shared outcome agreements Increased respect and influence across the industry	Four events per annum	Ongoing	All
4.5	Keep stakeholders informed and involved	Annual Forum to update on the Trust's achievements over the previous year and what actions are planned in the coming year	Event held, aiming to attract 70-100 delegates, possiblt tying in with AGM	From Q2 2017 annually	CEO







Key: Must Do: ORANGE Should do: GREEN Could do: BLUE

Objective 5:Identify and pursue the most appropriate long-term delivery model
to address the issues and challenges facing the Ridge

Action	ı	Output	Key milestones	By when	Lead
5.1	Delivery of HLF Transition Project	Transition project secured with support of HLF	Launch of new 2 year project. Appointment of project team	Q3 2016 – Q2 2018	Chairman / CEO
5.2	Evaluate the AONB and other delivery models and seeking engagement from stakeholders into the various options to come to a consensus of the favoured way forward for the Cheshire Sandstone Ridge		New strategic direction identified and agreed by Board Endorsement of key partners	Q2 2018 (output from 5.1)	Chairman / Trustees / CEO / Project staff
5.3	Establish a programme and means of mentoring with the National Association of AONBs and an individual AONB	Establish a support network. Become affiliate member of the NAAONB	Mentors confirmed. Programmes put in place Membership of NAAONB	Q3 2016 – Q2 2018 (output from 5.1)	Chairman / Trustees / CEO / Project staff
5.4	Identify the skills, knowledge and leadership within the Trust and its partners to achieve the favoured way forward	Support through training and professional development	Each Trustee and member of staff gaining from at least one training / development course or event each year	Q3 2016 – Q2 2018 (output from 5.1)	Trustees



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