

A guide to preparing a 'Whole Estate Plan'

1 What are 'Whole Estate Plans'

Various different terms are used around the country to capture what is essentially the same approach. 'Whole Estate Plans' are a holistic approach to land management and development, developed as a framework to help arbitrate between land uses. An estate should satisfy three core principles through a Whole Estate Plan:

1. Be financially sustainable to own and operate
2. Have a strategy that is in line with community aspirations
3. Generate a positive environmental impact (ecosystem services)

2 Why prepare a plan?

It enables collaboration between individual estates and the National Park Authority. It should help deliver both the estate's ambitions and aspirations as well as those of the National Park.

3 What will its role be in planning?

It will be a non-statutory plan which demonstrates the overall position and aspirations of an estate. Plans do not have to cover a specific time period, and may be updated to reflect changes in circumstance or withdrawn if appropriate. Plans can also be presented for endorsement by the National Park and if endorsed will be capable of being a 'material planning consideration' in the determination of planning applications.

4 Who should prepare a plan?

Estate masterplans are designed to support estates which are generally large landholdings which include complex commercial, social and environmental activities. It is generally expected that plans will generally be for privately managed/family estates with land holdings in excess of 400 acres, with multiple diverse activities, and employing or having residents in excess of 30 people.

5 Process for preparing and endorsing a Plan

We have identified five stages to deliver Whole Estate Plans. These are:

Stage 1 – Inception

Stage 2 – Early Draft

Stage 3 – Final Draft

Stage 4 – Endorsement

Stage 5 – Post-endorsement

Details on the requirements of each stage can be found in Annex 1.

6 Examples of ‘Estate Masterplans’ and ‘Whole Estate Development Planning’

6.1 Lake District Whole Estate Plans

Lowther Whole Estate Plan

6.2 South Downs NP Whole Estate Plans

<https://www.southdowns.gov.uk/wp-content/uploads/2017/08/Wiston-Estate-WEP-2017.pdf>

<https://www.southdowns.gov.uk/wp-content/uploads/2017/08/Newton-Valence-WEP.pdf>

<https://www.southdowns.gov.uk/wp-content/uploads/2018/04/Iford-WEP-March-2018.pdf>

<https://www.southdowns.gov.uk/wp-content/uploads/2018/04/Highfield-WEP-March-2018.pdf>

6.3 Others:

Bucleuch

https://www.bucleuch.com/case_studies/whole-estate-development-planning/

Doddington Estate

<http://www.thedoddingtonestate.co.uk/masterplan.asp>

7 A guide to what the plan should cover

1.0 Foreword

2.0 Executive summary

This should be:

- Concise
- Relevant
- Structured to relate to key sections of the plan
- Identify key actions

3.0 Introduction to the plan

This should cover:

- What is the rationale for your plan
- What area does it cover – include a map(s) identifying your estate
- Who is writing this plan
- Clarity on process – what evidence has been used, who has been engaged (why, who, how, when) in this process.

4.0 The Estate's Vision

This should cover:

- What do you want to become – what is your ethos?
- How does it link to the vision of the national park and the partnership plan? (<http://www.lakedistrict.gov.uk/aboutus/nationalparkvision>)
- How will you achieve the vision – give a little more detail on key areas that will deliver your vision for example what will it look like on the ground, how will the public benefit?
- What is your vision's timeframe – it should be a long term vision

5.0 Overview of the Estate - past and present

This might cover:

- Very briefly outline the key history of the estate – ideally link to other documents or material
- What are the key milestones in the more recent history to make the estate what it is today?
- What makes the estate special – refer to how the estate contributes to the Lake District's Special Qualities and Attributes of Outstanding Universal Value

identified by World Heritage Site Status

(<http://www.lakedistrict.gov.uk/caringfor/projects/whs/lake-district-nomination>).

6.0 Asset review

- Composition of the estate – land holdings by type, number of farms, business activity (including farming and forestry outputs), number of dwellings and other properties such as holiday accommodation, other businesses within the estate, extent of footpaths, bridleways, open access land, heritage assets, environmental and nature designations, How many people are employed by, live with the estate.
- Overview of the estate's costs and returns – broad sectors, charts showing the proportions rather than amount of income

This could cover:

- Asset type and condition. Assets may include physical and environmental/ecological assets as necessary – some of this may be best mapped (farms, woodland, listed buildings and heritage designations, landscape designations like SSI, ancient woodland etc, key public access routes – footpaths, bridleways, etc)
 - In its simplest form the Asset Audit is a series of maps which show the detail of the Estate. In its most detailed form the Asset Audit would be a series of maps, including larger scaled detailed sections where appropriate, accompanied by associated text and images giving additional detail on specific elements where appropriate.
- Natural capital and ecosystem services analysis

Where possible, a summary of the estates natural capital and the ecosystem services it provides should be included.

What are ecosystem services?

Estate assets support a range of ecosystems – parkland, lowland, upland, moorland and woodland. Each ecosystem is comprised of natural capital (air, water, minerals and soils), which in turn supports a variety of habitats.

Benefits of our natural capital include:

Primary food production

Timber production

Energy – conventional and renewable sources

Air and water purification

Carbon sequestration

Countryside recreation

This should cover what your ecosystem services are and how do they contribute to:

- Supporting services
- Provisioning services
- Regulating services
- Cultural services
- How would these services fit with the objectives of the Government in the future – such as payment for public services? Are there any further opportunities?
- How do all these services and opportunities fit together to make a sustainable estate – environmentally, socially, and economically?

7.0 Challenges and opportunities for improvement

This should cover the:

- Environment
- Economy
- Social factors
- Infrastructure
- Cultural (in terms of sustaining our attributes of OUV).

It should also:

- Provide an overview of risks of current activities
- Identify opportunities to diversify
- An options appraisal should be undertaken of the opportunities for improvement. Increasing scale of each opportunity i.e. 'do nothing', 'do something', and 'do lots'.

9.0 Delivery plan

This sections should cover:

- How you will deliver your Vision through projects and actions. Outline and show the links between 'your vision' → 'your commitments' → 'your projects' → 'your outcomes'
- Project plan for delivery, including timescales (0-5 yrs, 5-10yrs, 10-15 yrs), next steps, outcome and benefits
- For 0-5 yr projects it might be necessary to outline the actions for delivery in a little more detail. Such as, what is the objective of this project, how does it link to your Vision, when might it be completed within the 5 year period, what are

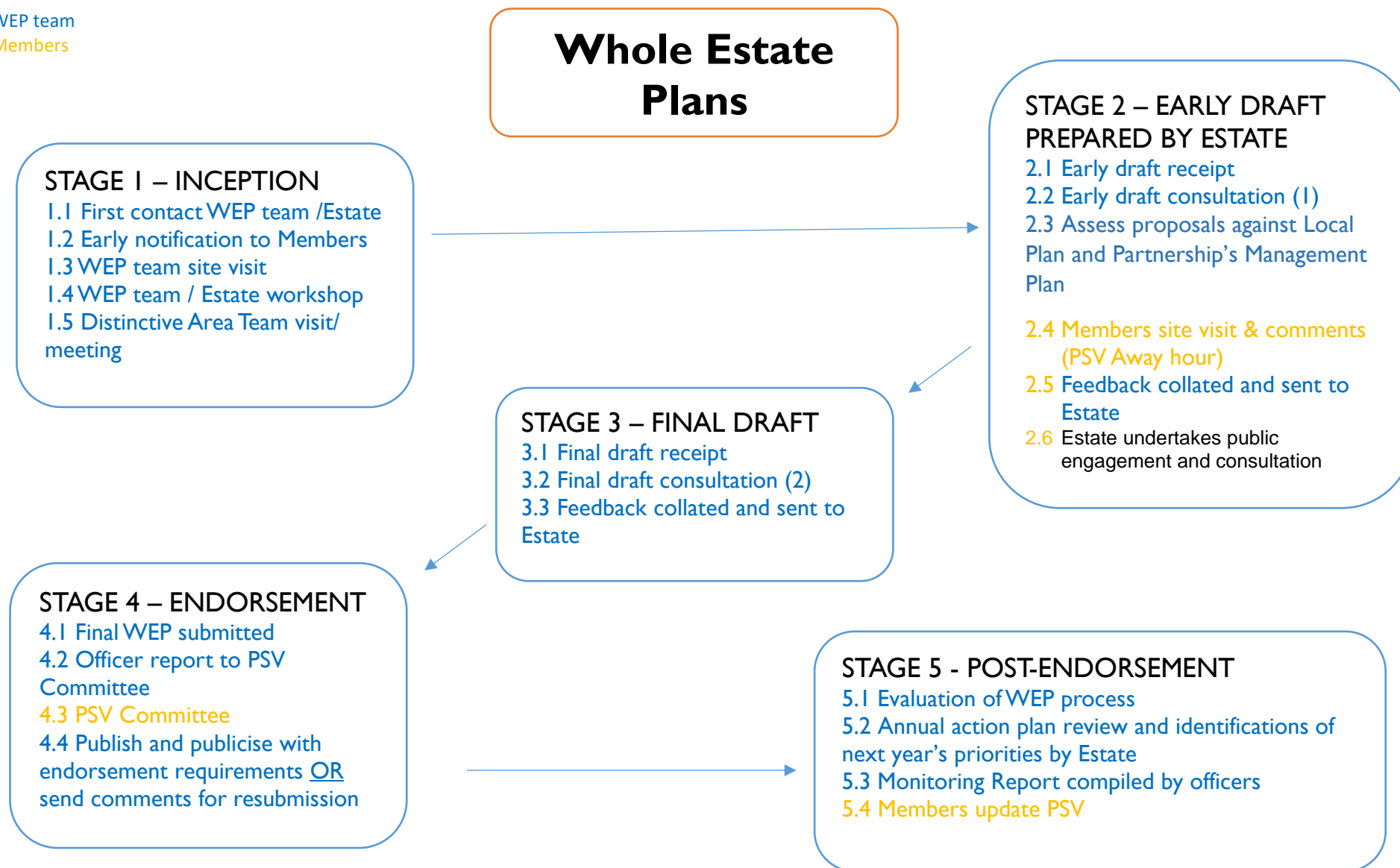
the outcomes for the estate and to support the National Park? Might be most appropriate as an Appendix

Other important considerations for your plan:

- Use plenty of images/mapping relevant to the estate and the story you are telling – ‘a picture paints a 1000 words’
- Use infographics, graphics, charts and tables to present information easily for people to understand
- Use case studies to illustrate what you are or have been doing, such as good examples of elements of you or your tenants business, important initiatives, areas of innovation etc
- Try to keep it to less than 80 pages (A4), but ideally around 50 pages
- Consult and develop this with your tenants, staff, visitors, and local communities

Annex 1: Whole Estate Plan suggested Process

WEP team
Members



STAGE I - INCEPTION

1.1 First contact with Estate (WEP team)

From email, call or in person, directly or redirected to team
Send guidance and documentation about WEP

1.2 Early notification to Members

From email, call or in person, directly or redirected to team

1.3 Site visit

a) WEP team to organise site visit (itinerary and agenda)

Key objectives:

- Build relationship with Estate and its people;
- Fill knowledge gap;
- Establish communication channels;

b) Inform area lead ranger and strategy leads of incoming WEP

1.4 Workshop WEP team/ Estate

WEP team to organise workshop (agenda, objectives, presentation)

Key objectives:

- Present WEPs
- Explain the process
- Explain timeline (inc members' site visit)
- Encourage the Estate to do public consultations and create an engagement plan

1.5 Distinctive Area Team visit/meeting

WEP team to organise site visit (itinerary and agenda) for Distinctive Area Team

Key objectives:

- Build relationship with Estate and its people;
- Establish communication channels;
- Understand wider issues and opportunities from DA Members and Officers.

STAGE 2 - EARLY DRAFT

2.1 Early draft receipt

- a) Acknowledge receipt
- b) Inform governance
- c) WEP team to start arranging PSV members site visit
- d) WEP team to prepare consultation (to start 2 weeks before site visit)

2.2 Early draft consultation (I)

- a) Send draft and consultation template to all strat leads + area lead ranger (Give a 4 weeks deadline for comments) + all PSV members for comments
- b) WEP team to collate all members comments
- c) WEP team to collate all members and officers comments (within 2 weeks)

2.3 Assess proposals against Local Plan and Partnership's Management Plan

2.5 Feedback (I) collated and sent to Estate

- a) WEP team to collate all consultation comments (officers + members) to send to Estate within 4 weeks of the site visit
- b) WEP team to send a copy to PSV members
- c) Optional additional workshop with estate if required

2.4 Members site visit & comments

- a) WEP team to agree itinerary, prepare briefing and relay to governance
- b) WEP team to organise site visit, write agenda and manage logistics
- c) Officers (WEP team + others) + PSV members to attend
- d) WEP team to organise post visit meeting and take minutes. Members to give feedback at post visit meeting
- e) Members to send written comments on draft to governance

2.6 Estate undertake appropriate public engagement and consultation

STAGE 3 – FINAL DRAFT

3.1 Final draft receipt

- a) WEP team to acknowledge receipt
- b) WEP team to prepare internal consultation to start within one month of draft receipt
- c) Send copy of final draft to relevant host local authority

3.2 Final draft consultation

- a) WEP team to send draft and start consultation to PSV members and officers and give 4 weeks deadline
- b) Members to comment on draft
- c) WEP team to collate members comments
- d) Additional workshop members / officers if required to discuss WEP team or members concerns

3.3 Feedback collated and sent to Estate

- a) WEP team collate and send feedback to Estate within 4 weeks of end of consultation
- b) WEP team to send copy to PSV members

STAGE 4 - ENDORSEMENT

4.1 Final WEP submitted

- a) WEP team to acknowledge
- b) WEP team to check public consultation status
- c) Agree to a PSV committee date
- d) Notify the Estate of the date

4.2 Officer report to PSV Committee

- a) WEP team to write officer report (from template)
- b) Send report to governance before PSV Committee date
- c) Governance to circulate to committee members

4.3 PSV Committee

- a) WEP team to introduce and present WEP to committee
- b) Members to review and endorse or not the WEP

4.4 WEP endorsed

- b) Governance to produce committee minutes
- c) WEP team write to Estate to notify them
- d) (optional) WEP team to share with comms to publicise

STAGE 5

4.4 WEP not endorsed

- a) Governance to produce committee minutes
- b) WEP team to send comments to Estate, within 2 weeks of PSV committee

STAGE 4.1
+ Optional workshop

STAGE 5 - POST-ENDORSEMENT

5.1 Evaluation of WEP process (within a month of endorsement)

- a) Ask Estate to review process
- b) WEP team meeting to review process (use estate comments)
- c) WEP team and PSV members to review process and identify best practices and failures
- d) Capture learnings and integrate in process

5.2 -5.4 Annual action plan review with Estate

- a) Send Estate the annual review template
- b) Arrange meetings WEP team / Estates to review action plans
- c) Annual action plan review and identifications of next year's priorities by Estate
- d) Estate's annual review feeds into WEP Annual Monitoring Report
- e) Present WEP Annual Monitoring Report to PSV members to highlight delivery progress. Members review progress.