

Public Document Pack

Peak District National Park Authority

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Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE



Our Ref: A.1142/2107

Date: 16 May 2019



NOTICE OF MEETING



Meeting: **National Park Authority**

Date: **Friday 24 May 2019**

Time: **10.00 am**

Venue: **The Board Room, Aldern House, Baslow Road, Bakewell**

SARAH FOWLER
CHIEF EXECUTIVE

AGENDA

1. **Apologies for Absence**
2. **Chair's Announcements**
3. **Minutes of previous meeting of 15 March 2019** (*Pages 5 - 10*) 5 mins
4. **Urgent Item - Millers Dale Station Goods Shed Restoration** (*Pages 11 - 14*)
5. **Public Participation**
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.
6. **Members Declarations of Interest**
Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.
7. **National Park Management Plan Annual Monitoring Report 2018/19 (MM)** 30 mins
(*Pages 15 - 28*)
Appendix 1

8.	Performance Review 2018/19 (A197/HW) <i>(Pages 29 - 66)</i> Appendix 1 Appendix 2 Appendix 3 Appendix 4	30 mins
9.	Adopting the Development Management Policies DPD <i>(Pages 67 - 72)</i>	40 mins
10.	Membership of the Appointment Process Panel (JS) <i>(Pages 73 - 76)</i>	10 mins
11.	Report of the Governance Review Working Group (JS) <i>(Pages 77 - 102)</i> Appendix 1 Attachment 1 Attachment 2 Attachment 3 Attachment 4	50 mins

Duration of Meeting

In the event of not completing its business within 3 hours of the start of the meeting, in accordance with the Authority's Standing Orders, the Authority will decide whether or not to continue the meeting. If the Authority decides not to continue the meeting it will be adjourned and the remaining business considered at the next scheduled meeting.

If the Authority has not completed its business by 1.00pm and decides to continue the meeting the Chair will exercise discretion to adjourn the meeting at a suitable point for a 30 minute lunch break after which the committee will re-convene.

ACCESS TO INFORMATION - LOCAL GOVERNMENT ACT 1972 (as amended)

Agendas and reports

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website www.peakdistrict.gov.uk .

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected by appointment at the National Park Office, Bakewell. Contact Democratic Services on 01629 816200, ext 362/352. E-mail address: democraticservices@peakdistrict.gov.uk.

Public Participation and Other Representations from third parties

Anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Director of Corporate Strategy and Development to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website www.peakdistrict.gov.uk or on request from Democratic Services 01629 816362, email address: democraticservices@peakdistrict.gov.uk.

Written Representations

Other written representations on items on the agenda, except those from formal consultees, will not be reported to the meeting if received after 12noon on the Wednesday preceding the Friday meeting.

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Please note that there is no catering provision for members of the public during meal breaks. However, there are cafes, pubs and shops in Bakewell town centre, approximately 15 minutes walk away.

To: National Park Authority Members

Constituent Authorities
Secretary of State for the Environment
Natural England

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MINUTES

Meeting: **National Park Authority**

Date: Friday 15 March 2019 at 10.00 am

Venue: The Board Room, Aldern House, Baslow Road, Bakewell

Chair: Cllr A McCloy

Present: Cllr D Chapman, Mrs P Anderson, Mr J W Berresford, Cllr D Birkinshaw, Cllr P Brady, Cllr M Chaplin, Cllr C Furness, Cllr A Hart, Cllr Mrs G Heath, Cllr H Laws, Cllr B Lewis, Cllr Mrs C Howe, Cllr C McLaren, Cllr J Perkins, Cllr Mrs K Potter, Cllr Mrs L C Roberts, Mr K Smith, Cllr R Walker and Cllr B Woods

Apologies for absence: Mr P Ancell, Cllr J Atkin, Cllr C Carr, Cllr A R Favell, Mr Z Hamid, Mr R Helliwell, Cllr J Macrae and Cllr F J Walton.

8/19 CHAIR'S ANNOUNCEMENTS

The Chair reported that former Member Cllr Judith Twigg was recovering from her recent illness during a visit to Australia and it was understood she would be able to return to the UK soon. Members wished her well for her recovery.

It was noted that a number of present Members were retiring at the end of their current appointments. Cllr Tony Favell and Cllr Lesley Roberts, both former Chairs of the Authority, were standing down at the Parish Member elections in June. Although Cllr Favell was not present, the Chair, on behalf of Members, thanked both him and Cllr Mrs. Roberts for their contribution and hard work.

The Chair also thanked Cllr Caroline Howe and Cllr Jamie Macrae who had both indicated that they were not standing again in the Council elections in May, much appreciating the contribution they had made during their time at the Authority

In addition Mrs Penny Anderson had indicated that she would not be continuing as a Member after her 4 year Secretary of State appointment came to an end in March. The Chair also thanked her stating that she would be missed particularly with regard to her contributions to biodiversity and climate change. There will now be 3 Secretary of State Member vacancies which Defra will be working to recruit to over the coming months.

The Chair highlighted the following events since the last Authority meeting:

- Derby and Derbyshire Joint Committee for Economic Prosperity, D2 Meeting, for Derbyshire Leaders - the Chair had been invited to attend this by Cllr Lewis of Derbyshire County Council and had found the meeting useful and very positive.

- Data from the Ordnance Survey's app and online service had recently found the busiest parts of the country for hikers and had identified that Edale was the most popular place to start a walk in England.
- Visit England Outstanding Contribution to Tourism Award – this prestigious award had been presented to England's National Parks on 11 March. Details of the Experience Collection had been reported to Members at the last Authority meeting. The Chief Executive, Sarah Fowler, together with representatives of other National Parks and the Discover England's National Parks Team, were unaware they had won until they attended the Award ceremony in London on Monday evening. The Chief Executive stated that the award was a testament to work across the National Park family to promote sustainable tourism throughout National Parks and to the most recent work to develop the English National Parks Experience Collection across 9 National Parks.
- Peak District National Park Foundation – registration of the Charity was now complete. Mr Z Hamid, Cllr C McLaren and Cllr A McCloy were the Authority's Member representatives on the Charity which was also comprised of four appointed trustees whom it was hoped would be able to attend a future Authority meeting. The first campaign for the Charity had been announced as 70 for 70 which aimed to raise £70,000 for the 70th anniversary of the 1949 National Parks Act. As part of this fundraising, Lorna Fisher, the Authority's Engagement Manager, will be cycling 1600 miles between all 15 UK National Parks in just two weeks. The Chair thanked Officers for their work in setting up the Charity.

The Chair had recently attended the following meetings and events:

- Meeting with the Leader of Cheshire East Council, Cllr Rachel Bailey, this had been a most productive meeting. A meeting had also been arranged with the Leader of Kirklees Council.
- The re-signing of the Derbyshire Armed Forces Covenant.

9/19 MINUTES OF PREVIOUS MEETING OF 1 FEBRUARY 2019

The minutes of the last Authority meeting held on 1 February 2019 were approved as a correct record.

10/19 MEMBERS DECLARATIONS OF INTEREST

There were no Member declarations of interest.

11/19 TREASURY MANAGEMENT POLICY STATEMENT AND ANNUAL TREASURY MANAGEMENT AND INVESTMENT STRATEGY (A1327/PN)

The Chief Finance Officer (CFO), Philip Naylor, introduced the report which gave details of the necessary statutory requirements governing Treasury Management functions and asked Members to approve:

- 1) An over-arching Treasury Management Policy Statement.
- 2) An Annual Treasury Management and Investment Strategy.

The Annual Treasury Management and Investment Strategy incorporated the requirement to set appropriate Prudential Code indicators and limits, and approve a Minimum Revenue Provision policy.

In response to Members' queries the CFO explained how the borrowing was funded for the Warslow Estate tenancy refurbishment referred to in Appendix 2 of the report and clarified the reference to Standing Orders Section K made in Appendix 1 of the report. He also stated that there were no intermediaries involved in the list of approved lending in Schedule C of Appendix 3 of the report.

The recommendation to approve the proposals was moved, seconded, put to the vote and carried.

RESOLVED:

- 1. To approve the Treasury Management Policy Statement in Appendix 1 of the report.**
- 2. To approve the Annual Treasury Management and Investment Strategy in Appendix 2 of the report, with specific approval of the Prudential Indicators and borrowing limits (paragraphs 5-13 of the appendix), and the policy on Minimum Revenue Provision (paragraphs 14-15 of the appendix), and adopt the Investment Strategy of North Yorkshire County Council (Appendix 3 of the report).**

12/19 CLIMATE CHANGE VULNERABILITY ASSESSMENT 25 % OF FEATURES (EF)

This report had been brought to Members at the request of the Chair and was an early report to make Members aware of the top 25% of special quality features for inclusion in the climate change vulnerability assessment.

The Head of Strategy and Performance, Emily Fox, introduced the report and the team from Moors for the Future who had been commissioned to undertake the project. The team were Diarmuid Crehan, Project Manager, Mollie Hunt and Joe Margetts, Project Officers.

It was noted that the outcomes in Appendix 1 of the report had come from work with Officers and partners. Members would be kept up to date on progress through the year and it was planned to bring a report back on the final vulnerability assessment in Winter 2019.

In response to Members' queries Officers responded with the following points:

- the allocation of features to special qualities shown in Appendix 1 of the report does not mean that they are only part of the allocated special qualities and the allocations will not affect the assessment.
- The team were looking to develop as many contacts as possible to build a network to help learn what is happening now and to influence future work.
- The team will be looking at climate change and other effects but will have to act within their resources.
- If more than the top 25% of features were to be considered at present the project would become more resource intensive.

- The project will be evidence based and the results will be used for internal actions, how the Authority works with partners to deliver the National Park Management Plan and will influence the next National Park Management Plan. The National Park Management Plan Advisory Group will be kept up to date on progress.

The Chair indicated that queries raised by Members regarding the Authority's stance on CO² and signage on moors regarding the bilberry bumble bee would be responded to outside of the meeting.

The recommendation to note the report was moved and seconded. This was put to the vote and carried.

RESOLVED:

To note the top 25% of special quality features for inclusion in the climate change vulnerability assessment.

13/19 AGREEING THE METHODOLOGY FOR REVIEWING THE NATIONAL PARK LOCAL PLAN (BJT)

The Head of Policy and Communities introduced the report which requested agreement of the broad timescale and principles for programme management for the full review of the Local Plan for the National Park. He amended recommendation 3 and 4 of the report as follows:

Recommendation 3 – amended to by adding the words ‘subject to the outcomes of the Governance Review’.

Recommendation 4 – amended by deleting the words ‘and scoping’. The words ‘terms of reference and scope’ were also removed and replaced with ‘draft work programme’.

It was agreed to further amend recommendation 3 by adding the words ‘as approved by the Authority’.

The recommendation as amended was moved, seconded, put to the vote and carried.

RESOLVED:

- 1. To agree the broad timeframe for reviewing the Local Plan set out in paragraphs 17-29 of the report;**
- 2. To delegate responsibility for the management of the project programme to the Director of Conservation and Planning in consultation with the Member Plan Review Steering Group;**
- 3. To establish a Member Plan Review Steering Group for this purpose and approve the draft terms of reference and scope as set out in Appendix 1 of the report subject to the outcome of the Governance Review as approved by the Authority.**
- 4. To confirm that the detailed programme of the review project will be delegated to the Project Team in consultation with the Member Plan Review**

Steering Group as set out in paragraphs 32 to 37 of the report and they may amend the draft work programme to reflect discussion.

- 5. To confirm that the Member Plan Review Steering Group may also offer a critical friend role in the production of Supplementary Planning Documents.**
- 6. To confirm that attendance at meetings of the Steering Group is an approved duty.**

The meeting ended at 11.45 am

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MILLERS DALE STATION GOODS SHED RESTORATION

1. Purpose of the report

Approval is required to accept a grant offer from the RDPE Growth Programme in relation to restoration of the Millers Dale Station goods shed.

Key Issues

- The Authority currently has no funding commitment to enable this work to take place and the current condition of the building presents a reputational risk.
- The local community has expressed support for this proposal, via the relevant Parish Council
- Standing Order 7.C-2 requires ARP Committee approval to accept offers of grant in excess of £200,000
- The Growth Programme offer is only open until 14 June 2019 and there is no scheduled ARP Committee Meeting prior to that date so a decision by Authority is requested
- The grant offer covers 100% of the cost of the project and so there is no financial risk to the Authority in relation to securing additional match funding
- Target for completion of construction works September 2019 and for completion of interpretation installation January 2020.

2. Recommendations(s)

- 1. The Authority grants approval to the Head of Visitor Experience Development, in consultation with the Chief Finance Officer and the Head of Law to accept the grant offer of £321,169.63; and**
- 2. Authority to award contracts tendered as part of the bid in connection with the proposed refurbishment is delegated to the Head of Visitor Experience Development in order to meet the agreed timescales for delivery.**
- 3. Authority to enter further contracts as required for the proposed refurbishment, subject to compliance with procurement standing orders.**

3. How does this contribute to our policies and legal obligations?

The law requires us to: conserve and enhance the natural beauty wildlife and cultural heritage; promote opportunities for the understanding and enjoyment of the special qualities of the national park by the public and seek to foster the economic and social well-being of the local communities within the park. The proposed project delivers against both of our purposes and duty (see background information below).

This project is an identified corporate priority and contributes to the business objective identified in the Commercial Development and Outreach 5 year strategy of “Sustained/sustainable growth in awareness, understanding, support and income.

The proposed project will contribute to the achievement of two of the Authority’s desired outcomes, identified in the Corporate Strategy 2019-2024: “A sustainable landscape that is conserved and enhanced” with “cherished cultural heritage that is better understood and looked after”; and “A National Park loved and supported by

diverse audiences” with “a strong identity and excellent reputation driving positive awareness and engagement”.

4. Background Information

The ARP Committee previously resolved to:

- Approve borrowing of up to £370,000 to contribute to a capital project with a total value of up to £657,000 (Phase 1), which included pursuing an application to the Growth Fund in relation to restoration of the good shed building (ARP minute 21/18).

At the time of that decision it was envisaged that the Growth Fund would be used to match a larger HLF bid but the RDPE encouraged an application for a stand-alone project and advised that public funds (such as HLF grants) were not eligible as match funding. In order to take the opportunity to secure a cultural heritage asset, RMM approved proceeding with an application to the Growth Fund.

Planning permission for the development was granted on 17 December 2018 ref: NP/HPK/1118/1010

RMM agreed to support submission of an external funding application to the RDPE Growth Programme in relation to the restoration and change of use of Millers Dale Station goods shed (RMM Minute No 31/18).

Tenders for all elements of the work have been obtained in accordance with the Authority's Standing Orders

5. Proposals

A brief summary of the Authority's aspirations for the site is included in this video <https://www.youtube.com/watch?v=y7KK4zaM54E>

The offer of funding, if accepted, will enable the Authority to redevelop the derelict railway goods shed (c1905), an important cultural heritage asset, alongside the Monsal Trail. The restored building will create a free visitor experience focussing on interpretation of railway heritage, history, ecology and visitor information about places of interest and tourism businesses in the surrounding area. The facility will inspire further discovery and exploration, benefitting other tourism businesses and the wider economy.

Accessible Derbyshire has expressed an interest in raising funds to create a Changing Place facility at the site. Connections to services will be provided as part of the goods shed project and a suitable, self-contained facility will be created within the goods shed should fundraising efforts prove successful.

6. Are there any corporate implications members should be concerned about?

Financial:

The grant provides 100% funding for the anticipated cost of the project but does not include any contingency. Should the project exceed the anticipated budget due to unforeseen circumstances, any additional costs will be met from previously approved investment (based on borrowing, underspends or capital investment).

Risk Management:

As above with regard to financial risk

Failure to complete work to schedule – tenders were received for both the construction

and interpretation elements of the project and interested parties are aware of the proposed timescales.

Disruption to visitors during the construction phase – this will be managed from a safety perspective by the appointed contractor and Property Support Team. Temporary interpretation will be installed to explain the value of the work to visitors and a communications plan will be created and implemented for the duration of the works.

Sustainability:

Environmental - solar panels to be sited on the new roof will provide power sufficient to light the building. It is not planned to heat the space.

Financial – Future maintenance will be funded from the Monsal Trail budget for the medium term. A separate bid to fund a trial of a contactless donation point is underway.

Equality:

The proposed restoration will create an accessible facility. As a minimum standard, all elements will be available to people with a protected characteristic and make sure the Authority's Public Sector Equality Duty has been considered.

7. Background papers (not previously published)

Grant offer letter

8. Appendices

None

Report Author, Job Title and Publication Date

Emma Stone, Head of Visitor Experience Development 21 May 2019
emma.stone@peakdistrict.gov.uk

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7. **NATIONAL PARK MANAGEMENT PLAN ANNUAL MONITORING REPORT 2018/19**

1. **Purpose of the report**

This report provides Members with monitoring information for the end of the first full year of the Peak District National Park Management Plan 2018-23.

Key Issues

- Section 66 of 1995 Environment Act requires National Park Authorities to produce and update a National Park Management Plan every 5 years.
- At the end of our first full year of the National Park Management Plan, an annual monitoring report for 2018/19 has been produced, which forms appendix 1 to this report.
- Progress has been made against most of the intentions identified with in the National Park Management Plan with 24 delivery actions being shown as ‘green’ on the quarterly performance table. One action is show as red and one action is shown as amber. Which are as follows:

Intention 3.1: Establish monitoring at a landscape scale. We will have agreed and established a system of monitoring at a landscape scale encompassing landscape, wildlife and cultural heritage.

Targets

Establish the objectives of monitoring in 2018. Red.

Produce a robust methodology for monitoring in 2019. Amber.

2. **Recommendations**

1. **That Members approve the National Park Management Plan Annual Monitoring Report 2018/19.**
2. **That Members note the addition of actions relating to events management as part of the Peak District National Park Management Plan 2018-23 delivery plan.**

3. **How does this contribute to our policies and legal obligations?**

Requirement to produce and update the National Park Management Plan

Section 66 of 1995 Environment Act requires National Park Authorities to produce a National Park Management Plan which ‘formulates policy for the management of the relevant Park and for the carrying out of its functions in relation to that Park’ and should reflect national park purposes. This should be updated at least every 5 years.

The UK Government vision and circular 2010 for the English National Parks and the Broads states that ‘Park Management Plans are the over-arching strategic document for the Parks and set the vision and objectives which will guide the future of the Park over the next 10 to 20 years. The Park Management Plans are for the Parks and not just the Authorities. They should be supported by clear strategies with evidence of significant ‘buy-in’ from key partners and stakeholders, including communities, land

owners and land managers. The Government expects public agencies and authorities' active within or bordering a Park to cooperate in the development of the Park Management Plan and the achievement of the Management Plan objectives.'

This means the National Park Management Plan is not a plan for the work of the National Park Authority, or of any one organisation, but about what can be achieved by everyone with an interest in the National Park and its future. The plan is therefore a partnership plan reflecting ambitions across the whole National Park and reflects the input of numerous organisations.

Through Our Corporate Strategy 2019-24, the National Park Authority delivers its contribution to the National Park Management Plan.

4. Background

The Peak District National Park Management Plan 2018-23 was adopted by Members on the 25th May 2018 (ref 21/18).

The plan focuses on six areas of impact:

- 1: Preparing for a future climate
- 2: Ensuring a future for farming and land management
- 3: Managing landscape conservation on a big scale
- 4: A National Park for everyone
- 5: Encouraging enjoyment with understanding
- 6: Supporting thriving and sustainable communities and economy

The Areas of Impact are further broken down into 15 Intentions. 4 of the 15 Intentions were scheduled to achieve specific actions in year 1 of the plan 2018-19, as follows.

Intention 2.2 Ensure that the management of upland moors delivers environmental, social and economic benefits. Action: Complete bird survey to confirm population trends.

Intention 3.1 Establish monitoring at a landscape scale. Action: Establish the objectives of monitoring in 2018.

Intention 3.3 Maintain existing landscape partnerships. Action: Start planning for the water industry's Asset Management Plan 7 delivery in 2020-2025.

Intention 5.2 Ensure shared responsibility. Review and develop current arrangements for event management in the Peak District. Action: Specifically convene a partner meeting to discuss the issues in 2018

Where the traffic light system for the assessment of performance is used, it indicates the following :

- **Green** – the delivery action was achieved or is on schedule to be achieved in the future.
- **Amber** – the delivery action is at risk of not being achieved on schedule.
- **Red** – the delivery action was not achieved.

Not all the delivery actions have specific targets for delivery in the first year of the management plan, however where useful progress has been made it is still included in the quarterly updates for information and to monitor long term progress.

5. Proposals

That Members approve the annual monitoring plan 2018/19 and note the addition of actions relating to events management as part of the Peak District National Park Management Plan 2018-23.

Progress reporting

Progress has been made against most of the intentions identified for the first year of the National Park Management Plan with 24 delivery actions being shown as 'green' on the performance table. One action is shown as red and one action is shown as amber. The delayed actions occur under:

Intention 3.1: Establish monitoring at a landscape scale. We will have agreed and established a system of monitoring at a landscape scale encompassing landscape, wildlife and cultural heritage.

Targets

Establish the objectives of monitoring in 2018. Red.

Produce a robust methodology for monitoring in 2019. Amber.

Additional Actions

In response to Intention 5.2 Ensure shared responsibility, a partners' workshop was successfully delivered with the objective of improving events management in the Peak District National Park. Following the workshop, a group has been established to start implementing the following actions:

- Improve Pre Event Communication
- Overhaul the events notification system to make it more effective and efficient
- Develop Peak District specific best practice guidelines to aid event's organisers
- Work with Natural England to improve the consents process
- Seek evidence of the extent of community and environmental impact within the National Park.

These five actions will be added to the National Park Management Plan – Delivery Plan and monitored through the Advisory Group.

The attached appendix 1 presents the Peak District National Park Management Plan Annual Monitoring Report 2018-19. This summarised progress for the year against each of the intentions.

6. Are there any corporate implications members should be concerned about?

Financial:

The delivery plan elements of the NPMP that the Authority is responsible for will be funded through the usual service plan mechanisms.

Risk Management:

The greatest risk to the delivery of the NPMP is ensuring that there is support from partners and stakeholders, especially the elements of the delivery plan where their contributions are essential. This risk has been mitigated by liaison with partners and

stakeholders throughout the delivery of the NPMP and monitored by the Advisory Group.

Please note that the National Park Authority is the Sponsoring Partner in 16 of the 26 delivery actions. Therefore ten of the delivery actions are led by external bodies and all of the delivery actions require the cooperation of multiple partners to be successful.

Sustainability:

National Park Management Plans are subject to the EU Directive on Strategic Environmental Assessment (SEA) which is delivered via a Sustainability Appraisal (SA), and are also subject to the Habitats Regulation and require a Habitat Regulations Assessment (HRA). The SA and HRA were undertaken prior to the adoption of the NPMP

7. Background papers (not previously published)

None

Appendices

1. Peak District National Park Management Plan 2018-23 Annual Monitoring Report 2018/19

Report Author

Matt Mardling, Senior Strategy Officer, 16 May 2019

Peak District National Park Management Plan Annual Monitoring Report 2018-19

Foreword

The first year's delivery of the 2018-23 Peak District National Park Management Plan has successfully focused attention on some of the more difficult challenges facing the National Park.

While moorland fires demonstrate the fragile nature of what we are trying to conserve, they also demonstrate the urgency of what we are trying to achieve through a wide range of initiatives to help ensure that the uplands have a sustainable future.

It is heartening to see that the Moors for the Future Partnership continues to deliver excellent results, showing leadership in confronting some of the challenges faced by the local uplands. In particular the challenge of stabilising and improving our precious blanket bogs.

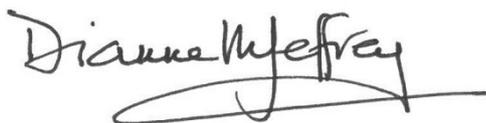
The challenges of the UK's departure from the European Union have been embraced constructively and the newly formed White Peak Partnership is making progress in ensuring that, whatever arrangements follow, they are as best suited to local needs as possible.

Action is starting to take shape to improve visitor experiences through better events management and a fresh look at the countryside code. Issues close to local residents have figured strongly in the action plan and the partners represented on the National Park Management Plan Advisory Group have begun to address those concerns where they are able.

At this stage, progress is naturally stronger in some areas than others and it will take the full life of the plan to prove whether we have been successful in all that we set out to achieve. If we are to be successful in the widest possible sense, we must strive to continue and expand engagement with the plan.

The following pages provide more detail on our progress in delivering the Peak District National Park Management Plan 2018-23. Please feel proud of what we have achieved so far and consider how you may support delivering these intentions in the future. This Autumn's conference will focus on climate change with the ambition of working towards a carbon zero Peak District. As perhaps the biggest challenge we currently face I encourage you all to support this conference and the actions it proposes.

Yours sincerely

A handwritten signature in black ink that reads "Dianne Jeffrey". The signature is written in a cursive style with a long horizontal flourish at the bottom.

Dianne Jeffrey
Independent Chair of the Peak District National Park Management Plan Advisory Group

Introduction

The National Park Management Plan provides the framework that encourages everyone to work together to achieve national park purposes. It is not a plan for an individual organisation or group but a plan for the place. It is, therefore, a partnership plan. It is the single most important strategic document for the Peak District National Park. It shares with everyone what the main issues and priorities are. It then sets out how, together, we are going to tackle those issues over the next five years.

Since 2007 the National Park Management Plan has been overseen by an Advisory Group of partners who have monitored delivery and provided advice to the organisations involved. The group contains representatives from the following organisations:

Business Peak District
Derbyshire County Council
Environment Agency
Farmers & Land Managers Forum
Friends of the Peak District
Historic England
Local Access Forum
Local Nature Partnership
National Park Authority
National Trust
Natural England
Peak Park Parishes Forum
Rural Action
Sheffield City Council
Staffordshire Moorlands District Council
Visit Peak District

The management plan is organised around six main themes known as Areas of Impact, which are in turn broken down into a series of intentions.

Areas of Impact

- 1: Preparing for a future climate
- 2: Ensuring a future for farming and land management
- 3: Managing landscape conservation on a big scale
- 4: A National Park for everyone
- 5: Encouraging enjoyment with understanding
- 6: Supporting thriving and sustainable communities and economy

Area of Impact 1: Preparing for a future climate

Intention 1.1: Reduce the effects of climate change on the special qualities

To reduce the effects of climate change on the special qualities, we will know which special qualities are most affected by climate change, and focus action on reducing these impacts. We will undertake a climate change vulnerability assessment on the special qualities of the National Park & produce a mitigation/adaptation plan setting out priority actions.

Update

All the special quality features have been ranked using a robust methodology. This has provided the top 25% of special quality features that the climate change vulnerability assessment will be undertaken on. The vulnerability assessment will commence in Q1 of 2019/20.

More details can be found via the following [link](#)

Future Actions:

- Identify mitigation actions & priorities 2020-2021.
- Establish / determine delivery partnership 2021.
- Start implementing mitigation / adaptation plan

Area of Impact 2: Ensuring a future for farming and land management

Intention 2.1: Secure funding for future land management to benefit all

To secure funding for future land management to benefit all, we will seek to create an ideal future farming and land management payment scheme in the Peak District National Park which helps to conserve and enhance the special qualities.

Update

A proposed blue print for the new environmental land management scheme has been submitted to DEFRA. DEFRA has advised that they have selected elements of the White Peak Pilot Ideas for phase 1 testing. This is linked to the new White Peak Partnership with further details given under Intention 3.2

Future Actions:

To have a new support package available from 2023.

Note: The new Agriculture Bill and policy statement provides a planned timescale of 2025 to have new environmental land management arrangements in place

Intention 2.2: Ensure that the management of upland moors delivers environmental, social & economic benefits

To ensure that the management of upland moors delivers environmental, social & economic benefits; we will seek to restore populations of birds of prey to at least the levels present in the late 1990s, with the addition of hen harrier as a regularly successful breeding species.

Focusing on:

1. Fire risk
2. Visitor engagement
3. Resilient sustainable moorland
4. Moorland birds

Regular monitoring of progress against these areas of focus is carried out in partnership between Natural England, the Moorland Association and the National Park Authority. There is also an annual up-date on progress and agreement on the focus for the future year's activity with moorland owners, agents and keepers.

Update

Fire Operations Group

Discussion has taken place to develop a strategic approach to wildfire mitigation, including mapping of existing tracks of tracks, routes and watering points and areas of greatest fire risk. The group are working on developing fire mitigation zones across the National Park in order to help slow any fires progress and enabling earlier intervention with a series of fire management techniques.

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The National Upland Management Group are looking at developing a template for all estates to adopt and the Peak District is at the forefront of this work.

With the concern about wildfire risk increasing due to a dry winter, it has been agreed that a Strategic Peak District Moorland Fire Risk brief is developed with the National Park Authority taking the lead. All partners will be looking to help secure funding to help facilitate this work. A small working party made up of members of the Fire Operations Group and Sustainable Moorland Management Group will support this work and a first draft of the brief will be available in May 2019.

Access and Engagement

The main activity under this theme was the events management workshop which was held in January 2019. It is hoped that a way forward can be developed from the workshop that works for both event holders as well as local residents. The outcome of the workshop is provided under intention 5.2 Ensure shared responsibility

Work on the Countryside Code is starting with a stakeholder workshop in July being jointly led by the National Trust and the National Park Authority. Some of the issues that will be considered include; dog handling guidance, signage across the national park, communications channels through social media, and education.

Sustainable Moorland Management Group

We have organised and held a 'What does good blanket bog habitat look like and how to achieve it' session with the Peak District gamekeepers. Thanks to the support of the Fitzwilliam Estate we spent the day out on Bradfield Moor with most of the Peak District gamekeepers looking at the techniques and issues around better blanket bog management. It was an excellent day supported by Moors for the Future and Natural England with plenty of robust and challenging discussion around wildfire management, concerns over increased fuel loading, a demonstration of heather cutting with a robotic cutter and finally sphagnum inoculation and planting, which given the very dry spring and summer has taken well at Bradfield.

Work on developing the infrastructure workshop day has started. Potential sites for visits are being looked at and land owners approached for permission for access. The Natural England position statement on the cessation of burning on blanket bog has now been launched and further discussion with the moorland community is taking place. An extraordinary meeting of the group was held in April 2019 to explain further the implications of the statement and how this will affect moorland management going forward.

Work on long term management plans have slowed down while the infrastructure and burning on blanket bog issues are clarified. Public scrutiny of both areas of activity remains high and it continues to be a sensitive issue in the Peak District.

Moorland Birds

The Birds of Prey Initiative – Following the announcement of the Birds of Prey Initiative report and its finding, the report has now been published with a joint statement from all of the remaining Initiative partners which is an important achievement. All current members agreed to continue the Initiative for a further year with the focus on successful breeding populations of the full suite of birds of prey in the Peak District with the current targets. Also to continue to build on the 2018 improvements to collaborative working between landowners, agents, keepers and raptor groups with the aim of developing quality relationships built on trust.

Breeding Bird Survey – The Peak District Moors Special Protection Area (SPA) is designated for several species of moorland birds. First surveyed in 1990 and again in 2004, the analysis of data from 2018 will help us to understand how factors including land use, management practices and habitat types and condition, can influence bird populations. The 2018 Breeding Bird Survey was completed by a team of 12 surveyors, surveying approximately 500km² of moorland across April, May and June. The British Trust for Ornithology are analysing the results which are due for release along with the survey report in Autumn 2019.

Area of Impact 3: Managing landscape conservation on a big scale

Intention 3.1: Establish monitoring at a landscape scale

We will have agreed and established a system of monitoring at a landscape scale encompassing landscape, wildlife and cultural heritage. Discussions have taken place within the Authority to agree a draft objective and to explore how landscape monitoring could be aligned with monitoring of the National Park's Special Qualities. The draft objective is:

A strategic sustainable partnership approach to landscape monitoring of the Peak District National Park to help us understand how, where and why the landscape is changing. Monitoring needs to encompass all aspects of the landscape i.e. natural beauty, wildlife and cultural heritage. We want to 'join up' and develop our monitoring work effectively and efficiently to deliver a clear picture of large-scale changes to the landscape. It will help us determine whether changes are positive or not, how they might impact on the special qualities and how we should address the changes.

A stakeholder workshop is planned to explore a partnership approach and methodology for landscape monitoring in quarter 2 of 2019/20. With the expectation that the work will be brought in line with the expected time frame by the end of 2019.

Intention 3.2: Develop a White Peak partnership

The White Peak Partnership is working through task and finish groups on key areas for development, particularly post-Brexit. The White Peak Pilot Ideas proposal has been accepted for phase 1 of Defra's Tests and Trials for the new Environmental Land Management scheme.

Defra have asked us and the other proposals to look at certain key policy questions. The White Peak Project will test:

- Use of a National Character Area framework to deliver public goods and the 25 Year Environment Plan in language accessible to land managers.
- Development of a 'ready reckoner' to show the public goods being delivered eg carbon
- Trial of a nature recovery network

Other progress:

- Water vulnerability mapping – seeking to bring together work by Natural England and the Environment Agency to identify high risk areas linked to the peculiar hydrology associated with limestone.
- National Trust and partners were successful in a £60,000 bid to the Water Environment Grant for re-naturalising the River Dove.
- New webpages are now online and accessible via this [link](#).

Intention 3.3: Maintain existing landscape scale delivery

To maintain existing landscape scale delivery we will develop a clear long term vision, plan and have funding in place for the Dark Peak and South Pennines to 2050. We will develop a clear future plan and funding to develop and continue landscape scale delivery on the South West Peak.

Moors for the Future Partnership's biggest delivery year has been successfully completed and is having a significant effect on reducing the amount of state 2 degraded blanket bog. The Moor Business Project is now underway, funded by the Heritage Lottery Fund, to increase the business management and fundraising effectiveness of the partnership. This is progressing well and will continue into a delivery phase in 2019/20, putting new business mechanisms and a new business vision in place. A workshop funded by the National Trust took place as first step to producing a vision for the place: the Dark Peak and South Pennines. The vision has undergone various consultations and a draft is imminent.

Planning for the water industry's Asset Management Plan 7 delivery in 2020-2025.

Successful determination for all 3 submissions worked on by Moors for the Future Partnership. United Utilities & Severn Trent Water were amongst the three best business plan submissions and have been fast tracked by Ofwat for delivery. Expression of Interest to the LIFE programme only missed a bidding invite by two points, MFFP will rework this if a Brexit transition deal is put in place.

Future Actions:

Agreed targets for the percentage of blanket bog in the Dark Peak and South Pennines in improved ecological condition:

- 30% of Blanket Bog across the Southern Pennines to be in state 6 by 2050
- 90% of Dark Peak Blanket Bog moved out of state 2 by 2023 (bare peat to be revegetated)

- 25% of the Southern Pennine Blanket bogs to be moved out of state 2 by 2023

Area of Impact 4: A National Park for everyone

Intention 4.1 and 4.2 Overcome physical and perceived barriers to access

By 2023 we will be encouraging a wider range of people to enjoy the Peak District National Park at an appropriate scale and adding value to the visitor economy.

A draft Peak District State of Tourism Report 2019 has been produced. This consolidates information on volume and value, the market, the destination, impacts and issues. The report will be shared with partners once it has been through internal National Park Authority consultation.

Area of Impact 5: Encouraging enjoyment with understanding

Intention 5.1: Balance opportunities for enjoyment with conserving a fragile environment

To balance opportunities for enjoyment with conserving a fragile environment we will provide a refreshed Countryside Code underpinning a Peak District brand which all relevant partners promote equally and consistently.

Inspiring Generations group has agreed to take responsibility for this action. A Partner Workshop is to be held in early summer 2019 as part of National Trust's Peoples Landscape Project. The National Trust will be leading with Peak District National Park support.

Intention 5.2: Ensure shared responsibility

To ensure shared responsibility we will review and develop the current arrangements for events management in the Peak District.

A workshop was held at the Rutland Arms on 16th January, which produced a series of proposals to improve events management in the Peak District. An Event Notification System group has since been established and its first meeting is planned for May 2019 to start implementing actions following the workshop, which are:

1. Improve pre event communication
2. Overhaul the events notification system to make it more effective and efficient
3. Develop Peak District specific best practice guidelines to aid event's organisers
4. Work with Natural England to improve the consents process
5. Seek evidence of the extent of community and environmental impact within the National Park.

Intention 5.3: Develop an awareness and understanding of the benefits of the Peak District National Park

Utilising the valuable work of Inspired by the Peak District and the Peak District Environmental Quality Mark, consider a revised approach to the promotion of the peak District brand so we

establish a provenance which is coherent and effective at promoting the link between business development, the special qualities and the unique offer of the Peak District National Park.

Two meetings with partners have been held in January and May to focus on the policy and delivery of business and economic development in the National Park.

Area of Impact 6: Supporting thriving and sustainable communities and economy

Intention 6: Supporting thriving and sustainable communities and economy

To support thriving and sustainable communities and economy, we will first define what is meant by thriving and sustainable communities, in the context of the National Park Management Plan.

Two pieces of research have been initiated: An update of population projections and demographic / work-force changes; and a comprehensive audit of communities as a basis for engagement with communities on what a thriving community is.

Work commenced to complete a village statement and audit for every parish by 2020, enabling a state of communities report to be drafted and an index of key indicators to be created as part of developing issues and options for a the new Local Plan. Parish statements are now nearly complete and on-target for consultation with all parishes during the spring 2019.

Intention 6.1: Improve access to services

To improve access to services we will work with providers to improve broadband and mobile connectivity across the National Park in line with the UK's Next Generation Access (NGA) standards.

A meeting with Digital Derbyshire and Derbyshire Dales District Council took place on 29 January. Roll out is continuing. Detailed coverage information is to be provided based on National Park postcodes. The National Park supported Abney broadband link via the community fund. This project is now complete and an article will appear in the Parklife magazine.

Intention 6.2: Support the provision of locally needed housing

To support the provision of locally needed housing we will work through the National Park Management Plan Advisory Group Housing Sub-Group to address the local need for appropriate housing in the National Park.

Work has been undertaken with High Peak Borough Council to identify potential capacity through a Strategic Housing Land Assessment. The report is now finalised. This will assist the National Park Authority policy team in understanding the contribution the National Park can make to strategic housing numbers. Further work will be undertaken over the next 12-18 months to create the evidence base necessary for understanding housing needs in readiness for consultation into issues and options. The Authority has agreed a new project plan and methodology for reviewing the Local Plan with an expectation of consulting on issues and options during 2021-22.

During the year 2018-19 there were applications approved for 33 new build affordable local needs houses including 30 at the Lady Manners site in Bakewell and one conversion. The Authority also approved three agricultural worker's dwellings and 18 additional open market houses. In the previous year there were 108 open market dwellings under construction, 25 completed and a further 46 with planning permission where construction had not yet started.

Intention 6.3: Enable local businesses to thrive in a way that is compatible and wherever possible enhances the special qualities of the Peak District National Park

To enable local businesses to thrive in a way that is compatible and, wherever possible, enhances the special qualities of the Peak District National Park, we will assist the development of businesses in conjunction with relevant bodies. Linking business support, grant aid, planning and economic development.

Business Peak District, High Peak Borough Council, Derbyshire County Council & Marketing Peak District and Derbyshire and the Local Enterprise Partnership agreed to meet on a regular basis to progress this action, with a series of meetings which began in September 2028.

In the previous year there were 31 applications for shops of all types including restaurants and drinking establishments of which 29 were approved. There were 14 applications for business developments, all of which were approved. Work has commenced on a significant redevelopment of the Riverside Business Park in Bakewell where there is permission for new business units and a hotel. In March a new ALDI store opened on Ashford Road, Bakewell.

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8. PERFORMANCE REVIEW 2018/19 (A197/HW)

Purpose of the report

1. Members are asked to approve the overall structure, content and focus of the Performance and Business Plan, prior to bringing together all sections of the Plan for publication by the statutory deadline of 30 June 2019.

Key issues include:

The Performance and Business Plan is:

- A report of the Authority's performance over the past 12 months against our 2018/19 plan and success measures.

As this is the end of the third and final year of the current Corporate Strategy, the Performance and Business Plan will not contain a full look forward section to next year, as this is covered in the Corporate Strategy 2019-24 which has already been approved by Members (minute reference 43/18).

Recommendation

2.
 1. **To approve the performance review element of the Performance and Business Plan as described in the table at paragraph 9 and accompanying appendices.**
 2. **To approve the Corporate Risk Register for 2019/20.**
 3. **To delegate completion of details to the Chief Executive, to allow publication by the statutory deadline of 30 June.**

How does this contribute to our policies and legal obligations?

3. The Defra Grant Memorandum, April 2008 states that: "every National Park Authority is required to publish a business plan" and "the Secretary of State requires each National Park Authority to submit to him/her as soon as possible after the end of the financial year, an annual report on the exercise and performance of its functions....". It has been the practice of this Authority to bring these two elements together in our combined annual Performance and Business Plan. However, as this is the end of the third and final year of the current Corporate Strategy, the Performance and Business Plan will not contain a full look forward section to next year, as this is covered in the recently published Corporate Strategy 2019-24.
4. The Plan is a key contribution to 'developing our organisation so we have a planned and sustained approach to performance at all levels', (Cornerstone 3: Our organisation).

Background

5. The Defra Grant Memorandum also clearly states that the National Park Management Plan "is the overarching strategic document for the Park to which all other park plans and strategies should relate in setting the vision, objectives and frame for all policy and activity pursued by the Authority".
6. In December 2015, the Authority approved the 2016-2019 Corporate Strategy. This sets the Authority's contribution to the National Park Management Plan and provides the

direction for the 2019/20 Performance and Business Plan.

7. 2018/19 was year three of our 2016-19 Corporate Strategy.
8. The Performance and Business Plan represents a look back at our performance over the past 12 months – the third and final year of our 2016-19 Corporate Strategy.
9. The table below explains:
 - What will be included in the Performance and Business Plan when it is complete
 - The current status of work on each element of the Plan
 - What has been considered and approved already by the Audit, Resources and Performance Committee (ARP) as part of its performance brief (any updates arising from that discussion with members of ARP on 17 May will be given verbally at the Authority meeting).

Elements of 2019/20 Plan	Current status of work	Comment if any
Foreword by Chair and Chief Executive	Completed and attached at Appendix 1	
Introduction – our strategic approach	Completed and attached at Appendix 2	Updated from last year's Plan to incorporate overview of new Corporate Strategy
2018/19 Performance Review	Attached at Appendix 3	Appendix 3 has been considered by ARP on 17 May. A verbal update will be given on any feedback from that committee discussion.
2019/20 Corporate Risk Register	Draft attached at Appendix 4	Appendix 4 has been considered by ARP on 17 May. A verbal update will be given on any feedback from that committee discussion.
Annexes: a) Financial Overview and Financial Statement b) Committee Structure c) Staff Posts as at 1 April 2019 d) Organisational Structure e) Performance Management Framework	<ul style="list-style-type: none"> • Mainly existing information that will be inserted in the final Plan. • The Chief Finance Officer will produce a) using information from the 2018/19 outturn and final accounts preparation. 	

10. There is a period of 1 week following the Authority meeting to allow for Members to provide any further comments on detail to the Senior Strategy Officer - Research (Holly Waterman at holly.waterman@peakdistrict.gov.uk).
11. The statutory deadline for publication of the document is 30 June and it will be available on the Authority's website by that date. Paper copies will be made available. A wide range of key stakeholders will be informed of publication.

Proposals

12. Members are asked to:
 - a) Approve the overall structure and content of the Performance and Business Plan

as described in the table at paragraph 9, as a reflection of the work completed during 2018/19.

- b) Delegate completion of details to the Chief Executive, to allow publication by the statutory deadline of 30 June.
- c) Note that there will be further editing and presentation changes to the final document to ensure the Plan is user friendly.

Are there any corporate implications members should be concerned about?

- 13. **Financial:** Preparation and reporting of this Plan is within existing budget.
- 14. **Risk Management:** Production of this Plan, and the supporting corporate and service planning, is project planned annually to mitigate the risk to the Authority of not having an approved plan in place to comply with our statutory duty and to drive performance improvement forward.
- 15. **Sustainability:** No issues have been identified.
- 16. **Background papers** (not previously published) – None

Appendices:

Appendix 1: Foreword
Appendix 2: Introduction – Our Strategic Approach
Appendix 3: 2018/19 Performance Review
Appendix 4: 2019/20 Corporate Risk Register

Report Author, Job Title and Publication Date

Holly Waterman, Senior Strategy Officer – Research, 16 May 2019

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Foreword

2019 is the 70th anniversary of the National Parks and Access to the Countryside Act 1949. It is also 68 years since the Peak District was designated the UK's original national park, as well as being the Year of Green Action – the Government's campaign to engage people with nature.

Our purposes remain as relevant today as they were 70 years ago. As place-based organisations, national parks deliver in partnership and we are great test beds to pilot future public policy. But we can be better. Better at moving from a broadly protective approach to one of greatly enhancing our landscapes. Better at creating opportunities for more diverse people to be moved by these finest landscapes. Better at supporting the communities who live and work in protected landscapes.

We need the right public policies to help us and others achieve this and we need to connect better across our national park network to share our stories more confidently and boldly to the nation. As we await the outcome of the Government's review of protected landscapes, we reflect on our achievements and plan for our future.

This year's Performance and Business Plan closes the third and final year of our 2016-19 Corporate Strategy and reports progress and achievements against this. Our priorities for the year ahead (2019/20) can be found in our new 2019-24 Corporate Strategy, which includes forward looking ambitions to 2040.

Key achievements of our 2016-19 Corporate Strategy include:

- securing Heritage Lottery Funding for the South West Peak Landscape Partnership
- restoring Dark Peak upland landscapes through the Moors for the Future Partnership
- the start of the White Peak Partnership, which means all three Peak District National Character Areas are covered by a landscape partnership project
- broadening our volunteering offer beyond practical conservation
- developing a strong external voice to positively engage with the public and influence key issues
- developing and launching a new National Park Management Plan with our partners
- expanding our community development work including our community grants
- launching the Peak District National Park Foundation to support our fundraising aims
- designing our organisation to be fit for the future
- reducing our carbon emissions by 29%.

As we enter 2019/20 and the first year of our new Corporate Strategy for 2019-24, we are in an excellent position to achieve our new ambitions. We have an incredible breadth of expertise across a wide range of professions working in the Authority. This enables us to speak up for and care for the Peak District National Park for all to enjoy forever. We are all part of one team working together to deliver our corporate strategy outcomes:

- A sustainable landscape that is conserved and enhanced
- A National Park loved and supported by diverse audiences
- Thriving and sustainable communities that are part of this special place
- An agile and efficient organisation.

Thank you to all for your valued contributions as we work together for the Peak District National Park.

Andrew McCloy Sarah Fowler
Chair Chief Executive

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Introduction – our strategic approach

Located at the heart of the country, the Peak District National Park is a world-class landscape. It is the first upland reached when travelling from the majority of the South. It is the watershed of three of England's major water catchments. It features geological contrasts of white peak limestone plateau and dark peak gritstone outcrops that provide the contrast of peaty moors and hay meadows, which support internationally important habitats and species. It is a landscape shaped by people and industry since pre-historic times and sustains internationally significant historical features and cultural heritage. It is a living park with 38,000 residents and numerous businesses. And it's all within one hour's drive of 20 million visitors who generate over £1.5 billion for the economy each year.

Speaking up for and caring for the Peak District National Park for all to enjoy forever is the mission of the Peak District National Park Authority. This is just as important today as it was when we were designated as the UK's original national park in 1951. Our knowledge and expertise continue to be widely respected. We are seen as an independent and reasoned voice caring for the whole National Park, the communities who live and work in it and those who come to visit. As the original national park, we will continue to be pioneering, always seeking to be one step ahead and looking to the future.

Our Corporate Strategy 2016-19

This strategy was in place from April 2016 to March 2019. Our priorities during this strategy were based on the fundamental principle that national park landscapes are hugely important to the nation's health and wellbeing, making a significant contribution to the economy through tourism and farming, and providing attractive places for people to live, work and visit. They also reflected the fact that the way we think about landscape is evolving as we face new societal, environmental and economic threats and opportunities. Through this strategy, we recognised the need to respond to this change and developed an ambitious set of outcomes designed to promote and care for the Peak District National Park now and for future generations. The strategy consisted of the following:

- **Four Directional Shifts** to create a virtuous circle between the place and people. By promoting and undertaking conservation on a large scale, enabling everyone to connect with the National Park and providing inspiring experiences, we will help audiences feel moved to support our work.
- **Four Cornerstones** to build a solid foundation for the organisation so we are good to do business with. By looking after the people who work here, the places we own and enhancing our reputation, we will be able to continuously develop as an organisation and deliver our services in a customer-focused, efficient way.

Our principles

- People matter – so we have a supported, empowered, respected workforce.
- Performance matters – so we do what we say we will do and do it well.
- Community matters – so we deepen everyone's understanding of the National Park's special qualities.
- Every day matters – so we each day look for opportunities to do something positive.

Our development

- Develop the knowledge and expertise of the organisation.
- Develop our income generation programme and capability to deliver it.
- Develop the way we work with communities and partners.
- Develop our assets in terms of maintenance, environmental performance and visitor experience.

Our Corporate Strategy 2019-24

Our corporate strategy for 2019-24 runs from April 2019 to March 2024. It focuses on enhancement and conservation, actively supporting communities in the National Park to feel part of this special place, and diversifying and re-awakening public support and love of national parks. It sets the outcomes we want to achieve for the Peak District National Park over this five-year period, as well as aspirations to 2040. It provides the framework for us to align our resources to help achieve this.

The strategy is organised around three outcomes. They work together as an integrated set, rather than in isolation. The outcomes are:

- A sustainable landscape that is conserved and enhanced
- A National Park loved and supported by diverse audiences
- Thriving and sustainable communities that are part of this special place.

We also have an additional outcome around our organisational performance:

- The Peak District National Park Authority is an agile and efficient organisation.

Our funding

Our three roles – as regulator, influencer and deliverer – remain critical. We have our biggest impact when they all work together. We will continue to use our mixture of funding to keep these roles in balance. Our government grant of circa £6m per year is crucial to our work as an independent statutory planning authority. We will continue to make the most efficient and effective use of resources in this area. We will also support our influencing and delivery roles through the grant, but in addition we will have a programme to generate income from new sources to support this work. This will ensure the investment of government funding will lever at least an equal investment from other sources.

Cornerstone 1: Our assets

Our Focus:	2018/19 priority actions	Progress (RAG)
<p>1. Reduce the size of our property portfolio and retain what we need</p> <p>2. Ensure that the Trails, Stange, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts</p> <p>3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective</p> <p>4. Increase the value of our brand and its reach</p>	<p>16. We will have all the relevant information (in particular condition surveys of all our properties), plans and resources to undertake a review of the Asset Management Plan.</p>	<p>GREEN</p>

Corporate Indicator	Target 2018/19	Status at year end
<p>6. Percentage of assets that meet the standards set for:</p> <p>a) Maintenance</p>	<p>Define methodology</p>	<p>All condition surveys for Authority owned properties have been completed, and this information is being used in the development of the Authority's Asset Management Plan. The high priority remedial works coming from the condition surveys have started to be implemented.</p>
<p>b) Environmental performance</p>	<p>Define methodology</p>	<p>A contract to develop the methodology and provide baseline information for the environmental performance of the Authority's properties is about to be let. The works will be completed in Q2 of 2019/20.</p>

Overall status and overview of year's progress:

Our estates (Warslow and North Lees), buildings, trails, woodlands and land provide a unique opportunity to lead by example and enhance visitor experiences, landscape and conservation outcomes. Collectively they boost understanding of the National Park to a wide audience and support continues to grow in line with our management plans. Investment by PDNPA and external grant funds continues to bring rewards with Castleton Visitor Centre seeing record revenue and profits in 2018/19 and the opening of Millers Dale Station on the Monsal trail after four years of planning and restoration.

The innovative training of concession partners' staff (Blueberry Café at Castleton and Millers Dale) substantially helps provide greater visitor experience reach.

Our disposals process for woodlands and buildings is on track where we have improved the environmental amenity value and included binding environmental and access protections in contract sales. Our reputational reach is seeing growth both from urban regions bordering the Peak District and internationally from the launch of Discover England's National Park Experiences. Nevertheless, the challenge of maintenance continues to be one of balancing scarce resources against income, the size of the overall estate and a backlog. This trend is likely to continue in 2019/20 with a focus on securing funding and implementing high and medium priority works.

Key achievements include:

- The sales of 5 woodlands have been completed and several woodland leases have been given up with more under negotiation. 5 minor properties are now on the market.
- The refurbishment of Steps Farmhouse on the Warslow Moors Estate has been completed and the property re-let on a residential tenancy.
- Work to improve a 1.4km section of the Tissington Trail to National Trail Standard has been completed and well received by visitors.
- Work has continued throughout the year to develop brand touchpoints at North Lees Campsite and Edale Visitor Centre, creating a more welcoming and professional appearance whilst maintaining the character of and sensitivity to the audience present at each site.
- Millers Dale Station is now open and a concessionaire has been selected to operate the café and information point on the Authority's behalf. Feedback via social media showed widespread public support for the proposal.
- 'Threshold' welcome signs at all PNDP car park facilities have been created to current brand standards, including replacement of metal or other posts with wood, to provide a softer landscape impact and consistency across the car park portfolio.

Cornerstone 2: Our services

Our Focus:	2018/19 priority actions	Progress (RAG)
1. Deliver our services in a customer focused way	6. We will have an integrated conservation service for land managers and communities.	RED
2. Ensure clear policies are in place through facilitated and effective engagement and communication	20. We will have an agreed mechanism to review the Core Strategy.	GREEN
3. Ensure appropriate regulatory action	See Corporate Indicators 9 a) and 9b)	GREEN

Corporate Indicator	Target 2018/19	Status at year end
7. Proportion of planning appeals allowed	<30%	38%
8. Proportion of planning applications determined in a timely way		
a) 13 weeks – major	a) >70%	100%
b) 8 weeks – minor	b) >70%	92%
c) 8 weeks – other	c) >80%	93%
d) 13 weeks – county matters	d) >70%	-
9. a) Number of enforcement cases resolved	30 per quarter	151 in year
9. b) % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	>80%	90%
10. Customer satisfaction with Planning Service:		
a) Applicants/agents	-	-
b) Parish councils	-	-
c) Residents	>38%	-
d) Pre-application advice	>75%	-
11. a) Number of complaints received	<20	13
11. b) % complaints dealt with in accordance with agreed deadlines	>90%	100
11. c) Satisfaction with first and second lines of enquiry (planning)	Baseline (75% target)	76%

Overall status and overview of year's progress:

Performance on planning applications over the year 2018/19 has been on target, as has performance on monitoring and enforcement. During 2018/19, MHCLG confirmed that the Authority was not to be designated as a poorly performing local planning authority based on its performance on major appeals. Overall appeal performance was above the target of no more than 30% of appeals being allowed over the 2018/19 year, but none of the cases allowed raised significant issues. During 2018/19, an examination was held on the proposed Development Management policies and a revised plan to address the Inspector's recommendations was published for consultation in December. The plan has been found sound by the Planning Inspector, subject to the proposed modifications. The timetable and process for reviewing the Core Strategy was approved in March 2019. The updated NPMP was published in July 2018 and regular meetings are now being held with partners to develop actions.

Key achievements include:

- A very successful Planning Awards event was held at Thornbridge Hall in November, with a focus on promoting high quality design and conservation work in the National Park.
- The Development Management DPD was the subject of an examination in May 2018. The Inspector made recommendations and these were incorporated into a revised plan.
- The final version of the Bakewell Neighbourhood Plan has been submitted to the Authority for a compliance check and final stage consultation prior to referendum. The Leekfrith Neighbourhood Plan is almost at the same stage. Hartington Neighbourhood Plan has also progressed.
- The small grants allocation for 2018/19 has been spent (10 projects) with outstanding bids demonstrating the value and ongoing need for the grant.
- There has been ongoing involvement by officers to assess the impact of upgrade programmes for the A628 Woodhead Pass. The Authority is seeking an exemplar scheme that delivers net environmental benefit.
- The Monitoring and Enforcement team have exceeded their targets for the year and have progressed with enforcement notices on some significant issues, serving eight notices in the year.
- The Authority was successful in prosecuting on unauthorised alterations to a listed building in Winster.
- During 2018/19, MHCLG confirmed that the Authority was not to be designated as a poorly performing LPA based on its performance on major appeals.
- The Authority's Land Management Grant Scheme has assisted over 80 farmers and land managers to deliver a range of conservation measures such as: managing species rich grassland and wader habitats; restoring dry stone walls, hedges, dew ponds and other heritage features; creating small-scale native woodlands; and tree planting for landscape and natural flood management purposes.

Cornerstone 3: Our organisation

Our Focus:	2018/19 priority actions	Progress (RAG)
1. Develop and maintain appropriate standards of corporate governance		
2. Implement our medium term financial plan		
3. Develop key business processes underpinning the Corporate Strategy	18. We will have an updated Corporate Strategy for the period 2019-24.	GREEN
	19. We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.	GREEN

Corporate Indicator	Target 2018/19	Status at year end
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	Achieved

Overall status and overview of year’s progress:

Members approved the Authority’s 2019-24 Corporate Strategy in December 2018. The new corporate strategy is based on the understanding that national park landscapes are important to the nation’s health and wellbeing, make a significant contribution to the economy through tourism and farming and provide attractive places for people to live, work, visit and enjoy. Through the new strategy, we will deliver our contribution to the 2018-23 National Park Management Plan.

To ensure the Authority continues to operate efficiently and effectively, a wide range of essential governance and finance related activities were undertaken during the year. These included presentation to the Audit, Resources and Performance Committee of the external auditors’ unqualified opinions of the Authority’s Annual Governance Statement, 2017/18 Financial Accounts and arrangements for securing Value for Money.

Key achievements include:

- The Authority’s new Corporate Strategy 2019-24 was developed and approved.
- The National Park Management Plan 2018-23 was developed and adopted.
- The Member Learning and Development framework was approved.
- Annual review of the Minerals & Legal Finance Plan was approved.
- The Authority’s external auditor (KPMG) confirmed that the Annual Governance Statement complies with guidance issued by the Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives.
- All new Members received induction training.

- The external auditor issued an unqualified opinion in relation to the 2017/18 accounts.
- The Authority's 2017/18 Environmental Management Annual Performance Report noted that performance continues to improve and the Authority has achieved a 29% reduction in carbon emissions against the 2009/10 baseline.

Cornerstone 4: Our people		
Our Focus:	2018/19 priority actions	Progress (RAG)
1. Ensure the Authority shape is fit for the future		
2. Retain, develop and recruit the right people in the right place at the right time, with the right resources	17. We will be implementing our Workforce Plan, monitoring progress and taking corrective action as appropriate.	GREEN
3. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters		

Corporate Indicator	Target 2018–19	Status at year end
13. Employee engagement – based on new Staff Survey	No staff survey planned	N/A
14. Implement recommendations of the 2016-17 Investors in People assessment	Delivery of Action Plan	IIP Actions were incorporated into the “People Matter Action Plan”
15. Sickness levels*:		
a) % of total time lost due to sickness	2.15%	1.91%
b) Hours per FTE	44.4h	39.35h
c i) Absence: sickness frequency rate **	100%	89.4%
c ii) Absence: individual sickness frequency rate ***	No target	44.17%
d) Value of total time lost (expressed as pay cost)	£107,000	£110,487
16. Staff turnover	ACAS standard (annual range 9-15%)	10%

* All sickness indicators should be considered together for a full understanding of the overall picture.

** The absence frequency rate calculates the average number of periods of absence per employee as a percentage. It gives no indication of the length of each sickness absence period and no indication of employees who have taken more than one period of absence. For example, an outturn of 100% means that, on average, there has been one absence for every one employee. For context, an outturn of 50% would mean that, on average, there has been one absence for every two employees.

*** This shows the proportion of staff that have had one or more spells of absence in the last year. A lower score indicates a smaller proportion of staff having time off. A higher score indicates a larger percentage of staff having time off. This score should be looked at in conjunction with 15 a), 15 b), 15 c) i) and 15 d).

Overall status and overview of year’s progress:

The development and deployment of staff is a key factor in determining the Authority’s overall performance. To ensure we achieve our outcomes, it is essential the Authority has in place the most

appropriate development and performance frameworks. At a workshop in November, Members were updated on a wide range of employee-related issues and their views were sought on proposals to improve the Authority's existing development and performance arrangements. During the year, staff were asked to complete an Investors in People survey, the results of which are being benchmarked against other organisations and may lead to the identification of better ways of working. Work was also undertaken by our internal auditor to identify any improvements that could be made to key workforce-related systems, policies and procedures. This year also saw a focus on employee health and wellbeing and health and safety, with several new initiatives being launched.

Key achievements include:

- A restructuring exercise within the Commercial Development and Engagement Directorate concluded the work necessary to implement the Authority's current three directorate model.
- Workforce planning has now been integrated into the Authority's business planning and joint performance appraisal and review (JPAR) processes.
- Overall sickness absence performance continues to be good.
- We welcomed the first four new apprentices to the Authority.
- Final preparations were made to implement the new National Pay Spine for all employees with effect from 1st April 2019.
- Several workshops on posture and nutrition took place with positive feedback.
- An online assessment tool that supports employees to identify any potential health risks was launched.
- A course to train staff to be Mental Health First Aiders was provided.
- The Authority's gender pay gap was calculated at 8.5%, which compares favourably with both the public and private sector averages of 17.7% and 21.1% respectively.
- All senior leadership and operational leadership team managers completed the "Leading Safely" course which is accredited by the Institution of Occupational Safety and Health.

Directional Shift 1: The Place and the Park, on a Landscape Scale		
Our Focus:	2018/19 Priority Actions	Progress (RAG)
1. The Dark Peak	1. We will have agreed and be implementing actions for the four key moorland issues identified through the partnership with moorland owners. (These are visitor engagement, fire risk, resilient sustainable moorland and moorland birds).	GREEN
	2. We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.	RED
2. The South West Peak	<i>In delivery stage</i>	
3. The White Peak	3. We will have a White Peak Partnership that is delivering agreed priority actions.	GREEN
4. The Whole Park	4. We will have agreed and established a system of monitoring at a landscape scale working with our partners and local communities.	RED
	5. We will have continued to build the case for public payment for public goods with the support of NPE (Future of Farming paper and using the White Peak as an example) and other partners through the NPMP. We will support farmers through the changes in support schemes to help them keep farming in a way that sustains and enhances the special qualities.	GREEN

Corporate Indicator	Target 2018/19	Status at year end
1. Stage of development of landscape scale partnership programmes a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	Stage of development a) Mature Partnership b) Operational Plan c) Operational Plan d) Vision	Mature Partnership Operational Plan Operational Plan Operational Plan

Overall status and overview of year's progress:

The Moors for the Future Partnership (MFFP) continues to deliver restoration on the ground, working with partners and landowners and is currently at its most active delivery stage in its 15 year history. The Authority is working with partners to assess the impact of the 2018 moorland fires and is developing a strategy to reduce future fire risk. The Birds of Prey Initiative report was published in December and showed disappointing results for some species. The White Peak Partnership is working through task and finish groups on key areas for development, particularly post-Brexit. The South West Peak Landscape Partnership is actively in the delivery stage of all 18 projects and has received additional funding, thereby reducing the Authority's commitment to underwriting project costs. A £157,000 WEG bid to the Environment Agency has been successful, with contracts for delivery to be agreed in Q1 2019-20.

In September 2018, the Government published the Agriculture Bill, which sets out how farmers and land managers will in future be paid for 'public goods', such as better air and water quality, improved soil health, higher animal welfare standards, public access to the countryside and measures to reduce

flooding. This will replace the current subsidy system of Direct Payments. The Authority's officers have been working closely with other national parks and Defra to influence the design of the new Environmental Land Management System (ELMS).

Key achievements include:

- The Fire Operations Group (FOG) Fire Risk sub-group has started to develop a strategic approach to vehicular access, water sources and fire mitigation zones; this is now being incorporated into wider work with moorland owners and tenants on wild fire mitigation.
- Two enforcement notices were served relating to moorland tracks in 2018; both have been appealed against and decisions are awaited.
- Work to agree a final vision for the Dark Peak is well underway.
- The White Peak Pilot proposal has been accepted for phase 1 of Defra's Tests and Trials for the new Environmental Land Management System.
- The South West Peak Landscape Partnership is actively in the delivery stage of all 18 projects and has received additional funding.
- A successful £157,000 WEG bid to the Environment Agency.
- Officers have started work on designing and setting up a landscape monitoring system.
- The Authority responded to the Glover review of designated landscapes, arising from the Government's 25 Year Plan to Improve the Environment.

Directional Shift 2: Connect people to the place, the park

Our Focus:	2018/19 Priority Actions	Progress (RAG)
1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support	We will have developed, agreed and be implementing comprehensive plans for: 13. Volunteering.	GREEN
	15. The National Park and Authority brands.	GREEN
2. Improve access to the National Park for less represented audiences, in particular young people under 25		
3. Improve access to the National Park for less represented audiences, in particular people living with health inequality	7. Using the Accord and insight on data, we will have identified the best route for PDNP to engage in the wellbeing and health agendas, including the identification of relevant funding streams.	RED
4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters	13. We will have: <ul style="list-style-type: none"> • clarity on the scale of our volunteer recruitment and retention ambitions; • created the processes for recruitment and retention (including any beneficial integration with supporter relationship management systems); • tested recruitment campaigns; • a single platform for volunteering. 	RED

Corporate Indicator	Target 2018/19	Status at year end
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	19,846 (+5% vs. 2015-16)	21,521
b) people living with health inequality (particularly mental wellbeing)	1,000	1063
c) volunteers (expressed as volunteer days)	10,003 (+5% vs. 2015-16)	8605

Overall status and overview of year's progress:

People feeling a strong affinity and connection to the Peak District National Park is a primary purpose and this past year we continued to show continuous improvement in this area. For young people in education, we continued to deliver a strong offer through our school programme where we have exceeded our target, growing the reach and profile of the National Park and National Park Authority in neighbouring urban conurbations such as Oldham, Huddersfield, Chesterfield and Macclesfield.

Engaging with the health agenda to the extent and approach set out originally within the corporate plan period is proving challenging. Nevertheless our guided health walks continue to grow and will continue to develop and expand next year with a focus on people with dementia, loneliness, obesity and diabetes. We have started to engage local authority and council senior leaders in public health to develop a more sustainable business model to deliver health outcomes. Both Moors For the Future Partnership and South West Peak Landscape Partnership continue to develop projects with young people and volunteers with a health and wellbeing focus.

The PDNPA-wide volunteer initiative, whilst below target, is also moving in the right direction. We are very fortunate to have a highly skilled, dedicated and growing volunteer base. A new, dedicated volunteer co-ordinator resource has been advertised and the new system and processes (Better Impact) have been implemented for all volunteers. We are confident that 2019/20 will see further step change to enable the National Park to further benefit from the added value provided by volunteers.

Key achievements include:

- Our school visits programme continues to be successful with demand for services exceeding our ability to deliver.
- The new Ambassador Centres and Schools programmes to engage with a wider number of young people have begun to be piloted
- Students from Chapel High School's Enhanced Resource Unit worked with the Engagement Team, Castleton Visitor Centre staff and the Blueberry Café team to develop skills to enable them to enter work. This ended in the students taking over the centre for what proved to be a very busy and successful day.
- The Junior Ranger programme continues to grow with a new group at Edale beginning, taster days held for new groups at Langsett and Buxton, and a residential bringing all the National Park Junior Rangers together at Edale.
- Informal work with families and pre-school children is flourishing, including the oversubscribed Nature Tots programmes at Longshaw and Macclesfield Forest and the WildChild programme (part of the SWP landscape project).
- Our Miles without Stiles project was named Large Project of the Year in the Accessible Derbyshire Awards, held at Chatsworth. The guide book is now on sale.
- We have improved accessibility on approximately 33km of public rights of way including the replacement of infrastructure and surface improvements.
- Our health, mindfulness and dementia-friendly walks are steadily growing.
- The Better Impact system to manage volunteers is now being used for all volunteer roles.
- The Citizen Science programme finished in December having achieved an estimated audience reach of over 12.5 million.

Directional Shift 3: Visitor experiences that inspire and move

Our Focus:	2018/19 priority actions	Progress (RAG)
1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour	We will have: 12. A plan, including funding to support this, to upgrade existing and create and install new boundary stones at key access points.	RED
	8. Maximised relationships with water companies and maximised the presence of the Peak District National Park at our own visitor service locations.	GREEN
	10. Developed a draft Supplementary Planning Document for public consultation.	RED
2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for	9. Increased the impact of the refurbishments of our visitor centres to support our engagement and income aspirations.	GREEN
3. Provide quality new experiences that will generate new income to fund the place		

Corporate Indicator	Target 2018/19	Status at year end
3. Brand awareness and understanding among existing audiences and potential supporters:		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	a) Data collected on awareness, understanding and loyalty	Scoping awareness research projects
b) % who understand PDNP potential benefits/ services	b) >90%	75%
c) % who feel positive towards the PDNP	c) >90%	97%
d) % who are willing to support the PDNP	d) >90%	88%
4. Customer satisfaction with the PDNP experience	>90%	100%

Overall status and overview of year's progress:

Visitors continue to have an extremely positive experience when engaged with assets and services run by the PDNPA. However, the ongoing challenge of translating this user satisfaction into tangible support

(e.g. time and money) remains. Branding, signage and interpretation continue to be updated and rolled out at our sites and our team are exploring new and innovative digital visitor experiences such as a virtual reality Castleton cave system and digital interpretation along the Monsal Trail. The ambition is to reach into the living rooms of those who are less mobile or cannot travel into the Peak District. Further investment is required to upgrade our toilet facilities throughout the National Park, including for those with mobility and disability needs to support the success of 'Miles without Stiles'.

There remain some challenges in managing peak visitor demands, including visitors to the uncovered Derwent village in Ladybower reservoir last summer and the frequency and impact of large-scale commercialised events on local communities. Such events divert significant resources not just during the event but in the clean-up afterwards (e.g. litter, environmental damage).

Relationships with utility companies remain positive at the operational level, but this is not yet mirrored in the development of strategic alliances. Given the scale and potential positive impact such organisations could bring to significant areas of the PNDP landscape, these relationships – alongside those with other large-scale partners with access to income, supporters/customers and key stakeholders – are beginning to be prioritised.

Key achievements include:

- Strong progress in communicating our position on controversial issues including moorland burning, a variety of wildlife management topics and the Millers Dale Station development.
- 2018/19 press impact Advertising Equivalent Value hit over £500,000 (£145,000 of direct PDNP-led material) with an audience reach of 17.4m.
- 2018/19 website hits total 2.7m, with an average quarterly increase in followers of 4.6%. Annual social media reach is estimated at 16.1m, with peak single post reaches of 900k and an average peak post reach of 245k.
- We are in dialogue with several utility companies looking to improve visitor experience and secure the best outcome for the PDNPA with regard to income, efficiency and presence.
- Improvements to the exterior of Bakewell Visitor Centre have been completed.
- Visitor response to the improvements across our visitor centres has been very positive, generating a 36% increase in footfall at Castleton Visitor Centre and 7.4% increase at Bakewell Visitor Centre.
- Development of two ranger-led experience days has been completed. The two days will be promoted with the Visit England Experience Collection for the Peak District.
- The newly redeveloped Millers Dale Station opened with a new café and facilities to improve the Monsal Trail visitor experience.
- We gained planning permission to change the use of part of Hulme End Station on the Manifold Trail to a cycle hire centre.

Directional Shift 4: Grow income and supporters

Our Focus:	2018/19 priority actions	Progress (RAG)
1. Increase our income from giving	14. We will have developed, agreed and be implementing a comprehensive plan for fundraising through giving and sponsorship and increased the proportion of funds received.	RED
2. Achieve our commercial programme income targets	We will have: 14. Completed and got agreement for the long-term Commercial Development & Outreach plan.	GREEN
3. Develop / establish sponsorship relationships		
4. Secure external funding for major programme and partnership delivery	<i>[Millers Dale Station, as part of trails masterplan]</i> 11. We will have: • identified the most relevant funding sources; • submitted PI for the whole site redevelopment; • submitted Stage 1 application to HLF.	GREEN

Corporate Indicator	Baseline 2015-16	Target 2018/19	Status at year end		
			Actual	vs. last year	vs. plan
5. Amount and proportion of income by source:					
a) Commercial	£2,162,394 (17.8%)	-	£2,282,772		
i) Conservation & Planning	£362,909	-	£368,570		
ii) Commercial Dev & Engagement	£1,610,618	£1,691,150	£1,787,462	+9%	+6%
iii) Corporate Strategy & Development	£188,867	-	£126,740		
b) Donations	£40,255 (0.3%)	-	£29,370		
i) Donations (exc. legacy)	£34,230	£51,345	£29,370	+22%	-43%
c) External funding*	£3,584,952 (29.5%)	-	£5,535,986		
d) Defra grant*	£6,364,744 (53.4%)	-	£6,585,575		
e) Total income	£12,152,345	-	£14,433,703		
2. d) Non-trading income supporters (donors)					
i) Number of donations	-	-		35	
ii) Average value of donations	-	-		£161.53	
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually		34	
iv) Average value of donations (exc. legacy)	-	-		£166.29	

*Some quarterly distortions will appear for proportions of Defra grant and external funding due to accounting process.

Overall status and overview of year's progress:

Although the above indicators appear to show mixed performance, this shift is a major success story. The underlying trend is that both income and number of supporters is steadily increasing. Two major initiatives became operational after years in development: setting up the Foundation and the opening of Millers Dale Station with car park improvements on the Monsal Trail. Castleton Visitor Centre showed what investment in our people, products and services can achieve with a 38% increase in footfall. The

message is clear – we need to continue to invest to grow both audience support and turnover to deliver our two purposes.

Our plan to raise sustainable revenue income from existing products and services is on track. New products have updated and extended our range in line with our ethics and values: our Peak Cup, Monsal/Millers Dale range and branded stainless steel insulated bottles are all aimed at reducing litter and use of plastics. Operational contracts have been reviewed to improve revenues e.g. car parking charging and enforcement and concessions. We exceeded the target for the ‘Mend our Mountains’ campaign, (NB the red indicator is not an accurate reflection, as the money raised is not yet in our bank account) and implemented visitor giving through till transactions at Castleton Visitor Centre.

Setup of the new foundation is a significant milestone led by an energetic and talented group of trustees. The first campaign to raise £70k for 70yrs of national parks is already underway.

Key achievements include:

- Strong progress in communicating our position on controversial issues including moorland burning, a variety of wildlife management topics and Millers Dale Station development.
- The Peak District National Park Foundation being registered after three years in the making. Setup is complete with seven trustees recruited, two board meetings held, policies and procedures in place and a bank account. A website holding page and social media accounts are live, with email and IT software licenses in place.
- The first Foundation campaign is #70kfor70, which aims to raise £70k to mark 70 years since the Act of Parliament that led to the Peak District becoming the UK’s first National Park
- Mend Our Mountains fundraising campaign has secured around £130k secured to date.
- An external consultant reviewed the National Park-wide events notification system, making recommendations for future operation, particularly around fundraising potential.
- Castleton Visitor Centre has achieved its target Gross Profit Retail Margin with a 38% increase in its first full year of operation since refurb.
- A new range of PDNPA bespoke products have been produced including our Peak Cup, the Monsal/Millers Dale range and branded stainless steel insulated bottles all aimed at reducing use of plastics and litter. This is supported by the introduction of a free water refill scheme.
- Millers Dale Station café and visitor information point opened to the public on 31 March to a very positive public reception.
- Stage 1 application for ERDF Growth Programme funding for Millers Dale has been approved and planning approval to re-roof the goods shed has been granted pending external funding.

Our 2019/20 Corporate Risk Register has been developed through an assessment of the risks to achieving Year 1 of our 2019-2024 Corporate Strategy. This included reviewing:

- 2018/19 corporate risks remaining at amber or red at the 2018/19 year end
- Risks to be escalated from service risk registers
- Our external environment.

In developing our Corporate Risk Register, we have used a 9 grid tool based on likelihood and impact of the risk which not only gives a Green / Amber / Red classification but helps us prioritise action to mitigate that risk, depending on where the risk sits on the grid. It is a 'live' tool that is changed if new risks arise or risks are elevated or managed down over the year. It is re-assessed quarterly.

IMPACT	High	8. Failure of a poorly maintained trails structure e.g. bridge, tunnel		<p>1. Adverse exchange rate movements for Moorlife 2020 European funding</p> <p>2. Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats</p> <p>5. Failure to achieve wildlife enhancement in the Peak District National Park</p>
	Medium	9. Not meeting the necessary timescales to achieve active support by volunteers to support service delivery	<p>3. Failure to achieve fundraising targets for the PDNP</p> <p>4. Lack of capacity in the Property Support Team to ensure our assets are developed, maintained and comply with health and safety legislation</p> <p>7. Failure to increase our audience’s diversity both within and outside the National Park</p> <p>10. Failure to adequately protect and prepare for Cyber Security threats</p>	6. The potential consequential impacts of implementing the New Pay Spine with effect from April 2019
	Low			
		Low	Medium	High
		LIKELIHOOD		

Risk Rating Legend

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/review periodically)	GREEN (accept but monitor)
		Low	Med	High
		Likelihood		

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
Landscape Financial risk, Outcome /delivery risk	1. Adverse exchange rate movements for Moorlife 2020 European funding	Capping Sterling budget	High x High RED	Consider hedging transaction	Impact	High					Periodic assessment	PN (Chief Finance Officer)	Chief Finance Officer Budget monitoring group ARP	
					Likelihood	High								
					Rating	RED								

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
Landscape Outcome/ delivery risk	2. Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats	National influencing for post Brexit agri/ environmental policies and support systems Local communications across the farming & land management industry NPMP work	High x High RED	Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC. Public payment for public goods/ benefits. Influencing role through PDNPA links and NPE's Future of Farming	Impact	High					On going	JRS (Director of Conservation and Planning)	Quarterly updates on progress	
					Likelihood	High								
					Rating	RED								

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
Audience Financial risk, Outcome /delivery risk	3. Failure to achieve fundraising targets for the PDNP	Commercial Development & Engagement service delivery plans. Authority-approved budget. Peak District National Park Foundation.	High x Medium AMBER	Marketing & Fundraising plan implementation to include: - Running £70kfor70 campaign (PDNP Foundation) - Reputation enhancement and profile raising activity - Corporate social responsibility projects e.g. Tarmac	Impact	Medium					Continuous assessment as part of BAU reporting Foundation report through trustees quarterly	AB (Director, Commercial Development & Engagement)	Non-trading income levels.	
					Likelihood	Medium								
					Rating	AMBER								

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
Agile and efficient Outcome/ delivery risk, Reputation risk	4. Lack of capacity in the Property Support Team to ensure our assets are developed, maintained and comply with health and safety legislation	Finding alternative ways of resourcing Identified priorities	High x High RED	Complete the redesign of the Property Support Team Continue to find alternative ways of resourcing development work	Impact	Medium					Complete the redesign by end of Q2 Alternative funding is continuous for development work	DH (Director of Corporate Strategy and Development)	Regularly reviewed through SLT monitoring	
					Likelihood	Medium								
					Rating	AMBER								

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
Landscape Outcome/ delivery risk	5. Failure to achieve wildlife enhancement in the Peak District National Park	Dark Peak focus on birds of prey Part of the Birds of Prey initiative Breeding birds surveys	High x High RED	White Peak pilot engaging with farmers and land managers to address biodiversity loss in the farmed landscape.	Impact	High					Ongoing	JRS (Director of Conservation and Planning)	Breeding birds survey Birds of Prey initiative meetings and conference calls	
					Likelihood	High								

		<p>Engagement with moorland owners</p> <p>Engagement with Policy and Crime Commissioner</p>	<p>Promoting the White Peak Pilot as a test and trial for ELMS</p> <p>Glorious Grasslands project as part of SWP Partnership</p> <p>Encouraging creation of new native woodlands with species not vulnerable to diseases like ash die-back</p>	<p>Rating</p>	<p>RED</p>								<p>Ongoing monitoring of SWP and WP projects</p>	
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Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
Agile and efficient Outcome/ delivery risk	6. The potential consequential impacts of implementing the New Pay Spine with effect from April 2019 (e.g. the erosion of pay differentials). (Note: Technical guidance issued on 14 th June 2018.)	Initial pay modelling on the new pay spine undertaken and Heads of Service informed.	High x High RED	Further modelling work to be undertaken Options to be developed as part of future workforce planning	Impact	Medium					Ongoing	DH (Director of Corporate Strategy and Development)	Regularly reviewed through SLT monitoring	
					Likelihood	High								
					Rating	AMBER								

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4				
Audience Outcome/ delivery risk	7. Failure to increase our audience’s diversity both within and outside the National Park	Engagement programme definition – pilot areas Head of service recruitment	Medium x Medium AMBER	None yet	Impact	Medium					Ongoing Quarterly monitoring through BAU	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism
					Likelihood	Medium							
					Rating	AMBER							

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
Audience Outcome /delivery risk, Financial risk, Reputation risk	8. Failure of a poorly maintained trails structure e.g. bridge, tunnel	Strategy and inspection contract of the trails structures in place since 2015 Strategy for high priority remedial works to trails structures as per the report	Medium x High AMBER	Implement strategy for all ongoing maintenance of the trails	Impact	High					Let a contract for the high and medium priority remedial works in Q1 Implementation ongoing	AB (Director, Commercial Development and Engagement)	Active management of implementation	
					Likelihood	Low								
					Rating	AMBER								

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4				
Audience Outcome / delivery risk	9. Not meeting the necessary timescales to achieve active support by volunteers to support service delivery	Full time Volunteer Co-ordinator being recruited. New volunteer management system in place	Medium x High AMBER	Embedding training of volunteers and rangers Promotion of volunteer activities across other services	Impact	Medium					Ongoing Quarterly monitoring through BAU	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism
					Likelihood	Low							
					Rating	GREEN							

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
Agile and efficient Outcome/ delivery risk, Reputation risk	10. Cyber Security threats (such as hacking, ransomware, phishing, denial of service (DDoS), sabotage and theft) causing temporary or permanent loss of systems, loss of access to data, data loss and breach of data protection legislation	Client and Server access controls; anti-virus; anti-spam; user access controls; locked down devices; storage encryption; active managed firewalls; Mobile device management; email and web filtering and monitoring; user awareness training; comprehensive backup and disaster recovery provisions; penetration testing and vulnerability scanning.	High x Medium Amber	Network Access Control (NAC); further user training and scenario testing; intra-service firewall reviews; Removable device controls; IT 'run books development; investigation of external support for incident management and response; Security assessment reviews; skills training.	Impact	Medium					See Information Management Service Risk Register	DH (Director of Corporate Strategy and Development)	Regularly reviewed through SLT monitoring and quarterly performance management	
					Likelihood	Medium								
					Rating	Amber								

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9. ADOPTING THE DEVELOPMENT MANAGEMENT POLICIES DPD/BJT

1. Purpose of the report

To report on the findings of the independent Inspector presiding over the soundness of the Development Management Policies Development Plan Document (DMDPD) and to propose that the document and associated Policies Map may now be adopted by the National Park Authority.

In support of the DMDPD the report also describes the status of existing Supplementary Planning Documents (SPD) and proposes a programme of new SPD.

Finally, the report raises a technical issue in respect of the Authority's standard Section 106 agreement providing in perpetuity controls in the delivery of locally needed affordable housing. The s106 is a key delivery tool in achieving the aims of adopted policies.

Key Issues

- The DMDPD was submitted for examination along with the modifications in February 2018. A series of public hearings were held in May 2018 and as a result the Authority has sought to address remaining areas of soundness as guided by the Inspector by producing a final, overall schedule of modifications
- On the 24th April 2019, the Authority received a final report from the Inspector into the soundness of the plan who concluded that the Development Management Policies in Part 2 of the Local Plan for the Peak District National Park provided an appropriate basis for the planning of the National Park subject to a number of modifications.
- This reports asks the Authority to adopt the modified plan and policies map, note the status of existing Supplementary Planning Documents (SPD) and agree the programme for developing further SPD.
- Since the adoption of affordable housing policies in the 2001 Local Plan the Authority has applied a standard s106 agreement alongside its Supplementary Planning Document, This report proposes that the standard agreement be amended to take into account feedback by adding a "Mortgagee in Possession" clause.

2. Recommendations

- 1. To adopt the Development Management Policies (DMDPD) and Policies Map to become part 2 of the adopted Local Plan for the National Park;**
- 2. To confirm that by adopting the DMDPD the 2001 saved Local Plan policies are replaced in their entirety;**
- 3. To note the current status of Supplementary Planning Documents (SPD) as set out in paragraph 15 and confirm that the 2003 Affordable Housing SPD will be replaced by the DM Policies DPD**
- 4. To confirm the revised programme for delivery of new Supplementary Planning Documents as set out in paragraph 17; and**

5. To amend the standard S106 agreement for locally needed affordable homes may to allow for the insertion of a “Mortgagee in Possession” clause, on terms to be agreed by the Head of Law in consultation with the Director of Conservation and Planning.

How does this contribute to our policies and legal obligations?

3. The Development Management Policies DPD will become part 2 of the adopted Local Plan for the National Park and (alongside the Core Strategy) will form the starting point for all planning decisions.
4. Moreover, the programme of SPD's, along with the revised S106 agreement will also form key tools in guiding and controlling the delivery of development in accordance with stated objectives of the plan.
5. Planning policies form a key mechanism for the Authority in pursuing National Park purposes and many of the stated areas of impact in the revised National Park Management Plan, such as:
 - Area of Impact 2:
Ensuring a future for farming and land management
 - Area of Impact 3:
Managing landscape conservation on a big scale
 - Area of Impact 6:
Supporting thriving and sustainable communities and economy

Background Information

Producing the Development Management Policies

6. The Authority has been committed to producing Development Management Policies since the adoption of the Core Strategy in October 2011. Significant delays have impacted on progress since that time resulting from:
 - The loss of staff resources (2015);
 - Changing Authority priorities (switching resources to production of a Climate Change SPD 2012-2013);
 - Responding to government consultations (the NPPF and revisions to the GPDO 2011 – to present);
7. Despite these pressures, officers have remained committed to competing this project which was an opportunity to respond to key policy concerns of members. From the outset a set of headline policy areas have been central to the review. These include:
 - Replacement dwellings;
 - Affordable housing;
 - Barn conversions and development involving heritage;
 - Farming succession;
 - Employment land; and

- Brownfield land.
8. The DM policies also provide opportunities to bring greater consistency with national policy, and to improve coherence with and delivery of the Core Strategy.
 9. A member steering group has greatly assisted the production of the plan, providing scrutiny, challenge and improved ownership of the plan by the members. This allowed for an advanced version of the plan to be agreed by the Authority in October 2016, which was subsequently taken externally for public consultation.
 10. Representations to the plan highlighted several areas for further review in order to address potential soundness issues. As such a schedule of modifications was drawn up and given further time for consultation prior to submission.
 11. The plan was finally submitted for examination along with the modifications in February 2018. On this basis a series of public hearings were held in May 2018 and since that time the Authority has sought to address remaining areas of soundness as guided by the Inspector by producing a final, overall schedule of modifications.
 12. Modifications are produced as 2 schedules. The first schedule deals with **Main Modifications**. These address soundness issues and are the main concern of the Inspector. The second are minor points called **Additional Modifications**, and principally seek to improve grammar and presentation.
 13. On the 24th April 2019, the Authority received a final report from the Inspector into the soundness of the plan. His main conclusion was that the Development Management Policies – Part 2 of the Local Plan for the Peak District National Park provides an appropriate basis for the planning of the National Park, provided that a number of main modifications (MMs) are made to it.
 14. The Inspector summarised that main modifications as:
 - Ensuring the policies are consistent with national policy regarding major development in National Parks.
 - In dealing with proposals affecting designated heritage assets, including listed buildings and conservation areas the policies should allow for balancing public benefit against harm, for consistency with national policy.
 - Changes to the biodiversity policies to ensure they are consistent with national policy, including development affecting nationally-designated sites and enhancement to biodiversity.
 - Amendments to the housing policies and supporting text to adequately explain and justify the policies, to ensure their requirements are clear and to ensure consistency with national policy.
 - A range of other modifications to ensure the use of planning conditions and obligations comply with national policy, that opportunities for sustainable transport are realised and to ensure policies are justified, clear and effective.

Status of Supplementary Planning Documents

15. Since the production of the last Local Plan in 2001 the Authority has produced a series of Supplementary Planning Documents (SPD's) to provide further guidance and detail in understanding the intent of policy and to assist their delivery. The current list of adopted SPD's is as follows:
 - Addressing The Local Need for Affordable housing (2003);

- Agricultural Developments (2003);
 - Design Guide (2007);
 - Climate Change and Sustainable Building (2013);
 - Alterations and Extensions (2014);
 - Shopfronts (2014)
16. With the production of the DM Policies DPD, the opportunity has been taken to bring substantive areas of guidance for affordable housing policy into the DPD itself. As such it is now proposed to formally state that the 2003 Affordable Housing SPD will be replaced by the DM Policies DPD.

A Programme of New Supplementary Planning Documents

17. In support of the new DPD, it is proposed to now bring forward a series of SPD's to illustrate and provide further guidance beyond that which would be generally be appropriate in the DPD (with the exception of affordable housing). The proposed list is as follows:
- Transport Design Guide (due for adoption June 2019)
 - The Conversion of Heritage Assets, including guidance on determining non-designated heritage assets (aim for adoption Autumn 2019)
 - Ancillary Development (including guidance on when to apply s106 agreements) (aim for adoption autumn/winter 2019/20)
 - Farmsteads (incorporating historic farmsteads guidance and updating 2003 guidance on modern agricultural buildings) (aim for adoption summer 2020)
 - Recreation Hubs (as interim guidance leading to inclusion in the new Local Plan) (aim for adoption summer 2020)

Assessing the need to amend the Standard S106 agreement for locally needed affordable housing

18. Since the adoption of affordable housing policies in the 2001 Local Plan the Authority has applied a standard s106 agreement alongside its Supplementary Planning Document. The main aim of the s106 is to help achieve policy objectives such as to ensure occupation is limited to those in housing need, and who are “**local**” by virtue of meeting the criteria set down in policy. Vitally, in terms of the pursuit of National Park purposes the s106 is the key tool in ensuring properties achieve their aim “**in perpetuity**”. The continued use of such a legal agreement for this purpose has been considered a sound part of the new Development Management Plan. (Paragraphs 6.126 – 6.128 and policy DMH11 Section 106 Agreements Part A (i) Affordable Housing, in support of policy DMH2: First occupation of new affordable housing; and DMH3: Second and subsequent occupation of affordable housing (the occupancy cascade) Since 2001 officers have both monitored the delivery of housing policies and taken a proactive approach to delivery by working closely with District Housing teams and Registered Social Landlords (RSL's). Over time, various amendments have been made to the s106 and work is currently on-going by the Authority's legal team to produce a “clean” and up to date version which provides clarity to all decision makers and applicants.

19. However, in recent times one particular unresolved problem has become more acute. The problem is the difficulty of eligible local people getting mortgages for properties that have restricted occupancy. Lenders have consistently sought to ease this problem by requesting a clause in the S106 called a “Mortgagee in Possession” clause. In essence this means that, in the event of a borrower defaulting on a mortgage, a lender can take back possession of the property in order to sell (and reclaim funds) on the open market. Such a clause has consistently been viewed as a threat to the policy aim of retaining properties “in perpetuity”.
20. In order to assess the potential risk of such a clause leading to a loss of property, Policy officers have researched the approach taken in other National Parks. On this basis, officers now consider that the inclusion of such a clause is extremely unlikely to lead to loss of property for local people, particularly for properties in the RSL sector. The inclusion of such a clause also makes it easier for RSLs to source funding to build properties. This is important in times of reduced overall grant availability to the social housing sector.
21. As such officers consider that a Mortgagee in Possession clause (the precise terms of which are to be agreed by the Head of Law in consultation with the Director of Conservation and Planning) should become part of the standard s106, in order to increase the scope for applicants to secure mortgages, and so ultimately the policies work to their full potential. The Authority will continue to work with housing providers to ensure the system operates as smoothly as possible for all concerned.

Proposals

Adopting the Development Management Policies

22. It is proposed that the Authority now adopts the Development Management Policies and associated Policies Map. Consequently, the saved Local Plan from 2001 will be replaced in full.
23. Should the Authority adopt the plan, an adoption notice must be published. The DPD must be placed on deposit for a period of 6 weeks from the date of adoption to allow a final opportunity for any person to make a legal challenge to the document on procedural grounds.

Agreeing the Status and Programme for Renewing Supplementary Planning Documents

24. It is proposed that the Authority agrees the current status of Supplementary Planning Documents (SPD's) as set out at paragraph 15 and the programme for bringing forward a new set of SPD's as set out at paragraph 17.

Amending the Section 106 Agreement for Locally Needed Affordable Housing

25. It is proposed that the Authority agrees a substantive change to the standard s106 agreement to incorporate a “Mortgagee in Possession” clause, on terms to be agreed by the Head of Law in consultation with the Director of Conservation and Planning.

Are there any corporate implications members should be concerned about?

Financial:

26. None

Risk Management:

27. There is a low risk of legal challenge by virtue of the pursuance of regulatory stages, and by receipt of the positive report from the Planning Inspectorate. Moreover the adoption of the policies represents a partial review of the Local Plan for the National Park and as such ensures that local policies remain consistent with national policy.

Sustainability:

28. Adopting a set of revised policies ensures that planning decisions continue to move towards a more sustainable future for the National Park. Moreover the plan itself is assessed for sustainability using an agreed methodology which was also considered by the Inspector in his deliberations on the soundness of the DPD

Equality:

29. Equality issues have been taken into consideration during the production of the DPD. An Equalities Impact Assessment was undertaken and forms part of the evidence base for the plan.

30. **Background papers (not previously published)**

All relevant background papers including the Examination library, Inspector's report and modification schedules may be found on the National Park Authority website under the Development Management Policies examination pages.

<https://www.peakdistrict.gov.uk/planning/how-we-work/policies-and-guides/development-management-policies/>

31. **Appendices**

None, however the final version of the Development Management Policies DPD incorporating all modifications may be viewed at <https://bit.ly/2VfJ2hz> and an interactive version of the Policies Map incorporating all modifications may be viewed at:

[https://maps.peakdistrict.gov.uk/mapPDNPA/Aurora.svc/run?script=\Aurora\Scripts\LDF_2018.AuroraScript\\$](https://maps.peakdistrict.gov.uk/mapPDNPA/Aurora.svc/run?script=\Aurora\Scripts\LDF_2018.AuroraScript$)

Report Author, Job Title and Publication Date

Brian Taylor, Head of Policy and Communities, 16th May 2019

10. MEMBERSHIP OF THE APPOINTMENT PROCESS PANEL (JS)

1. Purpose of the report

To confirm the membership of the Member Appointment Process Panel.

Key Issues

- **The Authority has established a Panel to oversee the process for making appointments to key positions at the Annual Meeting each year.**
- **In the run up to the Annual Meeting on 5 July the Authority are asked to confirm the Membership of the Panel as at least one of the current members is not seeking reappointment to the Authority.**
- **Any Members who are considering being nominated to the roles of Chair or Deputy Chair of the Authority or as a Chair or Vice Chair of a Standing Committee should not participate in the work of the Panel.**

2. Recommendations(s)

- 1. To appoint four Members to the Member Appointment Process Panel.**
- 2. To confirm that the Panel will look at expressions of interest in the context of appointment principles set out in paragraph 6**

How does this contribute to our policies and legal obligations?

3. There is no legal requirement to have a Member Appointment Process Panel. However in previous years the Panel has proved to assist decision making at the Authority's Annual Meeting by Panel Members attempting to resolve any potential issues before the meeting.

Background Information

4. In March 2013 the Authority established a Member Appointments Process Panel to assist with appointments to key positions at the Annual Meeting.
5. The purpose of the Panel is to:
- invite, receive and consider expressions of interests from Members in the annual appointments
 - apply the agreed existing appointment principles to identify any issues that conflict with the agreed principles
 - contact relevant Members to discuss and resolve issues if possible
 - compile a list of candidates for the appointments for consideration at the Annual meeting.
6. Following this meeting of the Authority Members will be contacted to establish their preferences regarding appointments to Committees, Sub-Committees and Advisory Groups and Key positions such as Chair and Deputy/Vice Chair positions. Towards the end of June the Panel will meet to consider the responses and check them against the following appointment principles:

1. Democratic process remains essential.
 2. Any Member should continue to be eligible to stand for election for any post and all Members should continue to have the opportunity to vote for their preferred candidates.
 3. The chosen system should foster confidence, unity and trust within the Authority.
 4. All Members should be assumed to be equally committed to the objectives of the National Park Authority, and to have a contribution to make across the full range of the Authority's work.
 5. All Members should be considered equally for all appointments but need to maintain the overall balance between different categories of Members.
 6. Anyone holding office should be seen to act on behalf of all Members in the interests of the Authority, and not be allied with one particular group or interest.
 7. All appointments should be time limited with a stipulated maximum continuous period of holding any one office to four continuous terms.
 8. Responsibility of nominated Members to demonstrate to colleagues their interest and potential.
 9. Responsibility of nominated Members to show that they understand what will be required of them.
 10. That we should strive to achieve a similar balance across Member Representatives and outside body appointments, if possible, although it is recognised this may not always be achievable and the main aim is to appoint Members who have demonstrated interest and potential.
 11. That newly appointed Members will not be considered for Chair or Deputy/Vice Chair position in their first year of office.
7. If there are any issues identified prior to the meeting, Panel Members will attempt to resolve them before the meeting. This approach has worked well in previous years and has led to quicker but more informed decision making at the Annual Meeting.

Proposals

8. At the time of establishing the Panel the Authority agreed that Members seeking appointment to become the Chair or Deputy Chair of the Authority or the Chair or Vice Chair of a Standing Committee should not be a member of the Panel. In anticipation of this year's Annual Meeting, the current Panel Members have been contacted to establish whether any of them intend to be nominated for any of these positions.
9. As one or more of the current appointees have indicated that they are either not intending to seek reappointment to the Authority or wish to express an interest in relevant positions, the Authority is asked to reconsider appointments to the Panel before the Annual Meeting. Usually the Panel comprises of two Local Authority Members, one Parish Member and one Secretary of State Member.

Are there any corporate implications members should be concerned about?

- Financial:**
10. None – Attendance at meetings of the Member Appointment Process Panel qualify as an approved duty so Panel Members can claim travel and subsistence. The revenue costs associated with this can be met within the 2019/20 Revenue Budget.

- Risk Management:**
11. None

- Sustainability:**
12. None

- Equality:**
13. None

14. **Background papers (not previously published)**
- None

15. **Appendices**
- None

Report Author, Job Title and Publication Date

Jason Spencer, Democratic Services Manager, 16 May 2019
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11. REPORT OF THE GOVERNANCE REVIEW WORKING GROUP (JS)

1. Purpose of the report

To consider the recommendations arising from discussions at meetings of the Governance Review Working Group.

Key Issues

- **In December 2018 the Authority established a Governance Review Working Group.**
- **Since it was established the Working Group has met six times and developed a number of suggestions on improvements to Member involvement and decision making structures.**
- **The report of the Working Group is attached to this report**

2. Recommendations(s)

- 1. To approve the recommendations of the Working Group.**

How does this contribute to our policies and legal obligations?

3. Our existing Code of Corporate Governance states that Governance is about how we ensure that we are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises of the systems and processes, and cultures and values, by which we are directed and controlled and through which we account to, engage with and, where appropriate, lead communities. Governance is more than making sure that things do not go wrong or fixing them if they do. Good governance adds value by ensuring effectiveness in ever changing circumstances.
4. Both the 2017/18 and 2018/19 Annual Assurance reports from our Internal Auditor stated “the overall opinion of the Head of Internal Audit on the framework of governance, risk management and control operating in the Authority is that it provides Substantial Assurance. There are no significant control weaknesses which in the opinion of the Head of Internal Audit need to be considered for inclusion in the Annual Governance Statement”.
5. In July last year the Authority’s External Auditors reviewed the Authority’s Annual Governance Statement, giving the highest assessment of a satisfactory conclusion with no issues and agreed that the Authority’s arrangements were fit for purpose and established in accordance with the principles of good governance as recommended by the CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy and Society of Local Authority Chief Executives and Senior Managers) framework ‘Delivering Good Governance in Local Government’.
6. However there is an expectation that the Authority will periodically review its Governance arrangements and it was anticipated that this review would contribute to this process. The review has been carried out in the context of our Vision and Mission and will follow the 7 key principles that underpin the Authority’s ways of working.

Background Information

7. At a meeting held on 7 December 2018 the Authority agreed to establish the Governance Review Working Group and set its terms of reference and scope. Mr K Smith, Mr J W Berresford and Councillors J Atkin, P Brady, C Furness, A McCloy and B Woods were appointed as Members of the Group supported by the Chief Executive, the Head of Law and the Democratic Services Manager.
8. Since then the Working Group has met six times and considered the following issues:
 - The Role of Members
 - The Structure of Authority Agendas:
 - Reports from Chair and Chief Executive
 - Feedback from Outside Bodies and Conferences
 - Member Questions and Motions
 - Performance Monitoring
 - Standing Committee Minutes
 - Committee Structures and Delegation
 - Community Engagement
 - Member Representative Roles
 - Member Scrutiny
9. The proposals below have been developed as a result of these discussions.

Proposals

10. The report of the Governance Review Working Group is attached in appendix 1. The report includes a number of recommendations the Authority is asked to approve.

Are there any corporate implications members should be concerned about?

Financial:

11. As this significant piece of work was not part of the 2018/19 work programme additional resources were required to support the review and the Working Group. These additional costs have been met from within the existing Corporate Strategy and Development Directorate budget. To minimise additional costs meetings have been arranged to take place on days when meetings or workshops were already scheduled.
12. Most of the proposals in this report can be delivered within existing budgets. However if any additional Working Groups or Committees are introduced this will have an impact on budgets and staffing resources.

Risk Management:

13. The Working Group has considered risks to achieving expected outcomes and how to mitigate these as part of its work.

Sustainability:

14. There are no sustainability issues to highlight.

Equality:

15. There are no significant equality issues

16. Background papers (not previously published)

Minutes of Meetings of the Working Group

17. Appendices

Appendix 1 - Report of the Governance Review Working Group.

Report Author, Job Title and Publication Date

Jason Spencer, Democratic Services Manager, 16 May 2019
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**Report of the Governance Review Working Group
MAY 2019**

1. Introduction

The Authority has established a working Group to undertake a review of the governance arrangements of the National Park Authority in so far as they relate to the making of decisions by both Members and Officers to ensure that they meet the present day needs of the organisation for responsive as well as efficient decision-making; and are presented in a clear, understandable and comprehensive manner; and to advise the Authority on any changes that may be required.

Since then the Working Group has met six times and considered the following issues:

- The Role of Members
- The Structure of Authority Agendas:
 - Reports from Chair and Chief Executive
 - Feedback from Outside Bodies and Conferences
 - Member Questions and Motions
 - Performance Monitoring
 - Standing Committee Minutes
- Committee Structures and Delegation
- Community Engagement
- Member Representative Roles
- Member Scrutiny

This report sets out progress made so far and offers recommendations on a number of issues for implementation following the Annual Meeting on 5 July 2019.

2. Background Information

Following informal discussions between Members and Officers indicating a desire from Members for exploring ways in which the Authority's existing governance arrangements can be enhanced a draft brief for the Working Group was discussed at a meeting of the Members' Forum held on 5 October 2018 where there was widespread support for the proposal.

Some of the issues raised included:

- Are the roles and responsibilities of Members and Officers clear?
- Are the current delegations to Committees and the list of matters reserved to meetings of the Authority right?
- Could the Authority have more effective and efficient ways of involving Members in developing policy and informing them of other decisions made and do Standing Orders or Codes need amending to facilitate this?
- How can Members be proactively involved in getting items discussed?
- Is the current level of delegation to Officers right and could the structure of the Scheme of Delegation be improved to make it clearer?
- What are the aims of the current Member representative scheme? How effective is it in delivering its objectives?

On 7 December 2018 the Authority agreed to establish the Governance Review Working Group to oversee the review and set its terms of reference and scope and appointed Mr K Smith, Mr J W Berresford and Councillors J Atkin, P Brady, C Furness, A McCloy and B

Woods as Members of the Group supported by the Chief Executive, the Head of Law and the Democratic Services Manager. Councillor A McCloy was appointed as Chair of the Working Group. The recommendations contained in this report have been structured around the 4 Subject Areas Identified in the Terms of Reference and Scoping document agreed by the Authority.

3. Methodology

The recommendations of the Working Group have been developed through discussion and looking at examples of best practice from other National Park Authorities and our constituent councils. Reference has also been made to documentation provided by Defra and other central government departments. An online library of documents has been provided.

Subject 1: The role and accountability of Members

This area of work included:

1. Review the various statements that set out the role of Members of the Authority to ensure they meet present day expectations;
2. Look at the Member/Officer Protocol, the statement made on the website on the role of Members and any other internal document addressing this issue. Consider any external advice, e.g. from DEFRA.

Possible issues identified included the role of Members in policy making; as spokesmen and spokeswomen; in scrutiny and holding the executive to account; and as a sounding board.

4. The Role of Members

There is a generic role description already in place which is included in the Governance Handbook and issued by Defra when recruiting to Secretary of State positions. However at an early stage the Working Group agreed that, to help inform other discussions, there was a need to develop a separate a role description setting out how Members believed this should operate within our own Authority. A copy of the draft role description is set out in Appendix 1 for approval.

Appendix 1 was developed by looking at:

- The existing generic role description
- Authority's vision and values
- Existing Codes and Protocols
- Role Descriptions used by other National Park Authorities
- The National Parks Circular 2010
- The content of an email received from Defra in preparation for the forthcoming recruitment campaign for Secretary of State Members
- The Senior Leadership Team Job Descriptions

5. Codes and Protocols

Following approval of the revised role description a number of the Authorities Codes and Protocols will be revisited to ensure consistency.

6. Member Scrutiny

In November 2011 the Authority agreed that, although National Park Authorities were not required to have Scrutiny Committees, scrutiny should still be a formal part of its governance, led by Members and reporting to the Audit and Performance Committee (now Audit, Resources and Performance Committee – ARP) and central to our governance and commitment to performance improvement.

It was however recognised that, as formal scrutiny reviews did require significant investment in terms resources, only one formal scrutiny topic should be examined at any one time with clear terms of reference agreed by ARP and the topics selected should be as required rather than following any particular timetable.

The agreed approach suggested that in most cases ‘Micro-scrutiny’ inquiries where Officers meet Members for a briefing and examination of topics, perhaps only once or twice should be used more frequently, particularly to re-assure Members of subject areas which may not necessarily be suitable for scrutiny, but do raise concerns. These should be commissioned by any Committee but will report back to the next Audit, Resources and Performance Committee meeting.

The Working Group has considered whether this approach is still appropriate and concluded that it should continue. In doing so, it is recommended that Members are reminded of the full set of scrutiny options available to them, including the actual process. (via a flow chart)

7. Community Engagement

In May 2011 the Authority agreed to divide the National Park into 6 areas and an appropriate number of Members were identified for each area as a ‘member point of contact’ for the public. Since then this initiative has been publicised on the website and promoted in Park Life.

The initiative was as a response to a need to increase Members’ engagement and visibility in the community highlighted through a previous governance review which looked at ways to increase Member participation in ambassadorial, advocacy and facilitation roles with communities and with stakeholders.

During its discussions the Working Group has considered how this initiative fits in with the new role description and whether it is still needed and concluded that as it does not reflect the revised Member role the scheme should not continue. In particular, the Group felt that all Members should be encouraged to take an interest in (and feel they represent) the entire National Park. Accordingly, the map in Park Life linking Members to specific areas will be discontinued, but Members' photographs and contact details will remain to ensure maximum visibility and accountability.

RECOMMENDATIONS

- 1. To approve the Member Role Description attached in appendix 1**
- 2. To note that, if approved, the Working Group will consider the Authority's existing Codes and Protocols to make sure they reflect the new role description**
- 3. To make no changes to the existing Member Scrutiny process but remind Members of the arrangements.**
- 4. To end the "We're here for you initiative" but continue to publish Member photographs and contact details in ParkLife.**

Subject 2: Committee Issues

This area of work included:

1. Consideration of present committee delegation scheme;
2. Light-touch review of the two main committees and their relationship to full Authority; and to other committees and bodies sponsored by the Authority to further its business and which have Member involvement;
3. Look at other comparable national park authorities, including committee structures, meeting agendas,

Possible issues identified included the role of ARP; the role of committees in responding to consultation from Government; how scrutiny can be developed; and how Members/the public can raise questions at meetings.

8. Meetings of the Authority

a) The Structure of Authority Agendas

The Working Group has suggested that the existing template for meetings of the Authority could be amended to help all Members engage in the work of the Authority and have opportunities to contribute. The Working Group is therefore making a recommendation that the following changes are made to the agenda template used for meetings of the Authority:

- Provide greater clarity on the purpose of reports presented to the Authority by dividing the agenda up into separate sections for items for information, items for discussion and items for decision.
- Introduce separate written reports from the Chair and Chief Executive summarising some of the key issues and activities they have been engaged in since the last meeting of the Authority. As the reports will be for information they will not be covered by the public participation scheme however if necessary Members will be able to ask questions (see the reference to questions in paragraph 8c below).

- Introduce regular reports from Members who have attended meetings of outside bodies or attended conferences as representatives of the Authority (see paragraph 8b below for more information about the process)
- Include quarterly performance reporting so that all Members are involved in monitoring progress made in delivery of the Corporate Strategy. (See paragraph 8d below)
- Reintroduce the inclusion of minutes from standing committees for information (See paragraph 8e below)

An example of the revised agenda is provided as Appendix 2.

b) Feedback from Outside Bodies and Conferences

At the Authority's Annual Meeting Members are appointed to represent the Authority on 25 outside bodies. At the moment those appointed are only asked to provide feedback annually as part of the preparations for the Annual Meeting. The Working Group were of the view that this arrangement was not working as well as it could mainly because not all Members provided a report and information related to events in the past.

The Working Group therefore suggest that an opportunity is provided on every Authority agenda for Members to report back on recent meetings and events they have attended using the template report attached in Appendix 3. Following the Annual Meeting all Members will be sent a list of deadline dates for each Authority meeting and any reports submitted to the Democratic and Legal Support Team before the deadline and, subject to confirmation from the Lead Officer for the Outside Body that they are supportive of the content, will be circulated with the Agenda on publication.

c) Member Questions and Motions

In considering the format and content of the Authority agenda the Group suggested that there was a need to remind Members of the existing provisions within Standing Orders for asking questions and submitting a notice of motion. It is proposed that this is done after every Annual Meeting with the list of deadline dates referred to in paragraph 8b.

d) Performance Monitoring

Under the current scheme of delegation to Committees quarterly Performance reports are considered by the Audit, Resources and Performance Committee. While the Committee does a great job of monitoring and challenging performance the current arrangement does mean that a half of the Authority does not get a regular opportunity to find out more about the delivery of the Corporate Strategy or ask questions about progress. To address this, the Working Group recommends that the matters reserved to Authority be amended to include performance monitoring this is reflected in paragraph 9 below.

e) Standing Committee Minutes

In many local authorities it is common practice for minutes of standing committees to be reported to meetings of their Council to be noted. There are currently provisions within the Authority's Standing Orders to facilitate this practice but it has not been used for a number of years. The Working Group has looked at the Agendas of other National Park Authorities and the majority still regularly consider Standing Committee minutes at their Authority meeting.

It is proposed that this practice is readopted. It is believed that this is a good way to enable Members to find out about decisions made by Committees they are not appointed to and, if needed, can ask a question under Standing Order 1.20. To avoid posting out large amounts of paper the minutes will not be reproduced in the agenda pack but links will be provided to view the relevant minutes online.

RECOMMENDATION

- 1. To approve the changes to the Authority Agenda format as set out in paragraphs 8a to 8e.**

9. Delegation to Committees

The Working Group has looked at the committee structures adopted at other National Park Authorities and considered a number of options The Working Groups proposed approach is set out below and summarised in Appendix 4:

a) Authority Meetings

6 meetings a year with the following additional reserved matters:

- National Park Management Plan oversight and monitoring
- Corporate Strategy oversight and performance monitoring
- Budget setting and management
- Audit and governance of the Authority
- Member appointments
- Setting the annual work programme of the Park Management and Resources Committee

b) Planning Committee

With 12 meetings a year and no changes to the current delegation at this moment in time

c) Park Management and Resources Committee

A new Committee which will meet 6 times a year to:

- Oversee the review process for strategic policy documents, such as the National Park Management Plan and Local Development Plan
- Oversee the review process for programme development, such as volunteering, income generation, recreation hubs, landscape monitoring and landscape partnership programmes
- Take responsibility for in-year financial and HR and other resources decisions delegated to it by the Authority.

By exception, the Committee will be able to set up discrete task and finish working groups of Members and Officers to report to it.

c) Local Joint Committee

Having looked at the approaches adopted by other National Park Authorities it appears that none have a formal Local Joint Committee that is covered by the Local Government Access to Information Legislation. Going forward it is proposed that this meeting remains but meetings are arranged as and when required rather than form part of the annual programme of meetings.

d) Urgent Business Items Sub-Committee

Although appointments are made to this Committee every year at the Annual Meeting it rarely meets. The Working Group were of the view that recent changes to the urgency delegation to the Chief Executive mean that this Sub Committee is no longer needed. It is, therefore, proposed that this Sub-Committee is not included in the new committee structure.

e Other Meetings and Working Groups

It is proposed that moving forward the following exiting working groups and panels remain:

- Due Diligence Panel
- Budget Monitoring Group
- Member Appointment Process Panel
- Appeals Panel
- Investigating and Disciplinary Panel
- Governance Review Working Group
- Development Plan Review Working Group
- Members Forum

RECOMMENDATION

- 1. To approve the recommendations set out in paragraphs 9a to 9e and summarised in Appendix 4**

Subject 3: Officer Delegation Scheme

This area of work included:

1. An initial general look to see whether any specific questions should be addressed at this stage.

Possible issues identified included the consultation of Senior Leadership Team on the level that delegation should be set; whether delegations be grouped solely by subject matter or solely under the name of each Officer named; a call for Officer suggestions for changes to the scheme; and regarding senior Officer appointments.

10. Officer Delegation

The Working Group have concluded that, as more work will be needed on this issue once the revised Committee structure is agreed, proposals for a revised Officer Delegation scheme should be considered at a future meeting of the Authority.

RECOMMENDATION

1. To note that delegations to Officers will be considered in more detail by the Working Group before bringing proposals to the Authority.

Subject 4: Member Representatives

This area of work included:

1. Look at the stated purpose of Member Representatives and their briefs.

Issues identified included the need for the specific role; whether the role as stated is achievable; when Member Reps should be consulted; how Member Reps should report; and the relationship to national Secretary of State Members appointed for their particular expertise who are not Member Reps.

11. Member Representative Roles

In May 2017, following a request from the Authority, the Chair and Deputy Chair looked at the options for revising Member Representative roles and suggested that they should be linked to the delivery of the National Parks 8-point plan published by the Department for Environment, Food and Rural Affairs (Defra) which sets out their ambitions to put National Parks at the heart of the way they think about the environment and how it is managed for future generations. At that time the Authority agreed with this approach as it was thought that aligning our Member Representatives to the Plan demonstrated to Defra that the Authority shared their aspirations and it helped Members to directly contribute to their delivery. As a consequence the Authority appointed to the following Member Representative Roles at the 2017 and 2018 Annual Meetings:

- Connecting Young People with Nature
- Thriving Natural Environments
- Rural Economy Farming and Food
- Everyone's National Parks – Tourism and Participation
- Landscape and Heritage Health and Wellbeing
- Communities
- Asset Management
- Member Learning and Development
- Planning Enforcement

The Working Group has considered the existing Member representative roles and the generic role description but need further time to look at the options before making recommendations to the Authority.

RECOMMENDATIONS

- 1. To note that Member Representative Roles will be considered in more detail by the Working Group before bringing proposals to the Authority.**

Attachments:

- Attachment 1 – Proposed Member Role Description.
- Attachment 2 – Sample Authority Agenda
- Attachment 3 – Template Outside Body Feedback Report
- Attachment 4 – Proposed Committee Structure

Role description of Members of the Authority

Responsible to:	The Department of the Environment, Fisheries and Rural Affairs and other national, regional and local stakeholders as appropriate
Purpose:	To ensure the Peak District National Park Authority furthers its statutory purposes, through contributing to the leadership, scrutiny and direction of the Authority, ensuring balanced and informed decisions and good governance at all times.
Manages:	Members are directly responsible for the management of the Chief Executive and, through them, the senior management team.
Functions:	<p><i>1. Leadership</i></p> <ul style="list-style-type: none"> • Be responsible, with other Members, to ensure that the Authority furthers its statutory purposes • Contribute towards the overall strategic direction of the Authority through the development of policy, business plans and participation in the activities of Meetings, Committees and Working Groups <p><i>2. Direction</i></p> <ul style="list-style-type: none"> • Approve and monitor programmes to implement the Authority's policies and plans • Influence the Authority to help it come to informed and balanced decisions • Contribute to the development of policies of national regional and partner local government as they affect the National Park <p><i>3. Scrutiny</i></p> <ul style="list-style-type: none"> • Monitor and scrutinise the performance and implementation of the policies and decisions of the Authority <p><i>4. Decision making</i></p> <ul style="list-style-type: none"> • Approve budgets, strategies, policies and procedures of the Authority • Make decisions on significant projects that affect the Authority's resources, the special qualities of the National Park or its relationship with communities and other stakeholders • Make decisions on matters where objections or other representations have been received that affect communities, individuals and other stakeholders
Approach to the role:	<p><i>All Members have equal status and in carrying out their duties will:</i></p> <ul style="list-style-type: none"> • First and foremost regard themselves as Members of the Authority and at all times act in the best interests of the Authority • Acknowledge a corporate responsibility, as a part of the Authority, to explain its purposes, procedures and policies • Be responsible, with other Members, for making decisions: no Member, in their individual capacity has executive powers • Represent the whole of the National Park • Act as ambassador for the Authority and be advocates for the National Park • Contribute knowledge and skills to the benefit of the Authority's policies and performance

	<ul style="list-style-type: none">• Provide advice from the national, regional and local perspective• Engage with stakeholders and be a link with local communities• Uphold the agreed codes, values and principles for the way we work at the Peak District National Park Authority• Follow the “Seven Principles of Public Life” set out by the Committee on Standards in Public Life (Annex A)
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Peak District National Park Authority
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 Web: www.peakdistrict.gov.uk
 Minicom: 01629 816319
 Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE



Our Ref: A.1142/2105
 Date: dd mmmm yyyy



NOTICE OF MEETING



Meeting: **National Park Authority**
 Date: **dddd mmmm yyyy**
 Time: **10.00 am**
 Venue: **The Board Room, Aldern House, Baslow Road, Bakewell**

SARAH FOWLER
 CHIEF EXECUTIVE

AGENDA

1. **Apologies for Absence**
2. **Members Declarations of Interest**
 Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.
3. **Minutes of previous meeting of dd mmmm yyyy (Pages 5 - 10)** 5 mins
 To approve as a correct record the minutes of the previous meeting held on dd mmmm yyyy
4. **Urgent Business**
 To consider any matter which the Chair considers as a matter of urgency due to special circumstances
5. **Public Participation**
 To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.

FOR INFORMATION

6. **Authority Chair Update Pages (Pages 11-12)** 5 mins
7. **Chief Executive's Progress Report (Pages 13-14)** 5 mins

FOR DECISION

8. **Budget 2019/20 (A137/PN)** (*Pages 21 to 38*) 30 mins
9. **Member Learning and Development Annual Report** (*Pages 39-48*)

FOR DISCUSSION

10. **Update on Working Together Across the UK National Parks (SF)** (*Pages 17 - 20*) 15 mins
11. **Reports from Members Appointed to Outside Bodies** 5 mins
To receive reports from Members
- Hope Valley and High Peak Community Rail Partnership (*Page 15*)
 - Stanage Forum Steering Group (*Page 16*)

FOR INFORMATION

12. **Planning Committee**
Minutes of Planning Committee meetings held on dd mmmm yyyy (*Pages 49 to 58*) and 14 December (*Pages 49 to 52*)
13. **Audit, Resources and Performance Committee**
Minutes of Planning Committee meetings held on dd mmmm yyyy (*Pages 53 to 66*)

Duration of Meeting

In the event of not completing its business within 3 hours of the start of the meeting, in accordance with the Authority's Standing Orders, the Authority will decide whether or not to continue the meeting. If the Authority decides not to continue the meeting it will be adjourned and the remaining business considered at the next scheduled meeting.

If the Authority has not completed its business by 1.00pm and decides to continue the meeting the Chair will exercise discretion to adjourn the meeting at a suitable point for a 30 minute lunch break after which the committee will re-convene.

ACCESS TO INFORMATION - LOCAL GOVERNMENT ACT 1972 (as amended)

Agendas and reports

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website www.peakdistrict.gov.uk.

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected by appointment at the National Park Office, Bakewell. Contact Democratic Services on 01629 816200, ext 362/352. E-mail address: democraticservices@peakdistrict.gov.uk.

Public Participation and Other Representations from third parties

Anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Director of Corporate Strategy and Development to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website www.peakdistrict.gov.uk or on request from Democratic Services 01629 816362, email

address: democraticservices@peakdistrict.gov.uk.

Written Representations

Other written representations on items on the agenda, except those from formal consultees, will not be reported to the meeting if received after 12noon on the Wednesday preceding the Friday meeting.

Recording of Meetings

In accordance with the Local Audit and Accountability Act 2014 members of the public may record and report on our open meetings using sound, video, film, photograph or any other means this includes blogging or tweeting, posts on social media sites or publishing on video sharing sites. If you intend to record or report on one of our meetings you are asked to contact the Democratic and Legal Support Team in advance of the meeting so we can make sure it will not disrupt the meeting and is carried out in accordance with any published protocols and guidance.

The Authority uses an audio sound system to make it easier to hear public speakers and discussions during the meeting and to make a digital sound recording available after the meeting. From 3 February 2017 the recordings will be retained for three years after the date of the meeting.

General Information for Members of the Public Attending Meetings

Aldern House is situated on the A619 Bakewell to Baslow Road, the entrance to the drive is opposite the Ambulance Station. Car parking is available. Local Bus Services from Bakewell centre and from Chesterfield and Sheffield pick up and set down near Aldern House. Further information on Public transport from surrounding areas can be obtained from Traveline on 0871 200 2233 or on the Traveline website at www.travelineeastmidlands.co.uk.

Please note that there is no catering provision for members of the public during meal breaks. However, there are cafes, pubs and shops in Bakewell town centre, approximately 15 minutes walk away.

To: National Park Authority Members

Constituent Authorities
Secretary of State for the Environment
Natural England

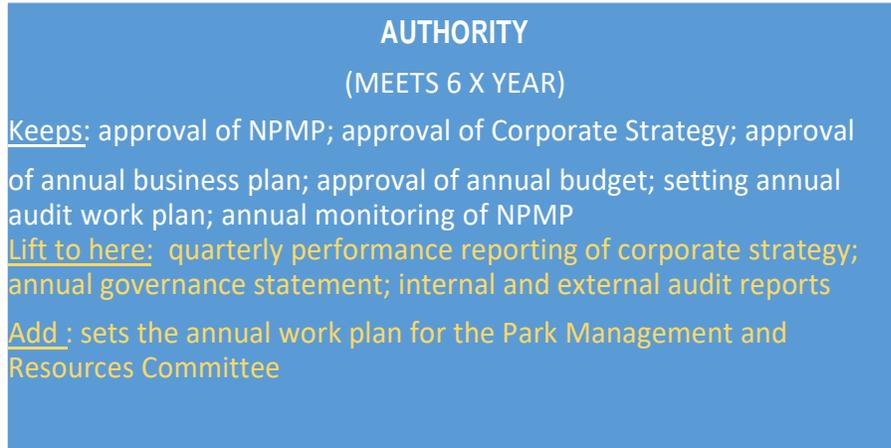
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OUTSIDE BODY AND CONFERENCE FEEDBACK REPORT

Name of Body		
Date of Meeting		
Member in attendance		
Supporting Officer		
Issues raised at the meeting of significance to the Authority		
1.		
2.		
3.		
4.		
Issues on which the views of Authority Members are sought		
1.		
2.		
Relevant documents such as reports and hyperlinks		
1.		
2.		

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Attachment 4: Proposed Committee Structure



New:

- Park Management and Resources Committee to replace Audit, Resources and Performance Committee

Change:

- Lift quarterly performance reporting, audit and governance to Authority
- Local Joint Committee (meet as needed)
- Urgent Business Items sub-committee (remove)

Keep:

- Due diligence panel (meet as now)
- Member Appointment Process Panel (meet annually)
- Appeals Panel, Investigating and Disciplinary Panel (meet as needed)
- Scrutiny process as now



Proposed Authority

An example agenda plan

Purpose: to keep reserved to full Authority level all matters relating to the:

- National Park Management Plan oversight and monitoring
- Corporate Strategy oversight and performance monitoring
- Budget setting and management
- Audit and governance of the Authority
- Member appointments
- Setting the annual work programme of the Park Management and Resources Committee

Meeting	Average Duration	Content
February	10:00 – 12:30	Budget – for future year Corporate Strategy – quarter 3 performance Receive report on work of Park Management and Resources Committee Internal audit - block 1 report
March	10:00 – 12:30	Set annual programme for Park Management and Resources Committee Annual treasury management and investment strategy Treasury management policy External audit – annual plan
May	10:00 – 14:00	National Park Management Plan up-date Corporate Strategy – Quarter 4 and year-end performance Budget – year end out-turn Internal Audit – annual report Performance and business plan for the year Internal audit - block 2 report
July	10:00 – 14:00	Election of chair and other appointments Members attendance annual return Statement of Accounts Annual Governance Statement External Audit report Internal Audit plan
October	10:00 – 12:30	National Park Management Plan - annual report LGO annual review letter Member learning and development - annual report Environmental Management – annual report Corporate strategy – quarter 1 performance
December	10:00 – 12:30	External audit - annual report Due diligence panel – annual report Corporate strategy – quarter 2 performance

Proposed Park Management and Resources Committee

Purpose: to provide an opportunity for members to:

- Oversee the review process for strategic policy documents, such as the National Park Management Plan and Local Development Plan
- Oversee the review process for programme development, such as volunteering, income generation, recreation hubs, landscape monitoring and landscape partnerships
- Take responsibility for in-year financial and HR and other resources decisions delegated to it by the Authority.

NB: By exception the Committee will set up discrete task and finish working groups of members and officers to report to it.

An example agenda plan

Meeting	Average Duration	Content	
January	10:00 – 11:30	Review previous programme plans	45
		Financial and resources business cases for decision	45
March	10:00 – 11:30	Plan future programme plans	45
		Financial and resources business cases for decision	45
June	10:00 – 12:00	Theme 1 programme	60
		Report back on other themes	15
		Financial and resources business cases for decision	45
September	10:00 – 12:00	Theme 2 programme	60
		Report back on other themes	15
		Financial and resources business cases for decision	45
November	10:00 - 12:00	Theme 3 programme	60
		Report back on other themes	15
		Financial and resources business cases for decision	45
December	10:00 – 12:00	Theme 4 programme	60
		Report back on other themes	15
		Financial and resources business cases for decision	45

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