

Public Document Pack

Peak District National Park Authority

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Our Ref: A.1142/1461

Date: 10 September 2015



NOTICE OF SPECIAL MEETING

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Meeting: **National Park Authority**

Date: **Friday 18 September 2015**

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. **Urgent Business**
4. **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.
5. **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.
6. **Draft Strategic Framework: 2016-2019 (SF)** (*Pages 1 - 16*) 40 mins
Appendix 1
7. **Financial Planning: 2016-2017 Budget Proposals (RMT/RMM)** (*Pages 17 - 30*) 40 mins
Appendix 1
8. **Exempt Information S100 (A) Local Government Act 1972**
The Authority is asked to consider, in respect of the exempt item, whether the public should be excluded from the meeting to avoid the disclosure of Exempt Information.

Draft Motion:

That the public be excluded from the meeting during consideration of Agenda Item No 9 to avoid the disclosure of Exempt Information under S100 (A)(4) Local Government Act 1972, Schedule 12A, Paragraph 1 "Information relating to any individual" and Paragraph 4: "Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Authority or a Minister of the Crown and employees of, or office holders under, the Authority".

- 9. Fit for Purpose Organisational Design - Outcome of Consultation on the Leadership Team Review (SF) (Pages 31 - 54)** 40 mins
Appendix 1
Appendix 2
Appendix 3

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 362/382. 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 Resources 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, fax number: 01629 816310.

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 such 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. The recordings will usually be retained only until the minutes of this meeting have been confirmed.

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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6. DRAFT STRATEGIC FRAMEWORK: 2016-2019 (SF)

Purpose of the report and key issues

1. Following the work with three nominated members and a members' financial planning day on 24 July, this report asks members to agree the strategic framework for the three years from 2016/2017 to 2018/19 so that implementation can start. A key part of implementation will be to bring to Members a revised Corporate Strategy for 2016-2019 in December 2015 and a full budget report (prepared by the Chief Finance Officer) in February 2016.

Key issues include:

- a) At 27 March 2015 Authority meeting members agreed the timeline, and the three member representatives, to work with the senior management team as we develop our strategic framework to guide our financial plan and corporate strategy for the next three years (2016 – 2019). This work is covering:
 - o Why we do: focus on special qualities
 - o What we do: focus on our role and financial direction
 - o How we do: focus on organisational design
 - o Way we do it: focus on culture
- b) Staff Roadshows in July and a Members Workshop on 24 July 2015 shared early thinking on the proposals with staff and members. The feedback received has informed the paper presented today of the final recommendations for the strategic framework.
- c) This paper is the final recommendations for the Authority's strategic framework for the next three years answering the four questions above. This will inform the full budget report for 2016-2017, the Authority's Corporate Strategy for 2016-2019 and the review of the National Park Management Plan.
- d) This is our plan for the Authority to remain a thriving organisation as it responds to the expected downward projections anticipated from 2016/17 for public sector finances in particular for unprotected government departments

Recommendation:

1. **Members are asked to agree the draft strategic framework set out in Appendix 1.**

How does this contribute to our policies and legal obligations?

3. Our agreed performance and business plan focus for 2015/16 is to have a clear plan for the future to give ourselves strategic certainty for 2016/17 and beyond. This is part of ensuring we have a solid foundation in place to build a thriving organisation, through the development of a sound Corporate Strategy and to be able to set a balanced budget each year.

Background

4. We have agreed that 2015/16 will be a transitional year to plan for the future. Our ambition is to remain an organisation that moves forward confidently in this time of

change so we continue to inspire millions of people so together we will protect and care for our National Park for the enjoyment of all.

5. Following workshops with members last Autumn the December Authority report outlined the task to be addressed in our 2015/16 transition year as:
By 2018/19 we will be potentially funded by Defra at a level significantly less than our current funding. Given this scenario:
- *What do we want to give strategic certainty to over that period in line with (and informing) the new corporate strategy and*
 - *What do we want to commit to doing if we are successful in diversifying our sources of funding or if the Defra settlement is greater than anticipated*
 - *At the workshop on 21 November 2014 members showed preference for: A process which included a must do, should do, could do exercise (based on statutory requirements) agreeing ‘search’ areas for what will not be funded by Defra grant and also involved an analysis of activities by opportunities to diversify funding – i.e. a substitution exercise; it was assumed the new Chief Executive will want to lead on such a review too.*

The involvement of a project team of members (could use an innovation and challenge approach) working with staff with other members being co-opted when necessary; this to include regular feedback to all members on progress

6. With the new Chief Executive in post, the March Authority meeting approved the approach, timetable and the three members to work with the Resources Management Team on this approach for planning for the financial period 2016/17, 2017/18 and 2018/19. Members were asked to note that the timetable included a Member workshop on 24 July and a special Authority meeting on 18 September.
7. As part of the 2015/16 performance and business plan discussion members agreed the approach to develop this strategic framework to guide our financial plan and corporate strategy for 2016 – 2019 and the importance of answering these four questions:
- Why we do: focus on special qualities
 - What we do: focus on our role and financial direction
 - How we do: focus on organisational design
 - Way we do it: focus on culture

This paper is the final recommendations in answering these four questions. It sets the Authority’s strategic framework for the next three years and will inform our input into the review of the National Park Management Plan, the Authority’s Corporate Strategy 2016-2019, and the Authority’s medium term financial plan 2016-2019.

Financial planning scenario

8. The strategic framework needs to be responsive to the financial context we are operating in, and in particular fit with the Government’s anticipated spending review. This strategic financial framework proposes a planning assumption of a 5% reduction for the next three years (i.e. 15%). It is considered this is a realistic scenario for our planning as Government has asked non protected departments like Defra to consider what a 25% and 40% real terms (i.e. taking into account inflation) reduction would mean over the next Spending Review period. Defra are suggesting 6% would encompass the required inflation adjustment, therefore suggesting a cash figure reduction of between 19 – 34% over a three or four year period. We do not know how

much of this reduction Defra might pass on to National Park Authorities, but consider our scenario at the Government 25% level is realistic for us as a local authority which needs to remain as an independent National Park Authority .

9. If the Defra grant settlement is better than our planning forecast, we propose to continue with the first year reductions (2016/17) and use any unallocated money to invest in a way that supports achievement of our strategic framework outlined in this paper. If the settlement is worse, we will need to bring forward some of our future year (beyond 2016/17) plans.

Sources of future funding

10. We will continue to make the case of the importance of appropriate level of central government funding from Defra, as National Parks are a national public asset. We also recognise the financial context we are operating in and so our strategic framework does develop programme to increasing funding from giving, sponsorship, external funding and income generation to minimise the impact of significant cuts to National Park Grant in the last Spending Review period; this will enable the Authority to continue to have the biggest impact through our 'regulatory', 'influencing' and 'doing' roles.
11. The Chief Executives and NPA Chairs continue to work at a national level to ensure Defra and Ministers have all the information they need on the value of National Parks and the impact that further reductions will have on what we can deliver. This includes pursuing with Defra obtaining changes to legislation so that NPAs have a 'functional power of competence' giving clarity on our ability to pursue our NPA objectives in a more commercial manner.

The Strategic Framework for 2016/17-2018/19

12. Members are asked to agree the draft strategic framework set out at Appendix 1 for the Authority over the next three years.

Our strategic framework for the next three years describes **why** we do what we do, looking to our special qualities and the reason for our designation as a National Park. It also sets out a clear programme of **what** we will do and **how** we will deliver. The culture plays a crucial role in the ability of an organisation to delivers its purpose well and in creating the brand and image of the organisation and so the framework also describes the **way** we will work to achieve the strategic framework.

13. The medium term financial plan, which forms a core part of this strategic framework, has been developed with the support of three member representatives nominated by the Authority. We went through a process for every budget line of considering:
- what we: Must Do, Should Do, Could Do
 - what we currently spend on each activity within that categorisation
 - what we could do to substitute Defra grant with other sources of income
 - where we could delivery differently
 - the balance across activities to ensure we maintained a future role on regulation, influencing and doing
 - what we need to give strategic certainty to in the future tested against our emerging corporate strategy as reflected in our four cornerstones and four directional shifts
14. A number of guiding principles were defined and agreed as we progressed the development of the proposals for achieving a medium term financial plan, these were:
- The need for direction and focus, so we deliver what we say consistently and

with purpose.

- The need to make over the next three years 5% year on year savings in our spend of the Defra National Park Grant
- That we retain our existing balance of roles of regulatory, influencing and doing. Our regulatory work will be supported by the Defra grant and we are looking at how we do it more effectively, efficiently and economically. Our influencing and doing roles will be our focus for securing funding from external funding, sponsorship and giving.
- An intention to remain an organisation that is balanced (in terms of activities it undertakes and how the Defra National Park Grant is allocated) across its statutory purposes.
- Confirm the importance of Defra grant so we remain as an independent National Park Authority

15. The proposal is to implement the detailed year 1 plans so we have an affordable budget for 2016/17 and develop detail of the year 2 and 3 programme over the next 12 months. This allows the Authority to evaluate the impact of the year 1 reductions after implementation and reassess our draft proposals for future years once the settlement is clearly known.

16. We held two staff roadshows and a workshop with members to share our early proposals on the strategic framework for 2016-2019 and seek feedback. Members and staff understood the challenge we are facing and supported our aspiration to remain a thriving organisation working together with a clear focus and direction. Members and staff broadly supported our proposals to respond to the potentially challenging reductions in Defra grant, whilst recognising this will not be without impact on the organisation.

17. Staff, in particular, expressed support for a clear sense of direction to be emerging and recognised that this work was important. Staff found the move to simplicity appealing, welcomed the review of the leadership team and the three main Director roles. They expressed a desire for good communications on what was being proposed and when and for certainty on the implications for this on their own role as soon as possible.

18. In giving their overall support members asked for more information on:

- the changing role of Rangers (e.g. working more closely with the learning and discovery team)
- how we will ensure resilience if only one in house conservation specialist

The response to this is given in the report to this meeting on the year 1 proposals for the strategic framework (Item 7 on the agenda).

19. This strategic financial framework will ensure we remain a sizeable and balanced organisation into the future with the continuing Defra resource funding activities across conservation, promoting understanding and planning in almost equal measures So under a 15% reduction scenario and in accordance with our strategic framework Defra funding of approximately £5.5m would be allocated in the following proportions:

- 22% to conservation activities
- 26% to promoting understanding, rangers and volunteers
- 22% to development control
- 11% to communities and planning
- 8% to recreation management and transport

- 11% to corporate and democratic core

The balance across the three core roles of the Authority will be:

- 33% to regulating (development control and corporate democratic core)
- 30% to influencing (conservation, transport and recreation policy)
- 37% to doing (promoting understanding, rangers, vols, communities)

Are there any corporate implications members should be concerned about?

20. **Financial:** Relevant details are given in the report.

21. **Risk Management:**

- a) The risk to reducing morale and motivation of staff in the Authority as they go through change – a change management plan is in place supported by the Leadership Team and the Human Resources team. This includes learning sessions on our change management policy, the leadership team engaging their staff in emerging proposals as they are developed and seeking their input, communications from the Chief Executive on a monthly basis and drop in sessions for staff at Aldern House and the Moorland Centre in Edale.
- b) The risk of losing good partner and public engagement – a stakeholder impact assessment is in place and communications plan is being developed to enable clear communications with partners and the public on our strategic plans for the future. This engagement has already begun with the year 1 proposals in the framework.

Stakeholder impact assessment

22. An assessment of the impact of our strategic and financial planning proposals on stakeholders has been prepared so that discussions on what will be different into the future can be held as part of the normal pattern of partner and stakeholder meetings with the Chief Executive and other members of the management team.

23. It is proposed that the Chief Executive sends out an all staff communication on Monday 21 September to brief staff on the outcome of the Authority meeting and that the Chief Executive writes to key stakeholders to inform them of the strategic direction the Authority has agreed to take, following discussion on this paper, to ensure it remains a thriving organisation working in partnership with others to protect and care for the National Park and to provide enjoyable and inspiring opportunities for all communities who live, work and play in the National Park.

Consultation

24. Consultation with staff has been an integral part of the process so far in developing proposals. Formal consultation, as required by legislation if there are potential compulsory redundancies, with UNISON and staff committee as well as staff affected by the year 1 proposals has started.

HR implications

25. Resource Management Team has delegated authority to implement staff and establishment changes below Assistant Director. These changes will be made in accordance with the Authority's Managing Change policy and guidance.

26. **Background papers** (not previously published) –None

Appendices –

Appendix 1: Peak District National Park Authority Draft Strategic Framework 2016-2019

Report Author, Job Title and Publication Date

Sarah Fowler, Chief Executive Officer, 10 September 2015.

Appendix 1: Peak District National Park Authority Draft Strategic Framework 2016-2019

1. Introduction

- 1.1. The Peak District National Park was the first landscape area to be designated as a National Park in 1951, in recognition of the international significance of the Peak District Moorlands and Dales outstanding landscape, environment and wildlife. A significance that is as important today, and for the future, as it was 64 years ago.
- 1.2. It is a special place whose future depends on many people and partners working together for its environment, people and economy. Approximately 38,000 people live in the Park and every year millions of people visit. Residents and visitors are important to maintain the special features of this national treasure.
- 1.3. The Peak District National Park Authority is the guardian, with clearly defined purposes:
 - To conserve and enhance the Peak District special qualities
 - To provide opportunities for their enjoyment and understanding.
- 1.4. In doing this, our duty is to seek to foster the economic and social well-being of the local communities within the National Park.
- 1.5. We have been fulfilling this role ever since the National Park was designated, and to resource this work we have been supported by an important government grant. Over the past five years the National Park Grant supporting our work has reduced by 36% and as an organisation with clear statutory purposes we responded by becoming even more efficient and spear-headed new measures to secure new streams of income.
- 1.6. We will continue to face challenging times as we face two fierce realities:
 - The Government's focus on dealing with the deficit and getting the economy going means our central government funding and resources will become ever more tighter.
 - Our regulatory, advisory and operational activities will be even more important as pressures on the environment grow. We have an opportunity to showcase sustainable development in a protected landscape to show what we can offer to the health and wellbeing of our nation.
- 1.7. As an organisation we need to plan ahead:
 - So we are ready to respond confidently to possible further reductions in our Government grant in the next spending round
 - To put in place a new Corporate Strategy for 2016-2019, to set out our ambitions and plans to remain a thriving organisation looking after the iconic landscape of the Peak District.
- 1.8. This strategic framework informs our future strategy. It will guide our financial plan and corporate strategy for 2016 – 2019 and has been developed by answering four key questions about the work that we do to shape our future direction and focus. The four questions are:
 - Why do we do? A focus on the Park's special qualities
 - What do we do? A focus on our role and what we will fund
 - How we will do it? A focus on our organisational design
 - What is the way we will do it? A focus on the culture of the organisation

2. Why do we do what we do?

2.1. The strategic framework for the next three years will provide a clear programme of what we will do. It is as important to describe the reason why this programme is delivered. This is because delivery of the programme comes down to people, and people are motivated by more than a description of what they are being asked to do. They are inspired by their passion for their work and motivated by why they do what they do. In our context it is the special qualities of the National Park - the landscape, the wildlife, the heritage and the people - that matter.

2.2. The special qualities define why the Peak District was designated as a National Park in 1951. They set out what is distinctive and significant about the Peak District compared with other parts of the country and are a good articulation of why we do what we do. The special qualities are made up of features and factors which include:

- Natural beauty, natural heritage, landscape character and landscapes.
- Sense of wildness and remoteness
- Clean air, earth and water
- Importance of wildlife and the area's unique biodiversity
- Thousands of years of human influence which can be traced through the landscape.
- Distinctive character of hamlets, villages and towns,
- Trees, woodlands, hedgerows, stone walls, field barns and other landscape features
- Significant geological features.
- Wealth of historic buildings, parks and gardens
- Opportunities to experience tranquillity and quiet enjoyment
- Easy access for visitors and surrounding urban areas
- Opportunities to experience dark night skies
- Vibrancy and sense of community
- Cultural heritage of history, archaeology, customs, traditions, legends, arts and literary associations
- Opportunities for outdoor recreation and adventure
- Environmentally friendly methods of farming and working the land
- Craft and cottage industries
- Opportunities to improve physical and emotional well-being
- The flow of landscape character across and beyond the national park boundary

2.3. This list sets an important statutory context for our work. A group of staff from across the Authority have worked to bring this list to life to describe what is distinctive and special about the Peak District and in order to inspire staff, partners and communities. This work has developed a definition around the three main character areas and has set out our ambitions for each of the character areas. These are set out as a draft in Box 1 on the following page.

2.4. As well as helping focus delivery of partners and National Park Authority resources, these descriptions will also be used as a way to communicate what is special about the place.

2.5. The work in the following sections of this framework that defines what we do and how we do it has been developed with our ambitions for the three character areas in mind.

Box 1: Why we do what we do?

White Peak “A beautiful picture frame”

Open views, distant skylines, scattered communities with strong traditions, pastoral farmland enclosed by dry stone walls, dramatic steep sided dales, vulnerable ash woodland, historic lead mining.

Ambition:

- Maintain the network of trails and rights of way, in particular the 34 miles of off-road trails
- Protect the species rich hay meadows and dalesides
- Increase the diversity and resilience of the nationally important ash woodlands to mitigate the impact on landscape and biodiversity from future potential disease
- Maintain and build the sense of ownership the farming and landowning community have in the special qualities of the place.

Dark Peak “Wilderness close to home”

Internationally significant upland, offering functional services, local wilderness and opportunities for recreation to millions alongside gentler valleys, home to important species at their edge (like mountain hare) with heritage traced back to the bronze age.

Ambition

- Stabilise the degraded blanket bog and restore the habitat
- Resolve moorland management issues, so birds of prey live in harmony with land managers
- Maximise opportunities for open access
- Promote the undiscovered heritage and the opportunities to walk through time

SW Peak “An air of timelessness and an intimate mosaic”

Intimate mosaic of habitats, elevated gritstone edges, open moors and wooded valleys connected by hedgerows, wet rush pastures, separated by dry stone walls. Marginal land, dispersed settlements with low intensity industry.

Ambition

- Support low input farming so farmers are able to maintain the mosaic of habitats
- Protect and enhance habitat mosaics, particularly for farmland waders
- The Warslow Estate is visible at the heart of a living landscape
- Enhance our record of heritage assets

3. What do we do?

3.1. Understanding why we do what we do and our ambitions for the National Park helps set the next important element of our strategic framework which is to define a clear programme of what we will do to meet these ambitions. This programme needs to clearly define what our role will be, how we will fund our work and what areas of delivery

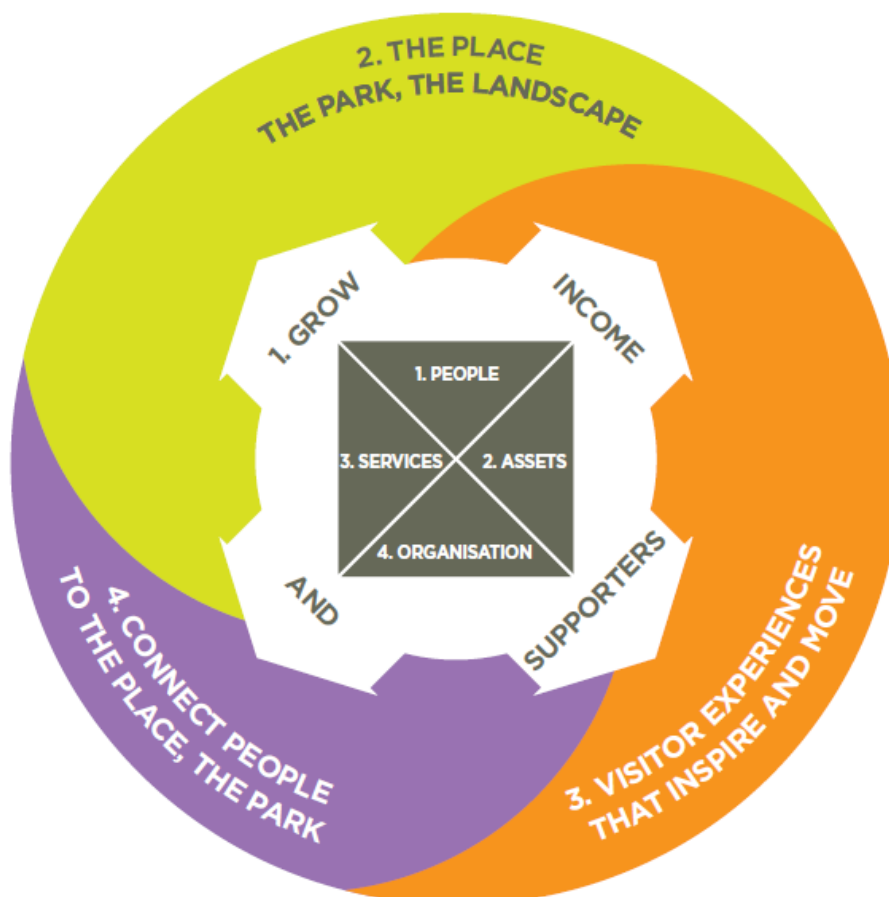
we will focus on, and hence those areas we will not focus on. Annex 1 maps how what follows will support the achievement of our ambition.

3.2. The programme needs to be responsive to the financial context we are operating in, and in particular fit with the Government’s anticipated spending review. The Government has recently asked unprotected departments, such as Defra, to consider what a 25% and 40% real terms (i.e. taking into account inflation) reduction would mean over the next Spending Review period. Defra are suggesting 6% would encompass the required inflation adjustment, therefore suggesting a cash figure reduction of between 19 – 34% over a three or four year period. We do not know how much of this reduction Defra might pass on to National Park Authorities. This strategic financial framework proposes a planning assumption of a 5% reduction for the next three years (i.e. 15%) as a realistic scenario. The proposals in for our medium term financial plan are based on this planning assumption and are set out below.

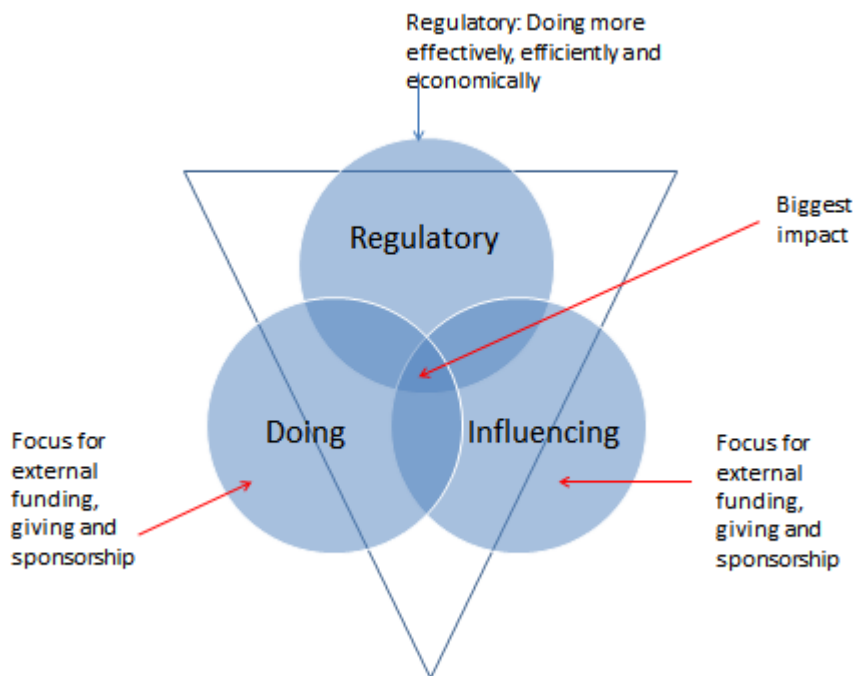
3.3. Our mission remains unchanged. ***By inspiring millions of people, together we will protect and care for our National Park for the enjoyment of all.***

3.4. The strategic direction and focus for what we do, as recently described in our performance and business plan for the 2015 transitional year, will continue into the three year strategic framework for 2016-2019. This focus is about:

- Our four cornerstones: so we have confidence the organisation sits on a solid platform
- Our four directional shifts: so we remain a confident organisation that thrives and grows



- 3.5. Our intention in responding to reducing funding from Defra will continue to ensure we remain an organisation that is balanced across our three roles of regulator, influencer and delivery agent, as this is where we can make the most impact for the National Park and its people. The Defra grant will remain a core and crucial element to our work as an independent National Park Authority with a core planning function to support the fulfilment of our statutory role.



- 3.6. Our regulatory work will continue to be supported by the Defra grant and we will continue to make the most efficient and effective use of resources in this area. We will also support our influencing and doing roles through the Defra grant, but to a lesser extent than previously and there will be a programme to secure funding from income generation, external funding, and giving to resource these roles effectively. The approximate balance we will retain across these three core roles will be:

- 33% to our regulatory role (development control and democratic core)
- 30% to our influencing role (conservation, transport and recreation policy)
- 37% to our doing role (promoting understanding, rangers, volunteers and community)

- 3.7. The medium term financial plan will ensure we remain a sizeable and balanced organisation into the future with the continuing Defra resource funding activities across conservation, promoting understanding and planning in almost equal measures. So Defra funding of approximately £5.5m would be allocated in the following proportions:

- 22% to conservation activities
- 26% to promoting understanding, rangers and volunteers
- 22% to development control
- 11% to communities and planning
- 8% to recreation management and transport
- 11% to corporate and democratic core

- 3.8. To achieve this framework we will deliver the programmes of work in Box 2.

Box 2: What is our financial strategy for 2016/17-2018/19?

1. Areas given strategic certainty

Our people: Supporting and developing our people, succession planning, flexible roles and ways of working

Our assets: Warslow, Stanage/North Lees, Trails and cycle hire, Visitor centres, Core visitor infrastructure (toilets and car parks), Development of the brand to achieve visibility and value on the ground

Our services: Development management planning, Minerals planning, Monitoring and enforcement, Planning policy, Specialist advice to planning and estates, Business services responsive to size and complexity of the organisation

Our organisation: Performance management, three strategies (National Park Management Plan, Landscape Strategy, Local Development Plan), Corporate and democratic core proportionate to size of the organisation

Landscape scale delivery: Moors for the Future Partnership, SW Peak Partnership, Sheffield Moors Partnership

Visitor experiences that inspire: Development of visitor experience linked to our assets and to help connect experiences, Development of products/services opportunities to grow support and income for cycling and the trails.

Help people connect with the park: Access and Right of Way, Learning and Discovery, Role of rangers (care of place and connection to place), Neighbourhood planning, Volunteers

Each year we will continue to expect services to absorb the impact of inflation to achieve outputs to drive efficiency savings and different ways of doing things to achieve the same for less.

2. Five review areas

Five review areas which will not be given strategic certainty into the future at current levels of Defra funding.

- Size and shape of the leadership team
- Current level of landscape and conservation influencing/advisory roles and environmental enhancement grants and scheme
- Current level of support services which contribute to operational services
- Current level of ranger resources
- The number of plans and strategies and resource we put to plan making.

3. Commercial programme

A commercial programme with targets to increase net income in certain service areas. These are on our estates (Warslow, North Lees, car parks, concessions and toilets) and with our services (cycle hire, visitor services, learning and discovery and planning). This means we will substitute national park grant with income from other sources. The total over three years amounts to approximately £340k

4. External funding and giving programme and priorities

We have recognised the need to develop and invest in a focus for external funding and giving for the following landscape scale work within the Authority:

- Moors for the Future Partnership
- South West Peak Partnership
- Sheffield Moors Partnership
- Explore the potential for a White Peak Partnership
- Landscape/conservation schemes and grants
- Maintenance and enhancement of the trails

- 3.9. The proposal is to implement these programmes of work in three phases
- Phase 1 (2015/16): Develop detailed year 1 proposals for 2016-17 in the 5 review areas and the commercial programme so we have an affordable budget in place for 2016/17 (see Authority paper)
- Phase 2 (2016/17): The detailed year 1 proposals will be in place from 1 April 2016 and work will continue to develop the detailed proposals for year 2 and year 3
- Phase 3 (2017/18 – 2018/19): Implement the year 2 and year 3 proposal

4. How will we do it?

- 4.1. It is important to marshal the organisation towards the ambition that has been set and the programme of works that need to be delivered. In this way the organisation will be aligned to the strategy set out above. The design needs to be fit for purpose and affordable. Members approved at the July 2015 Authority meeting a review of the senior leadership team and a proposed move to a three Directorate model for the organisation as described in Box 3 below.

Box 3: How will we be designed as an organisation?

Director of Corporate Strategy and Development

This Directorate is responsible for ensuring the Authority has a sound National Park Management Plan, understands its ambitions to deliver for the National Park and that it continuously develops its business services so it is good to do business with. The Director will:

- Set the strategic framework the Authority operates in, from National Park Management Plan to Corporate Strategy to business performance
- Oversee work to ensure the financial and corporate health and good governance of the Authority and that business practices are in place for the Authority

Director of Conservation and Planning

This Directorate is responsible for ensuring the Authority is protecting and caring for the special qualities of the National Park and helping communities connect with, and be supported by, a thriving world-class landscape and all within it. The Director will:

- Set the policy and regulatory framework to protect and care for the National Park
- Deliver the framework through: planning services; provision of specialist advice and influencing; through landscape scale partnerships

Director of Commercial Development and Outreach

This Directorate is responsible for ensuring the Authority is promoting understanding and providing inspiring and enjoyable opportunities for the community who live in the Park, and visitors, so they feel a stronger connection to protect and care for the National Park. The Director will:

- Drive our ambitious diversification and commercial programme to generate more income
- Reach out and make connections with people in and outside the national park to enhance the visitor and community experience
- Deliver a programme of campaigns to build reputation and brand for commercial gain

- 4.2. This provides a simpler and clearer structure and so the level of accountability amongst the senior leadership team. It is important that three Directorates work as one Authority, one Team. There will be an expectation that staff will work across Directorates to deliver this strategic framework and work collectively to support the programmes of work. The three Directors will be expected to foster this approach and foster an approach to always look for ways to do things better or more simply with less.
- 4.3. Leadership at all levels is important in the organisation, as well as simplifying structures and ensuring clear accountability, all leaders will be expected to:
- bring a leadership style that involves, inspires and values staff so that staff are equipped, trained and empowered to achieve their full potential.
 - have a focus on the future and what we will do to be a thriving organisation to deliver the right outcomes for the National Park and all its communities.
- 4.4. An independent external review has confirmed there is a good balance between the three Directorates. The three new Directors will be in post by no later than the end of March 2016. It is likely that services will move to the new directorates from 1 April 2016 but the design of the third tier and the impact on the shape of the whole organisation within directorates will be determined during 2016 under the guidance of the new leadership team. This will involve discussion with appropriate staff as it progresses. We are treating all staff that currently report into a director or assistant director as tier 3 posts.

5. What is the way we will deliver?

- 5.1. The way an organisation operates, communicates, makes decisions and connections is important to how effective it is in delivery and creating the brand and image of the organisation. This is about its behaviour and its culture, getting it right helps get the best out of each team member. Box 4 sets out the culture we aim to encourage. This will replace the organisational values that are defined in the 2015/16 Performance and Business Plan.

Box 4: What is the way we will deliver?

We want to be an organisation where:

- **People matter:**
 - We respect different roles, listen and work together
 - We have honest and open conversations
 - We are serious about what we do and why, and have fun doing it
- **Performance matters:**
 - Decision making is taken at the right level and not in duplicate
 - What we decide is what we then deliver
 - We do things well and right first time
 - We spend public money wisely
- **Communities matter:**
 - We take a yes, if...approach
 - We are in public service, we express this through being responsive and responsible
- **Every day matters.**

6. Communication of this Strategic Framework

- 6.1. Some discussions have taken place with partners as we have developed this strategic framework as part of the normal pattern of partner and stakeholder meetings with the Chief Executive and other members of the management team.
- 6.2. Further communications with staff, partners and communities will take place once it is finalised to inform them of the strategic direction the Authority has agreed to take to ensure it remains a thriving organisation working in partnership with others to protect and care for the National Park and to provide enjoyable and inspiring opportunities for all communities who live, work and play in the National Park

Annex 1: Link between the financial plan and our ambitions for the place

The ambitions we have set for each of the three character areas are as follows:

White Peak ambition:

- Maintain the network of trails and rights of way, in particular the 34 miles of off-road trails (W1)
- Protect the species rich hay meadows and dalesides (W2)
- Increase the resilience of the nationally important ash woodlands to disease (W3)
- Maintain and build the sense of ownership the farming and landowning community have in the special qualities of the place. (W4)

Dark Peak ambition

- Stabilise the degraded blanket bog and restore the habitat (D1)
- Resolve moorland management issues, so birds of prey live in harmony with land managers (D2)
- Maximise opportunities for open access (D3)
- Promote the undiscovered heritage (D4)

South West Peak ambition

- Support low input farming so farmers are able to maintain the mosaic of habitats (SW1)
- Protect and enhance habitat mosaics (SW2)
- The Warslow Estate is visible at the heart of a living landscape (SW3)
- Enhance our record of heritage assets (SW4)

Identified below are how these ambition statements will be supported by the areas we intend to give strategic certainty to and the areas we are prioritising for external funding/giving/sponsorship:

Our people: Supporting and developing our people, succession planning, flexible roles and ways of working (all)

Our assets: Warslow, Stanage/North Lees, Trails and cycle hire, Visitor centres, Core visitor infrastructure (toilets and car parks), Development of the brand to achieve visibility and value on the ground (W1, D3, SW3)

Our services: Development management planning, Minerals planning, Monitoring and enforcement, Planning policy, Specialist advice to planning, Business services responsive to size and complexity of the organisation (W2, W3, D2, D4, SW2, SW4)

Our organisation: Performance management, three strategies (National Park Management Plan, Landscape Strategy, Local Development Plan), Corporate and democratic core proportionate to size of the organisation (all)

Landscape scale delivery: Moors for the Future Partnership, SW Peak Partnership, Sheffield Moors Partnership (W4, D1, SW1, SW2)

Visitor experiences that inspire: Development of products/services opportunities to grow support and income for cycling and the trails, Development of visitor experience linked to our assets and to help connect experiences. (W1, D3)

Help people connect with the park: Access and Right of Way, Learning and Discovery, Role of rangers (care of place and connection to place), Neighbourhood planning, Volunteers (W1, D3, W4, SW4, D4)

We have also recognised the need to develop and invest in a focus for external funding and giving for the following landscape scale work within the Authority these partnerships will help deliver against the ambitions as follows:

- Moors for the Future Partnership (D1 – D4)
- South West Peak Partnership (SW1 – SW4)
- Sheffield Moors Partnership
- Explore the potential for a White Peak Partnership (W1 – W4)
- Landscape/conservation schemes and grants (W2, W3, W4, D1, SW1, SW2)
- Maintenance and enhancement of the trails (W1)

7. FINANCIAL PLANNING: 2016-2017 BUDGET PROPOSALS (RMT/RMM)

Purpose of the report and key issues

1. Following the work with three nominated members and a members' financial planning day on 24 July, this report asks members to agree the budget proposals for 2016/2017 so that implementation can be achieved by 1 April 2016. A full budget report prepared by the Chief Finance Officer will be considered by the Authority in February 2016.

Key issues include:

- a) The Authority needs to plan for the expected downward projections anticipated from 2016/17 for public sector finances in particular for unprotected government departments
- b) Proposals to ensure the Authority achieves a balanced budget in 2016/17, in line with our strategic framework also presented to this meeting, are given amounting to :
 - £464k of reductions in Defra (Department for Environment, Food and Rural Affairs) funded activities in five review areas
 - £138k of increased net income and reductions in Defra funded input costs for areas given strategic certainty

Recommendations

2.
 1. **That a programme of reductions in Defra funded activities in five review areas, as detailed in Appendix 1, amounting to £464k are implemented by 1 April 2016.**
 2. **That plans to achieve an increase in net income and reductions in input costs in areas given strategic certainty, as detailed in Appendix 1, amounting to £138k are implemented by 1 April 2016.**

How does this contribute to our policies and legal obligations?

3. Our agreed performance and business plan focus for 2015/16 is to have a clear plan for the future to give ourselves strategic certainty for 2016/17 and beyond. This is part of ensuring we have a solid foundation in place to build a thriving organisation. The Authority is considering on 18 September our new strategic framework answering the four questions:
 - a) Why we do what we do: what are our special qualities, what makes the Peak District National Park distinct and what are our ambitions?
 - b) What we do: what is our role and how do we fund our work?
 - c) How we do it: how are we designed as an organisation to deliver our role?
 - d) The way that we do it: what is our culture and the way we do things?

Our financial planning work contributes to b) above. In addition the Authority is required to set a balanced budget each year and this work is the preparation for that.

Background

4. At the Authority meeting in December 2014 members appointed three members (Andrew McCloy, Chris Furness and Emma Sayer) to work with resource management team on the following task:

By 2018/19 we will be potentially funded by Defra at a level significantly less than our current funding. Given this scenario:

- *What do we want to give strategic certainty to over that period in line with (and informing) the new corporate strategy and*
- *What do we want to commit to doing if we are successful in diversifying our sources of funding or if the Defra settlement is greater than anticipated*

5. This was in the context of:

- a) Planning for a further reduction in the Defra grant
- b) Developing and increasing other sources of funding so that we can continue to be a thriving organisation including income generation, external funding, giving and sponsorship

Financial planning scenario

6. The Government has recently asked Defra to provide information on what a 25% and 40% real terms (i.e. taking into account inflation) reduction would mean for the Department over the next Spending Review period. It is not clear whether this scenario planning covers three or four years, but Defra are suggesting 6% would encompass the required inflation adjustment, therefore suggesting a cash figure reduction of between 19 – 34% over a three or four year period. Although we do not know how much of this reduction Defra might pass on to National Park Authorities it appears to indicate that our strategic financial planning for a 5% reduction for the next three years (i.e. 15%) would represent a scenario consistent with our experiences over the previous Spending Review period, and the downward projections anticipated for an unprotected government department for the next period. Because of the significant impact of such a reduction, although we are putting in place a strategic framework to guide our financial planning work for the period 2016-2019, we are only bringing to members at this stage detailed proposals for year one reductions in Defra financed activities. This allows the Authority to evaluate the impact of these year 1 reductions after implementation and reassess our draft proposals for future years once the settlement is clearly known.

Sources of future funding

7. Our strategy is to continue to make the case out for an appropriate level of central government funding from Defra, as National Parks are a national public asset, whilst developing and increasing funding from giving, sponsorship, external funding and income generation to minimise the impact of significant cuts to National Park Grant in the last Spending Review period; this will enable the Authority to continue to have the biggest impact through our 'regulatory', 'influencing' and 'doing' roles. Appendix 1 identifies where we plan to focus (or have already focussed) our funding diversification efforts under the column 'mitigating action to reduce impact on service outputs'.
8. The Chief Executives and NPA (National Park Authority) Chairs continue to work at a national level to ensure Defra and Ministers have all the information they need on the value of National Parks and the impact that further reductions will have on what we can deliver. This includes pursuing with Defra obtaining changes to legislation so that NPAs have a 'functional power of competence' giving clarity on our ability to pursue our NPA objectives in a more commercial manner.

Medium term financial planning

9. Our medium term financial planning (2016-2019) is guided by the strategic framework

presented to this same Authority meeting. It outlines:

- a) 5 review areas which will not be given strategic certainty into the future at current levels of Defra funding: leadership team, ranger resource, conservation influencing/advisory role, plan making and strategy work, support services
- b) An expectation for areas given strategic certainty, in accordance with our strategic framework, to achieve a greater income (our commercial programme) and/or reduce Defra funded input costs/achieve efficiencies
- c) That we will remain a sizeable organisation into the future with the continuing Defra resource funding activities across conservation, promoting understanding and planning almost in equal measures. So for example under a 15% reduction scenario and in accordance with our strategic framework Defra funding of approximately £5.5m would be allocated in the following proportions:
 - 22% to conservation activities
 - 26% to promoting understanding, rangers and volunteers
 - 22% to development control
 - 11% to communities and planning
 - 8% to recreation management and transport
 - 11% to corporate and democratic core

Phasing of reductions in Defra funded activities

10. Our work assumes at this stage that £1.2m savings in Defra funded activities and £341k of income need to be found over the three year period 2016/17 to 2018/19, giving a total target planning figure for savings or increased income of approx. £1.5m. There are a number of assumptions and risks behind this target figure including on: the level and phasing of expected continuing pressure on public sector finances; interest receipts; pay awards; NI changes; pension valuations; there being a market for income aspirations.
11. Our target planning figure will need to be reviewed as more accurate information becomes available. Resource Management Team has done some work on how reductions might be phased over each year of the three year period 2016-2019. For 2016/17 it is felt prudent to implement reductions in Defra funded activities in the five review areas of approx. £464k and to implement plans to increase income and reduce input costs in areas given strategic certainty by £138k. This, alongside a cash contingency of £295k and the current specific reserve levels should allow the Authority to respond to the first year of expected further reductions in the Defra settlement.

Members' strategic and financial planning workshop

12. At the workshop on 24 July members considered the proposals for strategic certainty and the financial impact of reducing certainty in the five review areas at paragraph 9a above.
13. Members were concerned about the proposals not to give strategic certainty to the current level of ranger resource and conservation advice however after a full discussion members at the workshop:
 - concluded that they recognise reductions need to be made in these areas
 - acknowledged the remaining resource available after reductions for conservation and promoting understanding
 - understood that the plan is to supplement reductions with other sources of

funding

14. In giving this overall support (and support for year one reductions – see proposals below) members asked for more information (for both these areas) on:
- the changing role of Rangers (e.g. working more closely with the learning and discovery team)
 - what will continue to be done into the future (e.g. things that will not wrap up into an externally funded project)
 - what will not be done as a result of the reduction
 - how we will ensure resilience if only one in house specialist (on conservation side of business)
15. In response to the above further information was discussed and considered by Strategic Advisory Group on 28 August and is provided in Appendix 1.

Proposals

16. It is proposed that, in line with the new strategic framework being considered at this same meeting, the Authority:
- a) implements a programme of reductions in Defra funded activities in the five review areas identified as detailed in Appendix 1 amounting to £464k by 1 April 2016
 - b) implements plans to achieve an increase in income and/or reductions in Defra funded input costs in areas given strategic certainty, of £138k by 1 April 2016, as detailed in Appendix 1
 - c) continues to develop and increase other sources of funding
 - d) continues to work at a national level with Defra to influence and mitigate the impact of the next public sector spending review

Are there any corporate implications members should be concerned about?

17. **Financial:** Relevant details are given in the report.
18. **Risk Management:**

In Appendix 1 the following risks are identified/addressed:

- a) The risk of not achieving the financial target - a high risk means that it will be more difficult to realise the saving.
- b) The risk to achieving service outputs/outcomes – where possible mitigating action to reduce the impact of reductions on service outputs has been highlighted including where we will continue with activities if we are successful in obtaining different funding
- c) The risk to achieving increased net income targets and mitigating action to reduce the risk

Stakeholder impact assessment

19. An assessment of the impact of our strategic and financial planning proposals on stakeholders has been prepared so that discussions on what will be different into the future can be held as part of the normal pattern of partner and stakeholder meetings

with the Chief Executive and other members of the management team.

Consultation

20. Consultation with staff has been an integral part of the process so far in developing proposals. Formal consultation, as required by legislation if there are potential compulsory redundancies, with UNISON and staff committee as well as staff affected by the proposals at Appendix 1 has started.

HR implications

21. Resource Management Team has delegated authority to implement staff and establishment changes below Assistant Director. These changes will be made in accordance with the Authority's Managing Change policy and guidance. This may mean due to redeployment and notice periods that some changes cannot be implemented by 1 April 2016 and may be effective at a slightly later date. Details of support available to staff during this uncertain time have been updated and publicised to staff.
22. **Background papers** (not previously published) –None

Appendices –

Appendix 1: 2016/2017 budget proposals

Report Author, Job Title and Publication Date

Ruth Marchington, Director of Corporate Resources, 10 September 2015.

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APPENDIX 1 2016/2017 Year one proposals 7 September 2015 (version 6)

Year one reductions in Defra funded activities in five review areas

Review area	Proposal in 2016/2017	HR implications	£ amount 2016-17	Risk to achieving financial target	Focus for the future with reduced Defra resource/ changes to service/ what will not be done	Mitigating action to reduce impact on achievement of outputs
Reduction in leadership team 3 year plan: £64.6k	Loss of 2 posts overall – disestablishment of 3 posts	Voluntary or compulsory redundancy	£84.6k minus £20k for pay scale changes	LOW	The redesigned leadership team will be the right shape to drive our emerging new corporate strategy: the four cornerstones (our people, assets, services and organisational performance) and the four directional shifts (growing income and supporters, connecting people to the place, caring for the Park and creating visitor experiences that inspire)	Phased implementation so that second tier post holders are in place prior to initiating changes to third tier. Implementation process designed to ensure right mix of skills and experience at leadership team level to pursue changed agenda.
	Total		£64.6k			

Review area	Proposal in 2016/2017	HR implications	£ amount 2016-17	Risk to achieving financial target	Focus for the future with reduced Defra resource/ changes to service/ what will not be done	Mitigating action to reduce impact on achievement of outputs
Reduction in Defra funded ranger resource 3 year plan: £400k	Reduction of 3 ranger manager posts to 2 Posts affected: Deputy Area Team Manager, 2 x Area Team managers	Voluntary or compulsory redundancy	£20.1k Business case 18/8	LOW	The priority work of the Deputy Manager will be absorbed by adjusting the work programmes of the Area Team managers and other Area Ranger resource	A holistic approach is being taken to a review of all the ranger resource –the appropriate skills and experience are in place to lead and implement the full review
	Reduction of 2.5 ranger posts: 2x Area Rgr posts 0.5 x Field Ranger	Voluntary or compulsory redundancy	£30.4k £30.4k £13.5k Business case 18/8	LOW	It is intended to: <ul style="list-style-type: none"> Review the areas covered by Area Rangers so that there are 12 areas (instead of 14) across the Park for 2016/17 There will not be ranger briefing centre at Hayfield or Marsh Farm. Presence at these locations will be led from other centres. Locate services to deliver from within our properties or with partners Area Rangers will not be available 7 days a week throughout all of the Park but duty officer role will continue Ranger work will be prioritised to achieve: delivery of conservation of the place, visitor experience, connecting people to place including volunteers and retaining our role in the Fire Operations Group This is the first phase of the £400k reduction in Field Services. 	<ul style="list-style-type: none"> Planning, streamlining and prioritising of work programmes. External funding opportunities will be sought for health and wellbeing activities, outreach, learning and volunteering. Income from joint ranger partnerships will be maximised Income will be generated from offering visitor experiences e.g. guided walks Plan to integrate resources for promoting understanding will ensure a continuing strong presence in the National Park
	Reduction of vehicles: 2x Area rgr veh Pool landrover CMT Landrover Inconvenience allowance x2. Substitution of Defra funded £7k with income from Severn Trent		£10K £5k £5k £1.6k £7k	LOW LOW LOW LOW LOW		
	Total		£123k			

Review area	Proposal in 2016/2017	HR implications	£ amount 2016-17	Risk to achieving financial target	Focus for the future with reduced Defra resource/ changes to service/ what will not be done	Mitigating action to reduce impact on service outputs	
Reduction in Defra funded conservation influencing/ advisory role 3 year plan: £312.6k	25% survey conservation archaeologist	Retirement proposed in Dec 16	£3k	LOW - part year saving	<p>It is intended to:</p> <ul style="list-style-type: none"> Redesign the remaining resource so that efficiencies are achieved in managing an integrated advice service Ensure resources are available for specialist input into planning application and policy process (applies to resources in cultural heritage, natural environment, and countryside & economy) Ensure resources are available for specialist input into non planning regulatory work (EIA, agri-environment schemes, forestry, TPO) Review the current level of resource allocated to planning advice to ensure this as efficient as possible benchmarked against others Prioritise remaining resource to achieve: best practice on our own land and influence land management across the national park at a landscape scale. Use reduced remaining capacity to seek external funding for what will no longer be done: proactive conservation projects with partners; Cease rural business support Re-assess & prioritise decennial review of listed buildings; review our input into conservation area appraisals; limit the current levels of archaeological support for partners. 	<p>We will mitigate the risks of having 'single' or fewer specialists by:</p> <ul style="list-style-type: none"> Planning, streamlining and prioritising of work programmes Put in place self- service measures where appropriate e.g. guidance notes on protected species Agreements for being able to use other suitable external advice if urgent Design of remaining jobs to give greater flexibility and resilience Develop & implement charging for specialist advice and guidance Use 1 to many events e.g. on farm energy savings/renewables 	
	60% conservation officer	Voluntary redundancy	£23k Business case 18/8	Low			
	60% conservation officer/Historic Buildings Architect	Unfilled vacancy(JAS) and increase .6 CO to .8 (SA)	£18k	LOW		<p>We will increase the level of specialists and advisers if ideas for generating external sources of income are successful</p>	
	80% Snr Countryside & Economy advisor	Disestablish the post	£30.1k	LOW			
	50% monitoring advisor	Disestablish the post	£16.5k	LOW			
	Conservation projects non staff	No	£12k	LOW		<p>Conservation projects are likely to be key areas for campaigns for donations as part of our giving strategy e.g. farmland waders, birds of prey, habitat restoration</p>	
	Tree grants non staff	No	£4k	LOW		<p>We will no longer run a separate grants scheme for trees (and 2015/16 is the final year for Sustainable Development Fund grants. Historic buildings and archaeology grants ceased at the end of 2014/15).</p>	<p>We will run a community grant scheme if successful in generating external sources of income through external funding and sponsorship</p>

	Environmental enhancement Scheme grant	No	£25k	LOW	We will no longer offer a local land management grant scheme but will meet current commitments and will still be a broker/facilitator for national schemes	We will offer environmental enhancement scheme grants if successful in obtaining extra funding and sponsorship
	Staff related costs	Relates to training budget as well as travel and subsistence	£15k	LOW	Reduction in associated costs of employing staff	N/A
	Total		£146.6k			

Review area	Proposal in 2016/2017	HR implications	£ amount 2016-17	Risk to achieving financial target	Focus for the future with reduced Defra resource/ what will not be done	Mitigating action to reduce impact on service outputs
Reduction in Defra funded plan making and strategy work 3 year plan: £134k	0.4 Research technician	End of temp appointment	£11k	LOW	£100k of resource will remain for the NPMP and corporate research. The phasing of reductions has taken into account the need to review the NPMP in 2016.	Roles into the future will be designed to provide flexibility to follow priorities
	Non staff budgets transport, policy mgt, tourism, community, recreation		£18k	LOW	This represents a reduction in the following non pay budgets as part of not giving strategic certainty to the same level of resource currently allocated to strategy making: £12k tourism and interpretation £4k recreation strategy £2k transport	We will continue to work with partners and obtain commitment to a joint delivery plan through the NPMP process
	Total		£29k			

Review area	Proposal in 2016/2017	HR implications	£ amount 2016-17	Risk to achieving financial target	Focus for the future with reduced Defra resource/ changes to service/ what will not be done	Mitigating action to reduce impact on service outputs
Reduction in Defra funded support services 3 year plan: £301.2k	ICT equipment and licence savings	No	£4k	LOW	This cost saving should arise as a consequence of reducing staff numbers overall	The move to delivering our ICT infrastructure as a service delivered by a third party will give the Authority greater scale-ability and resilience.
	Legal and democratic services non staff budget reduction	No	£25k	LOW	This will mainly be achieved through: <ul style="list-style-type: none"> • efficiency savings from a reduction in printing costs for members • a reduction in the legal non staff budget used for funding external advice 	The Head of Law will be able to draw on the minerals and legal reserve if the remaining non staff budget is insufficient
	CST and OST coming together: a) Reduction of 2 mgt posts b) Reduction of 0.57 scale B reception post c) Reduction of posts to the value of £49.7k in year 3	VR already agreed for (b) Compulsory redundancy if no redeployment opps for (a)(c)	a) £61.2k Business case 18/8 b) £10.6k	LOW	The objective is to bring the 2 teams together and reduce the number of management posts from 4 to 2, to provide a) a first point of contact service (multi-channel) for all customer enquiries dealing with as many as possible in the first instance and encouraging self-serve b) administrative support to key business operations across the organisation utilising business systems where appropriate. Bringing the 2 teams together will produce efficiencies and increase resilience but a reduction in resource will also have an impact: e.g. telephone queue times may increase (silver service rather than gold service); delays to processing some work if not a priority. New support demands will need to be funded from other sources of funding.	Bringing the 2 teams together will help mitigate the impact of further reduced resources later in our 3 year plan. Business process reviews will continue to ensure ways of working are most effective and economical. Specialist roles within the new team will provide more resilience for key areas e.g. planning. Other reductions have been phased for the third year so that the impact of the reduction in operational areas can be evaluated and so the team has a period of stability whilst reviewing processes.
	Total		£100.8k			
Total of year one reductions in Defra funded activities in five review areas = £464k						

Proposal in 2016/2017	£ amount 2016-17	Business plan/service changes to achieve	Risks/dependencies to achieving financial target	Mitigating action to reduce risk
Warslow	£37k	<p>A revised Business Plan (BP) was agreed by RMT on 31st March 2015 to take account of the additional £37K required to meet the FCR cost of £54K.</p> <p>The BP proposed 3 key actions as follows:</p> <ul style="list-style-type: none"> · review residential rents · review agricultural rents · reduce cost of Estate Ranger post by half 	<p>The savings in the Estate Ranger post have already been implemented.</p> <p>Work has not started on reviewing the 14 residential and 12 agricultural rents but it is a priority for the second half of 2015/16 with the aim of completing the work by 24th March 2016.</p>	<p>The Property Manager (Warslow Moors) will need to give this priority and project plan the work. Additional capacity will be required and assessed for individual negotiations. This will be provided either from the rural surveyor contract post or additional bought in resources funded through income into Warslow Moors.</p>
North Lees	£10k	<p>The draft business plan (to go to Audit Resources and Performance committee (ARP) in Sept) shows how we aim to achieve this based on:</p> <ol style="list-style-type: none"> 1. Increased campsite income 2. Reduction in use of bought in rural surveyor time 3. Maintenance of £5K Stanage sticker income 	<p>The business plan depends on an income from N Lees hall.</p> <p>Stanage sticker income is unsecured</p>	<ol style="list-style-type: none"> 1. Plans for the future of N Lees Hall are being produced that include short term and long term solutions; 2. Application to SITA Trust under development for physical access works to be implemented in 2016/127 3. Profile of Stanage Sticker continues to be high and marketing this is a priority
Cycle hire	£9k	<p>The draft business and action plan (to go to ARP in Sept) shows how we aim to achieve this:</p> <ol style="list-style-type: none"> 1. Increased hires due to wider marketing and communication plan. 2. Effective management of staff resource to ensure flexibility with season and weather. 3. Increase the service and maintenance offer to customers. 	<p>The business is dependent on holidays and the weather</p> <p>There is a reduced risk following successful implementation of Cycle Hire Action Plan where mitigation and flexibility is actioned. New initiatives trialled and assessed before taken forward e.g. cycle maintenance and repair service.</p>	<p>Regular monitoring and reviewing of all actions in business plan to ensure the business is fleet of foot to make the changes necessary to achieve performance e.g. having a flexible staff resource reflecting the holiday periods, season and weather.</p>
Non estate car parks	£5k	<p>This will be achieved through the increases in car park charges made previously.</p> <p>In addition communication will be improved at popular estate car parks to encourage payment and this may have some effect on payment levels at non-estate sites but this cannot be quantified.</p>	<p>Low occupancy and people using the car parks not paying the fee.</p>	<p>Options for parking enforcement to be considered in the future at all of our car parks.</p>

Visitor services	£30k	<p>Increased footfall due to proposed redevelopment at Castleton (RMT Report 23 July), refurbishment at Bakewell and improved signage and welcome at Edale.</p> <p>Business plan proposes: increase in gross profit margin to 45%; 10% increase in additional transactional value; new branded products achieve 4% increase in conversion at Bakewell and 5% at Castleton.</p>	<p>Dependent on agreement at 18 September ARP for redevelopment of Castleton Visitor Centre and all works completed at centre in time for 2016/17 season.</p> <p>Cross team working to ensure project completed on time.</p>	Agreed priority for Visitor Services and Property teams.
Learning & Discovery team	£5k	<p>Reducing ratios of casual staff for delivery £2000</p> <p>L&D car – either joining pool or being sold £2000</p> <p>Increase in products sold (Schools programme) £1000</p> <p>Total £5,000</p>	<p>Programmes adjusted so possible to be delivered by fewer staff.</p> <p>Lease arrangements of car to be reviewed and finance consulted about pool need. This increase is expected from the continued growth of delivery at Macclesfield Forest – dependent on continued support from UU. Marketing plan in place for site and changes to staff structure to support its development made this year.</p>	<p>Action already in place over the course of this year. Looks set to achieve target next year.</p> <p>May also be possible to achieve this saving by making car available to general use of all Authority – action already taken and possible savings will be reviewed by December.</p> <p>Close monitoring of numbers, targeted marketing. Also looking to increase delivery in other areas to increase sales more widely.</p>
Planning	£5k	Additional income from the planning advice charging scheme, to be achieved through relatively minor changes to the existing schedule	The existing scheme has produced income at a level slightly above the existing target, so an additional £5K should be achievable. The risk is that the level of development drops, with a proportionate drop in paid for pre-application enquiries. This is beyond the Authority's control.	Progress in achieving these new income targets will be reviewed and monitored through the budget monitoring group

Paper C	Proposal in 2016/2017	£ amount 2016-17	Business plan/service changes to achieve	Risks/dependencies to achieving financial target	Mitigating action to reduce risk
	Minerals	£10k	i) Additional income from greater use of the planning advice charging scheme and Planning Performance Agreements (PPAs) for Minerals cases, to be achieved through relatively minor changes to the existing schedule. ii) Increased paid for monitoring visits (the fee is fixed nationally so the income can only increase through additional visits, up to a maximum of 4 per site)	The existing scheme allows for charging for pre-application advice and the use of PPAs for minerals cases, but very little use has been made of it to date. The £10K target is considered to be achievable with greater use of these and a modest increase in the number of paid for monitoring visits. The risk is that the level of development drops as the volume of mineral working in the National Park reduces.	Progress in achieving these new income targets will be reviewed and monitored through the budget monitoring group
	Aldern House HQ	£8k	Increasing the target for income is consistent with the agreed Aldern House objectives to maximise utilisation of AH and tenant income.	The risk is that the market for new tenants dries up but steady progress continues to be made.	We will continue to market opportunities and review space available to make it as attractive to potential tenants as possible.
Total of year one increased net income targets in strategic certainty areas = £119k					

Year 1 reduction in Defra funded input costs in areas given strategic certainty

Strategic certainty to	Reduction in Defra costs Proposal in 2016/2017	HR implications	£ amount 2016-17	Risk to achieving financial target	Focus for the future with reduced Defra resource/ changes to service/ what will not be done	Mitigating action to reduce impact on service outputs
Minerals	Minerals Planner	Vacancy	£19k	LOW	Loss of this post can be absorbed without any impact on the output of the team as the number of active sites reduces.	None required
	TOTAL		£19k			

	£ Amount		2016-17	2017-18	2018-19	Outstanding awaiting phasing confirmation
GRAND TOTAL over 3 years	£1,572.4k		£602k	£230.5k	£337.9k	£402k of which £37.9k is still under discussion as to whether it can be achieved