

Public Document Pack

Peak District National Park Authority**Tel: 01629 816200**E-mail: customer.service@peakdistrict.gov.ukWeb: www.peakdistrict.gov.uk

Minicom: 01629 816319

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



Our Ref: A.1142/1571

Date: 11 May 2017



NOTICE OF MEETING

Meeting: **Audit Resources & Performance Committee**Date: **Friday 19 May 2017**Time: **10.00 am**Venue: **The Board Room, Aldern House, Baslow Road, Bakewell**SARAH FOWLER
CHIEF EXECUTIVE

AGENDA

1. **Apologies for Absence**
2. **Minutes of previous meeting 3 March 2017** (*Pages 7 - 10*) 5 mins
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. **Action Plans For The Management Of Recreational Motorised Vehicles In Their Use Of Unsealed Highways And Off-Road (A7622/SAS)** (*Pages 11 - 68*) 30 mins
Appendix 1
Appendix 2
Appendix 3

Appendix 4

Appendix 5

Appendix 6

Appendix 7

Appendix 8

- | | | |
|-----|---|---------|
| 7. | 2016-2017 Outturn (A.137/22/PN) <i>(Pages 69 - 88)</i>
Appendix A

Appendix B

Appendix C

Appendix D

Appendix E | 15 mins |
| 8. | 2016/17 Quarter 4 and Year End Corporate Performance Report (A91941/EF) <i>(Pages 89 - 126)</i>
Appendix 1

Appendix 2

Appendix 3 | 20 mins |
| 9. | Corporate Risk Register 2016/17 Year End and 2017/18 Proposed (EF) <i>(Pages 127 - 138)</i>
Appendix 1

Appendix 2 | 15 mins |
| 10. | Make Great Memories In England's National Parks - Acceptance Of Discover England Funding (SF) <i>(Pages 139 - 236)</i>
Appendix 1

Appendix 2

Appendix 3 | 10 mins |
| 11. | Internal Audit Report Block 2, 2016/17 (A1362/7/PN) <i>(Pages 237 - 284)</i>
Appendix 1

Appendix 2

Appendix 3

Appendix 4

Appendix 5

Appendix 6 | 20 mins |
| 12. | Internal Audit 2016/17 Annual Report (AMcC) <i>(Pages 285 - 294)</i> | |

Appendix 1

- 13. Internal Audit 2017/18 Annual Plan (A1362/7/ AGM) (Pages 295 - 300)** 5 mins
Appendix 1

14. Items for No Discussion

The Chair has identified the following items as items for no discussion unless there is an advance request from an individual Member for a discussion to take place.

1. External Audit (KPMG) 2017/18 Audit Fee Letter (A1362/AMcC) (Pages 301 - 310)

Appendix 1

Appendix 1

15. Exempt Information S100(A) Local Government Act 1972

The Committee 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 Nos. 16 and 17 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, Paragraph 3 "Information relating to the financial or business affairs of any particular person (including the Authority holding that information).

PART B

- 16. Castleton Visitor Centre Cafe Concession (ES) (Pages 311 - 314)** 15 mins

- 17. Acceptance of Partnership And Signature of Park Letter Of Agreement (SF)**
(Pages 315 - 362)
Appendix 3

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 <http://democracy.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 the Democratic and Legal Support Team on 01629 816200, ext 362/382. E-mail address: democraticandlegalsupport@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 <http://www.peakdistrict.gov.uk/looking-after/about-us/have-your-say> or on request from the Democratic and Legal Support Team 01629 816362, email address: democraticandlegalsupport@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: Members of Audit Resources & Performance Committee:

Chair: Cllr A McCloy
Vice Chair: Cllr F J Walton

Mrs P Anderson
Cllr A R Favell

Mrs F Beatty
Cllr C Furness

Cllr N Gibson
Mr Z Hamid
Cllr S Marshall-Clarke
Cllr Mrs N Turner

Mr D Greenhalgh
Cllr Mrs G Heath
Cllr C McLaren

Other invited Members: (May speak but not vote)

Cllr Mrs L C Roberts
Cllr D Chapman

Mr P Ancell
Cllr D Birkinshaw

Constituent Authorities
Secretary of State for the Environment
Natural England

This page is intentionally left blank

Peak District National Park Authority
Tel: 01629 816200
E-mail: customer.service@peakdistrict.gov.uk
Web: www.peakdistrict.gov.uk
Minicom: 01629 816319
Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE



MINUTES

Meeting: **Audit Resources & Performance Committee**

Date: Friday 3 March 2017 at 10.00 am

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

Chair: Cllr A McCloy

Present: Mrs P Anderson, Mrs F Beatty, Cllr C Furness, Mr D Greenhalgh,
Mr Z Hamid, Ms S Leckie, Cllr S Marshall-Clarke and Cllr C McLaren

Cllr Mrs L C Roberts and Mr P Ancell
attended to observe and speak but not vote.

Apologies for absence: Cllr F J Walton, Cllr A R Favell, Cllr N Gibson, Cllr Mrs G Heath,
Cllr Mrs N Turner and Cllr D Chapman.

7/17 MINUTES OF PREVIOUS MEETING HELD ON 20 JANUARY 2017

The minutes of the last meeting of the Audit, Resources and Performance Committee held on 20 January 2017 were approved as a correct record subject to the following amendments:

Add Mr P Ancell and Cllrs Chapman and Roberts to the list of Members present at the meeting.

8/17 URGENT BUSINESS

There was no urgent business to consider.

9/17 PUBLIC PARTICIPATION

Seven members of the public were present to make representations to the Committee.

10/17 MEMBERS DECLARATIONS OF INTEREST

Item 6

Cllr A McCloy declared a personal interest in this item as he was a member of the Ramblers Association. He also declared that he had received an email from Mr Will Hewitt.

11/17 PROPOSED TRAFFIC REGULATION ORDER AT WASHGATE (A76226/SAS)

Sue Smith, The Access and Rights of Way Officer, introduced the report and summarised a response received on behalf the Peak and Northern Footpaths Society and the Open Spaces Society. She also reported that since the report was published a further 5 objections to motorcycle restrictions had been received and were similar to those reported.

The following spoke under the public participation at meetings scheme:

- Mr M Gallagher, Northern British Bike pre-65 Trials Championship
- Mr A Kind, Auto Cycle Union HQ
- Mr H Cleary, ROW Officer, Manchester 17 MCC
- Mr S Wardle, Leycotes Farm
- Mr G Wood, Individual
- Ms P Stubbs, Peak Horsepower and Peak District Green Lanes Alliance
- Mr C Woods, Individual

In response to Members' queries the Officer stated that evidence had been received regarding the Bemrose Trial and the Reliance Cup Trial but not for the Dave Rowland or Northern Experts Trials. The Officer emphasised that the Authority was not the Highway Authority and therefore not responsible for repairs to the route. The exemption terms could ask for re-instatement works and contribution to these could be via a voluntary working group (which was already in place) or by provision of materials.

If Members were minded to approve a Traffic Regulation Order (TRO) with an exemption for events officers would work with organisers to advise on adopting a pre-cautionary approach and to consider the use along the river. However the exemption could not state that the river could not be used. The Officer reported that she was meeting with the organiser of the Bemrose Trial next week, ahead of their next event.

It was noted that the number of entrants for each event in the draft terms of exemption was limited to 180 as this was the legal maximum allowed. One of the events had already stated that their event was limited to 120.

A motion for a TRO with an exemption, with the terms of exemption limiting events to the 2 named events for the Bemrose Trial and the Reliance Cup Trial, was moved and seconded. A Member requested that a report back on the next motorcycle trial event be made to the Committee, with pictures, but this was not added to the motion. The motion was then voted on and carried.

RESOLVED:

That the Authority proceeds to make a Traffic Regulation Order under Section 22 BB(2)(a) Road Traffic Regulation Act 1984 that will have the effect of prohibiting use by mechanically propelled vehicles on the Washgate route including the exemption for use by motorcycles in connection with 2 named events, the Bemrose Trial and the Reliance Cup Trial, on such terms as may be required by the Authority.

12/17 MOORS FOR THE FUTURE PARTNERSHIP OPERATIONAL PLAN 2017 - 2018 (SLD/CD)

Chris Dean, Head of Programme Delivery (Moors for the Future), and Sharon Davison, Programme Office Manager, gave a presentation on the Moors for the Future Operational Plan for 2017-2018. They gave a background to the Plan and the Project's

funding and highlighted big achievements from 2016-17 including restoration trajectories monitoring and the community science project. The continued support of Defra, following Brexit, for the MoorLIFE 2020 project was also highlighted. Looking forward to 2017-18 Moors for the Future will be continuing to deliver and grow the Private Lands Partnership and hoping to sustain community science. Members of the Moors for the Future Team were present, with a display of their work, to answer questions from Members outside of the meeting.

Members thanked the Moors for the Future Team for the presentation and for their continued good work. The recommendation to support the Operational Plan and to recommend it to the Moors for the Future Partnership's Strategic Management Group was moved, seconded, voted on and carried.

RESOLVED:

That the Audit Resources and Performance Committee supports the Moors for the Future Partnership Operational Plan 2017-2018 and recommends it to the Moors for the Future Partnership's Strategic Management Group.

13/17 EXTERNAL AUDIT - 2016/17 AUDIT PLAN (A1362/AGM)

John Cornett and Katie Scott from the Authority's external auditors, KPMG, were present at the meeting and John introduced the report of the external audit plan for 2016/17. It was noted that there could be a small increase in the audit fee if any additional work was required.

Members noted the report and the recommendation was moved, seconded, voted on and carried.

RESOLVED:

That the 2016/17 External Audit Plan be considered and acknowledged.

The meeting ended at 12.28 pm

This page is intentionally left blank

6. ACTION PLANS FOR THE MANAGEMENT OF RECREATIONAL MOTORISED VEHICLES IN THEIR USE OF UNSEALED HIGHWAYS AND OFF-ROAD (A7622/SAS)

Purpose of the report

1. This report sets out how the Authority's strategy for the management of recreational motorised vehicles will be implemented for the year 2017/18. Detailed action plans for priority routes, illegal use and communications and updates on the progress made in 2016/17 are provided. The report also gives an update on progress with voluntary restraint.
2. **Key issues include:**
 - Progress on managing the impacts of recreational motorised vehicles
 - Green lanes are a valuable recreational asset for a range of different uses and abilities
 - The heritage and nature value of green lanes is important
 - The Authority's involvement and commitment to this area of work
 - Partnership working

Recommendation

3. **That the action plans at Appendices 3, 4 and 8 of this report are approved, that progress is noted and that a follow-up report be brought to this Committee in March 2018.**

How does this contribute to policies and legal obligations?

4. The work contributes to:
 - (i) Corporate Strategy 2016-19
Visitor experiences directional shift with the relevant focus to 'look after the whole Park as a public asset in a way that encourages access and responsible behaviour'.
The relevant key activities are:
 - Manage the rights of way network and access land to encourage enjoyment of the National Park
 - Encourage respect and understanding of the special qualities of the national Park by visitors through positive engagement.Connecting people directional shift with the relevant focus to 'improve access to the National Park for less represented audiences, in particular people living with health inequality'. The relevant key activity is:
 - Deliver a range of funded service interventions to people living with health inequalities.
 - (ii) National Park Management Plan – Partnership for Progress 2012-17
W14 under the welcoming and inspiring theme is the relevant outcome: Accessible and diverse recreation opportunities will be available for all, encouraging healthy living, enjoyment of the landscape and a sense of adventure.
The relevant delivery aims are:
 - Improve recreation opportunities for all, which encourage a sense of adventure, promote health and well being and are sustainable and appropriate to the National Park landscape
 - Have an integrated, well managed and inclusive rights of way and access network, which encourages responsible enjoyment by all
 - Work together to minimise damage and disturbance on unsealed routes
 - (iii) Strategy for the Management of Recreational Motorised Vehicles in their Use of Unsealed Highways and Off-road, and Procedure for Making Traffic Regulation Orders

(TROs).

Background

5. On 1 October 2007, under the terms of Section 72 of The Natural Environment & Rural Communities Act 2006, National Park Authorities (NPAs) were given powers to make Traffic Regulation Orders (TROs). The accompanying guidance for National Park Authorities states that the powers are “part of a package of measures to control excessive or inappropriate use of mechanically propelled vehicles away from the ordinary roads network”.
6. A revised strategy and procedure for the management of recreational vehicular use and for making TROs was adopted in February 2012 (Minute 6/12). Members also resolved, in July 2011, to increase the resources available for implementing the strategy in order to accelerate the existing partnership work with Highway Authorities and the police and to extend this area of work across the whole of the National Park. As part of this, detailed annual action plans are to be provided to this committee. An extension of resources on a part-time basis was agreed in October 2013 (Minute 49/13), extended again until 31 March 2017 and made permanent in January 2017 (Minute 20/16).
7. The aims of the strategy are to work in accordance with statutory purposes and duties, in active partnership wherever possible, to protect the special qualities of the National Park which include its open landscapes, bio-diversity, cultural heritage and the settlements of its local communities. Where excessive or inappropriate use of mechanically propelled vehicles away from the ordinary road network threatens the existence, quality and enjoyment of those qualities and the sustainability of unsealed roads, the Authority will take appropriate action in line with the principles set out in the strategy.
8. In May 2016, this Committee approved actions for 2016/17 in the key areas of work required to deliver the strategy. Detailed action plans were provided for green lanes, illegal use and communications. It was resolved at the meeting that a follow up report would be provided in March 2017 (Minute 25/16). The action plans in this report cover the period May 2017 to March 2018.

Green Lanes

9. Green Lanes are a particularly important part of the public access network in the National Park. Their nature as relatively easy-going multi-user routes mean they provide important recreational links between villages and cycle trails and as key access routes to the wider network of rights of way and access. Many also have important cultural and natural heritage values and act as ‘green corridors’ through the landscape. They also provide for the study of nature and are accessible routes.
10. In the Derbyshire part of the National Park there are approximately 150 unclassified roads (UCRs) and 26 Byways Open to All Traffic (BOATs); elsewhere in the National Park there are approximately 75 UCRs and 7 BOATs. These figures are approximate because of the ongoing process of legal status investigation undertaken by the Highway Authorities.
11. Routes which are or may have the potential to be motorised vehicular rights of way may be either BOATs or unsealed UCRs. BOATs are defined as highways over which the public have a right of way for vehicular and all other kinds of traffic, but which are used by the public mainly for the purpose for which footpaths and bridleways are so used. UCRs carry rights of at least those on foot but the legal status of UCRs remains to be determined by the relevant Highway Authority, irrespective of the use that takes place. Because of this uncertainty, UCRs are not always shown on Ordnance Survey mapping or are shown as Other Routes with Public Access (ORPAs).

12. The green lanes work to date has focused on managing recreational motorised vehicles on a number of priority routes and on routes and areas where use is illegal so to reduce impacts on the natural beauty and amenity of the National Park in accordance with our purposes, statutory obligations and the strategy. In light of the long-term commitment to this work, the Authority also has the opportunity to emphasise the value of green lanes by refreshing the route prioritisation to reflect the National Parks' special qualities and through mapping and signage improvements to develop the access network.

Accessibility

13. In accordance with the Authority's ongoing duty under the Equality Act for decisions which may affect those with protected characteristics, improvements have been either identified or made on the 5 routes where Traffic Regulation Orders (TROs) have been made. This includes surfacing improvements, improvements to structures, opportunities for dedicated disabled parking and supporting guided events. This is in addition to our commitment to provide access (on application) for disabled people who rely on road vehicles for access. A dialogue is maintained with representatives on accessibility issues and accessibility is considered at each of the routes where TROs have been made and reported in the TRO report attached in Appendix 1.
14. As part of the work to update green lane resource information, it is also proposed to identify routes which may be particularly suitable for less-able users and to promote within the Miles without Stiles work being undertaken this year.

Voluntary Restraint

15. Voluntary restraint is one of the management methods used to manage vehicular impacts on routes. Defra guidance (2005) states that 'voluntary restraint can be a useful tool for management of byways where reductions in mechanically propelled vehicle traffic is desirable, but not where the prohibition of mechanically propelled vehicles is agreed to be necessary.'
16. Although it lacks the legal enforceability of a legal regulation of use, the support and participation of the vehicle users gives voluntary restraint an element of 'buy-in' by vehicle users and for self-policing. Voluntary restraint also has the advantage of being quick and flexible to implement, in order to tackle problems such as damage or disturbance on a route at particular times.
17. Appendix 2 sets out the guidelines for considering, implementing, and assessing voluntary restraint measures. The trial of voluntary restraint at Minninglow Lane has been continuing in 2017 with its effectiveness being evaluated by monitoring of use and route condition. Voluntary restraint did not progress on the other identified route at School Lane because the proposal was complicated by the closure of the adjacent road at Great Hucklow, due to instability, and a temporary width restriction on the route itself.
18. In 2017/18, voluntary restraint is proposed to continue at Minninglow Lane, is being proposed at Moscar and is identified for School Lane as appropriate. Further opportunities for voluntary restraint will be explored where reductions in vehicle use can potentially reduce impacts on the special qualities of the National Park and where it will help to meet identified route objectives. Further voluntary restraint on other routes with possible vehicle rights will also be considered on application.

Priority Routes Action Plan 2017/18

19. The Priority Routes Action Plan (Appendix 3) identifies actions on 26 priority routes

requiring improved management. These were identified by way of a baseline survey in 2007 for the Derbyshire routes and 2012 for routes elsewhere in the National Park. There are 15 routes in Derbyshire and 11 in areas covered by other Highway Authorities. Routes where there are no longer any rights for motorised vehicles (whether by way of clarification of legal status or traffic regulation orders) are shown in the Illegal Use Action Plan (Appendix 4).

20. Actions are based on route objectives developed in line with the principles of the Strategy. Some of these actions are dependent on or awaiting actions by the relevant Highway Authorities who have the responsibility for the determination of the legal status and route management.
The following actions are identified:
- Vehicle logging and monitoring on all 26 priority routes
 - Proceeding with consultations on a TRO on 1 route
 - Concluding the making of a TRO on 1 route
 - Supporting voluntary restraint measures
 - Clarification of legal status by Derbyshire CC ongoing for 4 routes (one of which is now subject to a TRO)
 - Repairs by Derbyshire CC proposed for 6 routes
21. The action plan is accompanied by background reports for the routes in Derbyshire, 4 routes in Staffordshire, 3 routes in Cheshire, 2 in Kirklees and 3 in Sheffield. These are available at www.peakdistrict.gov.uk/priorityroutes and shown in Appendix 6. Route action plans show issues, objectives, and past, present and future actions. Route summary reports provide details of use, condition, and consultations and replace the previous management plan format. The route action plans are updated annually. The route summary reports have been updated to incorporate latest use figures, legal status changes and environmental information.
22. The compilation of route information for all the priority routes has now been completed. Local Access Forum (LAF) recommendations have been provided for all the priority routes.
23. Appendix 6 groups the priority routes into various areas of work. For some of the priority routes, issues which originally resulted in their classification as 'may be unsustainable' may no longer apply such as the routes becoming cul-de-sac routes or where the repairs have successfully resolved concerns. Routes where repairs have been proposed and confirmed by the Highway Authorities and where funding has been committed are also shown and the action plan identifies where the NPA will continue to liaise with the Highway Authorities for repairs. For all priority routes, the need for continued monitoring remains.
24. Appendix 7 gives details of the work that has taken place in the last 12 months. During this period, there has been:
- Consultation on an amendment to a proposed TRO on 1 route
 - Reporting of TRO consultations and decisions made to make TROs on 2 routes
 - TRO made on 1 route (see Appendix 1 for summary of TRO work by the Authority)
 - Voluntary restraint on 1 route
 - Route summary reports on 5 routes
 - Legal status determined on 2 routes
 - Peak Park Conservation Volunteer work parties on 2 routes
25. The priority routes are the focus for concentration of resources, however, officers also offer advice and support and undertake work on other routes used by recreational

motorised vehicles in the National Park. In addition, requests are made from time to time to add routes to the priority routes list for the National Park and/or to make TROs on these routes either by the Authority or the relevant Highway Authority using their available powers. During 2017/18, the Authority will seek to identify through the refreshment of criteria that which is most appropriate to the special characteristics of the National Park.

Illegal Use Action Plan 2017/18

26. The Illegal Use Action Plan (Appendix 4) identifies the locations where motorised vehicle use is taking place, either on routes which carry no vehicle rights, routes which are permanently restricted such as by way of traffic regulation orders, or on land adjacent to routes with vehicle access. The action plan identifies those routes where detailed monitoring and actions are required.
27. All reports of alleged illegal use are investigated. Where routes are particularly sensitive, action plans have been produced and implemented. On the routes where traffic regulation orders have been made, detailed monitoring is undertaken. This is set out in Appendix 1.
28. Officers work with the Highway Authorities to ensure that illegal use routes are signed correctly and have appropriate barriers, where necessary. Officers work with the police to prioritise their enforcement from information received and from vehicle logging.
29. The number of illegal use routes currently stands at 17. This includes 5 routes where the Authority has made traffic regulation orders. Appendix 7 sets out the work that has taken place within 2016/17.

Green Lanes Communications Action Plan 2017/18

30. The Communications Action Plan (Appendix 8) details actions to maintain and improve operational liaison and improve the availability of information. It focuses on the partnership approach to this area of work. This includes:
 - Liaising with the Highway Authorities on signage, repairs and maintenance, clarification of legal status, and traffic regulation as appropriate on priority routes and on other routes where issues have been identified, including those where illegal use is occurring
 - Working with the police on enforcement and education operations on the priority routes and illegal-use routes
 - Receiving advice from and facilitating the collation of route information by the Peak District LAF, an independent statutory group representing local communities, recreation users, conservationists and land owners
 - Establishing and maintaining a dialogue with vehicle user groups
 - Liaising with key partners including landowners, recreational user groups and communities
 - Participation in a national Motor Vehicle Stakeholder Working Group (MSWG) commissioned by Defra.
31. This action plan provides an overview of the role of the National Park Authority and the responsibilities of the Highway Authorities for the management of these routes. The Local Access Forum's input is also set out. Details of meetings with the Local Access Forum can be found at www.peakdistrict.gov.uk/laf.
32. Appendix 7 gives details of the work that has taken place in the last 12 months. During this period there has been:

- Meetings of the LAF and site inspections by the Green Lanes Sub-group
- Meetings of the MSWG which includes vehicle user groups and other stakeholders
- Information through the Access and Rights of Way electronic newsletter
- Liaison meetings with Highway Authorities
- Police liaison and operations

Priorities for Green lanes Work beyond 2017

33. The longer-term commitment made to this work allows for the continuation of the nationally recognised progress working in partnership with all parties to address the continuing problems of impacts to the National Park's special qualities, whilst developing opportunities to improve overall access to the lanes and reconnecting people with these valuable routes.

Summary

34. The Strategy emphasises the need to protect the special qualities of the National Park and that responsible and sustainable use and a partnership approach is inherent in doing this. The action plans are a means to focus resources with the involvement of others. Longer-term proposals are also identified in the report for future work on developing green lanes as a valuable resource.

Proposals

35. It is proposed that the action plans at Appendices 3, 4 and 8 be approved.

Are there any corporate implications members should be concerned about?

36. **Financial**

In May 2016, Members supported an investment proposal framework which included adding £26k to the baseline budget to deliver the green lanes action plan. This level of funding will allow continued progress on the matters identified in the Action Plans.

37. **Risk Management**

There is an element of reputational risk to the Authority in respect of expectations on the part of third parties not being met. There is also the potential for legal challenge as a result of actions arising from the strategic stance set out. However the Strategy and Procedure are clearly grounded in respect of the Authority's legal powers and abilities and have been drafted within realistic parameters in terms of deliverability.

38. **Sustainability**

This report addresses sustainability issues in the context of both the National Park Management Plan and the Authority's statutory purposes, duty and legal powers.

39. **Equality**

The requirements of the Equality Act 2010 have been met in the consideration of actions and the ongoing requirements to have regard to the duty.

40. **Background papers:**
None.

Appendices

1. TRO Report – May 2017

2. Voluntary Restraint Guidelines
3. Priority Routes Action Plan 2017/18
4. Illegal Use Action Plan 2017/18
5. Priority Routes Map
6. Priority Routes Summary
7. Action Plans 2016/17 - Update
8. Green Lanes Communication Action Plan 2017/18

Report Author, Job Title and Publication Date

Sue Smith, Rights of Way Officer, 11 May 2017

This page is intentionally left blank

TRO Summary Report May 2017



The Roych



The Route

The Roych runs from Rushup Edge, Derbyshire (grid reference SK 093825) to the Hayfield Parish boundary at South Head (Grid reference SK063847) a distance of approximately 3.5 km long. The route is an unclassified road and a National Trail.

Restriction

The Peak District National Park Authority made a full time permanent restriction in February 2014 on all mechanically propelled vehicles on grounds of amenity; natural beauty, recreation and the study of nature and character of the route where especially suitable for those on horseback.

Ecological Interest

A section of the route at Roych Clough is adjacent to the South Pennine Moors Special Area of Conservation (SAC), the Peak District Moors Special Protection Area (SPA), the Dark Peak Site of Special Scientific Interest (SSSI) and the Dark Peak Nature Improvement Area. Section 3 Woodland/Natural Zone is also at this location with the route westwards from this bordered to the north by Section 3 Moorland/Natural Zone. European dry heaths and blanket bogs lie adjacent to the route and within 500m and 100m Golden Plover and Curlew have been recorded as have Skylark and Meadow Pipit in the area.

Archaeological Interest

Archaeological surveys of land adjacent to this route have recorded a number of historic features. At the south-eastern end of the route are a cluster of sites recorded on the Derbyshire Historic Environment Record, including a scheduled monument - a bronze age cairn to the north

of the route. The route runs through a Historic Landscape Character area. The route was used as a packhorse route and there are holloways in the area.

Landscape Interest

The Roych lies within the Dark Peak landscape character area – a sparsely settled area of gritstone uplands...an extensive upland plateau with steep gritstone slopes...that drop away to lower lying slopes and deep valleys. The upper valley pastures and enclosed gritstone upland have transport routes...relict trade and commerce routes over the moors. There are panoramic and far reaching views along sections of the route providing a contrast between farmland and open country and no nearby settlements or houses provides a sense of remoteness and wildness, particularly at Roych Clough. Sections of the route run through unenclosed moorland forming part of an extensive area of open country.

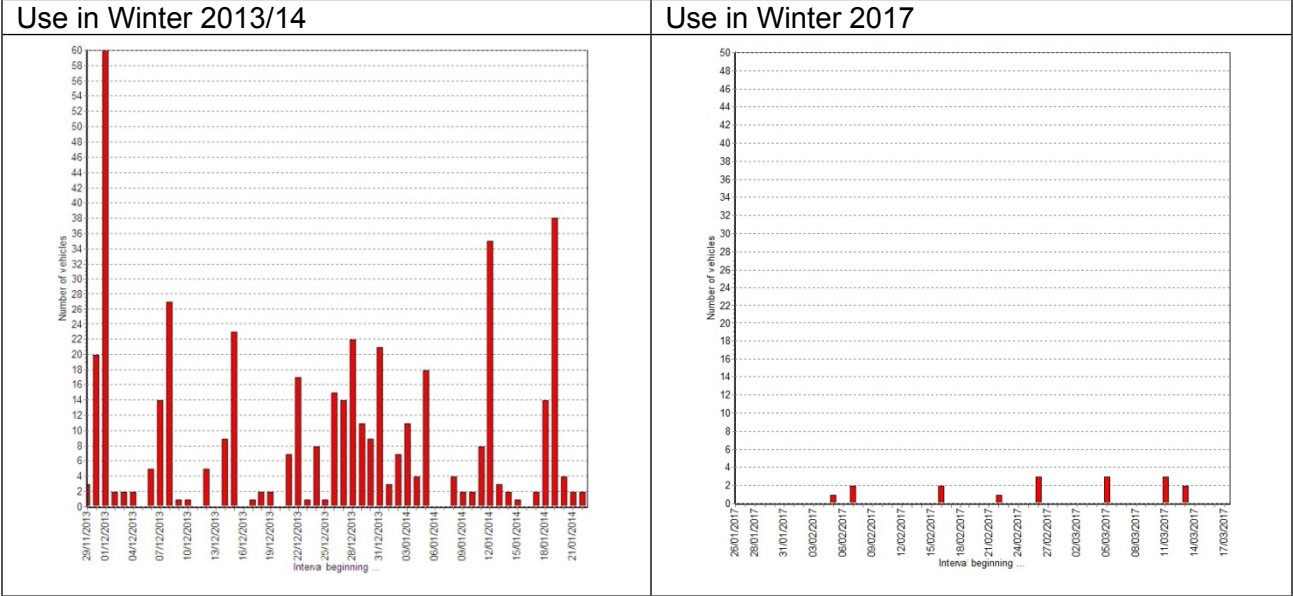
Recreational Interest

The Roych is an important recreational asset for all users. It forms part of the Pennine Bridleway National Trail and the Kinder Loop long distance route. It provides a means of access for activities in the area and links to the rights of way network and access land.

Condition



Motorised Vehicle Use



Accessibility

Roadside lay-bys are available at the eastern end of the route. An exemption to the traffic regulation order prohibiting all mechanically propelled vehicles is provided for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Works are planned to re-grade the step at the eastern end of the route and to carry out an audit with a view to replace the gate fastenings to make them more commodious.

Chapel Gate



The Route

Chapel Gate runs from Sheffield Road, Chapel-en-le-Frith (SK 093825) to Edale Road near Barber Booth, Edale (SK 113842) a distance of approximately 2.7km. The route is a Byway Open to All Traffic.

Restriction

Peak District National Park Authority full-time permanent restriction made in May 2014 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature. Closure of the route by Derbyshire County Council in November 2014 for repairs.

Ecological Interest

Approximately 1500m (half) of the route, passes through the South Pennine Moors Special Area of Conservation (SAC), the Peak District Moors Special Protection Area (SPA) the Dark Peak Site of Special Scientific Interest (SSSI) and the Dark Peak Nature Improvement Area. A further 250m falls within Section 3 Moorland/Natural Zone. European dry heaths and blanket bogs occur along the course of the route and within 200m Golden Plover, Curlew and Skylark have been recorded.

Archaeological Interest

The route is considered to be of medieval origin and runs through a range of Historic Landscape Character areas. 2 features are recorded on the Derbyshire Historic Environment Record: a Grade II listed Cast-iron milepost and a modification to the Sparrowpit Gate turnpike road.

Landscape Interest

Chapel Gate lies within the Dark Peak landscape character area – a sparsely settled area of gritstone uplands...an extensive upland plateau with steep gritstone slopes...that drop away to lower lying slopes and deep valleys. The upper valley pastures and enclosed gritstone upland have transport routes...relict trade and commerce routes over the moors. There are panoramic and far reaching views along sections of the route into the Vale of Edale providing a contrast between farmland and open country and a contrast between dark and white peak (acid moorland and limestone landscapes). The route runs through unenclosed moorland forming part of an extensive area of open country which along with no nearby settlements or houses provides a sense of remoteness and wildness.

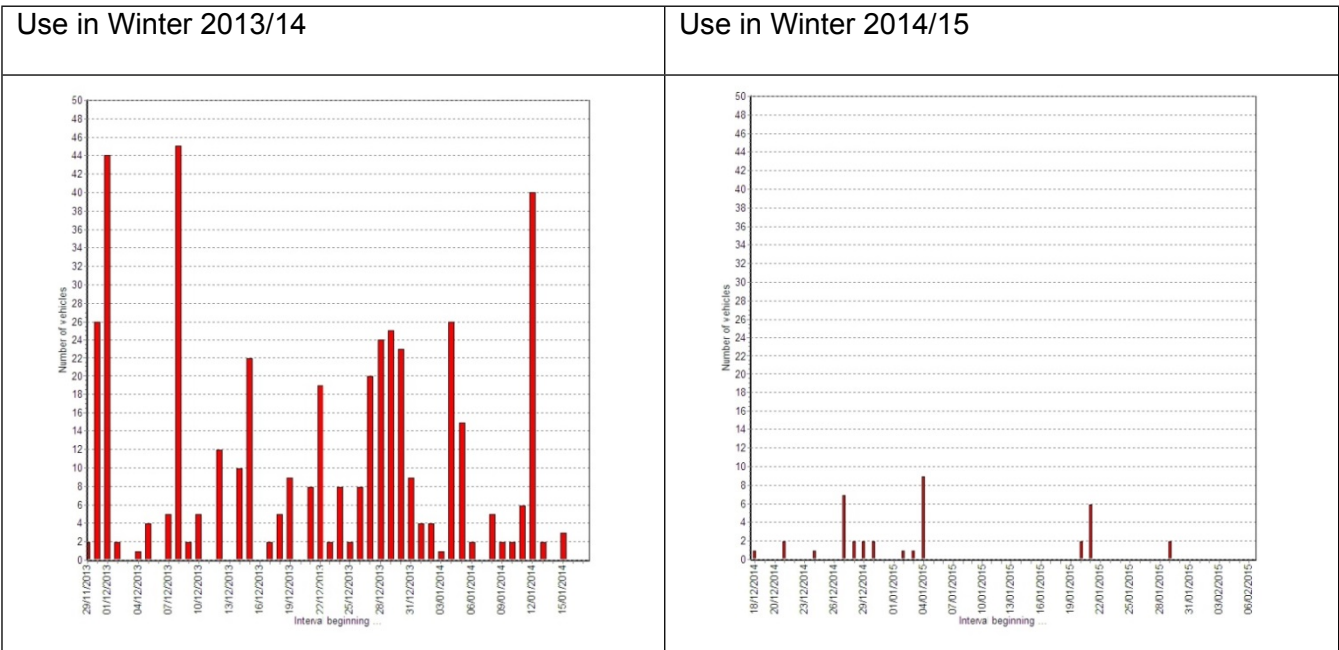
Recreational Interest

Chapel Gate is an important recreational asset for all users. It forms part of the Kinder Loop long distance route. It provides a means of access for activities in the area and links to the rights of way network and access land.

Condition



Motorised Vehicle Use



Accessibility

Roadside lay-bys are found at either ends of the route with a concession path providing a link with the southern end of the route. An exemption to the traffic regulation order prohibiting all mechanically propelled vehicles is provided for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Derbyshire County Council has proposed further resurfacing works and the route is presently closed. The field gate at the north eastern end of the route was replaced in 2016 using donations to the Authority's [Access Fund](#).

Long Causeway



The Route

Long Causeway runs from Redmires Reservoir, Sheffield (grid reference SK 257852) to Dennis Knoll, Derbyshire (grid reference SK227844), a distance of approximately 3.6km long. The route is a Byway Open to All Traffic.

Restriction

Peak District National Park Authority full-time permanent restriction was made in September 2014 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature.

Ecological Interest

The route passes through the South Pennine Moors Special Area of Conservation (SAC), Peak District Moors Special Protection Area (SPA), the Eastern Peak District Moors Site of Special Scientific Interest (SSSI), Stanage Edge Regionally Important Geological Site (RIGS), Section 3 Moorland/Natural Zone and the Dark Peak Nature Improvement Area (NIA). European dry heaths and blanket bogs occur along the course of the route and within 500m and 100m Merlin and Golden Plover have been recorded. Curlew and Skylark nest within 100m of the route as do Reed Bunting, Stonechat, Grasshopper Warbler and Ring Ouzels within 50m. Lapwing, Linnet, Willow Warbler and Winchat are also recorded in the area. Water Voles are found adjacent to the route. Common Pipistrelle bats; Soprano Pipistrelle and Myotis species have also been recorded. The adjacent plantations have been used by long-eared owls in the past. A large population of

round leaved sundew is found on the side of the track and is recorded in the flushes below the route as is common butterwort.

Archaeological Interest

An archaeological survey was undertaken in 1991. The route is considered to be of medieval origin and has an entry on the Derbyshire Historic Environment Record. A section of paving to the north of the route is scheduled and was thought to be of Roman origin. The route runs through a Historic Landscape Character area. The route was used as a packhorse route and there are holloways in the area and the Buck Stone and enclosure. Stanage Pole forms the County boundary, formerly between Northumbria and Mercia. The area is associated with Jane Eyre, Robin Hood, and the Clarion Ramblers.

Landscape Interest

Long Causeway lies within the Eastern Moors landscape character area – a sparsely settled area of gritstone uplands...a continuation of the Dark Peak uplands but...with a narrower moorland top...and a greater proportion of enclosed moorland. This is an elevated landscape which drops away to the Derwent Valley to the west. Edges are a characteristic of the area. There were many (traditional routes) and they were used for cross-Pennine trade. There are panoramic and far reaching views along the route and Stanage Edge and providing a contrast between Sheffield as a major conurbation and open country. The route runs through unenclosed moorland forming part of an extensive area of open country which along with no nearby settlements or houses provides a sense of remoteness and wildness.

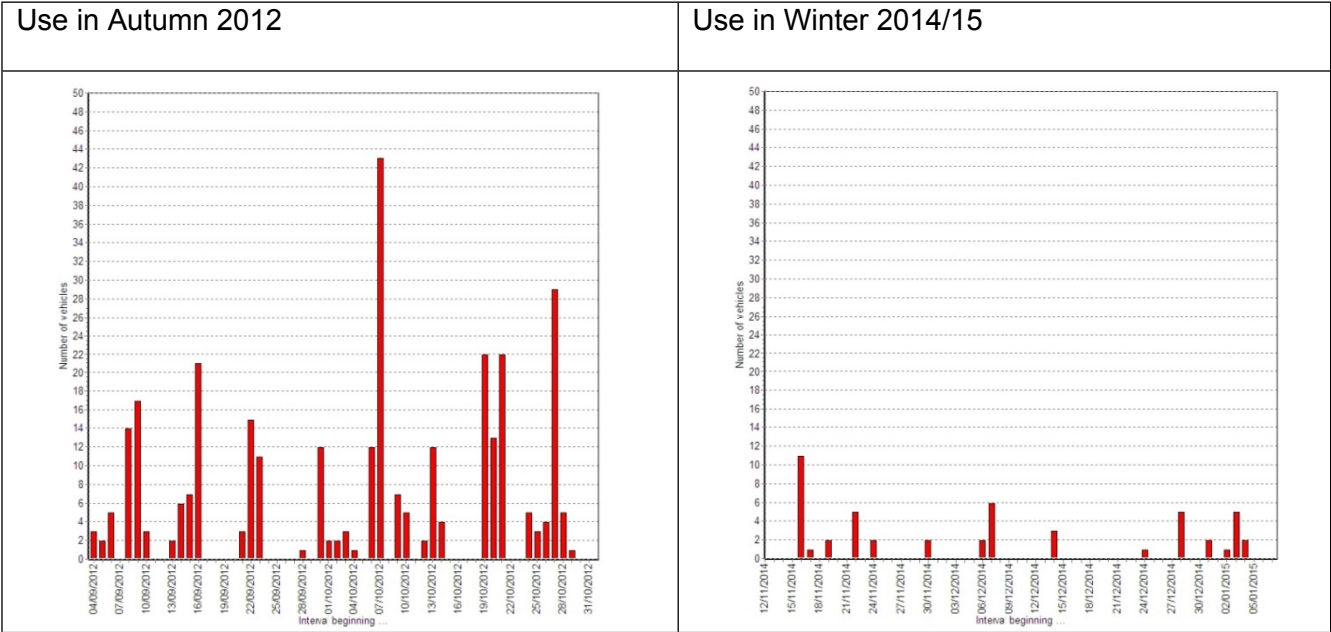
Recreational Interest

Long Causeway is an important recreational asset for all users. It forms part of the Sheffield Country Walk long distance route. It provides a means of access from Sheffield and for activities in the area including for climbing at the internationally important Stanage Edge and links to the rights of way network and access to open country.

Condition



Motorised Vehicle Use



Accessibility

Car parks are available at either ends of the route. An exemption is provided to the traffic regulation order prohibiting all mechanically propelled vehicles for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. DCC undertook resurfacing works in Summer 2014 and as part of the reinstatement refurbished the carpark at Dennis Knoll. The NPA has since widened and resurfaced the access at this location. The route has been categorised by the Disabled Ramblers as a Grade 2 route - suitable for heavy-duty Powerchairs and outdoor mobility scooters. Their first ramble on this route took place in August 2016.

Leys Lane



The Route

Leys Lane runs from Dale Farm (Grid Reference SK 195 722) where it proceeds in a north-north-west and then north-west direction for a distance of 1000 metres or thereabouts and ends at the point where its direction changes to westerly (Grid Reference SK 190 728). The route is a Byway Open to All Traffic.

Restriction

Peak District National Park Authority full-time permanent restriction made in January 2015 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature.

Ecological Interest

The route lies 200m from the Longstone Moor Site of Special Scientific Interest (SSSI) and Section 3 Limestone Hill/Natural Zone. Great crested newts are found in dew ponds adjacent to the route. The lane acts as a linking corridor between calcareous, acid and lowland hay meadow grasslands and which serve as a habitat for butterflies. The verges of the lane include species rich neutral grassland and an ancient woodland ground flora.

Archaeological Interest

Archaeological surveys were undertaken in 1999. Lead mining remains are found in the vicinity of the route including a priority site at Mootlow Vein. The route runs through a range of Historic Landscape Character areas and is of probable medieval origin.

Landscape Interest

The route lies within the White Peak landscape character area – an elevated limestone plateau dissected by deeply cut dales and gorges. Regular field boundaries have generally been built using quarried stone, (and) isolated stone field barns are often incorporated within the pattern of stone walls. Lead-mining and quarrying (have produced) industrial features very important to the White Peak landscape character. The pattern of straight roads (is) defined by stone walls, reflecting the late enclosure of the land from common and waste. There are panoramic and far reaching views along sections of the route providing a contrast between farmland and open country/limestone heath. The route leads to open country providing a sense of remoteness.

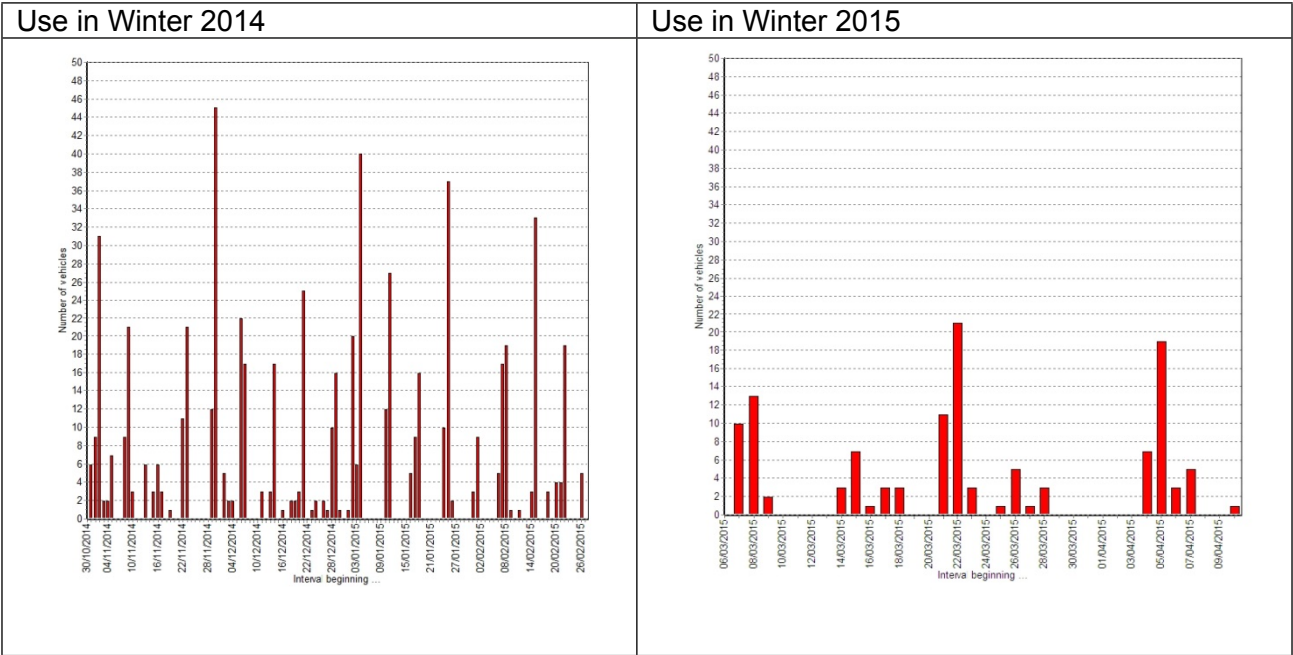
Recreational Interest

Leys Lane is an important recreational asset for all users. It forms part of the Black Harry Trails. It provides a means of access from Great Longstone and the Monsal Trail and for recreational and educational activities in the area and links to the rights of way network and access to open country.

Condition



Motorised Vehicle Use



Accessibility

An exemption is provided to the traffic regulation order prohibiting all mechanically propelled vehicles for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Leys Lane is accessed from Great Longstone or via Chertpit lane which is an unsurfaced route. Works are planned to restore and reinstate the former picnic area at the western end of Leys Lane to allow for dedicated disabled parking.

Derby Lane



The Route

Derby Lane commences from Summerhill Farm, Monyash, (grid reference SK 154 656), proceeds in a south easterly direction for a distance of approximately 2000 metres and ends where it meets the Long Rake Road (grid reference SK 167 640). Determination of the legal status of this route is ongoing.

Restriction

Peak District National Park Authority full-time permanent restriction made in February 2017 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature and the character of the route.

Ecological Interest

The route passes through a part of the Lathkill Dale Site of Special Scientific Interest (SSSI) and lies adjacent to another part of the SSSI at Cales Dale which is also an area of Section 3 Limestone Dale/Natural Zone. The SSSI was designated for its limestone woodland, grassland, lichens and invertebrates and for the limestone geology and caves. The underground interest above which the route passes contains features of cave passage morphology, sediment sequences and cave formations.

Archaeological Interest

The route passes through historic landscapes, including medieval. It is considered to be the surviving section of the old road between Derby and Manchester and is marked by a post medieval guidepost. A high priority lead mining site and long barrow is located immediately adjacent to the route. The nationally designated Arbor Low prehistoric monument is located to the south of the route.

Landscape Interest

The route lies within the White Peak landscape character area – an elevated limestone plateau dissected by deeply cut dales and gorges. Regular field boundaries have generally been built using quarried stone, (and) isolated stone field barns are often incorporated within the pattern of stone walls. Lead-mining and quarrying (have produced) industrial features very important to the White Peak landscape character. The pattern of straight roads (is) defined by stone walls, reflecting the late enclosure of the land from common and waste. There are panoramic and far reaching views along sections of the route.

Recreational Interest

Derby Lane is an important recreational asset for all users and provides a route from Monyash to Long Rake Road and the Arbor Low Scheduled Monument. The route is used for access for caving and provides an alternative to Lathkill Dale and the Limestone Way.

Accessibility

An exemption is provided to the traffic regulation order prohibiting all mechanically propelled vehicles for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Derby Lane is accessed from Monyash by a sealed road which becomes a track after Summerhill Farm before continuing across fields.

Voluntary Restraint in the Peak District National Park

Purpose

Voluntary restraint is one of the options available to prevent and reduce impacts of recreational motor vehicles on routes. Defra guidance (2005) states that 'voluntary restraint can be a useful tool for management of byways where reductions in mechanically propelled vehicle traffic is desirable, but not where the prohibition of mechanically propelled vehicles is agreed to be necessary.'

Although voluntary restraint lacks the legal enforceability of a legal regulation of use, having the support and participation of the vehicle users means that there is an element of self-policing. Voluntary restraint also has the advantage of being quick and flexible to implement, in order to tackle problems such as damage or disturbance on a route at particular times.

Voluntary restraint is not suitable in every circumstance and is without prejudice to any other action that may be taken on a route. In addition, any restraint on use on an unclassified road should not be taken as confirmation that rights exist.

Process

1) Initiating

There are 2 ways for voluntary restraint to come about:

- Initiated by the National Park Authority or Highway Authority - The NPA or HA may identify proposed voluntary restraint on priority routes to deal with objectives and issues identified in action plans. In this case, the NPA or HA will discuss the type of restraint and a time period with vehicle users and notify the Parish Council of proposals.
- Offered by Vehicle User Groups – Vehicle users may offer voluntary restraint on routes. This is usually done by an agreement between the vehicle user groups and the Highway Authority or NPA.

2) Implementing

Vehicle user groups will produce signage which will be displayed on the route.

3) Monitoring

On priority routes, the NPA will undertake regular monitoring which will include data logging and photographs. Monitoring will also be required outside the period of restraint in order to determine any impacts as a result of renewed or compressed use.

All voluntary restraint measures adopted are subject to review during and following the identified period of restraint.

This page is intentionally left blank

Priority Routes Action Plan 2017/18

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Bamford Clough (BOAT), Bamford People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route 	<p>Route currently closed for safety reasons.</p> <p>Surfacing works proposed by DCC.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition of route</p> <p>3) Support and monitor progress of intended works by DCC</p>	<p>As required</p> <p>Annually</p> <p>2017/18</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Brough Lane (BOAT), Brough and Shatton</p> <p>People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Minimise illegal use onto adjacent land 	<p>Route surfacing and drainage works undertaken by DCC.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition of route and verges</p> <p>3) Monitor illegal use and signage</p>	<p>Annually</p> <p>Bi-annually</p> <p>Bi-annually and in response to complaints</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Charity Lane (UCR), Macclesfield Forest & Wildboardclough</p> <p>People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Minimise illegal use onto adjacent land/routes • Prevent deviation from the route 	<p>Adjacent permissive bridleway along part of the route.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition of route</p> <p>3) Install signage for concession route</p> <p>4) Support CCC in determining legal status</p>	<p>Annually</p> <p>Bi-annually</p> <p>Summer 2017</p> <p>2017/18</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Clough Wood (UCR) , Birchover People <ul style="list-style-type: none"> Reduce impact of use on local community Promote responsible use Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route The Area <ul style="list-style-type: none"> Protect the environment of the area 	Route resurfaced and advisory signs installed. DCC proposed classification as a BOAT.	1) Vehicle logging 2) Monitor condition of route 3) Support DCC in determining legal status	Annually Bi-annually As required
The Cop (UCR) , Peak Forest People <ul style="list-style-type: none"> Reduce impact of use on local community Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Clarify legal status and/or line of the route The Area <ul style="list-style-type: none"> Minimise illegal use onto adjacent land 	Cul-de-sac route. Use reduced.	1) Vehicle logging 2) Monitor condition 3) Monitor signage	As required Annually Annually and in response to complaints

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Cumberland Lane (UCR), Macclesfield Forest & Wildboardclough</p> <p>People</p> <ul style="list-style-type: none"> Promote responsible use Encourage voluntary action Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land/routes 	<p>CCC TRO on 4-wheeled motorised vehicles. Repairs to revetment wall required.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition of route</p> <p>4) Request CCC to schedule repairs to revetment wall</p> <p>5) Support CCC in determining legal status</p>	<p>Annually</p> <p>Bi-annually</p> <p>Summer 2017</p> <p>2017/18</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Hay Dale (BOAT), Wheston People <ul style="list-style-type: none"> Promote responsible use Improve amenity and safety for route users The Area <ul style="list-style-type: none"> Protect the environment of the area 	Route resurfaced.	1) Vehicle logging 2) Monitor condition of route and verges	Annually Bi-annually
Houndkirk Road (BOAT), Sheffield People <ul style="list-style-type: none"> Promote responsible use Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Maintain character of the route The Area <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land 	Route resurfaced; off-road damage repaired. Regular maintenance scheduled by SCC.	1) Vehicle logging 2) Monitor condition and maintenance works.	Annually Bi-annually

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Hurstclough Lane (BOAT), Outseats People <ul style="list-style-type: none"> Promote responsible use Encourage voluntary action Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route 	Surfacing works proposed by DCC.	1) Vehicle logging 2) Monitor condition of route 3) Support and monitor progress of intended works by DCC	Annually Bi-annually 2017/18
Jumble Lane (BOAT), Sheffield People <ul style="list-style-type: none"> Promote responsible use Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Maintain character of the route The Area <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land 	Route resurfaced; off-road damage repaired. Regular maintenance scheduled by SCC.) Vehicle logging 2) Monitor condition and maintenance works.	Annually Bi-annually

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Kiln Bent Road (UCR) , Holme Valley People <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Improve amenity and safety for route users The Route <ul style="list-style-type: none"> • Improve condition of route • Clarify legal status The Area <ul style="list-style-type: none"> • Protect the environment of the area • Minimise illegal use onto adjacent land 	Part of the route currently closed for safety reasons. Surfacing works and reinstatement of off-road damage required.	1) Vehicle logging 2) Monitor condition and illegal use of adjacent land 3) Request KMC to schedule repairs.	Annually Bi-annually Summer 2017
Minninglow and Gallowlow Lane (UCR) , Ballidon People <ul style="list-style-type: none"> • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users The Route <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route 	Surfacing works proposed by DCC. DCC consulting on legal status. Voluntary restraint during winter/spring 2016/17.	1) Vehicle logging 2) Monitor condition of route 3) Support and monitor progress of proposed intended works by DCC 4) Support DCC in determining legal status 5) Support voluntary restraint	Quarterly Quarterly 2017/18 As required Autumn 2017

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Moorlands Lane (BOAT & RB), Bonsall People <ul style="list-style-type: none"> Promote responsible use Encourage voluntary action Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route The Area <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land 	Restoration of quarry has curtailed illegal use. Part of the route classified as restricted byway. Rest of route resurfaced.	1) Vehicle logging 2) Monitor signage and condition of route 3) Monitor illegal use of restricted byway and adjacent land	Annually Bi-annually Bi-annually and in response to complaints

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Moscar Cross Road (BOAT), Sheffield People <ul style="list-style-type: none"> Promote responsible use Encourage voluntary action Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route The Area <ul style="list-style-type: none"> Protect the environment of the area 	Regular maintenance scheduled by SCC.	1) Vehicle logging 2) Monitor condition and maintenance works. 3) Support voluntary restraint	Quarterly Quarterly Autumn 2017
Nether Bretton (BOAT), Eyam People <ul style="list-style-type: none"> Promote responsible use Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route The Area <ul style="list-style-type: none"> Protect the environment of the area 	Improvements to surfacing undertaken by volunteers.	1) Vehicle logging 2) Monitor condition	Annually Bi-annually

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Pindale (UCR) , Castleton People <ul style="list-style-type: none"> Reduce impact of use on local community Promote responsible use Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route The Area <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land Prevent deviation from the route 	Line of route delineated by fencing. Illegal use onto adjacent SM and SSSI reduced by boulders and signage. DCC consulting on legal status.	1) Vehicle logging 2) Monitor condition of the route 3) Monitor signage and illegal use of adjacent land 4) Support DCC in determining legal status	Annually Bi-annually Bi-annually and in response to complaints As required

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Rake Head Lane (UCR), Hollinsclough People <ul style="list-style-type: none"> Reduce impact of use on local community Promote responsible use Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Clarify legal status of the route The Area <ul style="list-style-type: none"> Protect the environment of the area 		1) Vehicle logging 2) Monitor condition 3) Support SCC in determining legal status	Annually Bi-annually 2017/18
Ramsden Lane/Road (UCR), Holme Valley People <ul style="list-style-type: none"> Promote responsible use Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and line of the route The Area <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land 	Surfacing works and reinstatement of off-road damage required.	1) Vehicle logging 2) Monitor condition and illegal use of adjacent land 3) Request KMC to schedule repairs.	Annually Bi-annually Summer 2017

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Riley Lane (BOAT & FP), Eyam People <ul style="list-style-type: none"> Reduce impact of use on local community Promote responsible use Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route The Area <ul style="list-style-type: none"> Minimise illegal use onto adjacent land 	Part of the route classified as footpath. Illegal use in adjacent woodland.	1) Vehicle logging 2) Monitor condition of route and signage 3) Monitor illegal use of adjacent land	Annually Bi-annually Bi-annually and in response to complaints
School Lane (BOAT), Great Hucklow People <ul style="list-style-type: none"> Reduce impact of use on local community Promote responsible use Encourage voluntary action The Route <ul style="list-style-type: none"> Maintain character of the route Clarify legal status and/or line of the route The Area <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land 	DCC temporary restriction on 4-wheeled vehicles.	1) Vehicle logging 2) Monitor condition of route 3) Monitor illegal use of adjacent land 4) Trial scheme of voluntary restraint	Quarterly Quarterly Bi-annually and in response to complaints 2017/18

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Shatton Lane (BOAT) , Brough and Shatton People <ul style="list-style-type: none"> Promote responsible use The Route <ul style="list-style-type: none"> Clarify legal status and/or line of the route The Area <ul style="list-style-type: none"> Minimise illegal use onto adjacent land 	Route resurfaced. Cul-de-sac route. Use reduced.	1) Vehicle logging 2) Monitor condition of route 3) Monitor illegal use and signage	As required Annually Annually and in response to complaints
Sough Lane (BOAT) , Taddington People <ul style="list-style-type: none"> Promote responsible use Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route 	Surfacing works required.	1) Vehicle logging 2) Monitor condition of route and verges 4) Request DCC to schedule repairs	Annually Bi-annually Summer 2017

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Swan & Limer Rakes (UCRs), Hollinsclough</p> <p>People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area 	<p>Route currently closed for safety reasons. Surfacing and drainage works required.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition of route</p> <p>3) Support and monitor progress of intended works by SCC</p> <p>3) Support SCC in determining legal status</p>	<p>Annually</p> <p>Bi-annually</p> <p>2017/18</p> <p>As required</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Three Shires Head People <ul style="list-style-type: none"> Promote responsible use Encourage voluntary action Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route The Area <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land/routes 	CCC TRO on 4-wheeled motorised vehicles. Crosses Derbyshire, Cheshire & Staffordshire boundaries. Surfacing and drainage works required.	1) Vehicle logging 2) Monitor condition of route 3) Request CCC to schedule repairs 4) Support CCC in determining legal status	Annually Bi-annually Summer 2017 As required

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Washgates, Hartington Upper Quarter People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Prevent deviation from the route 	<p>Repairs ongoing. Crosses Derbyshire/ Staffordshire boundary. Decision following consultation to make a TRO.</p>	<p>1) Vehicle logging and monitoring of continued use</p> <p>2) Monitor condition of route and bridge</p> <p>3) TRO to be made</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Summer 2016</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
Wetton People <ul style="list-style-type: none"> Promote responsible use Encourage voluntary action Improve amenity and safety for route users The Route <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route The Area <ul style="list-style-type: none"> Protect the environment of the area Prevent deviation from the route 	Voluntary restraint initiated by vehicle users over Winter/Spring 2016.	1) Vehicle logging 2) Monitor condition of route 3) Support SCC in determining legal status 4) Proposed consultation on vehicle regulation	Annually Bi-annually As required Summer 2017

Illegal Use Action Plan 2017/18

Route and Issues	Current Situation	Proposed PDNPA Actions	Timescales
Abney Restricted Byway 5 Reclassification as a restricted byway. Links with Shatton Lane and Brough Lane.	Action plan produced June 2008 Use prior to reclassification: 229 vehicles in 28 days (June 2008) Logged use: 44 vehicles in 28 days (Sept 2010)	1) Vehicle logging 2) Maintain signage 3) Support police enforcement	As required As required As required.
Bradley Lane, Pilsley Route clarified to be a bridleway.	Former priority route where determination of legal status in Jan 2015 has confirmed no rights for vehicles. Police operations. Logged use: 60 vehicles in 29 days (Feb 2016) NB may include agricultural vehicles	1) Vehicle logging 2) Monitor condition 3) Maintain signage 4) Support police enforcement	Annually Bi-annually As required As required
Black Harry, Stoney Middleton Route clarified to be a bridleway	Former priority route where determination of legal status in Feb 2015 confirmed no rights for vehicles. Police operations. Use prior to reclassification: 543 vehicles in 77 days (Apr to July 2010) Logged use: 48 vehicles in 76 days (Feb to April 2017)	1) Vehicle logging 2) Monitor condition 3) Maintain signage 4) Support police enforcement	Annually Bi-annually As required As required

Route and Issues	Current Situation	Proposed PDNPA Actions	Timescales
Brushfield-Upperdale Route clarified to be a bridleway	Former priority route where determination of legal status in Jan 2017 has confirmed no rights for vehicles. Police operations. Use prior to reclassification: 802 vehicles in 86 days (Feb to May 2016) Logged use: 46 vehicles in 22 days (April 2017)	1) Vehicle logging 2) Monitor condition of route and illegal use of adjacent land and support and monitor progress of intended works by DCC 3) Maintain signage 4) Support police enforcement	Annually Bi-annually As required As required
Chapel Gate, Edale TRO route	Former priority route where a TRO made in May 2014 prohibits vehicle use. Police operations.	1) Vehicle logging 2) Monitor condition 2) Maintain signage 3) Support police enforcement	Quarterly Quarterly As required As required
Darlton Quarry, Stoney Middleton Use of a bridleway	Signage erected 2011, replaced 2012. Surfacing and drainage repairs undertaken and barriers erected in 2013. Monitoring to address sporadic use. Police operations. Logged use: 12 vehicles in 37 days (Sept 2014)	1) Vehicle logging 2) Maintain signage 3) Support police enforcement 4) Liaise with DCC and quarry company over reinstatement and repairs	As required As required As required Spring 2016

Route and Issues	Current Situation	Proposed PDNPA Actions	Timescales
Derby Lane , Monyash TRO route	Former priority route where a TRO made in Feb 2017 prohibits vehicle use. Police operations.	1) Vehicle logging 2) Monitor condition 2) Maintain signage 3) Support police enforcement	Quarterly Quarterly As required As required
The Goyt Damage to and deviation from tracks and adjacent land; damage to SSSI. Use of footpath near Derbyshire Bridge.	Boulders placed to obstruct access to SSSI. Landowner, police and ranger partnership meetings. Police operations.	1) Vehicle logging 2) Erect and maintain signage 3) Support police enforcement	As required Spring 2016 As required
Holme Moss Damage to and deviation from tracks and adjacent land; damage to SSSI.	Boulders placed to obstruct access and signage erected. Landowner, police and ranger partnership meetings. Police operations.	1) Vehicle logging 2) Maintain signage 3) Support police enforcement and landowner actions	As required As required As required
Hope Woodlands Use has continued on bridleway network despite invalidity of claims to upgrade status. Damage to routes and adjacent moorland. Conflict with other users and landowners/residents	Signage erected in 2012. Police operations Use prior to confirmation of classification: 84 vehicles in 28 days (June 2008) Logged Use: 92 vehicles in 136 days (including agricultural vehicles) (June 2012)	1) Vehicle logging 2) Maintain signage 3) Support police enforcement	As required As required As required

Route and Issues	Current Situation	Proposed PDNPA Actions	Timescales
Leys Lane , Little Longstone TRO route	Part of a former priority route where a TRO made in February 2015 prohibits vehicle use. Police operations.	1) Vehicle logging 2) Monitor condition 3) Maintain signage 4) Support police enforcement	Quarterly Quarterly As required As required
Long Causeway , nr Stanage TRO route	Former priority route where a TRO made in September 2014 prohibits vehicle use. Police operations.	1) Vehicle logging 2) Monitor condition 3) Maintain signage 4) Support police enforcement	Quarterly Quarterly As required As required
Monksdale Lane , Millers Dale Route clarified to be a bridleway	Former priority route where determination of legal status in Mar 2017 has confirmed no rights for vehicles. Use prior to reclassification: 165 vehicles in 41 days (Feb to Apr 2009)	1) Vehicle logging 2) Monitor condition 3) Maintain signage 4) Support police enforcement	Annually Bi-annually As required As required
Moorlands Lane Section in the restored quarry clarified to be a restricted byway.	Part of a priority route where determination of legal status in March 2015 has confirmed no rights for vehicles. Logged Use: 36 vehicles in 35 days (July 2015)	1) Vehicle logging 2) Monitor condition 2) Maintain signage 3) Support police enforcement	Annually Bi-annually As required As required

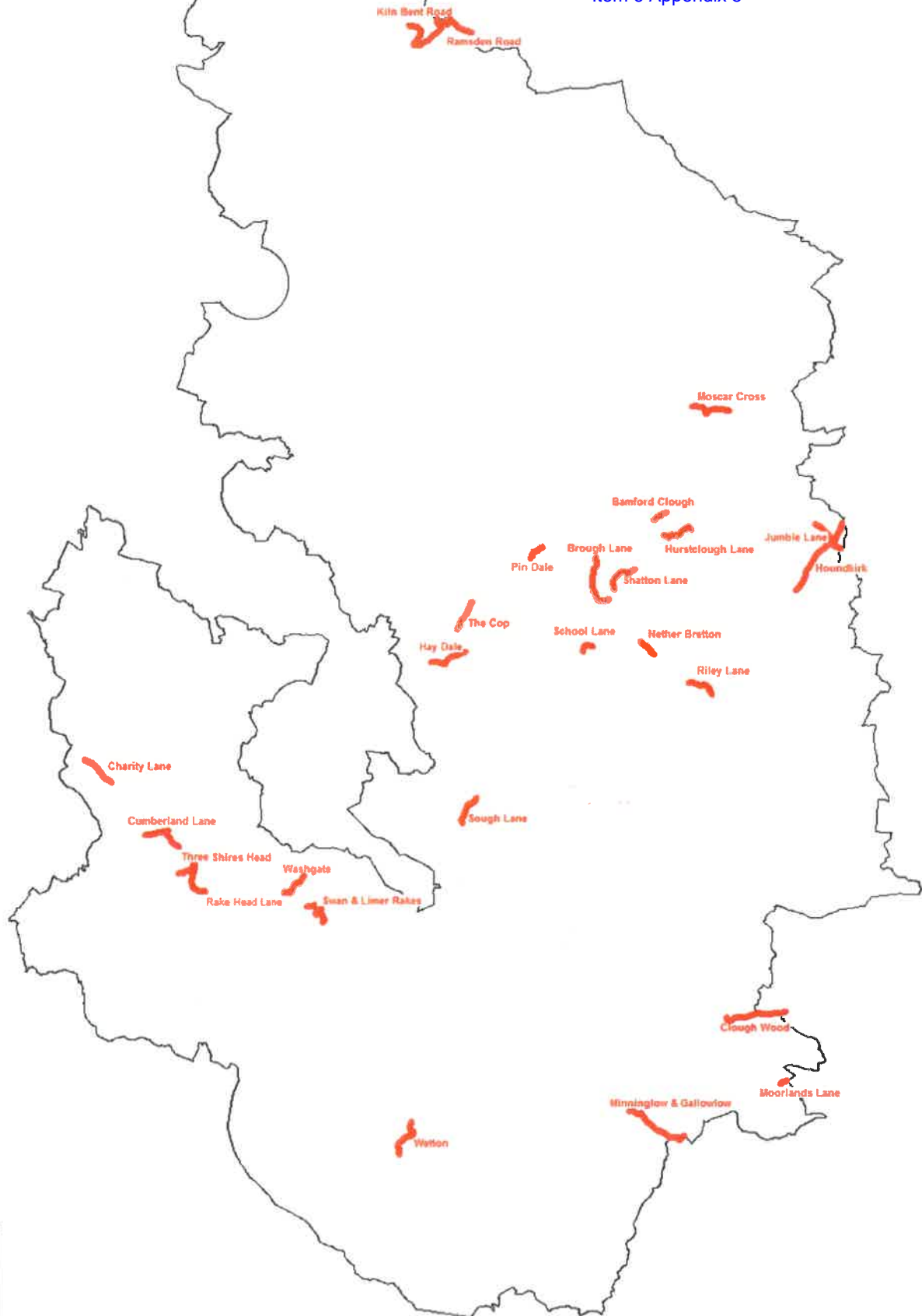
Route and Issues	Current Situation	Proposed PDNPA Actions	Timescales
Riley Lane Section clarified to be a footpath. Off-road use in Pretty Wood.	Part of a priority route where determination of legal status in January 2015 has confirmed no rights for vehicles. Police operations.	1) Vehicle logging 2) Monitor condition 3) Maintain signage 4) Support police enforcement	Annually Bi-annually As required As required
Sheen Footpath 41. Reclassification as a footpath.	Signage erected in 2013. Logged Use: 55 vehicles in 16 days (Apr 2016)	1) Vehicle logging 2) Monitor condition 3) Maintain signage 4) Support police enforcement	Annually Bi-annually As required As required
The Roych , Chapel en le Frith TRO route	Part of a former priority route where a TRO made in February 2014 prohibits vehicle use.	1) Vehicle logging 2) Monitor condition 2) Maintain signage 3) Support police enforcement	Quarterly Quarterly As required As required

This page is intentionally left blank

PDNPA Green Lanes Priority Routes

ARP Committee 19 May 2017

Item 6 Appendix 5



1:384435

This page is intentionally left blank

Priority Routes in the Peak District National Park

TROs made by PDNPA

- Chapel Gate
- Derby Lane
- Long Causeway
- Leys Lane
- The Roych

TRO to be made by PDNPA

- Washgate

TROs made by HAs

- Cumberland Lane
- Three Shires Head

TROs temporarily affecting vehicle use made by HAs

- Bamford Clough
- Chapel Gate
- Kiln Bent Road
- School Lane
- Swan & Limer Rakes

Proposed TRO consultation by PDNPA

- Wetton

Legal status changes confirming no vehicle use

- Black Harry Lane
- Bradley Lane
- Brushfield - Upperdale
- Monksdale Lane
- Riley Lane

Legal status changes affecting vehicle use

- Moorlands Lane (cul-de-sac)
- Riley Lane (cul-de-sac)
- Shatton Lane (cul-de-sac)
- The Cop (cul-de-sac)

Voluntary restraint by PDNPA/HAs

- Minninglow & Gallowlow Lane
- Moscar Cross Road
- School Lane

Repairs - undertaken

- Black Harry Lane
- Bradley Lane
- Brough Lane
- Chapel Gate
- Chertpit & Leys Lane
- Clough Wood
- Cumberland Lane
- Hay Dale

Repairs – undertaken (cont.)

- Houndkirk Road
- Jumble Lane
- Moscar Cross Road
- Moorlands Lane
- Nether Bretton
- School Lane
- The Roych
- Washgates

Repairs – proposed confirmed

- Bamford Clough
- Brushfield-Upperdale
- Chapel Gate
- Hurstclough Lane
- Minninglow & Gallowlow Lane
- Moscar Cross Road
- Riley Lane
- Swan & Limer Rakes

Other Priority Routes

- Charity Lane
- Pindale
- Ramsden Lane
- Sough Lane

Strategy for Recreational Motorised Vehicles - Action Update - 2016/17

Green Lanes Actions	Undertaken	Ongoing/Outstanding
<u>TROs</u> <ul style="list-style-type: none"> Traffic Regulation Order consultations by HA or PDNPA Traffic Regulation Orders made by HA or PDNPA 	Washgate decision – PDNPA Sept 2016 Derby Lane decision – PDNPA Nov 2016 Washgate Reg 12 notification – PDNPA Nov 2016 Derby Lane TRO made – PDNPA Mar 2016 Washgate decision – PDNPA Mar 2017	Washgate TRO - PDNPA Wetton Reg 4 consultation - PDNPA
<u>Voluntary Restraint</u> <ul style="list-style-type: none"> Identified by PDNPA Initiated by vehicle users 	Minninglow & Gallowlow Lane – PDNPA	School Lane – PDNPA
<u>Works</u> <ul style="list-style-type: none"> by PDNPA by HA by volunteer working parties (PPCV). 	Washgate – PPCV volunteers Cumberland Lane – PPCV volunteers	Bamford – DCC Brushfield-Upperdale – DCC Chapel Gate – DCC Hurstclough - DCC Minninglow – DCC Riley Lane – DCC
<u>Monitoring</u> By PDNPA <ul style="list-style-type: none"> vehicle loggers site inspections reports/complaints 	Network and routes identified and programmes in place/being implemented.	N.B. List is not included to avoid distortion of investigations.
<u>Signage</u> <ul style="list-style-type: none"> Advisory (PDNPA) Legal (HA) 		

Green Lanes Actions cont	Undertaken	Ongoing/Outstanding
<u>Route information</u> By PDNPA <ul style="list-style-type: none"> route summary reports route actions plans 	Route action plans and summary reports updated for the priority routes in the Derbyshire, Staffordshire & Cheshire part of the National Park. Route action plans and summary reports prepared for 5 routes in the Kirklees and Sheffield parts of the National Park.	
<u>Legal status</u> By HA <ul style="list-style-type: none"> consultation clarified/resolved 	Brushfield-Upperdale Monksdale Lane	Clough Wood Derby Lane Minninglow & Gallowlow Lane Pin Dale

Illegal Use Actions	Undertaken	Ongoing/Outstanding
<u>Monitoring</u> <ul style="list-style-type: none"> vehicle loggers incident reports 	Network and routes identified and programmes in place/being implemented.	N.B. List is not included to avoid distortion of investigations.
<u>Signage</u> <ul style="list-style-type: none"> Replacement Legal (DCC) TRO 	TRO signage at Derby Lane.	
<u>Police Operations</u> <ul style="list-style-type: none"> Advisory days Enforcement days Cautions & notices 	Network and routes identified and programmes in place/being implemented.	N.B. List is not included to avoid distortion of investigations.

Illegal Use Actions cont	Undertaken	Ongoing/Outstanding
<u>Works</u> <ul style="list-style-type: none"> by PDNPA by DCC by volunteer working parties. 		

Communications Actions	Undertaken	Ongoing/Outstanding
<u>Highway Authorities</u>	Liaison on repairs, signage, barriers, legal status & voluntary restraint. Consultee on TROs.	
<u>Police</u>	Liaison on illegal use matters. Consultee on TROs.	
<u>Local Access Forum</u>	LAF Sub-group meetings – April & Oct 2016 & Feb 2017 LAF Meetings – June, Sept, & Dec 2016, & Mar 2017 LAF Reports – June, Sept, & Dec 2016 & Mar 2017	
<u>Members/Staff</u>	Newsletters – Aug, Sept, Nov & Dec 2016 Reports to Committee – Sept & Nov 2016 & Mar 2017 PDNPA Staff induction – June 2016	
<u>User Groups & Residents</u>	Newsletters - Aug, Sept, Nov & Dec 2016 Reports to Committee – Sept & Nov 2016 & Mar 2017	
<u>Motor Vehicle Stakeholders Working Group</u>	Meetings – Nov 2016 & April 2017	

This page is intentionally left blank

Green Lanes Communications Action Plan 2017/18

Purpose

This action plan advises on communications related to the National Park Authority's work to reduce the impacts on the National Park from recreational motorised vehicles on unsealed routes and off-road.

Background

A revised Strategy was adopted in 2012 to set out the National Park Authority's approach to this work to meet National Park purposes and duties. The action plans set out the key areas of work required to form part of the Strategy.

NPA's Role

The NPA will:

- Work to conserve the special qualities of green lanes and the National Park
- Promote opportunities for everyone to understand and enjoy these special qualities in a responsible way
- Work with Highway Authorities, communities and user groups to minimise damage and disturbance

Key Dates

2007 - National Park Authorities (NPAs) given powers to make Traffic Regulation Orders (TROs); strategy to manage recreational vehicular use of unsurfaced highways and off-road use in the National Park and a policy and procedure on making TROs approved.

2008 - 23 priority routes approved; work commences on management plans.

2009 – Management plans completed for the first 8 priority routes.

2011 – Members working group review the strategy and propose a revised strategy and procedure subject to an extended consultation; additional resource for 2 year period given.

2012 – Revised strategy and procedure adopted; route reports completed for further 8 priority routes; annual action plans on priority routes, illegal use and communications produced.

2013 – Route reports completed for remaining 8 priority routes in the Derbyshire part of the National Park; additional resource extended for 2 year period on a part-time basis.

2014 – Traffic Regulation Orders made at the Roych, Chapel Gate and Long Causeway.

2015 - Traffic Regulation Order made at Leys Lane; route reports completed for 4 routes in Staffordshire; additional resource extended for 1 year period on a part-time basis.

2016 – Voluntary restraint initiated on 2 routes. Route reports completed for 3 routes in Cheshire.

2017 - Traffic Regulation Order made at Derby Lane; route reports completed for all priority routes; additional resource extended permanently on a part-time basis.

Key Messages

- Green lanes are a valuable part of the access network which are accessible for a range of different uses and abilities.
- Green lanes provide a sense of place in the landscape and for the study of nature.
- Where there is conflict with the conservation of the special qualities of the National Park, then action will be taken including the use of TROs where appropriate.
- All users can reduce impact on other users and the environment by using the lanes in a legal, responsible and sustainable manner.
- The well-being of local communities can be enhanced through a properly maintained, accessible and safe rights of way network
- A consensus-based approach and partnership working will provide for long-term effective management of green lanes.
- Illegal use is unacceptable.

Target Audiences

- **NPA Members** – to feedback summary of actions on green lanes management and to champion Peak District National Park (PDNP) priorities within PDNP communities and partner organisations. Members also inform strategic decision making on resources and priorities.
- **NPA Leadership Team** – to summarise work on management of green lanes, ensure sufficient resourcing, and identify opportunities within other areas of the PDNPA/ partners' work.
- **NPA Team Managers** – to ensure that actions to deal with green lanes as a resource and to mitigate the impacts of vehicles on green lanes are incorporated into Service Plans. To offer guidance, to make resources available, and to promote the work.
- **NPA Lead Officers** – to ensure that green lane and vehicle considerations are embedded in PDNP strategies, policies, plans, and guidance. To deliver the actions relating to the management of vehicles on green lanes.
- **NPA Staff** – to support the delivery of the actions identified in their Service Plan and to raise awareness of and ensure that the work of the PDNPA delivers green lanes management and mitigates the impact of vehicles on the special qualities of the National Park.
- **Highway Authorities** – to carry out their duties in relation to management of use, maintenance, enforcement, signage and determining legal status. To support the PDNP purposes and priorities, work together on delivering improvements and have regard to statutory requirements.
- **Police** – to carry out their duties in relation to enforcement.
- **Local Access Forum** – to advise its appointing authorities (PDNPA and Derbyshire County Council) and other relevant authorities on the management of green lanes and recreational vehicles within the National Park and surrounding areas to bring about the improvement of public access.
- **Stakeholders** – (critical friends and mentors, other National Parks, Council for the National Parks, Friends of the Peak District, user groups, residents) to engage and influence in delivering or supporting the actions to manage use. To identify other mutually beneficial actions to work on together.
- **Media & Visitor Centres** – to communicate and promote actions relating to the management of vehicles.
- **Visitors/Users** – to use green lanes responsibly and minimise the negative impacts of inappropriate use on the special qualities of the National Park. To promote and implement voluntary actions.
- **PDNP Communities** – to encourage and support actions taken to protect and improve green lanes as a valuable resource.

Resources

The team comprises Mike Rhodes, Access and Rights of Way Manager, Richard Pett, Rights of Way Officer (part-time), and Sue Smith, Rights of Way Officer (part-time). Support is given by Deborah Shaw, Senior Legal Officer, the Director of Commercial Development and Outreach, Simon Malcolm, Head of Visitor Experience Development, Emma Stone, and the Ranger Service.

Communications Action Plan 2017/18

What	Why	How	When	Who	Evaluation
Inform media about progress	To increase awareness of work and to encourage involvement in minimising the impact on the NP	General news releases; article in Park Life; target specialised media; ARoW newsletter	April 2012 onwards; update as and when new information arises	Rights of Way Team/ Communications Team	Number of stories generated; number of contacts
Develop and maintain informative webpages on PDNPA website	First point of call on green lanes information.	Update webpages	April 2012 onwards; update as and when new information arises	Rights of Way Team/ Website manager	Website hits
Promote the vehicles web pages	To increase awareness; to advise of issues	Partner organisations; media.	After implementation of new information on webpages.	Rights of Way Team/ Communications Team	Website hits
Inform vehicle users of route specifics	To increase awareness; to advise of issues to minimise the impact of vehicular use	ARoW newsletter; emails; action plans	Newsletters when new information arises; annual action plans	Rights of Way Team	Number of issues; circulation
Inform communities of progress	To increase awareness; to advise of action	ARoW newsletter; emails; action plans	Newsletters when new information arises; annual action plans	Rights of Way Team	Number of issues and circulation
Inform Members	To increase awareness; to advise of action	ARoW newsletter; committee reports; LAF meetings; Members' workshops	Newsletters when new information arises; as required	Rights of Way Team	Number of reports
Inform staff	To increase awareness; to advise of action; to seek information on routes	Emails, phone calls, staff ezine; committee reports; LAF meetings; ARoW newsletter	As required	Rights of Way Team/ Communications Team	Number of contacts

What	Why	How	When	Who	Evaluation
Liaise with Highway Authorities	To ensure regard is had to NP purposes; to develop a partnership approach; to facilitate repairs, signage and other measures to manage the use of green lanes; to promote responsible use	Emails; phone calls; consultations; regular liaison meetings; LAF meetings	As required; regular meetings	Rights of Way Team	Actions completed; number of meetings
Liaise with constituent Authorities	To ensure regard is had to NP purposes; to develop a partnership approach	Emails, phone calls and regular meetings	Annually	Members/ Leadership Team	Number of meetings
Liaise with Police	To develop a partnership approach; to exchange information relating to illegal or irresponsible vehicular use; to support in carrying out advisory and enforcement work	Emails; phone calls; consultations; regular liaison meetings; forum meetings;	As required; regular meetings; joint information events	Rights of Way Team/ Rangers	Issues resolved; number of meetings; number of events
Liaise with Parish Councils	To develop a partnership approach; to inform of actions on routes in their areas; to seek information on routes	Emails; phone calls; consultations	As required	Rights of Way Team/ Rangers	Number of contacts
Liaise with vehicle user groups	To develop a partnership approach; to inform of actions on routes; to promote voluntary action	Emails; phone calls; consultations; liaison meetings; forum meetings; voluntary working parties	As required; regular meetings	Rights of Way Team/ Leadership Team/Peak Park Conservation Volunteers	Number of meetings; number of volunteers

What	Why	How	When	Who	Evaluation
Liaise with other user groups	To develop a partnership approach; to inform of actions on routes; to promote voluntary action	Emails; phone calls; consultations; liaison meetings; forum meetings; voluntary working parties	As required	Rights of Way Team/Leadership Team/Peak Park Conservation Volunteers	Number of meetings; number of volunteers
Liaise with organisations interested in rights of way and vehicle issues	To develop a partnership approach; to inform of actions on routes	Emails; phone calls; consultations; forum meetings	As required	Rights of Way Team	Number of contacts
Liaise with other National Park Authorities	To seek best practice on issues specific to NPAs	Emails; phone calls; meetings	As required	Rights of Way Team	Number of contacts
Input to Defra's Motor Vehicle Stakeholder Working Group	To consider issues, develop best practice and inform legislative requirements.	Emails, meetings and preparation of reports	2 meetings held, 2 meetings identified to date.	Rights of Way Team	Report produced
Support and notify Local Access Forum of relevant issues	To seek views on management approaches, to seek responses on consultations, to disseminate information relating to green lane issues	Emails; phone calls; consultations; meetings; ARoW newsletter	4 meetings annually; sub-group meetings; newsletters	Rights of Way Team	Number of meetings
Produce action plans and update on actions	To monitor progress	Report to Audit Review and Performance Committee	Annual actions and update	Rights of Way Team	Report produced

This page is intentionally left blank

7. 2016-2017 OUTTURN (A.137/22/PN)

Purpose of the Report

1. This report explains the outturn for 2016/2017 and seeks approval of the necessary appropriations to or from reserves, together with approval of unspent funds and overspends to be carried forward into the 2017/18 financial year.

Key Issues

- Statutory amendments will require the 2017/18 financial year accounts to be signed off by the Chief Finance Officer by the 31st May 2018 (1 month earlier than currently) with certified accounts published by 31st July 2018 (2 months earlier than currently). The former represents a pressure on the internal Finance team, the latter a pressure on the external auditors. The 2015/16 and 2016/17 financial years are being used as trials to attempt to meet the first deadline earlier than necessary, therefore these approvals are required in order that the Authority's accounts can be signed off by the 31st May.
- If Members are unable to approve the recommendations in order to achieve the 31st May deadline the affected sums will be allocated temporarily to the slippage reserve (or other reserve where appropriate), subject to Members' further decision.
- Subject to a number of possible minor adjustments and final confirmation of the figure, there is the possibility of adding a further small one-off sum to the investment discussions Members and the Leadership Team are leading on, of between £40-£50,000.
- The National Park Grant for 2016/17 was the first year of the new protected Spending Review period, with an increase of 1.72%. In setting the budget the decision was made to continue with £602,000 of baseline saving proposals in 2016-17, resulting in a surplus available for re-allocation over the Spending Review period as reported to Members in the 2016-17 and 2017-18 budget report, in line with the new Corporate Strategy.
- At midyear review stage there were no major concerns reported, but additional costs were identified relating to the delay in bringing North Lees Hall back into use, grant recovery action from Natural England relating to the North Lees Higher Level Stewardship agreement (£25,000), and a disputed intervention fee from the Health & Safety Executive (£45,000). Potential funding for these items was identified from underspends at midyear, but it was agreed to defer any virements until the outturn position was known. These sums have now been found from the overall outturn position.
- The recommended slippage requests are shown in Appendix D.
- The Authority's reserve position is maintained at the levels shown in Appendix E for four main purposes:-
 - 1) allowing a degree of one-off resilience to cope with existing challenges and liabilities, to safeguard National Park policies without immediately requiring resources to be found from diminished revenue budgets.
 - 2) helping to underwrite the consequences of adverse variances against budget in times of greater uncertainties in income trading or central funding allocations

3) acting as a mechanism for budget managers of key authority properties to meet their financial objectives over a period longer than 1 year, allowing for surpluses to be retained and deficits to be supported on an annual basis, within the context of meeting the financial objective on an averaged basis.

4) The Reserves are an essential cushion to meet the challenges of balancing budgets during adverse Spending Review periods; in the current circumstances confirmation of the 2016/17 cuts and the protected settlement mean that slightly higher reserve levels will be carried in the medium term until the new allocation decisions are spent.

- A number of specific reserve requests are also made in support of budget-holders achieving their business plans, contained within Appendix D.
- Areas to watch in 2017/18 are primarily budgets whose income targets have been stretched, or have risks of achieving them based on historical performance. These remain our Visitor Centres, the North Lees Estate, the Footpaths team, and planning application fee estimates.

Recommendation

2. **1. That the outturn be noted, and the slippage requests and specific reserve appropriations shown in Appendix D be approved.**

How does this contribute to our policies and legal obligations?

3. The Accounts and Audit Regulations 2011 require the Chief Finance Officer to sign the annual accounts by the 30 June, although from the 2015/16 year the intention is to sign the accounts by 31st May. This report has been written therefore to allow the Audit, Resources & Performance Committee to agree recommendations on the movement of funds to and from reserves, which will need to be incorporated into the annual accounts. The government has changed the legislation so that the accounts should be audited and signed off by 31st July rather than 30th September, from the 2017/18 year. The consequence of this is that the Chief Finance Officer will need to prepare and certify the accounts by 31st May (one month in advance of the current position). The outturn information in this report is based on the budget report agreed in February 2016 and is structured accordingly, to facilitate cost control and accountability for resources within the broad functional headings agreed for all National Parks. The service / divisional responsibilities within Appendix A and C reflect the line management structure at the time the budget is agreed, although some sub-headings are retained to maintain understanding of the costs of some discrete activities, which helps interpretation.
4. There were periodic budget monitoring meetings of the Management Team with the Head of Finance together with the four appointed Budget Monitoring Members at key stages of the year. Variances from the agreed budget and forecasts are discussed during this meeting, together with updates on the anticipated level of reserves and movements in the budget arising from in-year committee resolutions.

Background

5. The approved budget for 2016/17 was based on the level of National Park Grant confirmed by Defra on January 21st 2016, which confirmed a £107,622 (1.72%) increase to the agreed level of National Park Grant, as part of a protected settlement up to 31st March 2020 in line with the new Spending Review period. As part of coping with the resource reductions in the previous Comprehensive Spending Review Members had previously approved a total of £2,378,000 of savings/income in the 2010/11-2015/16 years, and the 2016/17 budget approved a further £602,000 of savings which were already in hand.

6. The March 2016 meeting also approved the Chief Finance Officer's report under the Prudential Code for Capital Finance, setting prudent borrowing limits for the 2016/17 year of £2.0m. In August 2006, in accordance with Services Committee Minute 41/05, the Authority borrowed £697,000 to finance the Aldern House Project, and in December 2009 £500,000 for the replacement of vehicles (Minute 22/08 in March 2008): total debt of £1,197,000. No further external borrowing has taken place to date, and the total outstanding external debt at 31st March 2017, after repayments to date, is now £497,306. Repayments are made half yearly and are a fixed amount, with a proportion covering the interest payable, and the remainder, in increasing proportion over the repayment period, repaying the original capital sum. A number of further borrowing approvals have been agreed since then totalling £776,990; these have been financed internally from internal cash balances. They are:-

Committee / RMT Minute	Date	Approval	Reason	Annual charge to budget	Ending
ARP 41/12	20/07/2012	£108,812	Aldern House Biomass boiler	£8,000	2032/33 (20 years)
N/A Head of Service	16/05/2012	£9,192	Replacement vehicle Learning Team (now adopted as a general pool car following staff move to Aldern House)	£1,311	2019/20 (7 years)
RMT 70/12	31/07/2012	£19,480	Litter Service vehicle replacement (from lease to owned)	£2,770	2019/20 (7 years)
RMT 63/12	31/07/2012	£98,506	Borrowing for landlord elements of Big Fernyford Farm refurbishment	£5,758	2037/38 (25 years)
ARP 11/15	23/01/2015	£60,000	Showers and camping facility improvements at North Lees campsite	£4,583	2030/31 (15 years)
ARP 18/16	04/03/2016	£330,000	Castleton Visitor Centre re-modelling	£19,791	2037/38 (20 years)
RMT 17/16	09/05/2016	£40,000	2 additional Camping Pods	£2,057	2031/32 (15 years)
RMT 42/16	01/11/2016	£21,000	Replacement vehicle for volunteer service	£2,715	2023/24 (7 years)
RMT 01/17	10/01/2017	£90,000	Tenancy Refurb. - 2 properties	c. £7,110	2031/32 (15 years)

The annual charge to the budget is based on the same principle as external debt, in that the service is charged annually a fixed amount, with a proportion covering interest (based on the prevailing fixed rate from the Public Works Loan Board at the time the sum is advanced) and the remainder repaying the original capital sum, over a term reflecting the nature of the underlying asset and its life. At some point external debt might need to be raised to cover any outstanding amounts but currently it is more cost effective to use internal funds.

7. The Budget Monitoring Group met during the year and as usual paid close attention to trading income, that being the least controllable element within baseline budgets; there were no significant areas of concern which would merit reporting to Committee during the year, although it was noted that Visitor centre income was below previous years and the outturn would be adverse because of the temporary closure of the Castleton centre during refurbishment.

Base Rates remained the same for the whole year at 0.5%, and investment receipts improved slightly from the previous year mainly because of sustained higher cash holdings; the actual interest rate earned from the Treasury Management of the cash balances reduced from 0.68% at the beginning of the year to 0.53% at the end of the year. Interest earned was £38,186, £2,212 above the previous year's total. This exceeded the original budget estimate by £8,186. The budget for 2017/18 was approved with an increased interest receipt expectation, of £40,000, which should be achievable.

8. At the outturn stage it is sometimes possible to make temporary resource allocations, based on actual results. The current year's outturn shows that there is likely to be a small sum of up to £50,000 available for allocation, after taking account of slippage requests and specific reserve requests, subject to confirming that a number of contingencies and provisions are not required. It is recommended that this sum is appropriated to the Matched Funding Reserve and added to the discussions currently underway on investments. The table overleaf illustrates how these "outturn" resources have varied in the past few years:-

	2015-16	2015-16	2014-15	2013-14
Midyear Review allocation	0	45,690	0	80,000
Surplus available for allocation (after provisions, contingencies and planned budget surpluses)	40,000 – 50,000 to be confirmed	176,000	100,000 (plus £85,000 slippage re-directed) = £185,000	30,000 (plus £83,000 slippage re-directed) = £113,000
Slippage approved	799,189	764,467	518,984	815,229

9. Resource Management Meeting (RMM) discussed the outturn figures and slippage recommendations on the 9th May.

10. The main points in the appendices are summarised as follows:

Reserve Levels (Appendix E)

- (a) **General Reserve:** The General Reserve exists to accommodate unforeseen circumstances and was £622,439 in March 2016. The proposal is that this level is sufficient and the increase arising from the outturn of up to £50,000 can be appropriated to the Matched Funding reserve pending decisions on its allocation alongside the other investment discussions.

The level of the General Reserve needs to take account of about 8 principal variable factors – contingent liabilities; the quality of budgetary control; loss of key staff, policy or delivery changes; the extent of demand-led services; unidentified future budget savings; significant capital projects; and the availability of other reserves. Generally the Authority only has one or two of the above factors to consider in any one year; however up to four are currently pertinent.

A general fund at the £300,000 level is considered to be adequate, given that there are specific reserves and contingencies also available. The external auditors consider the adequacy of the Authority's reserve levels as part of their overall audit opinion and it is an important component of their financial viability assessment.

- (b) **Specific Reserves:** The level of specific reserves overall has fallen by £59,000. The reserves are being operated in accordance with agreed policies, allowing

services to draw from and add to their reserves in line with their longer term programmes.

- (c) Capital Reserve: The Capital Receipts reserve in this report started the year at £1,012,321, and there were sale receipts during the year of Fire Station Field in Bakewell, and 8 woodlands. In addition, a £60,000 grant repayment provision relating to the sale of Warren Lodge was confirmed as not being recoverable and so the provision is released and the funds are allocated to this Reserve. Accordingly the net receipts from these sales is added to the Reserve, increasing the reserve by £218,000, in line with the approved Capital Programme and needed to sustain that expenditure programme. The reserve was also used to support previously authorised Environmental works carried out in 2014/15 (Minute 58/11), the partially completed alterations at Aldern House to allow for re-letting of vacant space (ARP Minute 52/14), and alterations at Knowle House Farm (Minute 07/06).
- (d) Slippage Reserve: This Reserve operates differently from the other reserves in the sense that the funds do not remain within the reserve if they are required in the following year: basically the amount of slippage approved in Appendix D is temporarily held on the balance sheet on 31st March and is then immediately allocated into the budgets upon committee approving the slippage amount. The National Park Grant Memorandum which the Department of Environment, Food and Rural Affairs (Defra) uses to govern National Park finances states that “The Department will consider the level of end-year cash balances in assessing grant for subsequent years. In doing so it will take account of a NPA’s need to maintain appropriate working balances and contingency provision and of factors which may necessitate the deferral of expenditure around the year end in order to safeguard value for money.” It is this final purpose for which slippage is recognised as an essential tool for managing National Park finances over financial years. The level of slippage fluctuates year on year and the 2016/17 level is £799,189 which is approximately 120% of its long term average of £661,249.
- (e) Matched Funding Reserve:
This reserve was created to protect funds committed to partnership projects. The Authority’s annual contributions to these projects tend to be allocated on a straight line basis across the years of the project to facilitate budget planning, and the actual expenditure pattern is often very different between years: this, together with the accounting requirement to allocate partner income to expenditure proportionately to the contributions originally determined in the application means that unspent Authority funds committed to the projects in contracts with funding bodies need to be ring-fenced and carried forward to match expenditure, when required in future years, in order to fulfil the commitment. This reserve has also been used to ring fence funds approved for re-allocation. The reserve level is likely to be sustained at quite high levels in the next four years as new commitments are made up to 2019/20.

Revenue Account & Services

- 11. Appendix A, Column F, shows the final budget surplus or deficit arising from each service, after appropriations to and from reserves and slippage requests have been taken into account, and is useful to refer to along with the comments below, which only pick out the larger variances.
 - (a) The Countryside & Economy Service budget variances are explained by vacancy savings and the desire to understand how the new national scheme grant awards would be distributed before committing to Authority funds.

- (b) The £228,000 core costs of the Moors for the Future team were recovered, based on partnership contributions to core costs and recovery of costs from projects towards supporting the core team. The Authority's contribution was £97,000. The budget is consistent with the operational plan presented to ARP Committee members in January 2017.
- (c) The Planning Service fee-based planning applications in £ terms were a significant £90,000 below the previous year, £25,000 below budget estimate, whereas pre application advice fees slightly exceeded the estimate, achieving £47,000, compared to the estimate of £45,000. Overall numbers of chargeable applications were down to 670 from 685 the previous year; major applications over £1,000 were down in value by £92,000 (6 in number). Overall the income deficit was balanced by vacancy savings, with a net surplus of £23,000.
- (d) The Rangers' budget was overspent because the Health & Safety Executive imposed a £45,000 Intervention Fee recovering their costs of examining and testing a vehicle involved in an off-road accident. The Authority disputed the need to incur the costs, and the HSE reduced some elements, but the Authority considered it was not cost effective to challenge the costs further and paid the fee.
- (e) The Warslow estate balanced its budget and achieved full cost recovery, but shows an overspend as a longstanding scheme at Knowle House Farm is part financed from the Capital Fund based on a 2006 Authority resolution, and is part financed from the revenue account recoverable over three years. The North Lees estate met a number of challenges in the year, with a further successful increase in pod camping helping the campsite to a surplus above budget, but the costs of North Lees Hall were not fully offset by income from re-letting yet, and the recovery of grant by Natural England relating to non-compliance in a number of technical areas led to a £25,000 overspend which are considered to be supportable from the overall outturn as exceptional items (as notified at the midyear review stage). The Woodlands budget exceeded its income target by £5,000.
- (f) The Trails' budget underspend of £47,000 relates to phasing of essential infrastructure work and is appropriated to the Specific Reserve to allow this to happen in 2017/18 and the level of the Trails reserve is much better than in previous years when Members have expressed concerns about its low level. These funds will be supplemented by the Capital Programme approval for infrastructure work, approved by this committee in September 2016 (Minute 51/16)
- (g) Visitor centre sales were £52,000 below the previous year with overall sales in the region of £427,000. Lower visitor numbers and the temporary closure of the Castleton centre pending refurbishment were the main causes. Some backlog maintenance work also affected the service's ability to achieve its in-year target; the 2016/17 budget had been reduced by a further £30,000 and this was not achievable under the circumstances. The majority of the deficit is covered by drawing on the specific reserve.
- (h) The Cycle Hire Service continued its implementation of the improvement plan, and the year end result shows another very strong performance, with a year end surplus of £42,000 which more than covers the service's full cost. The surplus above full cost recovery (£22,500) is requested to be appropriated to the specific reserve to carry out further service improvements.
- (i) The ICT service implemented its programme to change the basis of its provision to an infrastructure as a service model within budget.

- (j) There were vacancies and savings in non-pay in the amalgamation of the Customer Services and Operational Support Team into the new Customer & Business Support Team
- (k) The transition between the old Policy Management, Community Policy and Recreation Strategy budgets into a new Corporate Strategy team led to vacancy savings during the year and these vacancy savings are requested to be carried forward as part of implementing the new single team. The budget will be consolidated into the one team from 2017/18.
- (l) The Legal Services funds ring-fenced for legal actions which were not required in 2016/17 are carried forward into the Minerals and Legal Reserve. The level of the Reserve allows the Authority to make strong responses in defence of its policies.
- (m) The extra allocations agreed for helping the HR team manage the change process and revise HR policies, together with funds for leadership development, are requested to be carried forward into 2017/18.
- (n) Under Corporate Management, the Authority incurred termination costs for redundancies of £95,467 which were supported from the Re-structuring reserve. Within this budget was the new allocation for “giving” and the re-structure and vacancies have deferred implementation of this allocation so the slippage request is for this to be added to the baseline in 2017/18.
- (o) The corporate overhead recovery fund is managed by the Director of Corporate Strategy and Development and collects the agreed recharges levied against all externally funded projects who have staff in post, which support the extra demands placed on Corporate Support Services (finance, legal, IT, HR, property) as a result of these activities. The demands are assessed by the director and commitments have been agreed for 2017/18 onwards – hence the remaining sum is requested as slippage to help meet the agreed demands in 2017/18 and 2018/19. It is in the nature of this fund that the charges to projects occur in advance of the supporting allocations so there is usually a timing difference between the income being received in the fund, and the subsequent expenditure. Work in hand on the new Edale offices for the Moors for the Future team (costing £258,992 in 2016/17 – as per Minute 39/15) have been financed from this budget.
- (p) The Projects in Appendix A are separately shown away from the “core” budgets as they all rely on either Partnership or external grant funding and are ring-fenced for those purposes. The expenditure on these projects can be substantial and the Authority’s cash contribution – often small in relation to the grant funding - is shown in the budget, or may be represented by in-kind contributions. If a project is entirely externally funded / has in-kind contributions, then the budget will show as zero – and also the outturn position (i.e. net expenditure) will be zero, illustrating that the gross expenditure has been fully balanced by the external income. Although this is the most appropriate presentation in respect of the overall impact on the budget, it does not of course show the actual expenditure of each project. Projects with expenditure over £150,000 have all been approved by ARP (or its predecessor) Committee; the smaller projects over £50,000 are approved by Resource Management Team in line with Standing Orders. If Members wish to see more analysis the Head of Finance will provide detailed breakdowns on request. The comments section of Appendix A highlights the principal funder and the total expenditure of the larger projects.

12. The current policy on under and overspends at year end is longstanding and was confirmed by Resources Committee on 19 July 2002 and is as follows:
- overspends are carried forward and found from service budgets the following year unless there are extenuating circumstances
 - For underspends or surpluses remaining at year end, budget holders may bid for slippage (where commitments have already been made) or where specific reserves exist, for the balance to be appropriated to these reserves.
 - All other underspends or surpluses are allocated to general reserve.
13. The RMM has reviewed the circumstances surrounding any overspends, and is content that where these have occurred, they are capable of being contained within overall service or divisional responsibilities, or dealt with corporately without impact on reserves, and no recommendations are put forward for these overspends to be carried forward and retrieved from next year's service budgets.
14. The following appendices are provided to give a full analysis of the outturn:
- Appendix A
A variance analysis which highlights the individual service under or overspends, together with the impact of the proposed slippage and reserve requests on the overall figures – based on over and underspends from Appendix C. Column F shows the final balance of surpluses and deficits, with the total surplus or deficit at the bottom being the impact on the general fund. It should be noted that an “underspend” may arise from additional income earned above budget.
- Appendix B
The outturn in the form in which the committee approves the annual budget, by functional heading. The functional headings are as required in the National Park's Service Expenditure Analysis, under the Grant Memorandum and Best Value Code of Accounting Practice.
- Appendix C
The outturn in the form in which budget responsibility is allocated and monitored during the year. This Annex is used as the basis for RMT decisions on over and underspends, as it reflects directorate and service head budget responsibilities. A full analysis of income and expenditure by service/function and by type of income and expenditure is available on request to the Head of Finance.
- Appendix D
D (i) lists the recommended slippage requests put forward by service heads and Directors for carry forward of unspent funds into the 2017/18 budget. D (ii) lists the recommended appropriations to or from specific reserves. D (iii) contains the overspends proposed to be carried forward against the 2017/18 service or project budget, if any.
- Appendix E
Shows the level of the Authority's cash reserves, after all the above adjustments.
15. There may be some late adjustments arising from final provisions and system reconciliations, Any final changes in the figures between this report and the final position will be reported to Members in the accounts report.
16. The financial information presented to Members appears in two forms to meet internal and external requirements:

- The February Budget is agreed by Members in functional heading format (Appendix B) and these allocations are then structured into budgetary responsibilities reflecting the existing divisional structure (Appendix C). An administration overhead model is agreed as the basis for recharging Support service costs and for understanding the behaviour of overhead costs but is not shown as part of the budget allocation and monitoring process as the costs are controlled by Support Service Heads in their discrete budgets. These management accounts are the basis for decision making and reporting to Members, as in this report.
- The annual financial accounts are prepared in functional heading format, showing less service detail, within broader headings. The revenue account differs by excluding all capital expenditure, replacing this with a depreciation charge representing the amount of capital consumed in the period.

Proposals

17. In terms of the Authority's overall financial position, the outturn for the 2016/17 is as presented, and the actions recommended in Appendix D are regarded as an appropriate way of managing the Authority's resources across financial years.
18. Reserve levels have been maintained at the levels required to meet statutory requirements, to provide a prudent level of provision for substantial asset liabilities, and to help support our planning policies in the legal process; they represent limited and temporary one-off sources of funds which allow the Authority to maintain stability of National Park outcomes into the medium term.

Are there any corporate considerations Member should be concerned about?

19. **Financial:** The issues have been covered in the report.
20. **Risk Management:**

The Chief Finance Officer has a statutory responsibility under Sections 25 – 28 of the Local Government Act 2003 to report to Members, the Monitoring Officer and external auditors on the robustness of the budget setting and monitoring process, and has an express duty to monitor the budget and underlying assumptions throughout the year, and to take action when significant overspends or shortfalls in income occur. The Annual Governance Statement prepared by the Monitoring Officer is reported to and approved by Members. Management Team consider financial risks in the Risk Register during the year.

The External Auditor assesses the financial position of the Authority as part of its annual Value for Money conclusion.

This outturn report and the recommendations arising from it are considered to be evidence of the effectiveness of these processes as they relate to the 2016/17 financial year.

21. **Sustainability:** There are no issues relevant to this report.

Consultees

22. The outturn was discussed and agreed by the Resource Management Meeting (RMM) on the 9th May.

23. **Background Papers** (not previously published)

Full income and expenditure analysis

Appendices

Appendix A - 2016/17 Variance Analysis

Appendix B - 2016/17 Outturn by functional headings

Appendix C - 2016/17 Outturn by services within divisional headings

Appendix D - Slippage and reserve requests

Appendix E - Reserve Levels

Report Author, Job Title and Publication Date

Philip Naylor, Head of Finance / Chief Finance Officer, May 2017

		Col A	Col B	Col C	Col D	Col E	Col F	Col G
		(Overspend)	Underspend	Capital - (overspend) underspend	Slippage requests	Appropriations (to) from reserves	Final Surplus (Deficit)	Main Cause of Variance / Comments
					App D i	App D ii		
Conservation and Planning								
Natural Environment Team	CNE	(5)	0			0	(5)	-
Countryside & Economy	CFC	0	71		(68)		3	Vacancy saving & national scheme changes
Conservation General	CFB	0	6		(6)		0	-
Cultural Heritage	CAR	0	9		(9)		0	-
Moors for the Future core costs	RMF	0	5		(5)		0	-
Planning Service	PDC	0	23		(20)		3	Vacancy savings
Transport Policy	PTT	0	26		(19)		6	-
Policy Planning	PPP	0	3		(6)		(3)	-
		(5)	144	0	(134)	0	5	
Commercial Development & Outreach								
Rangers	Gp.	(4)	0		(29)	(2)	(35)	HSE intervention fee - vehicle accident
Rangers, Projects	RAM	0	44		(44)		0	Shared income ring-fenced for Derwent Valley
External Funding	DBB	0	32		(16)		16	-
Non-Estate Recreation facilities	Gp.	(0)	0	(16)		2	(15)	-
Edale Centre central costs	GMC	(5)	0				(5)	-
Estate Properties	Gp.	(26)	0	128		(144)	(41)	Sale of woodlands to Capital Reserve
Woodlands	JAA	0	15				15	-
Estate Workers	CED/L	0	2				2	-
Rural Surveyors	HWB	0	2				2	-
Trails	CEQ-Z	0	47			(47)	0	baseline funds earmarked for medium priority structure work
Visitor Centres	RVC	(102)	0	(22)		100	(23)	Castleton temp. closure with specific reserve support
Cycle Hire	CEB	0	42			(23)	20	full cost recovery achieved
Communications	RII	0	9		(7)		3	-
Design	RDE	0	3			(3)	0	-
Learning and Discovery Team	LD1	(3)	0				(3)	-
		(140)	197	90	(96)	(117)	(65)	
Corporate Resources								
Information Management	AIT	0	30	12	(29)		13	-
Aldern House HQ	AHQ	0	20	(12)	(8)	(0)	(0)	-
Customer & Business Support	AIC	0	63		(2)		61	-
Policy Mgt	PPM	0	70		(79)		(8)	transition to new structure & vacancies
Community Policy	PCP	0	44		(21)		23	transition to new structure & vacancies
Recreation Strategy	PRS	0	17				17	transition to new structure & vacancies
Property Support Unit	HWC	0	14		(6)		9	-
Finance	AFS	0	9				9	-
Legal Services	ALE	0	50			(45)	5	funds into Minerals & Legal reserve
-Committee & Member Services	Gp.	0	2	0			2	-
Human Resources	APE	0	57		(46)		11	new allocations supporting policy changes c/f
Corporate Management	ACS	0	2	(15)	(104)	116	(2)	Termination costs & giving baseline c/f
-Corporate Overhead Recovery	ABQ	0	76		(76)		0	Charges received from projects committed in 17/18
		0	456	(16)	(371)	71	140	
Projects - externally funded								
<i>Natural Environment (VNE)</i>								
Ecton Mine Project	VBE	0	0				0	English Heritage funded £500 expenditure
Dane Valley Wood SITA	VBX	0	0				0	Landfill (SITA) funds £1,000 expenditure
Sustainable Development Fund	VBH	(22)	0				(22)	Project concluded
Farmsteads	VBZ	0	0				0	English Heritage & HPBC funded £17,500 expenditure
South West Peak Project	VSW	(5)	0			5	(0)	South West Peak HLF funded £47,000 expenditure
<i>Recreation Projects (VAM)</i>								
Fire Operations Group	VFA	0	27		(27)		0	Partnership funding £11k expenditure
Access Fund	VFH	0	16		(16)		0	Access Fund - donations
Peak Park Pedals	VFP	0	1		(1)		0	
Pedal Peak 3 Project	VZJ	(11)	0				(11)	European funds via Chamber of Commerce £11k
<i>Forward Planning Projects</i>								
Village & Communities Officer	VMC	0	55		(53)		2	Core grant & DCLG funded £17,000 expenditure
Rural Enabling Project	VME	0	19		(19)		0	High Peak BC funded
<i>Education Projects (VED)</i>								
Moorland Discovery	VEF	(1)	0				(1)	joint PDNPA / National Trust funded £34,000 expenditure
Better Outside	VEH	0	12		(12)		0	Staffs County Council funded £5,700 expenditure
<i>Corporate (VC)</i>								
MFF - Private Lands Project	VM2	(0)	0				(0)	Natural England funded £1,541,000 expenditure
Moors for the Future - projects	VC6	(0)	0				(0)	Partners/govt/water co/NT contracts £544,000
Moorlife	VC8	(0)	0				(0)	European funded £23,000 final expenditure
Moorlife 2020	VM3	0	3		(3)		0	European funded £1,134,000 expenditure
Moorlife Partners	VM4	0	0				0	Moorlife Partners funded £87k expenditure
Visit England	VDE	0	0				0	Visit England development funded £20k expenditure
Asset Mgt Revenue Account	VDY	0	5			(5)	0	Capital minimum revenue provision holding a/c
Matched Funding Appropriations	VDX	0	272		(48)	(221)	3	Provisions & accruals holding a/cs; also bequests received
<i>Transport Projects</i>								
Edale Station	VGL	0	0				0	car park machine collection for partner authority
Edale Explorer	VGO	0	20		(20)		0	remaining funds Peak connections for Edale explorer
		(39)	430	0	(198)	(221)	(29)	
		(184)	1,227	74	(799)	(267)	51	
		(8)	384			(384)	0	planned structural surplus 16/17
			3				(8)	approved use 16/17
			2				3	surplus in investment interest receipts
							2	retention of contingencies in Gen Reserve
		(192)	1,616	74	(799)	(651)	48	

This page is intentionally left blank

		Col A	Col B	Col C	Col D	Col E
		Total Budget 2016/17	Outturn	(Overspend)	Underspend	Variance %
<u>A. Conservation Natural Environment</u>						
Countryside & Economy	CFC	331	261	0	71	21%
Conservation General	CFB	11	5	0	6	56%
Estate: Woodlands	CFT	48	33	0	15	32%
Natural Environment Team	CNE	204	209	(5)	0	(2%)
Property: Rural Surveyors	Gp.	46	43	0	2	5%
Estate - Warslow	CEW	(56)	(20)	(35)	0	63%
Estate - Eastern Moors	CEE	24	23	0	1	4%
Estate - North Lees	CEN	(1)	24	(25)	0	2094%
Estate - Minor Properties	CEM	0	(34)	0	34	100%
Moors for the Future Team / Centre	RMF	142	142	0	0	0%
Moorlife /Moorlife 2020	VC8	5	2	0	3	50%
Moors for the Future Projects	VC6/VM1	0	0	(0)	0	100%
Conservation Capital	Gp.	0	(128)	0	128	100%
Conservation Projects	Gp.	1	6	(5)	0	(522%)
		756	567	(71)	259	25%
<u>B. Conservation Cultural Heritage</u>						
Cultural Heritage Team	Gp.	142	153	(12)	0	(8%)
- Archaeology	Gp.	63	42	0	21	33%
		205	196	(12)	21	5%
<u>C. Recreation Mgt & Transport</u>						
Cycle Hire	CEB	(38)	(80)	0	42	(112%)
Rangers Projects	RAM	25	(19)	0	44	176%
Pennine Way	RRP	0	(1)	0	1	100%
Footpaths	RRF	7	0	0	6	94%
Access & RoW	RRU	111	106	0	4	4%
Trails	CEQ	88	40	0	47	54%
Non-Estate Car Parks	CEP,I.	(73)	(50)	(23)	0	32%
non-Estate Toilets	CET	91	73	0	18	19%
non Estate Campsites	CEC	(8)	(13)	0	5	(62%)
Hostels	CEH	6	6	0	0	7%
Recreation Strategy	PRS	44	27	0	17	39%
Traffic Policy	PTT	106	81	0	26	24%
Traffic Projects	VTT	20	0	0	20	100%
Recreation Capital	Gp.	27	43	(16)	0	(61%)
Recreation Projects	Gp.	24	(9)	0	33	140%
		428	204	(39)	263	52%
<u>D. Promoting Understanding</u>						
Visitor Centres	RVC	142	244	(102)	0	(71%)
Communications: Design	RDE	7	5	0	3	36%
Learning & Development Team	Gp.	129	132	(3)	0	(2%)
Communications	RII	157	147	0	9	6%
Promoting Understanding Capital	Gp.	590	612	(22)	0	(4%)
Promoting Understanding projects	Gp.	16	5	0	11	70%
		1,041	1,144	(126)	23	(10%)
<u>E. Rangers, Estates Service & Vols.</u>						
Ranger Mgt	RRA,T	13	4	0	9	72%
Estates Workers	CED	42	40	0	2	5%
Area Rangers	Gp.	422	408	0	13	3%
Patrol Rangers	GP.	67	52	0	15	22%
Vehicles	RRV/S	118	175	(58)	0	(49%)
Conservation Volunteers	RRC	41	36	0	5	12%
		702	714	(58)	45	(2%)
<u>F. Development Control</u>						
Planning Service	PDC	515	492	0	23	5%
<u>G. Forward Planning & Communities</u>						
Planning Policy	PPP	132	129	0	3	3%
External Funding	DBB	67	35	0	32	47%
Community Policy	PCP	52	8	0	44	84%
Live Work Rural	VC7	0	0	0	0	100%
Village Officers	VMA-F	91	17	0	74	81%
Sustainable Development Fund	VBH	56	78	(22)	0	(38%)
Policy Management	PPM	280	210	0	70	25%
		678	477	(22)	223	30%
<u>H. Corporate and Democratic Core</u>						
Property Support Unit	Gp.	137	123	0	14	10%
Aldern House HQ	AHQ	179	159	0	20	11%
Legal Services	ALE	267	217	0	50	19%
Democratic Services & Members	AME	224	222	0	2	1%
Information Mgt	AIT	520	489	0	30	6%
Customer & Business Support	AIC	426	363	0	63	15%
Finance	AFS	266	257	0	9	3%
Corporate Management	ACS	568	566	0	2	0%
Corporate Overhead Fund	ABQ	(145)	(222)	0	76	(53%)
Human Resources	APE	239	181	0	57	24%
Corporate Capital	Gp	135	151	(16)	0	(12%)
Asset Mgt Revenue Account	VDY	54	49	0	5	9%
Corporate Projects	Gp	0	(272)	0	272	100%
		2,870	2,284	(16)	602	20%
Total		7,196	6,079	(343)	1,460	16%

This page is intentionally left blank

		Col A	Col B	Col C	Col D	Col E
		Total Budget 2016/17	Outturn	Overspend	Underspend	Variance %
Conservation and Planning						
Natural Environment Team	CNE	204	209	(5)	0	(2%)
Countryside & Economy	CFC	331	261	0	71	21%
Conservation General	CFB	11	5	0	6	56%
Cultural Heritage	CAR	205	196	0	9	5%
Moors for the Future core costs	RMF	95	90	0	5	6%
Planning Service	PDC	515	492	0	23	5%
Transport Policy	PTT	106	81	0	26	24%
Policy Planning	PPP	132	129	0	3	3%
		1,600	1,461	(5)	144	1
Commercial Development & Outreach						
Rangers	Gp.	777	781	(4)	0	(1%)
Rangers, Projects	RAM	25	(19)	0	44	176%
External Funding	DBB	67	35	0	32	47%
Non-Estate Recreation facilities	Gp.	16	17	(0)	0	(1%)
Edale Centre central costs	GMC	47	53	(5)	0	(11%)
Estate Properties	Gp.	(33)	(7)	(26)	0	79%
Woodlands	JAA	48	33	0	15	32%
Estate Workers	CED/L	42	40	0	2	5%
Rural Surveyors	HWB	46	43	0	2	5%
Trails	CEQ-Z	88	40	0	47	54%
Visitor Centres	RVC	142	244	(102)	0	(71%)
Cycle Hire	CEB	(38)	(80)	0	42	(112%)
Communications	RII	157	147	0	9	6%
Design	RDE	7	5	0	3	36%
Learning and Discovery Team	LD1	129	132	(3)	0	(2%)
		1,520	1,463	(140)	197	4%
Corporate Strategy & Development						
Information Management	AIT	520	489	0	30	6%
Aldern House HQ	AHQ	179	159	0	20	11%
Customer & Business Support	AIC	426	363	0	63	15%
Policy Management	PPM	280	210	0	70	25%
Community Policy	PCP	52	8	0	44	84%
Recreation Strategy	PRS	44	27	0	17	39%
Property Support Unit	Gp.	137	123	0	14	10%
Finance	AFS	266	257	0	9	3%
Legal Services	ALE	267	217	0	50	19%
-Committee & Member Services	Gp.	224	222	0	2	1%
Human Resources	APE	239	181	0	57	24%
Corporate Management	ACS	568	566	0	2	0%
-Corporate Overhead Recovery	ABQ	(145)	(222)	0	76	(53%)
		3,057	2,601	0	456	15%
Capital						
Recreation Facilities Capital	Gp.	27	43	(16)	0	(61%)
Warslow Moors Capital	Gp.	0	0	0	0	100%
Forestry Capital	ZAD	0	(128)	0	128	100%
Edale Centre (Moors Project)	ZFA	273	273	(0)	0	(0%)
Sustainable Tourism Capital	Gp.	317	339	(22)	0	(7%)
Losehill Hall transition	Gp.	0	0	0	0	-
Asset Management	ZGB	0	0	0	0	-
Fleet Mgt	ZGA	21	21	0	0	-
Aldern House Works	Gp.	0	12	(12)	0	100%
Carbon Mgt Plan Works	Gp.	0	15	(15)	0	100%
Committee PA system	ZGD	0	0	0	0	-
IT Capital	Gp.	114	102	0	12	10%
		752	678	(66)	140	10%
Projects - externally funded						
<i>Natural Environment (VNE)</i>						
Ecton Mine Project	VBE	0	(0)	0	0	-
Dane Valley Wood SITA	VBX	1	1	0	0	-
Sustainable Development Fund	VBH	56	78	(22)	0	(38%)
Farmsteads	VBZ	0	0	0	0	-
South West Peak	VSW	0	5	(5)	0	100%
<i>Recreation Projects (VAM)</i>						
Fire Operations Group	VFA	19	(8)	0	27	145%
Access Fund	VFH	4	(12)	0	16	405%
Peak Park Pedals	VFP	1	0	0	1	100%
Pedal Peak 3 Project	VZJ	0	11	(11)	0	100%
<i>Forward Planning Projects</i>						
Village & Communities Officer	VMC	72	17	0	55	77%
Rural Enabling Project	VME	19	0	0	19	99%
<i>Education Projects (VED)</i>						
Moorland Discovery	VEF	16	17	(1)	0	(7%)
Better Outside	VEH	0	(12)	0	12	100%
<i>Corporate (VC)</i>						
MFF - Private Lands Project	VM2	0	0	(0)	0	-
Moors for the Future - projects	VC6	0	0	(0)	0	-
Moorlife	VC8	0	0	(0)	0	-
Moorlife 2020	VM3	5	2	0	3	50%
Moorlife Partners	VM4	0	0	0	0	-
Visit England	VDE	0	(0)	0	0	-
Asset Mgt Revenue Account	VDY	54	49	0	5	9%
Matched Funding Appropriations	VDX	0	(272)	0	272	100%
<i>Transport Projects</i>						
Edale Station	VGL	0	0	0	0	-
Edale Explorer	VGO	20	0	0	20	100%
		266	(124)	(39)	430	147%
Total		7,196	6,079	(249)	1,366	16%

This page is intentionally left blank

(i) Slippage Requests recommended for carrying forward into next year's service budgets

£0 - pounds

Conservation and Planning

Vacancy savings c/f to cover extra planning officer resources	20,000
Conservation projects deferred until 2017/18	6,126
Planned vacancy savings to allow completion Transport Design Guide in 2017/18	19,367
Vacancy savings c/f to cover part of a 1 year contract Countryside & Economy advisor post	35,515
Unspent grant funds c/f to add to the grant budget for 2017/18	39,898
Farm advisor income above target c/f to 2017/18	11,000
Moors for the Future core team funds c/f	5,365
contributions to archaeology projects	3,973
Scanning of listed building negatives and aerial photographs to make information more accessible	5,500
DCLG New Burdens grant awards for Custom & Self Build and Brownfield sites	35,495
	182,239

Commercial Development & Outreach

Giving baseline budget not spent in 2016/17 c/f to support giving baseline budget in 2017/18	88,682
General non-specific donations received ring fenced for specific projects to be determined	4,055
Communications - signage improvements	11,700
Communications - remaining non pay budget allocation c/f	6,700
Matched funding for external funding bids carried forward to support fundraising development	16,000
Deferred expenditure on volunteer ranger budget expenses	10,000
Interpretation budget product development funds ring fenced to support Castleton interpretation	9,000
c/f of income generated in 16/17 to help finance new equipment, training for guided walks and Rights of Way work	19,100
	165,237

Corporate Strategy & Development

Replacement of projector and Audio visual equipment in Boardroom and video conference room	9,800
Customer and Business Support Team casual staff customer handling training	1,978
Vacancy saving in ICT carried forward to support training of new staff post	10,000
ICT data for Moors for the Future team - migration and backup costs	9,000
National Park Management Plan stakeholder engagement, communication, and miscellaneous supporting expenditure	4,857
New strategy team structure - using 2016/17 vacancy savings to support new staff structure & climate change work	86,050
Aldern House glazing, ground improvement works part completed, plus security enhancement	7,655
Property valuation costs for the annual accounts and casual staff support to team	5,600
HR - resource allocated for organisational change ongoing into 2017/18	23,207
HR- vocational and corporate training commitments c/f into 2017/18	22,935
corporate overhead allocated to support service pressures arising from projects 16/17 onwards	76,390
	257,472

Capital

0
0

Projects

Peak connections partner funding c/f to support implementation of Edale explorer in 2017	20,000
Moorlife 2020 Peak District NPA contribution ringfenced to support 17/18 expenditure	2,508
Partner funding for field projects including Fire Operations Group, Better Outside project	40,732
Joint partner funds ring-fenced for Derwent Valley projects	43,541
Income from donations to Access Fund c/f and retained within Access Fund	15,827
Village project funds - Community planning and neighbourhood grants ringfenced	71,633
	194,241

TOTAL SLIPPAGE REQUESTS

799,189

(ii) Reserve Requests recommended for approval and appropriation to/(from) reserves

Appropriation to Cycle Hire Reserve	22,500
Appropriation to Design Reserve	2,724
Appropriation to Minerals and Legal Reserve	45,000
Appropriation to Aldern House Reserve primarily for fire alarm upgrade and grounds maintenance	12,800
Appropriation to Restricted Reserves (bequests: Mrs Sheila Streek) and Memorial Landscape Fund	
Appropriation to Restricted Reserves (S.106 Moss Rake East)	
Appropriation to Planned Maintenance reserve for outreach properties	2,700
Appropriation to North Lees Reserve	
Appropriation from Car Park & Associated facilities Reserve	(1,373)
Appropriation from Visitor Centre Reserve	(100,000)
Appropriation to Trails Reserve (Donation received in 2016/17 & Trails budget earmarked for medium priority structures work)	52,306
Appropriation to ICT Reserve - transition to "information as a service" model	
Appropriation from Visitor Centre reserve	
Appropriation of donations / legacies to Memorial Landscape Fund:	
Appropriation to Matched Funding Reserve - 2016/17 planned budget surplus ring fenced for Corporate Strategy allocations	384,000
Appropriation to Matched Funding Reserve - euro exchange contingency Moorlife projects	151,000
Appropriation from Matched Funding Reserve - NPUK contribution; South West Peak matched funding	(10,234)
Appropriation from Cyril Bennett Bequest fund for Tree advice in Tideswell area	(165)
Appropriation from slippage reserve - contingency funds not required	
Appopriation to capital reserve - remaining funds Warren Lodge disposal; woodland sales; land & vehicle sales	218,133
Appropriation to Alan Beardsley Bequest Fund (received in 2016/17)	12,000
Appropriation from Memorial Landscape Fund for works done in 2016/17 and earmarked for Alan Beardsley Bequest funds	(2,320)
Appropriation from Restructuring Reserve for redundancy and superannuation shortfall costs as per Authority Minute 05/10	(95,467)
	651,313

(iii) Overspends to be carried forward and set against next year's service budget

0

This page is intentionally left blank

Movement on Reserves and Reserve Levels

	<u>Opening Balance 01/04/16</u>	<u>Agreed use 2016/17</u>	<u>contingencies / not allocated / 15/16 overspends clawed back</u>	<u>extra interest receipts above/(below) budget</u>	<u>App C Col D Impact of underspends / income at year end</u>	<u>App C Col C Impact of overspends at year end</u>	<u>App D (ii) Further Reserve requests</u>	<u>App D (i) Slippage requests</u>	<u>Closing Balance 31/03/17</u>
General Fund	622,439	(8,347)	386,000	3,186	1,366,181	(249,379)	(651,313)	(799,189)	669,578
Capital Reserve	1,012,321						175,842		1,188,163
	1,634,760	(8,347)	386,000	3,186	1,366,181	(249,379)	(475,471)	(799,189)	1,857,741
<u>Specific Reserves</u>									
Car Parks & Facilities	38,274						(1,373)		36,901
Trails Reserve	174,604						52,306		226,910
Aldern House	21,000						12,800		33,800
ICT	196,816								196,816
Warslow	15,966								15,966
Design	39,382						2,724		42,106
Visitor Services	129,146						(100,000)		29,146
Woodland	18,140								18,140
Cycle Hire	47,298						22,500		69,798
Vehicle Maintenance	18,009								18,009
Planned Maintenance	18,845						2,700		21,545
Minerals & Legal	435,959						45,000		480,959
Restructuring	242,160						(95,467)		146,693
North Lees	40,329								40,329
Minor Properties	10,000								10,000
Conservation Acquisitions	19,000								19,000
	1,464,928	0	0	0	0	0	(58,810)	0	1,406,118
Matched Funding	523,045	(29,125)					524,766		1,018,686
Slippage Reserve	882,359	(779,486)						799,189	902,062
Restricted Funds	198,644						9,515		208,159
	4,703,736	(816,958)	386,000	3,186	1,366,181	(249,379)	0	0	5,392,766

This page is intentionally left blank

8. **2016/17 QUARTER 4 AND YEAR END CORPORATE PERFORMANCE REPORT (A91941/EF)**

Purpose of the report

1. This report provides Members with monitoring information for the end of Quarter 4 2016/17 (Jan to Mar 2017). Members are asked to consider:
 - The Q4 position on 2016/17 indicators
 - The overall assessment of performance against each of our cornerstones and directional shifts taking into account achievement of priority actions and indicator performance
 - Quarter 4 and year end analysis for complaints and Freedom of Information/Environmental Information Requests

Key Issues

2. Key issues include:

At the end of Quarter 4 and the end of our 2016/17 year plan:

- Out of 28 priority actions: 12 are assessed as green in status, 13 are assessed as amber and 3 as red.
- We have met or exceeded our target on 50% (or 21 out of 42) of the indicators used to monitor progress. We fell short of target on 14% (or 6 out the 42) of the indicators. For the other 14 targets, we are still setting a baseline.

Recommendations

3.
 1. **That the 2016/17 Quarter 4 Corporate Performance Return, given in Appendix 1, which includes performance against indicator targets, is reviewed and the overall assessment of performance agreed.**
 2. **That the 2016/17 Quarter 4 and year end status and analysis of complaints and Freedom of Information/Environmental Information Requests, given in Appendix 3, is considered and received.**

How does this contribute to our policies and legal obligations?

4. Performance Management contributes to the cornerstone *our organisation – develop our organisation so we have a planned and sustained approach to performance at all levels*. Monitoring our performance is part of our approach to ensuring mitigating action can be taken to maintain and improve performance or to reprioritise work in consultation with staff and Members.

Background

5. The format of performance reporting to this Committee follows the format agreed in January 2013 (minute 7/13).
6. Performance information is reported each quarter by cornerstone and directional shift (of which there are 8) by providing:
 - a visual representation of the overall status for each area of focus in our 2016/17 plan;
 - an overview of the activity contributing to each cornerstone or shift covering: where we are doing well; an understanding of associated risks; specific issues; and remedial action.

7. The visual representation is on a traffic light system and is based on an analysis of:
- a) the status of activity within service plans contributing to the delivery of that cornerstone or directional shift;
 - b) performance against indicator targets (which at year end are mostly recorded as either met (Green) or not met (Red)).

8. The traffic light system for the overall assessment of performance uses the following guidance at year end:

GREEN = priority actions and targets achieved (i.e. both the indicator(s) and service actions are on target or close to being so)

AMBER = we are close to achieving year end priority actions and targets (i.e. either the indicators or actions are not on target)

RED = Year end priority actions and targets not achieved.

Information relating to 2016/17

9. The following Q4 performance information for 2016/17 is provided:

- a) Appendix 1 gives the Q4 assessment of priority actions achieved, including an analysis of performance against indicator targets.
- b) The relevant indicators for each cornerstone and shift are given in Appendix 1. A full list is also given at Appendix 2. We have met or exceeded our target on 50% of the 42 indicators used to monitor progress. We fell short of target on 14% of indicators. We are still setting baselines for the remaining targets.
- c) Appendix 3 provides Quarter 4 and year end analysis for complaints and Freedom of Information/Environmental Information Requests.

It was agreed in the Quarter 3 Corporate Performance and Risk Management Report (minute reference 6/17) that the targets for corporate indicators 2d) and 3a) would be reviewed and reported back to this meeting. The revised target for corporate indicator 2d) (*Number of people experiencing the benefits of the Peak District National Park from our target audiences of: Supporters (donors)*) is to increase it by 50% in 2017/18 from the baseline of 151 in 2016/17. The revised target for corporate indicator 3a) (*% who know about the PDNP (and compared with other comparator organisations/causes)*) is to commission research into this in 2017/18. These are presented alongside all the other corporate indicators in Appendix 2. This completes our set of corporate indicators.

10. Information is given so that Members of Audit, Resources and Performance Committee, in accordance with the scrutiny and performance management brief of the Committee, can review the performance of the Authority.

Proposals

11. Members are asked to:

- a) Review and agree the 2016/17 Quarter 4 Corporate Performance Return, given in Appendix 1, which includes performance against indicator targets and priority actions.

- b) Consider and receive the 2016/17 Quarter 4 and year end status and analysis of complaints and Freedom of Information/Environmental Information requests, given in Appendix 3.

Are there any corporate implications members should be concerned about?

12. This report gives Members an overview of the achievement of actions and targets in the last year and includes ICT, financial, risk management and sustainability considerations where appropriate. There are no additional implications in, for example, Health and Safety.
13. **Background papers** (not previously published) – None

Appendices

1. 2016/17 Quarter 4 Corporate Performance Return
2. Corporate Indicator Table 2016/17 (Year-end indicator outturns)
3. Quarter 4 and year end status and analysis of Complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) Enquiries

Report Author, Job Title

Emily Fox, Head of Strategy and Performance, 11 May 2017

This page is intentionally left blank

Directional Shift 1: The Place and the Park, on a Landscape Scale

Our Focus:	2016-17 priority actions	Progress (RAG)
1. The Dark Peak	We will define, and have support for, our strategic direction for Stanage North Lees within the wider landscape.	GREEN
2. The SW Peak	We will have secured HLF funding and match funding to start the SW Peak Landscape Partnership Scheme delivery phase plus HLF agreement to a phased approach to future match funding requirements.	GREEN
3. The White Peak	We will know what the opportunities are for the NPA to develop an integrated management project in the public sector across the White Peak.	AMBER
4. The Whole Park	We will be offering an integrated conservation service to land managers.	AMBER

Corporate Indicator	Target 2016-17	Status
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) Strategic Plan c) Vision d) Vision	a) achieved b) achieved c) on target d) on target

Overview:

Following the approval of the South West Peak Landscape Partnership Stage 2 submission in November 2016, the Partnership entered the delivery stage in January 2017, with appointments being made to key posts. As in the last quarter, the questions raised following the EU referendum about agri-environment schemes remain unresolved, although the Environmental Audit Committee published *"The Future of the Natural Environment after the EU Referendum"* in January. DEFRA have confirmed that MOORLIFE 2020 funding will be underwritten. The Authority (through National Parks England, stakeholder events, the Uplands Alliance, and ongoing work with the science community to evidence PES (payment for ecosystem services)) is actively seeking to influence future support payments to deliver public goods in the uplands and protected landscapes. Work has started on the development of an integrated conservation service to land managers and communities.

Progress against priority actions/indicator targets:

- The South West Peak HLF-funded Landscape Partnership Development Phase 2 bid to HLF was approved in November, with the delivery stage commencing in January. The Partnership Scheme manager was appointed in 2016 and she has been leading on appointing to other posts which are the Authority's responsibility. The Programme Board continues to meet to monitor and review progress on individual projects. Work has continued to find additional match-funding to fill the remaining gaps with a further £32,000 from the DCLG Communities Fund secured.
- Work has continued on developing a vision for a White Peak landscape partnership with partners. Derbyshire Wildlife Trust hosted a visioning workshop in March 2017, attended by Authority officers and other stakeholders.

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

- Recruitment of staff for the MoorLIFE 2020 EU LIFE project has continued, with a full establishment likely to be in place; working up implementation of schemes with partners.
- Work on the treatment of moorland with restoration actions has continued, with a busy quarter on brash spreading, bare peat revegetation, bracken control and sward diversification.
- Following representations to the Sheffield City Council's Environment Scrutiny Committee about the use of natural flood management techniques in the wider catchment to reduce flood risk in the city, Moors for the Future Partnership (MFFP) have been invited to join a Natural Flood Management project for this area.
- Work on moorland tracks has been the subject of discussions with landowners, Natural England and the Moorland Association, to establish whether planning permission is required and what action is necessary.
- A successful bid to INTEREG by RSPB included MFFP as bid partners. The MFFP team are now advising on significant blanket bog restoration work in Northern Ireland.
- The Birds of Prey Initiative has not met in the last quarter but will do so in May. An event led by the Moorland Association to look at moorland management issues will be held at Chatsworth also in May.
- Countryside Stewardship Scheme application windows for Higher-Tier, Mid-Tier and the Hedgerows & Boundaries grant opened in March after a delay post Brexit. 1 Higher-Tier application for Authority-owned land, 6 Mid-Tier applications and 10 Hedgerows & Boundary scheme applications are being supported by the Authority. Farm advisers are also supporting Environmental and Countryside Stewardship claims.
- Farm Advice Framework national contracts have been let to ADAS and the Authority's Farm Advisers will be acting as sub-contractors for the delivery of Countryside Stewardship advice in the Peak District.
- Sheffield Moors Partnership planted a Rowan tree by a packhorse bridge in the Burbage Valley to celebrate five years of partnership working. Sheffield City Council also announced the lease of 937 hectares of Burbage, Houndkirk and Hathersage Moors to the National Trust and the RSPB to further improve the coordinated management and delivery of the Sheffield Moors Masterplan.
- The Sheffield Wildlife Trust has entered the Development Phase for the "Sheffield Lakeland" Landscape Partnership and officers have met with the partnership manager.
- Work started on scoping the further development of an integrated conservation service to land managers, with a presentation to a Member workshop in November and resources allocated to data cleansing.
- Decision awaited on the Hope Valley Railway Capacity Improvement Scheme – initial objection withdrawn following progress on the justification for the scheme and its details.
- Officers continue to be involved in discussions with TfN and Highways England on Trans-Pennine road proposals, including a possible tunnel. The Authority is now a member of the Project Board, to ensure proper consideration of National Park interests. A consultation on RIS 1 (improvements to the existing A628, including crawler lanes) is subject to consultation, with a report to Authority on 7 April.

Issues arising and action to address:

- a) Continued uncertainty over the availability and participation in the new national Countryside Stewardship Scheme and what could replace it and the Basic Payment Scheme when the UK leaves the EU. The Authority is actively involved in influencing future policy and support payments to deliver public goods in the uplands and protected landscapes through the NPE "Future of Farming" group, Stakeholder Groups and events.
- b) Countryside Stewardship – whilst the Uplands Review did make improvements to the option availability for the Severely Disadvantaged Areas of the National Park (86%), the application process remains complicated, and delays in agreements and payments being made are not encouraging participation. Some farmers and landowners are waiting for a clearer idea of the Government's future direction post Brexit before deciding whether to commit to a 5 year agreement. We are proactively working with the farming community to encourage their continued engagement with conservation.

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

- c) There is ongoing debate about the sustainability of some aspects of grouse moor management including burning on deep peat, birds of prey and moorland tracks. Discussions continue with key stakeholders on moorland issues.
- d) The Private Land Partnership (MFFP) has faced difficulties in recovering its management fees due to delayed payments to agreement holders from the RPA. This has created financial uncertainty and created a reluctance to commit to paying the project costs which has had an onward issue for cash flow. To address the issue, we are forming payment plans with landowners, and the CEO met with Natural England to urge more timely payments from RPA.

Risk implications: Covered in Service Plans and MFFP Operational plan risk assessment and service plan

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

Our Focus:	2016-17 priority actions	Progress (RAG)
<ul style="list-style-type: none"> Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support. 	We will have specified systems, skills and resources required to build a compelling platform to attract support.	AMBER
<ul style="list-style-type: none"> Improve access to the National Park for less represented audiences, in particular young people under 25. 	We will have identified the best channels through which to engage young people.	GREEN
<ul style="list-style-type: none"> Improve access to the National Park for less represented audiences, in particular people with health inequality. 	We will have identified the best channels through which to engage people living with health inequality and identified funding sources.	RED
<ul style="list-style-type: none"> Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters. 	We will have specified the systems, skills and resources required to develop and manage volunteer opportunities.	AMBER

Corporate Indicator	Target 2016-17	Status at Q4
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)	19,654
b) people living with health inequality (particularly mental wellbeing)	Baseline	832
c) volunteers (expressed as volunteer days)	10,003 (+5% vs. 2015-16)	8,324

* Half Yearly

Progress against priority actions/indicator targets:

- Work progressed significantly this quarter to create a new team structure which will better align the systems, skills and resources required to build a compelling PDNP story to boost understanding and ultimately attract to support.
- In terms of specific audiences and final quarter progress against targets, the picture is as follows:
 - Young people: Year-end position is -0.1% vs. Plan and +4.0% vs. last year (18,901), driven largely by the number of secondary school visits.
 - People living with health inequalities: 832 represents a baseline for the total number of participant days for activities that have a defined outcome of improving health and wellbeing of participants. In future, we will undertake research to understand the full scale of the opportunity/challenge and review our approach to determine the benefits of direct delivery vs. support and signposting for third party health and well-being specialists.
 - Volunteers: Year-end position is -16.8% vs. Plan (-12.6% vs. last year's total of 9,527). This decrease on a particularly strong 2015-16 was driven by lower volunteer numbers involved in Moors for the Future Activities (-29% vs. LY), the loss of long-term student volunteers within Outreach area equating to -34% vs. LY, and fewer volunteer Ranger days (-15.3% vs. LY). The total comprises volunteering across all areas of the Park with an increase in activity reported for the North Lees Estate. We are aware that

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

our current system for recruiting and managing volunteers is in need of some development to ensure we meet national standards. To support our work in this area we have recruited to a new 1 year fixed term Volunteer Development Officer post starting on 01 April 2017. This role will develop robust systems and procedures to support volunteers and their management and work with team managers to identify, develop and promote new volunteer opportunities.

- We agreed and established outreach activities and content for the following events: Eroica, RHS Chatsworth and the AND Festival providing us with a potential reach to over 100k visitors.

Issues arising and action to address: None

Risk implications: None

Directional shift 3: Visitor experiences that inspire and move

Our Focus:	2016-17 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 identified key audiences and the behaviours that sustain the special qualities of the National Park, and developed a campaign to promote understanding of their value.	AMBER
2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.	We will have identified experiences our customers demand and mapped the ability of our portfolio to deliver them.	AMBER
3. Provide quality new experiences that will generate new income to fund the place.	We will have identified the experiences our customers demand and mapped our ability to deliver them.	AMBER

Corporate Indicator	Target 2016-17	Status at Q4
3. Brand awareness and understanding among existing audiences and potential supporters*:		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	Scope Research Project for 2017-18	Research Project Timetable Complete
b) % who understand PDNP potential benefits/ services	Baseline	77%
c) % who feel positive towards the PDNP	Baseline	99%
d) % who are willing to support the PDNP	Baseline	73%
4. Customer satisfaction with the PDNP experience	1. 90%	99%

* Supporters: survey to be developed in 17/18

Progress against priority actions/indicator targets:

- Work progressed significantly this quarter to create a new team structure which will better align the systems, skills and resources required to build a compelling PDNP visitor story to boost understanding and ultimately attract to support.
- The Castleton Visitor Centre refurbishment remained on track.
- A review of the Manifold Valley cycle hire service was undertaken. As a result, a plan to offer a new service starting at Hulme End is in development.
- We provided support and input into a review of the governance and performance of Marketing Peak District & Derbyshire, the area DMO tasked with boosting the region's visitor economy. We also provided support to the development of two visitor engagement initiatives the DMO is working on: Gardens & Heritage tours and Trails Walking tours.
- We provided support to an initiative from Marketing Manchester to develop a Northern Gateway visitor experience hub. This will include featuring the Peak District National Park in itineraries and marketing targeting international visitors.
- We provided support for a National Parks England initiative to develop a discrete national park visitor product targeting international visitors.

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

- Initial work on options for the Brosterfield campsite in line with its extant planning permission was started, following refusal of the most recent planning application to develop amenity, manager and ancillary facilities.
- Initial work was undertaken on the development of a method to measure the value of our brand and its reach (see Cornerstone 1, Focus 4). In Quarter 4 we scoped out the initial parameters of the market research which will underpin activities and investment in work supporting our objective of boosting awareness, understanding, support and income. It will look at market size and structure, awareness of and attitude toward the Peak District National Park brand. It will also support our product development providing help to measure the effectiveness of promotional campaigns. The research will be a rolling survey, forming the basis of our market intelligence that will track our KPIs over time. An initial timetable for commissioning the research in 2017-18:
 - Q1 17/18: develop a research brief
 - Q2 17/18: research proposal finalised
 - Q3 17/18: commission market research agency
- A project enquiry to HLF Our Heritage fund to trial digital interpretation on the Monsal Trail received positive feedback and will be pursued in 2017/18.
- A new visitor volume counter was installed on the High Peak and Tissington Trails to gather data on trails users. This incorporated the first horse-rider counter on any of our trails. Funding was contributed by the Pennine Ways Partnership and Derbyshire County Council.

Issues arising and action to address:

Centaur Accident/HSE investigation: Conclusion

As reported in the Q3 performance report, the HSE investigation found the Authority to be in breach of health and safety law in three areas: suitability of vehicle for purpose (risk assessment), maintenance and training. The Authority challenged the findings and level of costs incurred. Our challenge did result in a reduction in costs and the correction of a number of errors included in the HSE reports. However, a difference of opinion on accident causation and on the gap between our management of health and safety and that required by the law remains. In terms of costs, a significant element of the eventual £45k resulted from the use by HSE of the Health & Safety Laboratory at Buxton to examine and test the vehicle. These tests confirmed that the vehicle was in fact fit for the purpose of moorland fire-fighting. It has been decided to take the challenge no further. The next stage – a formal dispute – would be on an adversarial basis and would likely incur legal support costs (plus significant more staff time) and the potential for liability for any extra costs incurred by the HSE to defend a formal dispute.

The internal follow-up to the incident is as follows. A management instruction was issued to all staff with access, or potential access, to specialist vehicles, and all line managers responsible for those staff. A training session was held in February with mandatory attendance for all the above staff which included a reminder of individual responsibilities, processes to be followed in accordance with the Authority's health and safety policy, the potential consequences of failing to adhere to the policy, and some initial work on a health & safety management improvement plan. This plan, which is now further developed, will look in detail at all the equipment used in our stewardship of the Peak District National Park, set out the processes to be followed in their deployment, and review the need for the equipment, in particular specialist vehicles.

Risk implications: None

Directional shift 4: Grow income and supporters

Our Focus:	2016-17 priority actions	Progress (RAG)
➤ Increase our income from giving.	We will have specified the systems, skills and resources required to build a compelling platform to attract support.	AMBER
➤ Achieve our commercial programme income targets.	We will deliver the income targets.	RED
➤ Develop / establish sponsorship relationships.	We will have decided the balance between the level of local and national efforts to secure commercial sponsorship.	GREEN
➤ Secure external funding for major programme and partnership delivery.	We will have identified the funding opportunities for Millers Dale and put in place a funding strategy for the South West Peak Landscape project.	GREEN

Corporate Indicator	Baseline 2015-16	Target 2016-17	Q4 Status		
5. Amount and proportion of income by source:		<i>Commercial increase: 5%</i> <i>Donations increase: 50% by 2018-19</i>	Actual & (Proportion)	vs. last year	vs. plan
a) Commercial	£2,162,394 (17.8%)	n/a	£1,985,213 (14.0%)	-8.2%	
i) Conservation & Planning	£362,909	n/a	£323,708	-10.8%	
ii) Commercial Devpt & Outreach	£1,610,618	£1,637,462	£1,567,657	-2.7%	-4.3%
iii) Corporate Strategy & Devpt	£188,867	n/a	£93,849	-50.3%	
b) Donations	£40,255 (0.3%)	n/a	£57,238 (0.4%)	42%	
i) Donations (exc. legacy)	£34,230	£39,935	£47,238	38%	18%
c) External funding*	£3,584,952 (29.5%)	n/a	£5,803,737 (40.8%)	62%	
d) Defra grant*	£6,364,744 (53.4%)	n/a	£6,364,744 (44.8%)	0%	
e) Total income	£12,152,345	n/a	£14,210,932	17%	
2. d) Non-trading income supporters (donors)					
i) Number of donations	Baseline	n/a	152		
ii) Average value of donations	Baseline	n/a	£377		
iii) Number of donations (exc. legacy)	Baseline	(+50% 18/19) 227	151		
iv) Average value of donations (exc. legacy)	Baseline	n/a	£313		

*Some quarterly distortions will appear for proportions of Defra Grant and External Funding due to accounting process.

Progress against priority actions/indicator targets:

- We secured a successful appointment to the role Head of Marketing & Fundraising Development – the last vacant Tier 3 post in the Commercial & Outreach Development directorate.
- The commercial trading figure – assets and activity managed by the Commercial & Outreach Development Directorate – represents 79% of the total of non-government grant, external funding or donation income.
- The performance of the directorate's income streams is -4.3% vs. Plan and -2.7% vs. LY. Against the cumulative target for Year 2 of the corporate plan period income stands at £3,178k (-2.1% vs. Plan).
- Contributing factors to this include no rental income for North Lees Hall, a spate of thefts of and vandalism to car park payment machines, reduced opening times for Castleton Visitor Centre due to remodelling work and no Easter holiday falling within the financial year. Outreach income was impacted by the closure of the Longdendale Environmental Centre in Q1. Given these 'exceptions', this year's results should not be seen as a change in trends, and the plans and performance of other assets set out below should give members confidence of good future performance. It should be noted, however, that a performance across all elements of our trading services in line with our corporate plan target will deliver c£80k extra income.

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

- Cycle Hire Service had another strong quarter with a development plan for the service in the Manifold Valley in the pipeline for this year.
- Castleton Visitor Centre refurbishment is at a very advanced stage; reopening is due next month. To give some context of the income resilience of the visitor services, this year's results, despite the impacts referenced above, are just -5.3% compared to the last year (2014-15) with all centres fully operational and with Easter trading.
- North Lees Hall would have been reported as having secured a new tenant in the quarter, but the tenderer (for unspecified reasons) pulled out of the tender process at a very late stage. We have re-advertised the tender, but income from this property will now not be forthcoming until Q2 2017-18 at the earliest and there is no guarantee that we will find a tenant.
- A review of car park charging and enforcement has been completed and will be implemented in the 2017-18 financial year which alongside removal of the exceptional losses referred to above will protect this particular income line.
- Warslow income finished at +1.9% vs. LY reflecting the continuing the successful integration of commercial and conservation outcomes.
- Woodland operations are now generating a good income and a full year of trading with additional camping pods at North Lees campsite, including an accessible pod, will increase sales. Work on a development plan for the Brosterfield campsite, in line with the existing planning permission and involving engagement with the local community, will begin in this financial year.
- Outreach income was +3.9% vs. LY this despite the team having to find alternative delivery locations – including our tipi-tent where possible - to ensure we continued to meet customer demand. Development of the new team and plans for new learning approaches and content for a range of audiences continues.
- In terms of donations we continued to see strong growth versus plan and last year. It must be noted, however, that this is from a very low base and not due to any significant proactive promotion. As previously noted, this area of income provides the biggest opportunity for growth against the organic growth from our existing services – it currently represents 0.4% of our total income. A paper to establish a charity as a vehicle to support our income growth and diversification was presented to the Authority meeting in March. Authority recommended the establishment of a member-officer working group to develop this potential platform further.
- Initial work started on establishing the datacapture and campaign management systems, identifying the audiences and recruitment channels, and creating the right collateral to stimulate faster growth in voluntary donations direct to the Authority.
- We secured rights to undertake datacapture and fundraising activity at the Eroica Festival (alongside a guaranteed level of funding).
- We signed up as a partner to the British Mountaineering Council's annual Mend Our Maintains fundraising campaign. Last year's initiative delivered c£17k to be invested in the Pennine Way infrastructure.
- A pan-national parks deal was progressed to final Heads of Terms stage for the sponsorship of all front-of-house staff uniforms including rangers, visitor and cycle hire staff and estate workers. In addition to procurement savings, the contract will deliver £100k plus a range of awareness-raising opportunities through the sponsors planned activation programme.
- In addition to the brand awareness and understanding that all above activities and assets have integrated in their work, our discrete communications programme delivered a good performance in terms of reach and engagement. The web site achieved 721k total page views (+5.9% vs. LY) while followers on Twitter reached 28,869 (+5% on Q3 and +30.8% vs. LY). All other social media metrics were positive with growth in Facebook and LinkedIn connections plus our first significant number followers on the Instagram platform.
- Top media content (traditional and digital) included the proposed Lancaster Bomber flyover at this year's Eroica Britannia festival, BBC Countryfile Magazine National Park of the Year nominations; new issue of ParkLife and Trail resurfacing to improve access.

Issues arising and action to address: None

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

Risk implications: None

Cornerstone 1: Our assets

Our Focus:	2016-17 priority actions	Progress (RAG)
1. Reduce the size of our property portfolio and retain what we need	We will be on target for our programme of disposals.	GREEN
2. Ensure that the Trails, Stanage, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts	We will have a clear plan for the standards needed for our assets for maintenance, environmental performance and visitor experience.	AMBER
3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective	We will have a clear plan for the standards needed for our visitor infrastructure for maintenance, environmental performance and visitor experience.	AMBER
4. Increase the value of our brand and its reach	We will have a compelling brand to underpin the outreach and income plans.	AMBER

Corporate Indicator	Target 2016-17	Status at Q4
Percentage of assets that meet the standards set for: a) Maintenance	Baseline	10 condition surveys have been completed. The remaining 3 high priority properties will be completed by the end of April 2017. There are 39 properties due to be completed in the coming year.
b) Environmental performance	tbc	Data collection will begin in Q1 17/18.

Progress against priority actions/indicator targets:

- PST started a programme of condition surveying on our assets/visitor infrastructure. This will form the foundation for setting standards and developing a strategic maintenance plan. A condition surveying schedule for specialist work on the Trails is already in place in line with national standards. This work is being undertaken by a contractor.
- The redevelopment and improvement of the Moorland Centre complex, including the Edale Visitor Centre, is largely complete. The additional office facilities for housing Moors for the Future staff are in place alongside a full refurbishment of campsite facilities and repair of the glazed roof. The final stage of works to external areas is planned for completion by summer 2017.
- The Castleton Visitor Centre redevelopment including the creation of a café facility and full refurbishment is nearing completion with the construction element of the works finished by the end of Q4. Contractors are now on site for the retail and interpretation fit-out and the site is expected to reopen by June 2017.
- Preparation is underway for the refurbishment of a number of Warslow residential properties with tenders being completed on two sites and a further two projects in planning stages. Work is also progressing on the completion of condition surveys for high-priority properties and improvements to the Aldern House office accommodation continues to progress.
- The general building works programme for 2016-17 on the Warslow Moors Estate was completed on target (despite being identified as a risk at Q2). Three residential properties are still vacant and awaiting significant building improvement works before re-letting. Business cases to improve two of the properties have been approved by RMM and tenders have been obtained in line with the estimated costs. The work will begin on both properties before the end of April ready for re-letting in early summer. The business case

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

for the third property will be made to RMM in May. The refurbishment and subsequent re-letting of these properties will require considerable staff input over the next six months.

- The Royal Engineers carried out an options appraisal and costing exercise on a derelict house and barn (Hayeshead) with a full report to be received in due course.
- Work began on the feasibility and planning of a new estate base at Pump Farm, Warslow with the aim of having it established by next spring.
- RMM approved the business case to re-grant six farm business tenancies on the Warslow Moors Estate.
- Major thinning operations at Bank Wood (Hassop), Shawfield Wood (Warslow) and Millmoorhead (Longnor) continued with timber sales now generating significant income. A new access track was constructed into the Hills Plantation ready for thinning operations next autumn.
- The disposal programme continued to progress well. A total of 23 woods have been disposed of or are at 'sold subject to contract' stage. Another six woods will be placed on the market in the next month. A boundary issue with one of the woods sold subject to contract was resolved through good teamwork with our Legal Service.
- Disposal work on more minor properties continued with active negotiations taking place on Caskin Low and Lea Farm.
- Additional camping pods were installed at North Lees campsite including an accessible pod which will increase the appeal of the site.
- High priority repairs to the Trails structures are behind schedule, partly due to staff changes in PST. Significant focus will be given to this piece of work in Q1 2017/18.
- A penalty has been imposed on North Lees Estate due to longstanding non-compliance with HLS agreement which will impact on budget.
- A cleaning contractor was identified to take on a three-year contract at a number of sites we own and operate including visitor centres, camp site and some public washrooms. There was a delay in signing the final contract due to HR issues, but the contractors are covering duties effectively.
- Delivered surfacing improvements to the High Peak Trail utilising funding from the Pennine Ways Partnership. The completed the section, from Parsley Hay to Minninglow, will now meet 'national trail' standards and facilitate the use of adapted bikes available from Parsley Hay cycle hire centre and improve access for all.

Issues arising and action to address: None

Risk implications: None

Cornerstone 2: Our services

Our Focus:	2016-17 priority actions	Progress (RAG)
4. Deliver our services in a customer focused way	We will have an extended paid-for advice service for conservation.	GREEN
5. Ensure clear policies are in place through facilitated and effective engagement and communication	We will have partners indicating their commitment to Special Qualities.	GREEN
6. Ensure appropriate regulatory action	We will be communicating the clear value of our performance on enforcement.	GREEN

Corporate Indicator	Target 2016-17	Status at Q4
7. Proportion of planning appeals allowed	<30%	31%
8. Proportion of planning applications determined in a timely way a) 13 weeks – major b) 8 weeks – minor c) 8 weeks – other d) 13 weeks – county matters	a) >70% b) >70% c) >80% d) >70%	100% 81% 83% 100%
9a Number of enforcement cases resolved	30 per quarter 120 per annum	25 132
9b % 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%	76%
10 Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	75%
b) Parish councils	>70%	Survey Parish Day
c) Residents	38%	47%*
d) Pre-application advice	>75%	65%
11a Number of complaints received	<20	2
11b % complaints dealt with in accordance with agreed deadlines	90%	100%
11c Satisfaction with first and second lines of enquiry (planning)	baseline	93%

* Residents' Survey every 3 years (Baseline 2012, data 2016)

Overview:

An internal audit examined compliance with the Authority's procedures for neighbour notification and the consideration of the impact of development on neighbouring properties. A draft report was published in February, with a final report due in early April. Work on Development Management policies has progressed, following the agreement of the draft policies by Authority in October; public consultation commenced in November. The Authority's influencing role has included ongoing dialogue with Constituent Authorities, particularly on housing. The NPMP update work is on track.

Progress against priority actions/indicator targets:

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

- Work on Development Management policies has progressed further, with formal consultation closing during the quarter and the Working group of Members considering the responses. A response was sent to High Peak Borough Council, which had raised a number of issues about delivery of housing and employment sites in the National Park.
- On-going work with the constituent authorities on Local Plan housing allocations, including preparation for the Examination into DDDC's Local Plan.
- A meeting was held with the Saddleworth District Committee (Saddleworth PC, Oldham MBC and local residents) to discuss the draft Greater Manchester Spatial Framework, and Neighbourhood Plan matters.
- Performance on planning application determination has improved in the last quarter, and is well above the figures set by the Government for "under-performing" LPAs, despite the Development Management service carrying a vacancy at Team manager level for the whole quarter. Of 144 planning and listed building applications determined, 88% were approved.
- 108 Planning Enquiries were completed, of which 68 (63%) were completed within 15 working days.
- 25 enforcement cases were resolved in the quarter, under the target of 30 for the quarter, but with 132 dealt with over the year being above the target of 120. 76% of enforcement enquiries were investigated (with a conclusion on whether there is a breach of planning control) within 30 working days, just below the target of 80%.
- Planning appeals: Of 16 appeals determined in the quarter 11 were dismissed (69%) and 5 allowed (31%), just missing the target of less than 30% being allowed. Of those allowed, there were 2 sites with linked planning and listed building appeals, making 4 out of the 5 decisions. None raised policy issues as they were site-specific judgments.
- There were 5 formal complaints received in the quarter and 0 relating to an Authority member. All the complaints were dealt with within the 15 working day deadline where required.
- Feedback on the performance of the Planning Service is being collected from applicants and agents on an on-going basis following the determination of applications. The feedback is generally positive, with those cases where an issue is raised being followed up. Parish Councils are also being surveyed on an on-going basis.
- The focus on Community Planning has continued, with further work on the Bakewell NP.
- The NPMP update work is on track. We have developed 8 areas of impact that we would like the next NPMP to focus on. A report will be taken to the May Authority meeting to approve a public consultation document on these areas of impact.
- We have further refined the special qualities, and these will be part of the public consultation document on the NPMP.
- Data on satisfaction with first and second lines of enquiry was collected in quarter 4: 66.67% rate the overall advice service as Excellent, with 26.67% rating it as Good, and 6.67% rating it as Poor.

Issues arising and action to address:

- a) Officers continue to work closely with constituent Authority officers to support an approach which protects the setting of National Park whilst assisting in the delivery of housing targets. High Peak Borough Council had responded to the Development Management DPD with a letter expressing concern about delivery of housing, business sites and visitor accommodation in the National Park; a meeting in January with local MPs discussed these issues and a response has been sent to HPBC.
- b) The number of new enforcement enquiries continues to rise, leading to a build-up in outstanding cases, despite the target for dealing with cases being met. The Action Plan adopted in 2015-16, placing a greater

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

focus on prioritising cases and then dealing with higher priority cases more quickly, is helping to give address this.

- c) Work on the NPMP update has continued and a report will be taken to the May Authority meeting to approve a public consultation document.
- d) Officers continue to work with Parishes, either through the PPP Forum or through individual parishes to understand their concerns and address them through attending meetings, answering questions and offering training on a wider range of planning and conservation matters.

Risks associated with this objective: None

Cornerstone 3: Our organisation

Our Focus:	2016-17 priority actions	Progress (RAG)
Develop and maintain appropriate standards of corporate governance	We will be ready to implement the new governance framework requirements as a public body (CIPFA SOLACE* framework).	GREEN
Implement our medium term financial plan	We will have identified and agreed the areas we are going to invest in.	GREEN
Develop key business processes underpinning the Corporate Strategy	We will have an organisation-wide understanding that information is an asset to be valued, used and shared.	RED

Corporate Indicator	Target 2016-17	Status
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	ACHIEVED

Overview:

We have achieved our indicator and made good progress in achieving the focus for 2016/17.

Progress against priority actions/indicator targets:

- A new Code of Corporate Governance, compliant with the 2016 CIPFA/SOLACE Guidance, has been approved by Members at the Authority meeting in February.
- The preparatory work has been undertaken to introduce on-line tills at Ashbourne and Derwent Cycle Hire Centres by the end of quarter 2.
- Migration to providing our ICT 'infrastructure as a service' has been completed on target which provides a cost effective, flexible, secure and robust core infrastructure for the Authority's IT services.
- Posts will be identified in the new structure as 'Information Asset Owners'; staff in these posts will be briefed in quarter 1 so that a single register of data for the organisation can be built by the end of 2017/18 so we have an organisation wide understanding of the information held.
- Our Edale and Castleton sites now have greater connectivity.
- Members have approved the 2017/18 budget which incorporates the four investment programmes (commercial and outreach plan, ensuring our assets are at a standard to support the corporate strategy, developing and enhancing the way we work with communities and developing our knowledge and expertise) to support the Corporate Strategy and noted the financial position of the Authority up to March 2020.
- A three year Treasury Management contract with North Yorkshire County Council has been entered into until 2020 which includes a separate contingency Section 151 Officer provision if our own Section 151 Officer is incapacitated.
- A five year Service Level Agreement with Derbyshire County Council has been entered into to meet our payroll requirements.
- We now have a clear view on the corporate indicator development work. Out of 42 indicators we now have data for 39 (93%) indicators with information that monitors progress.
- The Member biannual survey has been carried out with a response rate of 82% an increase of 22% on 2 years ago with the results being analysed and an action plan being agreed and implemented during 2017/18.

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

Issues arising and action to address:

- Although work has progressed significantly during quarter 4 it has not been possible to gather data on 3 (7%) of the indicators, however we will be in a position to do this from quarter 1 in 2017/2018.
- Unfortunately IAOs were not universally identified during quarter 4 and as a result we have not been able to make the progress we had hoped in establishing the data we hold. Therefore this is a continuing corporate priority for 2017/2018 with identification of departmental IAO's and the first briefing sessions due to take place during quarter 1 in 2017/18.

Risk implications:

- We do not have all the measures in place to assess our performance at year end.
- We do not know the full extent of the data that we hold.

Cornerstone 4: Our people

Our Focus:	2016-17 priority actions	Progress (RAG)
a) Ensure the Authority shape is fit for the future	We will have a structure in place that fits our organisational design principles and supports our ability to deliver the Corporate Strategy.	GREEN
b) Retain, develop and recruit the right people in the right place at the right time, with the right resources	We will have gathered the appropriate information to produce a workforce plan in 2017-18.	AMBER
c) Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters	We will use the staff survey feedback to monitor how the leadership team is describing and living the way we want to work.	AMBER

Corporate Indicator	Target 2016 – 17	Status at Q4
13. Employee engagement (to be defined)	Baseline	To be set up *
14. Implement recommendations of the 2016-17 Investors in People assessment	Agree prioritised 3 year action plan	Not reported in Q4
15. Sickness levels **:	2.15% annually (2.3% quarterly)	1.83% annually (2.18% Q 4)
a) % total time lost due to sickness (expressed as hours)	44.4h annually (11.1h quarterly)	40.64h annually (8.5h Q 4)
b) hours per fte	100% annually (25% quarterly)	93.6% annually (32.11% Q 4)
c) average number of times absent per employee ***	£107,000 annually (26,750 quarterly)	£100,820 annually (£28,851 Q 4)
d) value of total time lost (expressed as pay cost) ****		
16) % total time lost due to sickness (expressed as turnover)	10%	10% annually (2% Q 4)

* Indicator to be developed as part of staff survey development

** 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

Overview:

Good progress has been made in appointing to the new structure with 11 of the 12 Heads of Service posts now filled and recruitment to fourth tier posts nearly complete with only 2 vacancies remaining. Although the work programme in HR has been dominated by the redesign of the organisation and the unplanned recruitment and appointment of the Director of Corporate Strategy & Development progress has been made in other key areas as highlighted below.

Progress against priority actions/indicator targets:

APPENDIX 1: 2016/17 Quarter 4 Corporate Performance Return

- The draft action plan response to the Investors in People recommendations has been considered by the Senior Leadership Team and will be developed further working with the Heads of Service.
- Data is being collected to inform a discussion in Quarter 1 with the Senior Leadership Team on the structure and development of a workforce strategy supported by a workforce plan.
- The Staff biannual survey has been carried out with a response rate of 64%, with the results being analysed and an action plan being agreed and implemented during 2017/18 – this will inform the indicator on levels of staff engagement.
- In accordance with the corporate learning and development plan ‘Resilience for Leaders’ workshops were run in February and March following a successful programme of resilience workshops for all staff. Counselling continues to be available on request.
- As part of delivering the programme of the ‘way we work around here’ workshops the programme continued in quarter 4 focussing on staff time management, attendance, and performance & coaching
- A contract for Leadership Development to support the Senior Leadership Team has been running since quarter 3 – an organisational development programme will be developed as part of this work
- Work with the Local Government Association continues to develop a ‘total reward statement’ so we can use this as a recruitment and retention tool recognising the employment package the Authority offers goes beyond pay.
- The successful recruitment and selection of a new Director of Corporate Strategy & Development who starts with us mid-way through quarter 1 2017/18 with an interim arrangement in place since the departure of the out-going Director.

Issues arising and action to address:

We are aware that there are some ‘hard to fill posts’ and so therefore, during 2017/18 we are

+ developing a policy on market supplements which will be informed by the total rewards package.

Due to a delay in the release of the staff survey we will analyse and report in quarter 1 2017/18 how we use the staff survey feedback to monitor how the Senior Leadership Team is describing and living the way we want to work.

Data is being collected to inform a discussion in quarter 1 2017/18 with the Senior Leadership Team on the structure and development of a workforce strategy supported by a workforce plan.

Risk implications: None

This page is intentionally left blank

Objective	PI Ref	Indicators	Baseline 2015 -16	2016/17	2018/19
				Outturn	Target
Shift 1 : The Place and the Park , on a landscape scale	1a	Stage of development of Landscape scale partnership programmes: Moors for the Future	Mature Partnership	Mature Partnership	Mature Partnership
	1b	Stage of development of Landscape scale partnership programmes: South West Peak Partnership	Strategic Plan	Strategic Plan	Strategic Plan
	1c	Stage of development of Landscape scale partnership programmes: White Peak Delivery Partnership	Vision	Vision	Vision
	1d	Stage of development of Landscape scale partnership programmes: Sheffield Moors Partnership	Vision	Vision	Strategic Plan for Stanage North Lees
Shift 2: Connect People to the Place, the Park	2a	Number of people experiencing the benefits of the Peak District National Park from our target audiences of: Young people (under 25)	18,901	19,654	(+5%)
	2b	Number of people experiencing the benefits of the Peak District National Park from our target audiences of: People living with health inequality (particularly mental wellbeing)	New	832	Baseline
	2c	Number of people experiencing the benefits of the Peak District National Park from our target audiences of: Volunteers (expressed as volunteer days)	9,527	8,324	(+5%)
	2d i)	Number of people experiencing the benefits of the Peak District National Park from our target audiences of: Supporters (donors)	New	152	n/a
	2d ii)	Number of people experiencing the benefits of the Peak District National Park from our target audiences of: Average value of donations	New	£377	n/a
	2d iii)	Number of people experiencing the benefits of the Peak District National Park from our target audiences of: Number of donations (exc. legacy)	New	151	(+50%)
	2d iv)	Number of people experiencing the benefits of the Peak District National Park from our target audiences of: Average value of donations (exc. legacy)	New	£313	n/a
Shift 3: Visitor experiences that inspire and move	3a	% who know about the PDNP (and compared with other comparator organisations/ causes)	New	Scope Research Project	Research Commissioned
	3b	% who understand PDNP potential benefits/ services	New	77%	Baseline
	3c	% who feel positive towards the PDNP	New	99%	Baseline
	3d	% who are willing to support the PDNP	New	73%	Baseline
	4	Customer satisfaction with the PDNP experience	94%	99%	>90%
	5a	Amount and Proportion of income by source: Commercial	2,162,294 (17.8%)	1,985,213 (14.0%)	n/a

Shift 4: Grow income and supporters	5a i)	Conservation & Planning	£362,909	£323,708	n/a
	5a ii)	Commercial Devpt & Outreach	£1,610,618	£1,567,657	(+5%)
	5a iii)	Corporate Strategy & Devpt	£188,867	£93,849	n/a
	5b	Amount and Proportion of income by source: Donations	£40,255 (0.3%)	£57,238 (0.4%)	n/a
	5b i)	Donations (exc. legacy)	£34,230	£47,238	(+50%)
	5c	Amount and Proportion of income by source: External Funding	3,584,952 (29.5%)	5,803,737 (40.8%)	n/a
	5d	Amount and Proportion of income by source: Defra Grant	6,364,744 (53.4%)	6,364,744 (44.8%)	n/a
	5e	Amount and Proportion of income by source: Total Income	12,152,345 (100%)	14,210,932 (100%)	n/a
Cornerstone 1: Our Assets	6a	Percentage of our assets that meet the standards set for: Maintenance	New	Surveys Ongoing	Baseline
	6b	Percentage of our assets that meet the standards set for: Environmental performance (i) Existing - reduce the Authority's overall carbon footprint (ii) New - Carbon Management Plan (tbd)	(i) 24.30% (ii) New	Awaiting Data MF	(i) 30% Baseline (ii)
Cornerstone 2: Our	7	Proportion of planning appeals allowed	24%	34%	<30%
	8a	Proportion of planning applications determined in a timely way: 13 weeks for Major applications	70%	100%	>70%
	8b	Proportion of planning applications determined in a timely way: 8 weeks for Minor applications	71%	84%	>70%
	8c	Proportion of planning applications determined in a timely way: 8 weeks for Other applications	89%	87%	>80%
	8d	Proportion of planning applications determined in a timely way: 13 weeks for County matters	33%	77%	>70%
	9a	Number of enforcement cases resolved	124	132	120 (30 per quarter)
	9b	% of enforcement enquiries (excluding Minerals and Waste Enquiries) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	New	76%	80%

Services	10a	Customer satisfaction with the Planning Service: Percentage of applicants / agents who are satisfied with the Planning and Enforcement service	New	82%	>75%
	10b	Customer satisfaction with the Planning Service: Percentage of Parish Councils who are satisfied / believe we provide a quality service	65%	Survey Parish Councils	>70%
	10c	Customer satisfaction with the Planning Service: Residents (from residents survey)	38% (2012)	47%	>38%
	10d	Customer satisfaction with the Planning Service: Satisfaction with quality of the pre application advice provided	New	65%	>75%
	11a	Customer satisfaction with the Planning Service: Number of complaints received	14	5	<20
	11b	Customer satisfaction with the Planning Service: % complaints dealt with in accordance with agreed deadlines	86%	85%	90%
	11c	Customer satisfaction with the Planning Service: Satisfaction with first and second lines of enquiry (initially for planning service)	New	93%	Baseline
Cornerstone 3: Our Organisation	12	Audit conclusions showing satisfactory governance arrangements in place	Achieved	Achieved	Achieve
Cornerstone 4: Our People	13	Employee engagement – based on new Staff Survey questions (to be defined)	New	Staff Survey Q1 17/18	Baseline from Staff Survey
	14	Implement the recommendations of the 2016 – 17 Investors in People assessment	New	Not report in Q4	Prioritised 3 Year Action Plan to be agreed
	15a	Sickness Levels: % of total time lost due to sickness (expressed as hours)	New	2.18% Q4 1.83% annual	2.3% quarterly 2.15% annually
	15b	Sickness Levels: Hours per FTE	New	8.5 Q4 40.64h annual	11.1h quarterly 44.4h annually
	15c i)	Absence: Sickness frequency rate	New	32.11% Q4 93.6% annual	100% annually
	15c ii)	ii) Absence: Individual sickness frequency rate	New	47.64%	No target
	15d	Sickness Levels: Value of total time lost (expressed as pay cost)	New	£28,851 Q4 £100,820 annual	£26,750 quarterly £107,000 annually
	16	Sickness Levels: Staff turnover	15%	2% Q4 10% annual	ACAS Standard to be used

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
C1a - Supporting leadership at all levels	1	Maintain Investors in People standard (assessment Sept 2016)	n/a 2015-16	Next in 2016-17
	2	% of relevant staff completing competency training	90%	Delayed
C1b - Better staff engagement	1	Increase the % of staff feeling valued as measured through staff survey	n/a 2015-16	Next survey autumn 2016
	2	Delivery of actions in employee engagement action plan for 4 priority areas	To timetable	To timetable
	3	Delivery of elements of Communications Plan	To timetable	To timetable
C2a - Excellence in our property: cycle trails, Stanage and North Lees, Warslow	1a	Update and implement management plans for all estates - North Lees	Dec 2015	Delayed
	1b	Update and implement management plans for all estates - start Warslow review	March 2016	Delayed
	2	Reduce the Authority's overall carbon footprint	25% reduction from 2009/10	24.30%
	3	Review and update the User Satisfaction Survey	March 2016	March 2016
	4	Number of disposals	>14	15
	5	Achieve full cost recovery targets	Positive direction of travel	Positive direction of travel
C2b - Gaining clarity on the wider visitor infrastructure we will continue to support	1	Status of review of non- trails property portfolio	To timetable	To timetable
C2c - Supporting our brand by ensuring brand management activities/ processes underpin all our work	1	Develop a mechanism to measure brand management	March 2016	March 2016
	2	Deliver roll-out of priority 1 areas of brand identity action plan	March 2016	Sept 2016
C3a - Excellence in the way we deliver our Planning Service	1	Have we met the key LDS milestones adopting our Development Management Policies ?	Yes	Yes
	2	% of planning applicants who are satisfied with the services they received	>70%	77%
	3	% of parish councils who believe we provide a quality service	75%	65%
	4	Develop questions for residents survey about perception of Planning	March 2016	March 2016
	5	Satisfaction with the quality of the pre application advice provided	Baseline	95%
	6	Proportion of planning appeals allowed	<30%	24%
	7a	% of planning applications by type determined in a timely manner: 13 weeks for major applications	60%	70%
	7b	8 weeks for minor applications	70%	71%
	7c	8 weeks for other applications	80%	89%
	7d	13 weeks for all County Matters	60%	33%

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
	8	Number of communities we have worked with on affordable housing needs	5	6
	9	Number of community sustainable projects we support (plus qualitative output on the impact of the grant)	20	19
	10	Number of communities/ parishes/ villages where we have supported development plans	5	5
	11	Number of enforcement cases resolved (and qualitative report against high priority cases)	120	124
C4a - A solid performance management approach	1	Unqualified external audit opinion on final accounts	Achieve	Achieved
	2	Satisfactory external audit conclusion on Value for Money through assessment of Annual Governance Statement	Achieve	Achieved
C4b - A clear plan for the future to give ourselves strategic certainty for 2016/17 and beyond	1	Approval of Strategic Framework	Sept 2015	Sept 2015
	2	Approval of Medium term Financial Plan 2016-19	Dec 2015	Dec 2015
	3	Approval of 2016-19 Corporate Plan	Dec 2015	Dec 2015
S1a - Giving	1a	Giving Strategy in place for 2016/17	Oct 2015 - Revised to March 2016	March 2016
	1b	Giving Strategy - Secure £10k	March 2016	£40.3k
S1b - Income generation	1	Commercial programme in place	Sept 2015	Sept 2015
	2	Visitor centres at 61% full cost recovery	March 2016	66%
	3	Cycle hire at 87% full cost recovery	March 2016	103%
	4	Launch branded products for sale at our outlets and 1 other outlet	March 2016	May 2016
S1c - Fund raising from external sources	1a	External funding - agree strategy	May 2015	May 2015
	1b	Submit 2 bids for Trails / North Lees	Dec 2015. Revised to March 2016	Delayed
S2a - Nurture partnerships that help grow the value of, and income to, our assets within: Moors for the Future, SW Peak, Sheffield Moors	1	Secure Strategic certainty for Moors for the Future	March 2016	Aug 2015
	2	Area of moorland undergoing restoration management (through the Moors for the Future Partnership)	1,000 ha	1,047 ha
	3	Proportion of land in the National Park covered by environmental schemes	>70%	72% (est)
	4	SW Peak Landscape Partnership: Phase 2 bid running to timetable	Yes	To timetable
	5	Sheffield Moors: Completion of actions in the Masterplan to timetable	Yes	To timetable
S3a - Develop products and service to grow the Peak District as the National Park for cycling	1	Progress against the key development milestones for trails - Millers Dale, Parsley Hay	To timetable	To timetable
	2	Develop and identify a sustainable travel product	Dec 2015	Dec 2015
	3	Delivery of Pedal Peak II projects - qualitative reports	To timetable	To timetable

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
	4	Secure Cycle Friendly Places grant funding	>£50,000 March 2016	On track to secure substantial funding but DCLG have delayed bid decision until 22 May 2016
S3b - Enhance and maximise the visitor experience at our assets	1	Number of contacts through Visitor Centres, cycle hire, campsite, guided walks	>450,000	436,014 (399,999 for visitor centres)
	2	Average value/ spend of contacts* (a revised indicator is under development)	Baseline	Targets exceeded
	3a	Implement approval of plans to enhance Castleton Visitor Centre	March 2016	March 2016
	3b	Implementation of plans to enhance North Lees Campsite	March 2016	March 2016
	4	Percentage of users of recreational facilities/ activities that are satisfied with their experience _ visitor centres, cycle hire guided walks/events, campsites	>90%	94% (tbc)
S4a - Nurture and build our already active supporter base of volunteers	1	Volunteer Policy (not Strategy) reviewed and action plan in place	March 2016	Being reviewed in 2016-17
	2	Volunteer support Business Process Review (BPR) completed (July 2015) and action plan developed and implemented (tbc)	Review - July 2015, Action Plan - tbc	Reviewed July 2015, Action Plan on hold
	3	Number of volunteer days organised or supported by the Authority	>8,000	9,527
	4	The value of the volunteer days organised by the Authority	tbc	£714,515
	5	Develop Ambassador Programme for Visitor Centres (with milestones of design programme by Dec 15 and recruitment by April 16).	April 2016	Delayed
	6	% of volunteers surveyed who enjoyed their experience.	>90%	Data not available
S4b- Improve access to the National Park for less represented audiences - young people and people with living with health inequality (formerly health opportunities)	1	Number of contacts through learning opportunities for young people we provide	>20,000	18,901
	2	Cross Authority action plan to develop a range of products and services to deliver learning and understanding for young people and health agenda. Note - 2 separate areas: i) Action plan for young people and ii) Opportunities for health agenda	Implement and review progress Jan 2016	Implemented and progress reviewed in Jan 2016
	3	The number of volunteer days attended by under-represented groups.	>1,500	1,818
	4	Progress against ' Better Outside' (not 'Learning through Health') funding bid	Qualitative feedback	Good progress on delivery milestones
	5	Number of route specific action plans in place and being delivered	22	22
	6	Percentage of total length of footpaths and rights of way that are easy to use by the general public even though they may not follow the exact definitive line	>85%	Biennial survey. Next in 2016-17

APPENDIX 3: Quarter 4 Report on Complaints and Freedom of Information (FOI) and Environmental Information Regulations (EIR) Enquiries (1 January to 31 March 2017)

Summary of Complaints in Year To Date	Q1	Q2	Q3	Q4	YTD	2016/17 Target
Number of Complaints Received in Quarter:	2	4	2	5	13	<20
Percentage of complaints dealt with in accordance with agreed deadline of 15 working days	50%	100%	50%	100%	85%	90%
Number of Complaints in Quarter regarding an Authority Member:	0	0	1	0	1	-

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/ Practices as a Result of Complaint Investigation
C.425 12/01/17 Stage One	<p>Planning</p> <p>Complaint to Ombudsman alleging:</p> <ul style="list-style-type: none"> The planning authority has not completed enforcement action following an enforcement notice served on a neighbouring farm The planning authority has granted retrospective planning permission for buildings at another nearby farm which is untidy and an eyesore The planning authority has granted retrospective planning permission for several developments in the district where whole developments have been completed. 	Not required	The Ombudsman decided not to investigate the complaint about a lack of enforcement action as the Ombudsman has previously decided to discontinue an investigation on this matter. Also the Ombudsman decided not to investigate the complaints about the use of retrospective planning applications to regularise breaches of planning control in the district as the Ombudsman did not consider the Complainant had suffered significant personal injustice as a result.	None required

C.426 13/01/17 Stage One	<p>Policy and Communities</p> <p>Complaint regarding a S106 agreement which includes a 'Bakewell Parish Clause' on a house for sale therefore prohibiting the Complainant from purchasing. States that the National Park's definition of "strong local connection" should be revised to include those who have worked/ gone to school in the Peak District and that the "Derbyshire Clause" on housing specifically addresses those who are in the Armed Forces, consenting them to reside in Derbyshire even if they don't meet another aspect of the clause.</p>	<p>20/01/17</p> <p>Within 15 working day deadline</p>	<p>Explained background to and development of policies and that "Bakewell Parish Clause", doesn't actually exist. It is sometimes referred to as the Derbyshire clause, but this is something that only applies to former council houses and is not imposed by the Authority. Explained occupancy conditions and reasons for them and that there is scope to review approaches and consider personal circumstances including armed services within the definition of need. This point was considered in an earlier consultation on development management policies but the final view was there could be a wide range of additional interests so our policy was linked more closely to the definition of social housing need in the Housing Acts. Advised that could log the complaint letter as a response to the current Development management policies consultation so that the points can be represented more fully through that process (NB this has now been done) and that Complainant could formally apply to vary the occupancy requirement, setting out the case for doing so. This would then be dealt with through the planning process in the normal way.</p>	None required.
C.427 09/02/17 Stage One	<p>Planning Service</p> <p>Complaint regarding actions of an officer with regard to enforcement issues</p>	<p>28/02/17</p> <p>Within 15 working day deadline</p>	<p>Complaint not justified. There is no evidence to support the allegations made against the officer; in contrast the officer's conduct has been discreet, professional and fair. Discussions with the occupier have been conducted in good faith as the occupier at no time revealed she was not the owner. Throughout all the enforcement issues that have been raised, the officer has acted in a completely impartial way.</p>	None required.

C.428 07/03/17 Stage One	<p>Visitor Experience Development</p> <p>Complaint regarding increase in abseiling fees.</p>	<p>08/03/17</p> <p>Within 15 working day deadline</p>	<p>Explained the Authority was reviewing costs of providing facilities, including abseiling points, to determine whether they could be self-sustaining. The charging basis for use of the abseiling facility was cost recovery only with discount applied to non-commercial users and infrequent users. The Authority is not making a profit and licence fees received will contribute towards providing the facility in the future. The bridge used for abseiling is an integral part of the trails network and would not exist in isolation so it is relevant to consider the wider costs as well as those directly attributed to the specific bridge. Will review how the new system is working towards the end of 2017 and any comments received from users throughout the year will be considered at that time to see if any adjustments are needed.</p>	None required.
C.429 10/03/17 Stage One	<p>Legal & Democratic Services</p> <p>Complaint alleging lack of objectivity and transparency in the handling of application for a Certificate of Lawful Development. Also alleges that defamatory material submitted by third parties has been published on the Authority's website. Expresses dissatisfaction with the way that deadlines for actions were given and managed by the case officer and alleges that the Authority's handling of the application contravenes its Code of Corporate Governance. Further allegation received of unreported communication between Authority and third parties.</p>	<p>30/03/17</p> <p>Within 15 working day deadline</p>	<p>Refuted allegations. Explained the reasons for the consultation deadline extension was based on evidence and specific queries to 2 consultees. Explained that any member of the public is entitled to comment on an LDC application, and has the chance to produce evidence either to support or to contradict what is said and any comments made on the application must be taken into account, although all evidence is given an appropriate weight. Also explained that it is sometimes necessary to make specific enquiries of the Applicant or third parties, to clarify evidence. Stated that the consultees were given from approximately 31/01/17 to 20/02/2017 to respond to the consultation, not three months and that if the Complainant would like more time to respond to the consultees' responses then it is open to them to agree that with the case officer. Although Complainant feels strongly that some of the consultees evidence is not reliable, false or</p>	None required.

			<p>misleading cannot see how this can be a cause for complaint against the Authority, especially as all the responders have previously indicated that they are willing to give their evidence on oath. The Authority is not aware of any problems in accessing Core Document Library on the website, an email has now been redacted, explained why file notes requested were not available, that Authority policy is to remove personal data from documents as a matter of course and there is no evidence of non-redaction. The Complainant could also redact information before submitting it to the Authority. The Authority will do its best to notice any personal information in submitted documents, however, where large amounts of material are being handled it is difficult to spot small comments. Confirmed that all consultation letters and responses have been published. Do not consider that any "bias" or unfairness to Complainant has been shown, or that a further opportunity for comments was given beyond the 20/02/17. With regard to the non-recording of site visits, telephone calls etc., these are not routinely done for every call. With regard to deadlines, all parties to the application have been late with submitting evidence, and continue to do so. There are no absolute deadlines, they are dates given by the case officer on a case by case basis. The Authority does its best to accept as much evidence as it can, even at a late stage in the process, and the Complainant has benefitted from this approach to a much greater extent than the consultees.</p>	
--	--	--	---	--

Updates on Complaints Reported in Previous Quarters

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/ Practices as a Result of Complaint Investigation
C.419 26/01/17 Ombudsman Stage Two reported in Quarter 2.	Planning Service The complaint alleges that the Authority has not enforced planning conditions on a caravan site opposite the Complaint's property	23/02/17 Within Ombudsman's deadline.	Ombudsman Decision: There is no fault in the Authority's response to complaints about changes to a caravan site. The Authority has investigated and decided the development is authorised by the existing planning consent. One small alteration is not authorised, but the Authority has reached a view without fault that it is not expedient to take enforcement action.	None required.
C.424 31/01/17 Ombudsman Stage One reported in Quarter 3.	Planning Service Complaint about the process followed by the Authority when it granted a planning application submitted by Complainant's neighbour. Complainant alleges the Council did not tell them about the application despite being the closest neighbour. The Complainant alleges only one site notice was displayed for a short period of time and that the Parish Council was not notified of the application.	28/02/17 Within Ombudsman's deadline.	Awaiting decision from Ombudsman.	

Complaints Review

Since 2015, at Members' request, we have included a review and update on trends in complaints over the past 3 years in the Quarter 4 report.

Numbers of Complaints Received Over Last 3 Years												
Year	No of Total Complaints					No of Stage 1 Complaints		No of Stage 2 Complaints		No of Ombudsman Complaints		
Period 1 April to 31 March	Received	Withdrawn	Against Planning Service	Against Other Services	Against Members	Planning Service	Other Services	Planning Service	Other Services	Planning Service	Other Services	Members
2014/15	18	0	11	6	1	11	6	5	1	1	0	0
2015/16	14	0	8	5	1	6	5	1	1	2	1	0
2016/17	13	0	8	4	1	6	4	1	1	3	0	0

The following trends in complaints have been identified:

2014/15 – Planning Service: handling of planning applications, pre-application advice and length of time taken to take enforcement action.
Other Services: Actions of officers.

2015/16 – Planning Service: handling of planning applications, lack of enforcement action and actions of officers.
Other Services: Actions of officers

2016/17 – Planning Service: actions of officers, enforcement issues and handling of planning applications.
Other Services: No particular trends, complaints were all individual issues.

With regard to the number of complaints received, the reduction over the previous 3 years has continued this year and is shown in the table above. Of those complaints which were pursued to the Local Government Ombudsman, there have been no upheld complaints. As with last year's report within the Planning Service it is considered that part of the reason for the reduction in complaints is the greater focus on dealing with issues as soon as they arise, rather than allowing them to escalate into a formal complaint.

Quarter 4 Report on Freedom of Information (FOI) and Environment Information Regulation Enquiries (EIR).

Quarter	No. of FOI Enquiries dealt with	No. of EIR Enquiries dealt with	No. of Enquiries dealt within time (20 days)	No. of late Enquiry responses	No. of Enquiries still being processed	No. of referrals to the Information Commissioner
Q1(April June 2015)	9	15	23	1	3	0
Q2 (July- Sept 2015)	14	8	20	2	2	0
Q3 (Oct – Dec 2015)	5	7	12	0	0	0
Q4 (Jan – Mar 2016)	3	6	8	1	0	5
2016/17	31	36	63	4	0	10
2015/16	43	29	66	6	17	0
2014/15	69	26	90	7	14	0

This page is intentionally left blank

9. CORPORATE RISK REGISTERS: 2016/17 YEAR END AND 2017/18 PROPOSED (A91941/EF)

Purpose of the report

1. The purpose of this report is for Members to review the year end position for the 2016/17 Corporate Risk Register and approve the proposed Corporate Risk Register for 2017/18.

Key issues

- The 2017/18 Corporate Risk Register, once agreed, will be included in the 2017/18 Performance and Business Plan and will be monitored by this Committee on a quarterly basis as part of Corporate Performance Monitoring.
- The proposed Corporate Risk Register for 2017/18 has been developed by the Leadership Team and Operational Leadership Group by:
 - Reviewing the 2016/17 register year end position.
 - Considering risks that might prevent the achievement of year two of the 2016-2019 corporate strategy.
 - Considering risks in service plans which need to be escalated and monitored at a corporate level.
 - Considering the external environment that we operate in.

Recommendations

2. **1. That the Corporate Risk Register 2017/18, as given in Appendix 1, be reviewed and approved, taking account of the year end position on the 2016/17 Corporate Risk Register given in Appendix 2.**

How does this contribute to our policies and legal obligations?

3. Risk management contributes to the cornerstone *our organisation – develop our organisation* so we have a planned and sustained approach to performance at all levels. Additionally, risk management is part of our internal and external audit monitoring. Establishing and monitoring a Corporate Risk Register ensures mitigating action can be taken to ensure risks are controlled and managed down.

Background

4. In line with the arrangements set out in the Authority's risk policy, Appendix 1 shows the proposed Corporate Risk Register for 2017/18 as developed by the Leadership Team and Operational Leadership Group considering:
 - a) Risks that remain at the 2016/17 year end carry forward into 2017/18 but have been reassessed and redefined.
 - b) Risks identified during the service planning process which are considered appropriate to escalate for monitoring at a corporate level.
 - c) Other risks identified by the Leadership Team, particularly through consideration of the focus of activity being undertaken in our 2017/18 year.
 - d) The external environment that we operate in.

5. Appendix 2 shows how 2016/17 risks have moved over the year with only six remaining in Amber and one remaining in Red, and all other risks managed down over the year. Those remaining in Amber and Red are:
- Failure to create a common understanding of what we want to achieve in the White Peak
 - Adverse exchange rate movements for Moorlife 2020 European funding
 - Area of NP land safeguarded in agri-environment schemes reduces because of new Rural Development Programme for England (RDPE) implications
 - Failure to inspire people to give to a National Park Authority (Red)
 - Failure to effectively manage the impact of changes resulting from the EU exit vote in terms of:
 - Euro funding for Moorlife 2020
 - UK government funding
 - Policy and legislation changes
 - Partnership funding position
 - Failure to deliver against our Performance and Business Plan in a time of structural change
6. These remaining risks have been reassessed, refocussed and redefined in the proposed 2017/18 Corporate Risk Register as follows:
- Failure to create a common understanding for the White Peak, including engaging with the farming community and land managers
 - Adverse exchange rate movements for Moorlife 2020 European funding
 - Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside Stewardship
 - Failure to inspire people to give to the Peak District National Park Authority
 - Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50
 - Failure to deliver against our Performance and Business Plan in a time of change

Proposals

7. Members are asked to:
- a) Consider the year end position of the 2016/17 Corporate Risk Register as given at Appendix 2.
 - b) Agree the proposed 2017/18 Corporate Risk Register as given at Appendix 1- this includes an initial assessment of where the risk sits on our risk matrix at the start of the year. Risks will be managed down over the year with quarterly monitoring reported to this committee.
 - c) Note that the agreed 2017/18 Corporate Risk Register will be included in the 2017/18 Performance and Business Plan.

Are there any corporate implications members should be concerned about?

8. **Financial:** Some of the risks on the proposed register have financial implications as indicated.
9. **Risk Management:** The corporate risk register is a key part of the Authority's risk management process.
10. **Sustainability:** None identified.
11. **Background papers:** none

Appendices

1. Proposed 2017/18 Corporate Risk Register
2. 2016/17 Corporate Risk Register year end position showing movement from the start of the year

Report Author, Job Title and Publication Date

Emily Fox, Head of Strategy and Performance, 11 May 2016

This page is intentionally left blank

Appendix 1 – Proposed 2017/18 Corporate Risk Register

The following 2017/18 Corporate Risk Register has been developed through an assessment of the risks to achieving year two of our 2016-2019 corporate strategy. This assessment has also included an assessment of:

- 2016/17 corporate risks remaining at amber at the 2016/17 year end
- Any risks to be escalated from service risk registers
- The external environment that we operate in.

In developing our 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. This is shown at Table 2. The risk register is a 'live' tool that is changed if new risks arise or risks are managed down over the year.

Table 1: Proposed 2017/18 corporate risks and position at start of year

Corporate strategy ref	Risk Description	Existing controls/mitigating action	Risk rating at start of year	Green, Amber or Red/ action	Lead officer
Shift 1 the place and the park on a landscape scale	1. Failure to create a common understanding for the White Peak, including engaging with the farming community and land managers	<ul style="list-style-type: none"> • Follow a clear quality process • Ensure clear strategic vision for what we want to achieve • Log of who to involve • Explore using the White Peak as a Brexit case study – SLF with National Trust & Natural England 	High Impact Medium Likelihood	AMBER	JRS
Shift 1 the place and the park on a landscape scale	2. Adverse exchange rate movements for Moorlife 2020 European funding	<ul style="list-style-type: none"> • Capping Sterling budget • Using budget to map against hedging transaction 	Medium Impact Medium Likelihood	AMBER	PN
Shift 1 the place and the park on a landscape scale	3. Insufficient capacity to deliver Moors for the Future Partnership programme	<ul style="list-style-type: none"> • Programme and project management processes in place, including Strategic Management Group and project board • Partner analysis • Advocacy plan based on partner analysis • Compliance monitoring of existing controls 	Medium Impact Low Likelihood	GREEN	JRS
Shift 1 the place and the park on a landscape scale	4. Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside	<ul style="list-style-type: none"> • National influencing for post Brexit agri/ environmental policies and support systems • Local communications across the farming & land management 	High Impact High Likelihood	RED	JRS

	Stewardship	<ul style="list-style-type: none"> industry NPMP work Increase promotion of the service provided, working closely with other agencies such as NFU, CLA, NE, EA, FC. Public payment for public goods/ benefits Influencing role through PDNPA links and NPE's Future of Farming 			
Shift 2 Connecting people to the place	5. Failure to inspire people to give to the Peak District National Park Authority	<ul style="list-style-type: none"> Commercial Development & Outreach strategic plan Commercial Development & Outreach Operational plan Authority-approved budget Implementation of plan 	Medium Impact High Likelihood	AMBER	SM
Shift 4 Grow our income and supporters	6. Failure to implement the integrated strategic commercial plan	<ul style="list-style-type: none"> Commercial Development & Outreach strategic plan Commercial Development & Outreach Operational plan Authority-approved budget Full suite of HoS to drive delivery in place by Q2 Full suite of managers and Tier 5 resource in place and integrated by Q4 	High Impact Medium Likelihood	AMBER	SM
Cornerstone 1 Our people	7. Failure to design the organisation at all levels so it has the skills and capability to deliver	<ul style="list-style-type: none"> Corporate Strategy 2016-19 in place Design principles in place Job description and person specification templates Competency framework Experience gained and shared from tier 2 and 3 design Change process understood by managers and good practice shared Qualified HR team and Learning & Development Officer to coach and give 	High Impact Low Likelihood	AMBER	DH

		guidance			
Cornerstone 1 Our people	8. Failure to support staff going through a time of change	<ul style="list-style-type: none"> • OLT working with SLT • Clear comms on change • UNISON & Staff Committee representatives • HR team • HR support package • Free counselling sessions at DRC • Resilience Training for managers to understand emotional impact on staff • 1-2-1 coaching for affected staff • 1-2-1 sessions with clinical psychologists 	Medium Impact Medium Likelihood	AMBER	DH
Cornerstone 2 Our services	9. Failure to deliver an integrated conservation service for land managers and communities which increases awareness, understanding and support for the National Park's special qualities and the public goods delivered by the place	<ul style="list-style-type: none"> • Existing advice service delivered by teams • Neighbourhood and village planning offer by policy and communities service • Updating of NPMP, including comms for special qualities • Refreshing the community development offer • Development of data to provide information • Partnership working, including through NPMP 	Medium Impact Medium Likelihood	AMBER	JRS
Cornerstone 3 Our organisation	10. Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50	<ul style="list-style-type: none"> • Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50 • NPE Board have agreed 4 priority areas for Government engagement as we leave the EU, including, delivering a better environment for all and grasping the opportunities for farming and land management 	High Impact Low Likelihood	AMBER	SF
Cornerstone 4 our people	11. Failure to deliver against our Performance and Business Plan in a time of change	<ul style="list-style-type: none"> • OLT in place • Pacing delivery with capacity • Prioritising • Timetable for delivery • Clear communications 	Medium likelihood Medium impact	AMBER	SF

		<ul style="list-style-type: none">• JPAR guidance to have regular meetings with line manager to monitor and prioritise work• Wellbeing at work policy & agenda to promote smarter working practice			
--	--	---	--	--	--

Table 2: 2017/18 Corporate Risk Register – risk starting point following existing mitigating action

IMPACT	High	<u>closely monitor</u>	<u>manage and monitor</u>	<u>significant focus and attention</u>
		3. Insufficient capacity to deliver Moors for the Future Partnership programme 7. Failure to design the organisation at all levels so it has the skills and capability to deliver 10. Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50	1. Failure to create a common understanding for the White Peak, including engaging with the farming community and land managers 6. Failure to implement the integrated strategic commercial plan	4. Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside Stewardship
		<u>accept but monitor</u>	<u>management effort worthwhile</u>	<u>manage and monitor</u>
	Medium		2. Adverse exchange rate movements for Moorlife 2020 European funding 8. Failure to support staff going through a time of change 9. Failure to deliver an integrated conservation service for land managers and communities which increases awareness, understanding and support for the National Park's special qualities and the public goods delivered by the place 11. Failure to deliver against our Performance and Business Plan in a time of change	5. Failure to inspire people to give to the Peak District National Park Authority
	Low	<u>accept risks</u>	<u>accept but review periodically</u>	<u>accept but monitor</u>
		Low	Medium	High
		LIKELIHOOD		

APPENDIX 2: Corporate Risk Register 2016/17 - year end position showing movement from start of year

IMPACT	High	<p>13. Failure to effectively manage the impact of changes resulting from the EU exit vote in terms of:</p> <ul style="list-style-type: none"> a. Euro funding for Moorlife 2020 b. UK government funding c. Policy and legislation changes d. partnership funding position 	<p>15. Insufficient capacity to deliver the South West Peak project and secure additional match funding additional match funding</p>	<p>7. Failure to inspire people to give to a National Park Authority</p>
	Medium	<p>4. Insufficient capacity to deliver Moorlife 2020 programme</p> <p>10. Failure to support staff going through a time of change</p> <p>11. Failure to engage in a way that increases ownership and understanding of our policies amongst communities and decision makers</p>	<p>3. Adverse exchange rate movements for Moorlife 2020 European funding</p> <p>14. Failure to deliver against our Performance and Business Plan in a time of structural change</p>	<p>6. Area of NP land safeguarded in agri-environment schemes reduces because of new Rural Development Programme for England (RDPE) implications</p>
	Low	<p>8. Failure to develop an integrated strategic commercial plan</p> <p>9. Failure to design the organisation so it has the skills and capability to deliver</p> <p>15. Insufficient capacity to deliver the South West Peak project and secure additional match funding additional match funding</p>		
		Low	Medium	High
LIKELIHOOD				

APPENDIX 2: Corporate Risk Register 2016/17 - year end position showing movement from start of year

Risk 12. **Failure to gain support for and agree investment proposals in a timely way**, having started the year at low likelihood and high impact, was removed from the Risk Register after Q1.

Risk 2. **Failure to submit a quality, funded bid for South West Peak project**, having started the year at high likelihood and high impact, was removed from the Risk Register after Q2.

Risk 5. **Outstanding debt from final Moorlife claim is not met**, having started the year at low likelihood and high impact, was removed from the Risk Register after Q2.

List of risks remaining

1. Failure to create a common understanding of what we want to achieve in the White Peak
3. Adverse exchange rate movements for Moorlife 2020 European funding
4. Insufficient capacity to deliver Moorlife 2020 programme
6. Area of NP land safeguarded in agri-environment schemes reduces because of new Rural Development Programme for England (RDPE) implications
7. Failure to inspire people to give to a National Park Authority
8. Failure to develop an integrated strategic commercial plan
9. Failure to design the organisation so it has the skills and capability to deliver
10. Failure to support staff going through a time of change
11. Failure to engage in a way that increases ownership and understanding of our policies amongst communities and decision makers
13. Failure to effectively manage the impact of changes resulting from the EU exit vote in terms of:
 - a. Euro funding for Moorlife 2020
 - b. UK government funding
 - c. Policy and legislation changes
 - d. partnership funding position
14. Failure to deliver against our Performance and Business Plan in a time of structural change
15. Insufficient capacity to deliver the South West Peak project and secure additional match funding

10. MAKE GREAT MEMORIES IN ENGLAND'S NATIONAL PARKS – ACCEPTANCE OF DISCOVER ENGLAND FUNDING (SF)

Purpose of the report

1. The purpose of this report is to seek approval from Audit, Resources & Performance Committee to accept, in anticipation of, a successful funding bid to Visit England/Visit Britain's Discover England Fund for a "Make Great Memories in England's National Parks" project to the value of £1.4million (with a £400k match funding requirement) to deliver a joined up branded collection of signature experiences, business support and trade marketing strategy for a bookable tourism product across the English National Parks.

Visit England/Visit Britain are due to make a decision in the week commencing 12 June 2017 on the business case submitted to them on 12 April 2017. Approval is sought from Committee now to ensure that all procedures have been followed and are in place in the event that we receive approval from Visit England/Visit Britain.

Please note that all details of the Scheme, projects, staff and costs in this report are dependent upon approval from Visit England/Visit Britain.

Key issues

- The bid is a partnership approach led by the Peak District National Park Authority (as accountable body), with 8 other delivery partners (the other English National Park Authorities, with the exception of New Forest National Park Authority) who, with the Authority, will be responsible for the delivery of projects within the Scheme. In addition there will be supporting partners who will perform an advisory role (the Destination Management Organisations and Local Enterprise Partnerships operating within the boundaries of the English National Parks.)
- If successful in the business case application, the Authority, on behalf of the Make Great Memories in England's National Parks project, will appoint a Programme Manager (and 3 x FTE other staff) for the delivery phase who will oversee delivery of the projects shared between partners. The delivery phase is expected to run from July 2017 until March 2019.
- The Scheme will require strong partnership liaison, working closely with destination management organisations, local enterprise partnerships, local businesses offering visitor experiences and accommodation to promote England's National Parks as a destination for international and domestic visitors.
- A seed corn funding grant from Visit England/Visit Britain of £20,000 has already been accepted and delivered. During this development phase, the Tourism Officers Group of the English National Parks and external partners developed and conducted research and engagement work to develop the business case.
- The Scheme will be delivered in nine of the English National Parks. The proposition foresees the development of a range of unique experiences in each National Park that are designed to appeal to selected markets and be packaged together for development by, and in close association with, the inbound travel trade. The concept is underpinned by a number of tour itineraries that will be suitable both for small tour groups and supported independent travellers.

- The total scheme cost, if successful, will be c. £1.4 million, including match funding of £400k (which equates to £200k cash match and £200k in-kind match). Of this a financial contribution for the Peak District National Park Authority is as follows
 - £10k over 2 years (2017/18 – 2018/19) to support the core project
 - £10k over 2 years (2017/18 – 2018/19) to support the ranger pilot
- The business case includes business support costs for the 4 FTE project staff at £8,071 per FTE per year.
- The Scheme will help to deliver several of the aims outlined in the corporate strategy (2016 – 2019).

Recommendations

2.
 1. **That the Committee approves the proposal from the partnership that has developed the ‘Make Great Memories in England’s National Parks’ project to accept, on confirmation of approval from Visit England/Visit Britain, project funding from the Discover England Fund for the delivery of the business case and;**
 2. **That acceptance of the grant and entry into a grant agreement with Visit England/Visit Britain is delegated to the Chief Executive in consultation with Heads of Law and Finance.**
 3. **That entry into arrangements with partners is delegated to the Chief Executive in consultation with the Director of Commercial Development and Outreach and the English National Parks tourism officers steering group.**
 4. **That the recruitment to the following fixed term posts**
 - **1 FTE Head of Discover England Programme**
 - **2 x 1FTE Regional Project Managers**
 - **1 FTE Project admin assistant****is delegated to the Chief Executive and Making Great Memories in England’s National Park Steering Group in consultation with the Head of Human Resources.**
 5. **That the Authority may, subject to compliance with procurement standing orders, enter into contracts for the delivery of the Scheme.**

How does this contribute to our policies and legal obligations?

3. Providing access to our National Parks is part of our core purpose to promote opportunities for people to understand and enjoy the special qualities of the Park. This project will offer an appeal to domestic, as well as international visitors, and offers the opportunity for the English National Parks to work better together to promote opportunities for visitors to understand and enjoy the unique special qualities of each National Park in England. In doing this, it offers a way to boost the tourism economy in each National Park.
4. The project will support the Visitor Experiences shift in our Corporate Strategy 2016-19 in that it will:
 - help provide a quality experience for anybody who uses our visitor services that people are willing to pay for; and,

- offer an opportunity to develop the provision of new quality experiences that will generate new income to fund the place.

Background

5. The £40million Discover England Fund aims to:

- develop world-class bookable English tourism products, targeted at the right international customers, at the right time and through the right channels
- join-up the product offering across large geographies or nationwide through a thematic approach for the benefit of the customer
- drive a collaborative and partnership approach to delivery across Destination Management Organisations and Local Enterprise Partnership boundaries for the longer term.

National Parks in England are major contributors to the tourism economy currently accounting for more than £4bn of visitor spending and attract over 90 million visitors a year. The Government's 8-point plan for National Parks, published in 2016, emphasised the importance of National Parks as *'drivers of the Rural Economy'* and specifically *'driving growth in international tourism'*. This report outlines how the Peak District National Park Authority has worked with other National Park Authorities across England to develop a joint business case to the Discover England Fund, to make it simpler and easier for international visitors and domestic visitors to enjoy the nine National Parks and the wider English countryside in sustainable ways.

On 13 January 2017 an Expression of Interest was submitted by the Tourism officers across the 10 National Parks in England to the Discover England Fund (years 2 and 3). The working title of the project is "Make great memories in England's National Parks and Countryside".

The Authority's Resource Management Team on 31 January 2017 approved, subject to a successful Expression of Interest (EOI) (RMT minute 8/17):

- to accept a £20,000 development grant from Visit England to work up a business case for a two year collaborative project to a value of c. £1million (with a 40% match funding requirement) that will deliver joined up marketing and bookable tourism products across the 10 English National Parks
- the work to develop a business case for the project above to a value of c £1million that will identify the Peak District National Park Authority as the lead partner for the project. The purpose of the Scheme is to deliver a joined up branded collection of signature experiences, business support and trade marketing strategy for a bookable tourism product across all 10 English National Parks.

This EOI was successful and a grant of £20k was received to support the development of a business case for round 2 submission to Visit England/Visit Britain by the deadline of 12 April 2017.

On 17 March 2017 the Authority meeting gave approval (Authority minute 14/17) to the Peak District National Park Authority to act as a lead body in the submission of a business case bid on behalf of the English National Park Authorities for a circa. £1 million bid to the £40million Discover England Fund

The Business Case is at appendix 2 and has been developed by a project team of tourism officers working across the 10 English NPA, chaired by the lead NPO for tourism (CEO of PDNPA).

The partnership arrangements for the project have been developed as part of the business case development and are attached as part of the business case at appendix 2.

6. Resource Management Meeting on 10 April 2017 gave approval (RMT Minute 17/17) for:
- The submission of the business case to the Discover England Fund for a “Make Great Memories in England’s National Parks” project to the value of £1.4million, **which will set out the confirmed and secured cash match funding of £120k and which will move the evaluation cash contribution of £70k across to secured in-kind match funding**, deliver a joined up branded collection of signature experiences, business support and trade marketing strategy for a bookable tourism product across all 10 English National Parks.
 - For the Peak District National Park Authority to be the accountable body for the business case submission, and should it prove successful for implementation.
 - For the Peak District National Park Authority to provide the following match support:
 - 20 days of officer time per year (at set rate of £180/day) – to support local delivery
 - 20 days of CEO time per year (at a rate of £580/day) – to support the programme delivery
 - £10k over 2 years (2017/18 – 2018/19) to support the core project, **to be funded by the one-off allocation fund**
 - £10k over 2 years (2017/18 – 2018/19) to support the ranger pilot, **to be funded by the one-off allocation fund**
 - To note that all details of the projects, staff and costs in this report are dependent upon approval from Visit England.
 - **To identify a suitable ARP Committee for authority for grant acceptance, if the business case bid is successful.**
7. A Partnership Agreement has been produced by our legal team, this comprises a Delivery Agreement with those nine partners leading on projects delivery for both delivery and supporting partners. The Delivery Agreement sets out the obligations of PDNPA as the Accountable Body and the Delivery Partners (which includes the Authority) in delivering the various projects which form part of the Scheme.

Proposals

8. The proposal is for the Authority to accept the grant (if offered) of £1.4m from Visit England/Visit Britain Discover England Fund for the ‘Make Great Memories in England’s National Parks’ project as a delivery vehicle for our corporate directional shift on visitor experience and for the Government’s 8 point plan on ‘National Parks as world class destinations’.
9. **Outline of project proposal:**
- The proposition foresees the development of a range of unique experiences in each National Park that are designed to appeal to selected markets and be packaged together for development by, and in close association with, the inbound travel trade. The concept is underpinned by a number of tour itineraries that will be suitable both for small tour groups and supported independent travellers.
 - The proposition will be delivered by a focus on 4 discrete strategies:
 - The development of a **branded collection of ‘signature’ experiences** within all of the National Parks highlighting the

distinctive nature and assets of each which meets the needs of inbound markets.

- Development of a framework to enable local micro-businesses to be engaged in the offer, improve their productivity and enhance the overall visitor experience.
- **Business support and training** to help tourism businesses in National Parks to improve their appeal to international audiences through the development of unique experiences.
- Development of a travel trade strategy to stimulate commercial partnerships that successfully connect the brand and its bookable product with our targeted overseas markets.
- Our research has identified Australia as a key target market. The Australians are second only to the Germans as the most avid visitors to England's National Parks. The growth in their numbers has been exceptional over the last decade - driven by increasing household incomes, lower cost long-haul air routes and a stronger Australian dollar. The Australian outbound holiday market has grown 8.5% a year for the last decade and all evidence suggests this will continue. This growth potential, together with the strong existing visitor base, makes Australia our first-choice country market. If additional funding is secured we would extend the project to the N America market (including USA and Canada)

Beyond the 2 year life span of the project the legacy will live on – in addition to seeing the fruits from the specified target markets the 'experiences will be available domestically and to other markets – there will be scope to target other markets on the back of this and also to roll out the concept within Welsh and Scottish National Parks.

10. **Delivery Structure:**

- The Peak District National Park Authority will be the lead organisation for the programme, and will recruit and employ the staff, which will be hosted in regional hubs.

Proposed governance:

- Programme Board (Chaired by Lead NPO) with representatives from:
 - One rep from southern NPAs
 - One rep from northern NPAs
 - National rep for DMOs
 - National rep for LEPs
 - Two independent members from travel trade industry appointed through external advertisement and application
 - One rep from Visit England/VisitBritain
 - Head of Discover England Programme from the project

The Programme Board will be supported by two Regional Advisory Boards (comprising England's National Park Authorities, DMOs, Local Wildlife Trusts, Local Tourism associations).

11. It is a requirement of standing orders part 7.C-2 that approval is given to receive grants over £200,000. Therefore, if approval is not provided, this grant cannot be spent. Likewise, approval is needed to spend funds received that are over £150,000.

12. The following actions are proposed:

1. Continue with additional funding applications and approaches to businesses/ corporate sponsors in collaboration with partners with the aim of covering all the costs of running the Scheme.
2. Set up the governance mechanism.
3. Set up the supporting infrastructure.
4. Confirm and complete contractual arrangements with Visit England.
5. Recruit the team and start up.

Are there any corporate implications members should be concerned about?

13. Financial:

The budget for the project is included in the business case at appendix 2. The business case includes business support costs for the 4 FTE project staff at £8,071 per FTE per year. We have sought advice/assurance on state aid implications and this is provided section 6.4 of the business case and on EU Package Travel Regulations and this is provided in section 6.5 of the business case.

The business case includes requirement for match funding of £200k cash and £200k in-kind funding. The match funding position is currently as follows:

Cash match (secured)		Cash match(unsecured)		In-kind match (secured)		In-kind match (unsecured)	
Source	£	Source	£	Source	£	Source	£
Cash contribution from LDNPA, PDNPA, ENPA, DNPA for Ranger pilot	£30k	From business in receipt of training support	£10k	8 x NPA sustainable tourism officer support plus contribution from 2 x STEAM reports	£99.2k	Room hire for regional stakeholder events	£2k
Cash contribution from NPAs	£90k	HLF resilience fund for brand development of the National Park family	£30k (as part of wider bid of £245,700)	PDNPA Lead CEO time, plus tourism officer support plus contribution from STEAM report	£24,400	Room hire for partnership board meetings	£2k
						Travel trade partners through support of fam visits, sales missions, co-operative marketing	£176.5k

						activity	
TOTAL	£120k		£40k		£123.6k		£180.5k
TOTAL CASH	£160k			TOTAL IN-KIND	£304.1		

14. The secured funding from the English National Parks is as follows:

Northumberland, North York Moors, Yorkshire Dales, Broads, South Downs

- 15 days of officer time per year (at set rate of £180/day) – to support local delivery
- £10k over 2 years (2017/18 – 2018/19)

Exmoor and Dartmoor

- 15 days of officer time per year (at set rate of £180/day) – to support local delivery
- £10k over 2 years (2017/18 – 2018/19)
- £5k over 2 years to support the ranger pilot (as this is a shared pilot between the 2 NPAs)

Lake District National Park

- 15 days of officer time per year (at set rate of £180/day) – to support local delivery
- £10k over 2 years (2017/18 – 2018/19)
- £10k over 2 years (2017/18 – 2018/19) to support the ranger pilot

Peak District National Park

- 15 days of officer time per year (at set rate of £180/day) – to support local delivery
- 20 days of NPO time (at a set rate of £300/day) – as accountable body to ensure leadership across the National Parks on the project
- £10k over 2 years (2017/18 – 2018/19)
- £10k over 2 years (2017/18 – 2018/19) to support the ranger pilot

The New Forest National Park Authority (NFNPA) recently concluded, via nominated members of the NFNPA, it was not right for the New Forest National Park Authority to participate in the bid. This is a disappointment, although we respect their decision and thank them for their wish to the rest of us that this bid is a success.

15. Risk Management:

Scheme risks and mitigation have been identified and included in business case bid to Visit England and are set out below.

Risk category	Risk identified	Risk status (High/Medium/Low)	Management measures	Residual risk status (High/Medium/Low)
Project management & Governance	Short fixed-term contract makes staff retention difficult, affecting project delivery.	High	Interim project manager consultant procured to deliver early stages of project.	Medium
Project management & Governance	Breach of EU travel packaging directives by travel trade partner	Medium	Travel trade partners are required to have adequate financial protection, and demonstrable compliance with the EU Package Travel Directive 1990.	Low
Project management &	State Aid	See 6.4 below		

Governance				
Project management & governance	Match-funding cannot be secured	Medium	Match funding will be secured before the project is commenced.	Medium
Output delivery	100 businesses cannot be recruited to participate in the project due to various reasons	Medium	Support services heavily subsidised to encourage participation.	Low
Output delivery	Ranger pilot business case does not lead to investment in service delivery by relevant NPAs	Medium	Partnership agreement with relevant NPAs to agree to invest should the business case prove viable.	Low
Reputational risk	Travel trade partners	Low	We will undertake a due diligence process with all travel trade partners. UK National Parks have a due diligence process for corporate partners which can be used for this purpose.	Low
Reputational risk	By targeting long-haul markets such as Australia we increase the carbon footprint of the National Parks (or the perception of doing so).	High	Statement prepared in advance of project commencing assessing the risks of this, which can be used for press statements if required.	Medium
Reputational risk	Local experience providers deliver activities which damage National Park environments	Medium	All experience providers are assessed against a set of criteria before entry into project activities. Training provided in the purposes of NPs.	Low

16. Sustainability:

All partners (plus the National Park Authority) are ready to sign a Partnership Agreement, in anticipation of the approval of the bid, for the delivery phase.

Legacy is a key requirement of all Discover England Fund grant applications; The businesses that will form part of the National Parks Experience Collection will have a new/enhanced product that will be commercially available beyond the lifetime of the project.

The Ranger led experiences will continue beyond the lifetime of the project within the four National Parks that will have piloted it and the toolkit developed will be taken to the other six English National Park Authorities for them to develop their own business case and product

We intend to continue the partnership that will have developed between National Park Authorities/DMOs/LEPS to sustain future promotion of the National Park Brand to international and domestic consumers.

The experience, learning and product development will be taken to all 15 National Parks across the UK to develop a business case for how we can develop the experience collection into venture that supports the future care of our best and most iconic British landscapes.

17. Human Resources:

The recruitment of new staff to deliver this scheme will require support from the HR team; the team has been involved in writing job descriptions and person specifications and are aware of their anticipated involvement.

18. Property:

The new staff team will require office accommodation to be identified and allocated at Aldern House and/or other suitable National Park Authority. The property support team are aware of the requirement.

19. ICT:

The new staff team will require ICT equipment to be purchased and supported at Aldern House and/or other National Park Authority. The costs of purchase have been included in the Scheme budget.

20. Communications:

An engagement strategy will be produced for the Scheme, including a communications plan, this will remain a live document to be updated and managed by the new staff appointed for the project.

21. Background papers (not previously published)

Business case application to the Discover England Fund

Appendices

- 1) Discover England Fund Round 2 - Summary Form
- 2) Discover England Fund Round 2 – Business case
- 3) List of the letters of support received

Report Author, Job Title and Publication Date

Sarah Fowler, Chief Executive, 11 May 2017

This page is intentionally left blank

DEF Administration use
only
Version 1.5 March 2017

Date received



DISCOVER ENGLAND FUND SUMMARY FORM LARGE SCALE COLLABORATIVE 2 YEAR PROJECTS

Please refer to the separate Full Application Guidance document when completing this form. This document is intended as a summary of key information in the Business Case which should be supplied at the same time as this completed form. By each section you will see the Criteria reference number from page 15-16 of the Guidance. Final submission deadline midday 12th April 2017.

SECTION A: LEAD ORGANISATION AND PROJECT NAME

Discover England Fund Reference number:	DEF	
Project Working Title:		
Make Great Memories in England's National Parks		
Lead Destination Organisation:	Peak District National Park Authority	
Contact Name:	Sarah Fowler	Full Contact Address:
Telephone:	01629 816390	Aldern House, Baslow Road, Bakewell, Derbyshire, DE45 1AE
Email:	sarah.fowler@peakdistrict.gov.uk	
Company registration number (if applicable):		
VAT registration number:		GB127248178

SECTION B (Criteria 1)

PROJECT SCOPE

B1) Project Categories- please delete the project categories <u>not</u> applicable to the project.		
Geographically joined up	Thematically joined up	Both geographically and thematically joined up
Problem-Solving	Amplification	New Product
B2) Please list all anticipated international markets. Be specific within a region e.g. Scandinavia with specific countries listed, China province(s) should also be noted.		
Australia		
B3) Please clearly state the customer segment(s) as outlined in the VE/Mangrove opportunities framework that your project will target in the markets listed above.		
Outdoor Enthusiasts and Mature Experience Seekers		
B4) Please provide a brief summary of the project (250 words maximum for each):		
<ul style="list-style-type: none"> - <i>Describe for stakeholders and partners</i> - <i>Include the elevator pitch to the consumer</i> 		
Stakeholders and Partners		

England's National Parks are living landscapes unlike any other where residents and communities work the land, shape the landscape and make their living. Our National Park communities are part of our English culture, passing down unique traditions from generation to generation. The appeal of these unique living English landscapes is what attracts visitors from all over the world every year. But the opportunity to present our National Parks to overseas visitors so they are visited in their own right for their offer and not just an add-on to existing visitor itineraries.

Our project will introduce a collection of National Park Experiences; a travel-trade focussed proposition which will develop the appeal of England's National Parks through the development of a range of new and immersive experiences that will enable visitors to enjoy the real England - the quintessential, the extraordinary and the exceptional - side by side with some stand-out internationally renowned iconic places. It will be a collection of memorable, once-in-a-lifetime experiences. These experiences can only be appreciated from within our National Park landscapes which will help you delve deeper into rural English life and connect you with local people, history, culture and cuisine. Many of these will be National Park Ranger brand led experiences.

Research demonstrates that the fast-growing Australian outbound tourism aligns to the proposition we are offering through this project. The Australian 'Outdoor Enthusiast' segment (age 35-55) and 'Mature Experience seeker segment (age 50-65) represents the right demographics, which have a propensity to travel with a strong outbound trajectory and is motivated to visit the rural offer in England. Through the development of easily accessible and bookable experiences, joined up with quality accommodation and transport offerings, the new 'National Parks Experience Collection' will represent the natural jewel in England's tourism offer.

Elevator pitch to the consumer

National Parks Experience Collection: Experience living culture

Wherever we travel in the world, we always look for places where we can experience more than just the usual tourist traps – we love experiencing the landscapes and cultures of the land we are travelling through.

England's **National Parks Experience Collection** gives travelers the opportunity to experience first-hand these living landscapes, where residents and communities work the land, shape the landscape and make their living. These new and immersive experiences enable visitors to enjoy the real England - the quirkiness, the extraordinary and the exceptional.

Our National Park communities are part of English culture, passing down unique traditions from generation to generation. They offer a range of memorable, once-in-a-lifetime experiences that can only be appreciated from within our National Park landscapes. We will take you behind the scenes of rural English life to connect you with local people, history, culture and cuisine; some personally delivered by our National Park Rangers. These easily accessible and bookable experiences, joined up with quality accommodation and transport, will create lifetime memories within our iconic landscapes.

B5) Please briefly outline the key insights and evidence base for the proposed product.

1. Australia is a long-haul market where length of stage and spend will normally be higher than short haul markets;
2. Australian demographics and propensity to travel will mean that the potential for growth over time may be higher than in the German market which more mature;
3. Since 2000 annual Australian outbound holiday travel grew at some 8.5% and year while domestic travel declined;
4. The TRA concluded that outbound trip propensity for Australians would further increase to 2020 at the expense of their domestic tourism sector. This increase has already shown through in our National Park's surveys and represents a real opportunity for English National Parks in relation to this bid; (Tourism Research Australia)
5. There are a range of airline carriers operating directly from Australia to London or transiting through

- Asia or the Middle East to a wide selection of airports in Britain;
6. Australia is one of the largest existing international markets visiting National Parks in England; (National Park research)
 7. Australians are motivated by the unique appeal of the English countryside, rural landscape, culture and heritage – the quintessential English Experience. Visiting friends and family and exploring ancestral linkages is a motivating factor for many; (Visit Britain)
 8. Research indicates that the Australian outbound market is strong and is set to grow in the years ahead; (Visit Britain)
 9. The English National Park offer is a motivator to Australian market Australians are willing to move out of London and into the regions, helping to spread visitor spend and support rural communities.

B6) Please describe how your project is innovative.

Our product will be innovative within the UK leisure market- presenting the iconic landscapes of the English National Parks as never before - and will be based on international best practice in terms of experiential product development. Our project will encourage both brand new product to the market and will also encourage the development of existing product. In both instances, the project will transform existing product offerings from a 'product to be purchased' into a 'product to be experienced': creating compelling, motivating and, where possible emotionally compelling, 'must-do' experiences.

We will also be developing Ranger brand led experiences which will be new to the UK marketplace, helping to create unique and innovative led experiences, helping to bring to life England's most iconic landscapes.

B7) Please outline how you propose to ensure that your developed product will be:

- i) **bookable and can be distributed**
- ii) **marketed and promoted to the customer**

This should be through specific and existing international channels and intermediaries.

i) Bookable and can be distributed

Our business support and training programme will directly support businesses to develop experiences suitable for the target audiences identified in Australia. To qualify for entry into the National Park Experiences Collection all product must be bookable and available to the travel trade and met strict criteria around standards and experiential impact for the consumer.

ii) Marketed and promoted to the customer

Our approach will be to market and promote our new product collection to our travel trade partners and through co-operative marketing activities. We will consider a range of trade missions and travel shows.

B8) Please list your key project strands/activities and the headline timeline for delivery. Highlight key interdependencies between these activities that could impact on successful and timely delivery.

1. Development of an overarching **experiential brand in England's National Parks**, specifically designed to unify the proposition and achieve cut-through to our favoured overseas markets via the travel trade (months 1-6)
2. Development of a **framework** to enable local businesses to be engaged in the offer, improve their productivity and enhance the overall visitor experience (month 6-12)
3. Creation and delivery of a range of **compelling world-class experiences** within all of the National Parks highlighting the distinctive nature and assets of each (month 12-24) and
4. Development of a **travel trade strategy** to stimulate commercial partnerships that successfully connect the brand and its bookable product with our targeted overseas markets (month 12-18).

SECTION C (Criteria 2)

PROJECT OUTCOMES AND IMPACTS

Projects supported by the Discover England Fund must deliver measurable, solution-orientated outcomes. This section should highlight the outcomes and financial/ economic impact of your project. It is crucial to show how your project will have broader applicability and impact.

C1) Please summarise the headline outcomes and clear financial and economic impacts your project will achieve over the following timeframes:

Up to March 2019.

<p>250 individuals attending workshops / events (Registration sheets. Immediate follow up survey, 12 month follow up survey by email)</p> <p>1x new online travel trade/ tourism industry portal created. (Creation of website)</p> <p>3x toolkits created for experience providers, accommodation providers and ranger services. (Toolkits created and available in print and online)</p> <p>45 experience providers (5 per park average) to receive intensive business support and training. (Application forms to join the programme, records of each business support visit detailing advice given)</p> <p>45 accommodation providers supported to access the Travel Trade. (Application forms to join the programme, records of each business support visit detailing advice given)</p> <p>4x National Park Authorities supported to develop their Ranger-led experience offer (three business cases developed and implemented)</p> <p>4x familiarisation trips to England by Australian travel trade (Evaluation report for each fam visit).</p> <p>2x sales missions to Australia to meet and educate Australian reservations teams, product and media departments.</p> <p>Participate in 4 inbound trade shows and 2 annual VisitBritain Meet the Media events.</p> <p>Deliver co-operative marketing activity with at least 5 travel trade partners.</p>	<p>250 individuals have improved skills and knowledge (measured by follow up survey with participants)</p> <p>20,000 industry website visits (Google analytics)</p> <p>1000 printed copies of toolkits</p> <p>2000 downloads from industry website (Google analytics)</p> <p>35 high quality experiences included within the National Park experiences collection ready for the Australian market.</p> <p>75% of businesses involved in the project have implemented advice / training (business surveys).</p> <p>100 initial purchases of collection experiences through Travel Trade (through contract with the Travel Trade partners we will gather sales data).</p> <p>35 accommodation providers supported to package experiences within the National Parks Experiences Collection alongside accommodation to the overseas travel trade.</p> <p>4x National Park Authorities have confidence to invest in delivering year-round Ranger-led experiences to international markets.</p> <p>40 travel agent and tour operator reservations staff visiting at least 3 National Parks</p> <p>Meet 50 sales staff, 10 product staff (sales mission log created to record).</p> <p>Engagement with 10 overseas product managers and 10 overseas journalists about the collection (media log)</p> <p>Promote Experience Collection with 2 x FIT operators, 2 x group operators, 1x airline.</p>
---	---

Up to March 2020.

<p>At least 60% of businesses involved in the programme reporting growth in turnover and profitability (business surveys)</p> <p>70% of businesses involved in the project have introduced or adjusted their product towards an experiential approach (by repeating audit of experience providers delivered in year 1 of project and making a comparison)</p> <p>5% increase in the value of Australian visitors to England's National Parks (measured through percentage of Australian visitors in National Park visitor surveys and International Passenger survey).</p> <p>6000 purchases of collection experiences through the travel trade (monitored through agreement with tour operators)</p> <p>At least 200 Australian visitors participating in ranger-led guided experiences in the National Parks (records and feedback kept by pilot ranger projects)</p>	
---	--

(If relevant) Up to 10 years after delivery.

<p>Growth in value of the visitor economy in the National Parks from Australian visitors by 5% per year (measured through annual STEAM reports).</p> <p>Increase in employment supported by visitor economy (measured through annual STEAM reports).</p> <p>Increased awareness/reputation of the UK countryside offer in the Nations Brand Index among Australians (currently 12/50, predict move to 8/50)</p> <p>Extended visitor stays within National Parks to 4.3 average (measured through National Park visitor surveys and STEAM from baseline of 3.88).</p>	
--	--

C2) Please summarise how you plan to measure financial and economic impacts during the lifetime of the project and in subsequent years.

A £30,000 DEF budget has been allocated to evaluation in 2019-20, supplemented by £63,000 monetised in-

kind investment from the National Park Authorities over two years. This will cover:

- The National Park family will centrally commission STEAM reports annually as part of this project. This will continue beyond the project end date on an annual basis.
- National Parks each have different schedules for commissioning face-to-face visitor surveys: some are annual, some are biannual. We will agree a national approach for undertaking visitor surveys so the data is more consistently gathered. The Fund will contribute £1,000 to the delivery of a face-to-face visitor survey (circa £3-5000 per survey) in each National Park in 2019-20.
- There is a question in the International Passenger Survey which asks whether visitors included a visit to a National Park (7%). This is helpfully consistent with NPA Visitor Surveys (6% average). We will work with VisitBritain to monitor changes in this figure.
- We will keep auditable records of all engagement with businesses as part of the project, included notes from business support visits, training workshop attendance, conference attendance.
- Businesses and individuals which participate in the programme will be asked to complete evaluation forms after each support activity; they will receive a survey 12 months later to assess wider outcomes and impact. Participants in the experiences collection will be surveyed annually to report on the impact of the programme on their business. This was undertaken in the management of the Canadian Signature Experiences Collection. Through surveys of businesses participating in the programme, it should be possible to monitor changes in profitability and the creation of GVA, should businesses be willing to sharing this information. As discussed earlier, follow-up surveys should place emphasis on the behavioural changes within the business and perceptions of the contribution of the project.
- In working with Travel Trade partners, we will ensure that data collection is included within contract templates to enable evaluation activities.

In 2019/20 we will commission an external evaluator (£20,000) to review all the data and records collected throughout the programme, carry out a follow-up survey with participant businesses, and assess changes in STEAM data, visitor survey data and the International Passenger Survey.

C3) Please summarise how you will achieve knowledge transfer and shared learning across the tourism industry to inform future product development during and beyond the funding period.

To engage with a wider range of project supporters we will hold four regional conferences throughout the project, two in the north and two in the south of England (led by the regional project managers). These conferences will bring together project participants and stakeholders to network, share learning and best practice, and gather feedback on project progress.

In addition to these events, we propose setting up a monthly project e-newsletter and LinkedIn group which will keep interested parties up to date with progress in project delivery. The industry facing website will provide anyone who is interested with access to the best practice toolkits which have been developed and this will be maintained for at least five years after the project has been completed by the National Parks UK portal team.

SECTION D (Criteria 3):

PROJECT FUNDING

This section is for you to outline how much your project is going to cost and what activities you propose to spend your indicative budget on, financed in part by the Discover England Fund. Value for money is a key criterion and forms part of the assessment process.

The Discover England Fund will finance projects from one million to two million pounds. We expect a contribution of at least 40% of the grant's value in match. Half of this must be from private sector co-financing (cash). The remaining balance can be from in-kind sources including marketing activities, staff time and resource.

List all project costs exclusive of recoverable VAT and ensure all figures stated are expressed as whole numbers, i.e. £1,200 rather than £1.2 k.

Please only note match that has already been secured in D2) and any that is in the process of being finalised/ unsecured in D3)

Within your Business Plan more detail should be clearly shown (see Appendix 2: 4G)

D1) Discover England Fund grant funding applied for:		£1,000,000
D2) <u>Secured</u> third parties' cash match-funding:		
Lake District National Park Authority		£20,000
Northumberland National Park Authority		£10,000
Yorkshire Dales National Park Authority		£10,000
North York Moors National Park Authority		£10,000
Peak District National Park Authority		£20,000
Broads Authority		£10,000
South Downs National Park Authority		£10,000
Exmoor National Park Authority		£15,000
Dartmoor National Park Authority		£15,000
SECURED MATCH FUNDING TOTAL:		£120,000
D3) Third parties' cash match-funding yet to be finalised.		
Please note the target date you will have a final response and figure for each:		
DD / MM / 2017	Enter name of organisation	£ please add more lines as required
31/08/2017	Heritage Lottery Fund – Resilient Heritage Fund	£30,000
Cash income will be sought throughout project delivery. Past experience tells us this is an achievable figure.	Cash income from businesses involved in business support, training activities and events.	£10,000
UNSECURED MATCH FUNDING TOTAL:		£40,000
D4) Monetised in-kind support value/ cash match:		
Lake District National Park Authority (In-Kind staff time + 2x STEAM reports)		£12400
Northumberland National Park Authority (In-Kind staff time + 2x STEAM reports)		£12400

Yorkshire Dales National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
North York Moors National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
Peak District National Park Authority (In-Kind staff time (CEO and tourism officer) + 2x STEAM reports)	£24400
Broads Authority (In-Kind staff time + 2x STEAM reports)	£12400
South Downs National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
Exmoor National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
Dartmoor National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
Room hire for regional conferences and partnership board meetings (unsecured)	£4000
Travel trade partners through support of fam visits, sales missions, co-operative marketing activity (unsecured)	£176500
IN-KIND TOTAL VALUE:	£304,100
GROSS TOTAL ANTICIPATED PROJECT VALUE (D1+D2+D3+D4):	£1,464,100

D6) Please outline your proposed governance and project management arrangements. Within this briefly include examples of previous direct project management and delivery experience.

The Peak District National Park Authority (PDNPA) will be the lead organisation and accountable body for this project and will put in place a partnership agreement with the other National Park Authorities. Why the Peak District National Park?

- It is geographically located at the heart of England, important for a project covering all ten National Parks in England.
- Its Chief Executive (Sarah Fowler) is the lead National Park Officer for Sustainable Tourism across all National Parks in England and the UK.
- It has the experience and track record of leading the delivery of large scale partnership projects.

The Partnership board will meet quarterly at a central location to oversee the programme and make key decisions about it. The Partnership Board will consist of the following people:

- Chaired by Sarah Fowler, CEO of PDNPA and Lead National Park Officer for Sustainable Tourism at an England and UK level. The chair will ensure the project aligns with the work of National Parks England, National Parks UK and National Parks Partnerships.
- Representative from the southern National Park Authorities (Dartmoor, Exmoor, New Forest, South Downs, Broads).
- Representative from the northern National Park Authorities (Lake District, Peak District, Northumberland, Yorkshire Dales, North York Moors).
- National Representative for relevant DMOs
- National Representative for Local Enterprise Partnerships
- Two independent members from the travel industry appointed through external advertisement and application. Ideally these independent members will have outbound travel industry experience in

our target markets and/or expertise in experience provision.

- A representative from VisitBritain/VisitEngland
- The Programme Manager (in attendance)

The project will primarily be supported by two regional steering groups which will focus on supporting the project team with day-to-day delivery in the context of local issues. This steering group will consist primarily of National Park Authority representatives. The local DMO relationships will be managed by Sustainable Tourism Officers in each National Park with input from the regional project officers.

SECTION E (Criteria 3 continued)

RISK ASSESSMENT

Projects must be wholly delivered and financially completed by 31 March 2019. This requires known potential risks to be identified and effectively managed so that they do not become a barrier to successful delivery.

E1) Please flag the top three risks which could impact upon the delivery of your project and how you plan to manage them.

Short fixed-term contract makes staff retention difficult, affecting project delivery.

Managed through: An interim project management consultant is used for the first three months of the project while the project team is recruited. The interim project management consultant may be re-engaged in the event of staff retention being difficult.

Circa 90-100 businesses cannot be recruited to participate in the project due to various reasons

Managed through: Support services heavily subsidised to encourage participation. NPAs will use their own local relationships with businesses and those of DMOs to encourage recruitment to the project.

By targeting long-haul markets such as Australia we increase the carbon footprint of the National Parks (or the perception of doing so). This is a reputational risk to the National Park family which we are prepared to take.

Managed through: Statement prepared in advance of project commencing assessing the risks of this through an independent sustainable tourism academic, which can be used for press statements if required.

E2) Please read the State Aid Guidance and provide an assessment of how your project activities comply with State Aid Law. Please detail how you will ensure that the Project continues to be structured so it is compliant.

This is a crucial grant condition and projects will not be funded if they are unable to provide this. If this application is successful you will need to supply a full legal report describing how you comply before a Grant Offer Letter can be issued.

A solicitor at the Peak District National Park Authority has completed a state aid assessment of the elements of the bid and has concluded that the elements either do not comprise state aid or fall within an allowed exemption from notification. They have taken into account the agreement concluded in Dec 2013 with the EC and UK Authorities on public funding of tourism activities.

The relevant exemptions are

- De Minimis Regulation (COMMISSION REGULATION (EU) No 1407/2013 noting that special rules apply to agriculture, fisheries and transport sectors
- article 18 GBER (COMMISSION REGULATION (EU) No 651/2014) (Consultancy for SME's)
- article 53 GBER (operating aid for cultural or heritage institutions)
- Under articles 18 and 53 a contribution will need to be made from non-public funds by the beneficiary. This cannot be funded by way of "top up" through the de minimis exemption

Where funding is being applied by the National Parks towards external consultancy fees the Services will be purchased at market price following procedures under the Public Contract Regulations 2015 or the EU Commission interpretative communication on sub threshold procurements or following benchmarking to evidence market price.

The main risks identified are

- Cumulation of de minimis aid such that the de minimis ceiling is breached for a particular beneficiary. This can be addressed by the following measures
 - Ensure “participants” are notified when de minimis aid is being provided, for example when a charge is being made and then discounted
 - Applicants to sign a de minimis declaration and to countersign a suitably worded grant offer letter
 - Administrative monitoring
- Where no state aid exists on basis of no identified effect on trade between member states this is on the basis that the beneficiary is not a large renowned, much publicised institution
- Failure to ensure that the purpose/outcome of the intervention is outside the Authorities’ purpose (for example destination marketing, information provision or economic development, promoting their area or conducting thematic promotions) or is discriminatory
- Eligibility of in house costs of National Park Authorities. This should be clarified with the funding body. May have to consider use of external providers.

SECTION F (Criteria 4)

PARTNERSHIP

F1) What public and/or private sector organisations are involved in this project as delivery partners?	Briefly explain why they are involved. What skills and assets will these partners bring to the project?
<i>Please use one line per partner organisation and insert additional lines as required.</i>	<i>Please add more lines as required</i>
England’s National Park Authorities (Northumberland, Lake District, Yorkshire Dales, North York Moors, Peak District, Broads, South Downs, Dartmoor and Exmoor	National Parks will work together to develop Experience Development Plans and a new brand proposition for England’s National Parks.
Destination Management Organisations (DMOs)	DMOs across the National Parks will help to identify potential experience providers and will support in the marketing and distribution of the new experiences. While the project is looking to international markets, DMOs will be able to use the new experiences to also enhance the domestic offer.
LEPs	LEPs will ensure linkages with their respective economic plans and strategies and to promote synergies with existing funding streams e.g. EAFRD funding. LEPs
Tour Operators	Experience providers, accommodation providers, transport operators will help to shape the propositions and itineraries.

F2) Have the partners listed already been approached and do you have an existing relationship?

Partners have been approached and we have existing relationships in all cases with the exception of tour operators. We have started to explore the potential for travel trade partnerships with Etihad Airways, Qatar Airlines, House of Travel, Trafalgar Tours and Emirates Airlines.

F3) Please outline your plans for sustaining the partnership and product beyond the life of the funding period

The businesses that will form part of the National Parks Experience Collection will have a new/enhanced product that will be commercially available beyond the lifetime of the project.

The Ranger led experiences will continue beyond the lifetime of the project within the four National Parks that will have piloted it and the toolkit developed will be taken to the other six English National Park Authorities for them to develop their own business case and product

We intend to continue the partnership that will have developed between National Park Authorities/DMOs/LEPS to sustain future promotion of the National Park Brand to international and domestic consumers

The experience, learning and product development will be taken to all 15 National Parks across the UK to develop a business case for how we can develop the experience collection into venture that supports the future care of our best and most iconic British landscapes

**NB Please include letters of support from wider stakeholders alongside this form.
In particular from Local Enterprise Partnerships.**

SECTION G: DECLARATION

By submitting this application to DiscoverEnglandFund@visitengland.org I (*the contact named below*) on behalf of the Project Partnership agree that the information contained in this application for funding from the Discover England Fund is correct to the best of my knowledge and belief.

By submitting this application *I declare that this project complies with EU state aid regulations, taking specialist legal advice where necessary.

If the application is successful, you will be asked to provide a full legal report on State Aid Compliance and a Partnership Agreement demonstrating commitment. (Requirement dates will confirmed should the project be successful).

Name of lead organisation:	Date application was completed:
Peak District National Park Authority	11 th April 2017
*Contact name and post title at lead organisation:	
Sarah Fowler, Chief Executive officer	

Please send your completed project summary form and Business Case as **Word documents** by email with letters of support to:

DiscoverEnglandFund@visitengland.org

any time before the final deadline of **midday on Wednesday 12th April 2017**.

It is anticipated that you will receive a response on your application by the end of June.

The application documents can be supplied via the cloud using Owncloud where we will set up a folder for each project and email you a link.
Please ensure a list of all documents are provided in the email.

This page is intentionally left blank



Discover England Fund - Round two application **Make great memories in England's National Parks**



April 2017

Contents

Executive Summary	1
1.1 Introduction	3
1.2 Our target market	4
1.3 Our partners	5
1.4 Catching the wave: The trend towards experiential tourism development	6
1.5 Project objectives	7
1.6 Project finances	9
2.1 What is the product proposition and how does it join-up a large geography or the country thematically?	11
2.2 How does the product fit with international market opportunities and trends?	12
2.3 Learning from best practice	18
2.4 Project benefits	21
2.5 How does your proposition solve a problem for the customer; amplify existing product and create new product that responds to international customer demand?	22
2.5.1 Problem-solving	22
2.5.2 Amplification and new product	23
3.1 Introduction to project activities	25
Stage 1 – Planning, preparation and product testing	25
Stage 2 – Developing the product offer	26
Stage 3 – Branding and distribution to travel trade	27
4.1 Introduction to branding and travel trade engagement	29
4.2 Branding the National Parks Experience Collection	29
4.3 Delivering the Experiences Collection to the Travel Trade	30
4.3.1 Itineraries	30
4.4 Targeting the Travel Trade	31
4.5 Engaging with the Travel Trade	33
4.5.1 Airline Partnership	33
4.5.2 Sales missions	33
4.5.3 Trade shows and events	34
4.5.4 Familiarisation Trips	34

4.5.5	National Parks Experience Collection Presentation.....	35
4.5.6	Co-operative marketing	36
4.6	Sustainable Travel and the National Parks Experience.....	36
4.6.1	Car rental	36
4.6.2	Rail	37
4.6.3	Coach and bus.....	37
4.7	Consumer Engagement	37
4.8	Working with the Australia Travel Trade and International Airlines	37
5.1	Outputs, outcomes and impacts.....	40
5.2	Return on Investment.....	41
5.3	Delivery of evaluation.....	44
6.1	Project budget	46
6.2	Match funding	46
6.3	Risk management	48
6.4	State Aid	49
6.5	EU Package Travel Directive Regulations.....	49
6.6	Procurement.....	49
7.1	About the Peak District National Park Authority	51
7.2	Make great memories in England’s National Parks Partnership board	51
7.3	Project management and delivery.....	52
7.4	Support from Local Enterprise Partnerships.....	54
Annex 1:	Project budget	56
Annex 2:	Case studies from International programmes/initiatives informing the project.....	57
Annex 3:	Analysis of strengths and weaknesses of experience provision to overseas markets in England’s National Parks.....	60
Annex 4:	Project plan.....	61
Annex 5:	Partnership template.....	62
Annex 6:	State Aid.....	63
Annex 7:	Letters of Support.....	64

Executive Summary

England's National Parks are living landscapes unlike any other where residents and communities work the land, shape the landscape and make their living. Our National Park communities are part of our English culture, passing down unique traditions from generation to generation. The appeal of these quintessential living English landscapes is what attracts visitors from all over the world every year. But the opportunity to expand the knowledge and appeal of our National Parks to overseas visitors is huge, making our National Parks a global attraction in their own right and not just an add-on to existing visitor itineraries.

Our project will introduce the 'National Parks Experience Collection' - a travel-trade focused proposition, which develops the appeal of England's National Parks through the creation of new and immersive experiences for visitors. This Collection will present an opportunity for visitors to enjoy the real English countryside - the quiriness, the extraordinary and the exceptional side-by-side with some stand-out internationally renowned tourism icons. It will

be a collection of memorable, once-in-a-lifetime experiences in our National Park landscapes will help our visitors to delve deeper into rural English life and connect with local people, history, culture and cuisine. Many of these experiences will be led by National Park Rangers.

Research demonstrates that the fast-growing Australian outbound tourism market aligns to the proposition we are offering through this project. The Australian 'Outdoor Enthusiast' (age 35-55) and 'Mature Experience Seeker' segments (age 50-65) represent the right demographics, have a propensity to travel with a strong outbound trajectory and is motivated to visit the rural offer in England. Through the development of easily accessible and bookable experiences, joined up with quality accommodation and transport offerings, the new 'National Parks Experience Collection' will represent the natural jewel in England's countryside tourism offer. This newly created tourism offer will provide a halo effect to other markets, with the German, Dutch and North American markets being next in line as the product develops beyond 2019.

Section one

Project outline



England's ten National Parks

1.1 Introduction

England's National Parks offer a unique proposition within the global tourism marketplace. Many people are unaware of this. Think of National Parks and people can easily quote the global icons: Yellowstone, Yosemite, Banff and Kakadu. England's National Parks are not like these National Parks. What makes them different and truly unique, is that they are ungated, living landscapes where residents and communities work the land, shape the landscape and make their living side by side with visitors. Our National Park communities are part of our English culture, passing down traditions and unique ways-of-life from generation to generation. England's National Parks are the heartbeat of a nation and the appeal of these quintessential living English landscapes is what attracts visitors from Europe, Australia, Asia and North America every year. Each English National Park has a distinctly awe-inspiring uniqueness.

Our National Parks receive in excess of 90 million visitors per year and generate an annual visitor expenditure of £4.9 billion. The reality however is that the enjoyment of National Parks is dominated by domestic day visitors: over 93% of visitation is domestic and over 78% of all visitors to the Parks are day visits. Yet we know from insights and intelligence that our National Park brand resonates strongly with certain international markets where those markets have exposure to and understanding of our offer. National Parks in England receive in excess of 5.2 million overseas visitors per year. By developing and enhancing the English National Park offer, we have an opportunity to increase visitor spend and to make our National Park resource into a significant international tourism revenue generator.

This project will be a game changer for England's National Parks and the role that they will play to attract new visitors to the UK and to encourage these visitors to travel from London and other metropolitan areas into our natural environments to experience that quintessential English life. This will be achieved through the creation of appealing, emotional and motivational experiences packaged in a way that can be easily bookable and easily accessed through the support of tour operators and by independent travellers.

The project links neatly with the government's 8-point plan for National Parks (2016-2020) which sets out to promote National Parks as world-class destinations for visitors and using the National Parks as a means to drive growth in international tourism. This project will also support the government's goal of dispersing expenditure generated by international visitors, where currently over 50% of the £22.1billion generated from international visitors remains within London.

The model for this project is not new. We are riding the crest of a wave in terms of trends in global tourism with the focus on health and wellbeing, 'rural get-aways' and escapism; trends that can be captured within the concept of 'experiential tourism'. Visitors are no longer satisfied with buying a product. They want to immerse themselves in unique experiences that capture the essence of a place – the culture and traditions, and to create a lifetime's worth of memories. There is a timely convergence between these global trends and our proposition.

There are four strategic elements in our project that will be undertaken, all of which will be informed by international best practice from Canada, Ireland and elsewhere (see Annex 2):

1. Development of an overarching **experiential brand in England's National Parks**, specifically designed to unify the proposition and achieve cut-through to our favoured overseas markets via the travel trade;
2. Development of a **framework** to enable local businesses to be engaged in the offer, improve their productivity and enhance the overall visitor experience;
3. Creation and delivery of a range of **compelling world-class experiences** within all of the National Parks highlighting the distinctive nature and assets of each; and
4. Development of a **travel trade strategy** to stimulate commercial partnerships that successfully connect the brand and its bookable product with our targeted overseas markets.

1.2 Our target market

In 2013, Britain welcomed more than 1 million visitors from Australia, worth more than £1.2 billion. Of the total number of overseas visitors to National Parks in England, we know that Australia was one of the top two markets by visit volume at 14% and second only to Germany at 15.8%¹.

The Australian market is attracted to England's countryside and rural offer, to local culture and heritage. They have an above average propensity to visit the rest of England, over other international markets and enjoy meeting the locals and experiencing quintessential English life.

The over 45 age segment is expected to grow in the years between now and 2021 by 28%² with England being perceived as easy to visit and an extension of home that shares the same language and cultural norms. Due to the strong historical and family ties between both nations, Australians visit Great Britain to explore personal ancestral heritage and the perception that they hold is that Britain will offer a unique and fascinating visit. Australians are extremely likely to recommend Britain to their friends and relatives.

While more Germans visit England's National Parks than any other market, Australia is the second largest market and market intelligence demonstrates that Australia will present the greatest leverage and expansion in the coming years:

- Australia is a long-haul market where length of stay and spend will normally be higher than short haul markets;
- Australian demographics and propensity to travel will mean that the potential for growth over time may be higher than in the German market which more mature;
- Since 2000 annual Australian outbound holiday travel grew at some 8.5% and year while domestic travel declined;
- The TRA³ concluded that outbound trip propensity for Australians would further increase to 2020 at the expense of their domestic tourism sector. This increase has already shown through in our National Park's surveys and represents a real opportunity for English National Parks in relation to this bid; and

¹ National Park independent research conducted by Team Consulting, 2017.

² VisitBritain

³ What is Driving Australians' travel choices – Tourism Research Australia – 2011

- There are a range of airline carriers operating directly from Australia to London or transiting through Asia or the Middle East to a wide selection of airports in Britain.

Summary Insights:

1. Australia is one of the largest existing international markets visiting National Parks in England;
2. Australians are motivated by the unique appeal of the English countryside, rural landscape, culture and heritage – the quintessential English Experience. Visiting friends and family and exploring ancestral linkages is a motivating factor for many;
3. Research indicates that the Australian outbound market is strong and is set to grow in the years ahead; and
4. The English National Park offer is a motivator to the Australian market and Australians are willing to move out of London and into the regions, helping to spread visitor spend and support rural communities.

1.3 Our partners

This project is a partnership of the National Park Authorities across England (see table 1 for National Park partners). This is the first time the English National Parks have worked together on such a largescale and ambitious project and we are fortunate to have an experienced group of tourism professionals from across the National Park family supporting this project, many of whom have experience working in tourism DMOs and UK national tourism agencies. Each National Park Authority recognises the opportunity that this project will afford to increase the value of in-bound tourism to the UK while at the same time strengthen our rural economies.

We also have wide support from Destinations Management Organisations (DMOs) within each National Park that will share in the delivery of the project by helping to source potential experience providers and accommodation suppliers. They will also help with the business development and marketing elements of the project. The objectives of the project dovetail with the rural economic priorities of LEPs and we have been heartened by the level of enthusiasm from our LEP partners up and down the country (see section 7.4).

Of course, this project requires the support of the tourism operators and marketing agencies and our level of travel trade engagement is strong. We are confident that the project will be successfully delivered through a close working partnership of these stakeholders (Table 1).

Table 1: A list of key partners and their roles in the delivery of the project.

Partner	Partner role
England's National Park Authorities (Northumberland, Lake District, Yorkshire Dales, North York Moors, Peak District, Broads, South Downs, Dartmoor and Exmoor)	The National Parks will work together to develop Experience Development Plans and a new brand proposition for England's National Parks.

Partner	Partner role
Destination Management Organisations (DMOs)	DMOs across the National Parks will help to identify potential experience providers and will support in the marketing and distribution of the new experiences. While the project is looking to international markets, DMOs will be able to use the new experiences to also enhance the offer to the domestic market.
LEPs	LEPs will ensure linkages with their respective economic plans and strategies and to promote synergies with existing funding streams e.g. EAFRD funding.
Tour Operators	Tourism operators will help promote and distribute the propositions within the chosen market(s).
Tourism Businesses	Experience providers, accommodation providers, transport operators will help to shape the propositions and itineraries.

1.4 Catching the wave: The trend towards experiential tourism development

Travel is no longer about where you have been. It's about what you did while you were there, how it made you feel, the people you met while you were there and the memories that you took home. A product is what you buy; an experience is what you remember⁴. The global trend toward experiential tourism means rethinking the approach within our National Parks so we can offer visitors more experience opportunities, not merely services. The key question is: how can we create unique experiences that will enhance economic value and that visitors can't resist?

We have to consider that the current product offer within England's National Parks is focused on outdoor activities centred on walking and cycling. This offer is widespread across all ten National Parks and visitor perceptions, based on visitor surveys, show that National Parks are famed for this type of activity that aligns well with the motivators for the domestic day visitor. While our current offer provides a foundation to build upon, we need to support our current businesses to move from product development to experiential development, making the product offer altogether more immersive and memorable – and adding economic value to the proposition. (Refer to Figure 1) below which outlines the progression of economic value).

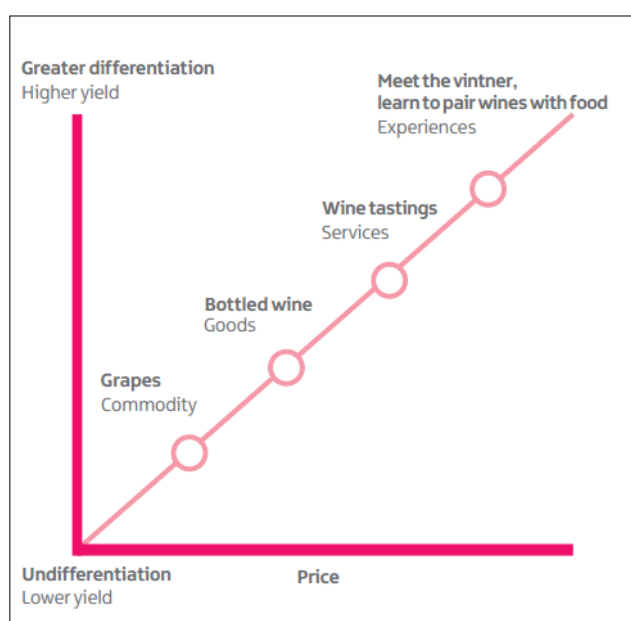
Why simply visit a vineyard in the South Downs National Park when you could help pick the grapes, make the wine and then sample the wine at a local restaurant. Why simply hike to the top of Kinder

⁴ <https://tourismns.ca/sites/default/files/2017-01/2011-experience-ns-toolkit.pdf>

Scout in the Peak District National Park for the view when you could experience the view by hang gliding off that mountain creating an adrenaline-filled memory. Why simply visit an old castle ruin when you could engage in a medieval re-enactment and experience some of the age-old traditions carried out at the castle. In all of these examples, the value of the experience creates opportunity to lengthen visitor stay and create uplift in visitor spend.

We have new tourism officers who have first-hand experience of tourism experiential development in the UK and we would intend to use the excellent experiential toolkits from Nova Scotia and from Northern Ireland as examples to learn from and to replicate within this project.

Figure 1: Diagram showing the progressive value and differentiation of experiences



1.5 Project objectives

The following table (Table 2) outlines our project objectives, proposed outputs, outcomes and impacts over the course of the project. These are described in more detail in section 5.1.

Table 2: Table showing the strategic project objectives (further detailed analysis on objectives, outcomes and impacts can be found on section 5.1)

Project Objectives	Outputs	Outcomes and wider Impact
1. To develop a strong international brand proposition for experiences in England's National	<ul style="list-style-type: none"> New collective positioning of experiences in England's National Parks within tourism marketplace. Renewed connection with target market and 	<ul style="list-style-type: none"> New brand will have cut-through in the international marketplace and will add value to the concept of National Parks within the UK. The perception of the English countryside among

Project Objectives	Outputs	Outcomes and wider Impact
Parks.	segment: Australia and Outdoor Enthusiasts.	Australians will improve.
2. To create compelling world-class visitor experiences within the National Parks	9 Experience Development Plans completed. 3x toolkits created for 1) experience providers 2) accommodation providers and 3) ranger services. Development of new Ranger brand-led experiences and itineraries in four National Parks.	<ul style="list-style-type: none"> • Identification of USP and unique experience propositions within each park. • New, commercially viable Ranger-led itineraries developed in four National Parks
3. To establish an industry development programme	<ul style="list-style-type: none"> • 250 individuals attending workshops / events. • 1x new online travel trade/ tourism industry portal created. • 45 experience providers (5 per park average) to receive intensive business support and training. • 45 accommodation providers supported to access the Travel Trade. • 4x National Park Authorities supported to develop their Ranger Brand Experience 	<ul style="list-style-type: none"> • The development of a new suite of internationally marketable and compelling experiences, Including Ranger Brand Experiences. • Tourism business, providers and accommodation providers supported in product development and customer knowledge.
4. To develop and execute a distribution plan with the travel trade	<ul style="list-style-type: none"> • Newly designed experiences distributed by the Australian outbound travel trade. • Development of distribution channels and the development of a familiarisation programme. 	<ul style="list-style-type: none"> • Increases in the value of international tourism to England's National Parks. • Extended visitor stays, especially in shoulder months.

A sub-set of objectives for the project include the following:

- To elevate the profile of England's National Parks and generate improved awareness in targeted international markets;
- To create a new visitor-focused mind set within all National Parks that is demonstrated through the development of an exciting range of new bookable experiences;
- To increase international visitor expenditure within the National Parks and areas of influence;
- To sustain and increase job creation;

- To extend the length of season; and
- Create long-term commercial partnerships with the overseas travel trade.

1.6 Project finances

This business case is in support of a request for £1million investment from the Discover England Fund, supported by £225,000 of cash match funding (Table 3). Additional in-kind match funding is documented in section 6.2.

Table 3: A table showing the cash budget and long-term sustainability for this project

Project activities	Cash budget (inc. cash match funding)	Long-term sustainability
Research and product testing	£32,000	This will create a set of resources which can be used by project participants, National Parks and VE/VB for other purposes.
Proposition development and visitor experience plans	£40,000	This will create long-term plans for each National Park which can be applied to both international and domestic markets.
Business support & training programme	£248,000	The support programme will be sufficiently targeted and focused to ensure businesses can make a real shift in their offer for the long-term. Toolkit resources maintained on the industry website for at least five years after the project.
Ranger led experiences pilot project	£90,000	The new experiences offered by the ranger pilot projects will continue on a commercial basis beyond the project. A toolkit for all National Parks to enable them to develop their own Ranger products for the overseas markets in the future.
National Parks Experience Collection branding	£65,000	Through our commercial partnerships organisation, National Parks Partnerships, we will have a vehicle to maintain strong partnerships with the travel trade if this becomes commercially successful.
Travel trade engagement	£305,750	
Evaluation activities	£30,000	National Park Authorities will continue to monitor trends in STEAM data. A detailed evaluation will assist future projects.
Project management and governance	£349,250	NPAs & DMOs will continue working together with the travel trade to ensure the National Parks Experience Collection is sustained long-term. As a family of National Parks, we will explore ways to maintain centralised support for the Collection in the long-term.
Total cash:	£1,160,000	

Section two

Product Development and Consumer Proposition

2.1 What is the product proposition and how does it join-up a large geography or the country thematically?

Wherever I travel in the world, I always look for places where I can experience more than just the usual tourist traps – I love experiencing the landscapes, the people and the culture of the land I am travelling through.

England's **National Parks Experience Collection** gives travellers the opportunity to experience first-hand these living landscapes, where residents and communities work the land, shape the landscape and make their living. These new and immersive experiences enable visitors to enjoy the real English countryside - the quirkiness, the extraordinary and the exceptional.

Our National Park communities are part of English culture, passing down unique traditions from generation to generation. They offer a range of memorable, once-in-a-lifetime experiences in landscapes that are magical, breath-taking and unique and that can only be appreciated from within our National Parks. We will take you behind the scenes of rural English life to connect you with local people, with centuries of history, culture and cuisine where the past meets with new outdoor adventures in our finest landscapes; some personally delivered by our National Park Rangers. These easily accessible and bookable experiences, joined up with quality accommodation and transport, will create lifetime memories within our iconic English landscapes.

National Parks Experience Collection: Engage with living culture

Our proposition is unique in that it aligns all of England's National Parks under a new shared brand, while allowing room to promote the distinctiveness of each National Park. The project will provide a new level of visitor-focused collaboration across the National Parks in a way that has not been experienced before and there is real enthusiasm to make this project a long-term success.

The project will also help to enhance the rural tourism offer across England through a new business development support programme. This will also help to support the sharing of best practice and will assist in the raising of shared standards across the tourism offer.

The proposition combines visits to England's most outstanding natural landscapes with a range of must see attractions and will provide immersive and profound connections to both the culture of places and the people that live there. Together, this combination of experiences will result in a set of rich and enduring memories resulting in a strong desire to return.

The proposition sees the development of three interlinked themes which will be threaded through every itinerary across all ten National Parks across England:

- Outdoor Adventure – breath-taking activities across striking landscapes;
- Living Landscapes & Hidden Histories – stories of a rich and varied culture steeped over 10,000 years;
- A Place and its People – connecting with and exploring authentic England.

2.2 How does the product fit with international market opportunities and trends?

We have ascertained that our market focus will be the Australian market and we know from the intelligence and research that the two segments which are a best-fit with our offer are the ‘Outdoor Enthusiasts’ and ‘Mature Experience Seekers’ segments. We have an existing understanding of these market segments; their age profile, interests, travel preferences and holiday activities- although further analysis and concept testing will be carried out upon project commencement.

The Australians are second only to the Germans as the most frequent visitors to England’s National Parks (Table 4). The growth in their numbers has been exceptional over the last decade where the Australian outbound holiday market has grown 8.5% a year for the last decade (Figures 2 and 3) and all evidence suggests this will continue as a result of:

- increasing household disposable incomes;
- a stronger Australian dollar;
- changing consumer leisure travel patterns;
- tourism operators facing increasing costs for inputs; and
- a marked increase in aviation capacity supply.⁵

Australia is a long-haul market where length of stay and spend will normally be higher than short haul markets; the National Park family is committed to seeking higher yield rather than volume and this market will support this. As an English speaking market, it will be quicker for us to take the project to market and it will make moving into the North American market easier in a potential future project. This growth and high value potential, together with the strong existing visitor base, makes Australia our first-choice country market.

Table 4: Current international visitors to England’s National Parks

	International market	% of visits to English National Parks
CORE	Germany	15.8
	Australia	14.1
	Netherlands	12.9
OPTIONS	USA	10.6
	France	7.1
	Canada	6.4

Source: Various National Park Visitor Surveys

⁵ *What is Driving Australians’ Travel Choices* – Tourism Research Australia - 2011

Figure 2: Australian outbound and domestic trip propensity (1998-2010)

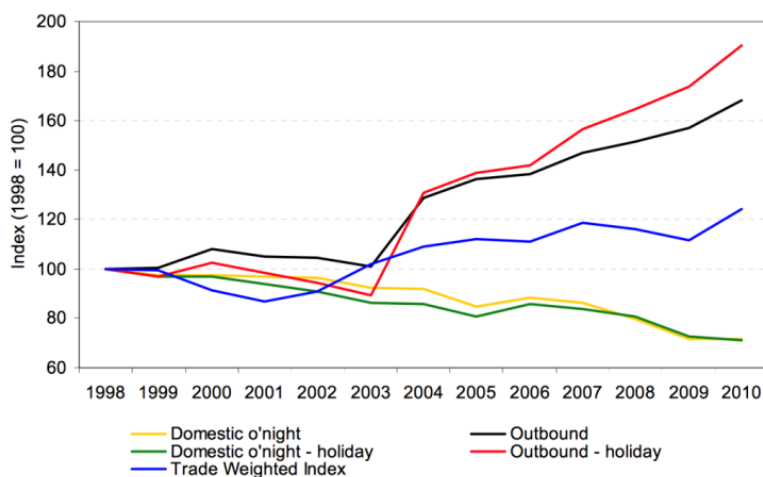
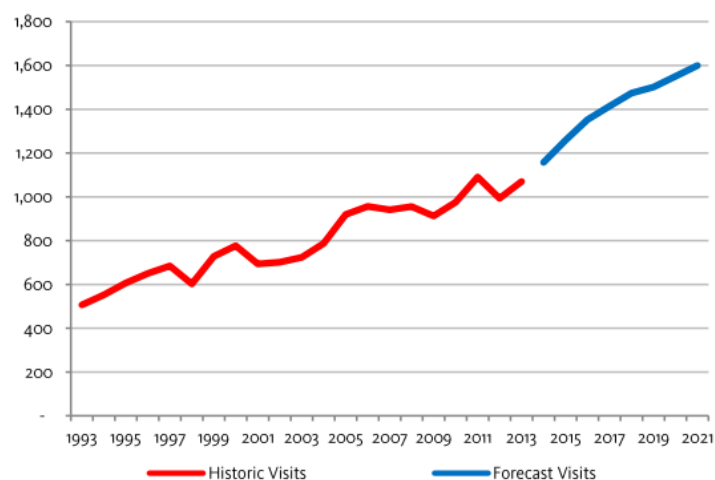


Figure 3: Historic and potential visits to Britain from Australia ('000s)⁶



We have an understanding of our visitors, who they are, why they come and what they enjoy doing. The profile of our overseas visitors is remarkably consistent across all ten National Parks and closely reflect two of VisitEngland's segments – the *Outdoor Enthusiasts* and the *Mature Experience Seekers*. Table 5 assesses the attributes in each segment with the typical experience offered by national parks and records the fit.

⁶ https://www.visitbritain.org/sites/default/files/vb-corporate/markets/australia_mp_dec14_0_0.pdf

Table 5: Fit of National Parks against two chosen segments

Attribute	Segment	
	Outdoor Enthusiasts 35-55 Families / Empty nesters ABC1	Mature Experience Seekers 50-65+ Empty Nesters / (Semi) Retired Varied
Key Markets	1/3 France / Germany / Spain	3/5 Australia / France / Germany / Spain / USA
Defining Attitudes & Traits	4/4 Active / Nature Lovers / Curious / Off beaten Track	2/4 Young at heart – new found freedom / Keen to learn, see new places
Key Interests	3/5 Walking / Hiking / Cycling Time close to nature	4/5 Healthy & Active Time Outdoors Walking / Hiking Engaging with nature
Travel Preferences	3/4 Beyond ‘sunshine countries’ Activity driven & value ...scenery A sense of discovery	1/4 Active, cultured holidays with plenty of sightseeing
Holiday Activities	5/5 Enjoying natural landscapes Getting close to nature Learning about culture / heritage / food // Seeing the sights, meeting people	4/4 Time outdoors – walking Learning about local heritage & culture Trying a new activity / learning skill Sampling local food
Accommodation Preferences	3/3 Not mainstream hotel chains Independent hotels, B&B camping Quirky close to nature	1/2 Accommodation with character
Total	19/24 – 79% fit to core attributes	15/24 – 63% fit to core attributes

This analysis suggests that the *Outdoor Enthusiasts* are the segment that closest fit the experience offered by National Parks although the *Mature Experience Seekers* also score highly on key attributes such as Holiday Activities and Key Interests so the difference should not be overplayed.

This is also strong support that indicates that the *Mature Experience Seekers* will be motivated to visit National Parks in the recent VE/VB research *Understanding Visitors to England by life-stage February 2017* i.e.

- 65+ year olds are the life-stage most likely to favour ‘mountain areas’;

- ... ‘older generations’ demonstrate a desire to purchase locally made products;
- Luxury 5-star/boutique accommodation ... [sees] significantly fewer over 50s;
- Outdoor activities tend to be conducted by older age groups, particularly in activities that involve visiting the coast or countryside.

Either segment could be picked but the ideal given the strong likely cross-over, is that both segments are targeted in the country market(s) chosen.

In the early stages of the project we would like to explore:

- Likely out of London volumes over the next 5 years for Australian visitors;
- Likely proportion in Australian market of the two favoured segments and growth potential e.g. impact of demographics etc.; and
- Propensity of each market / each segment to visit National Parks.

From our visitor surveys, we know our visitors are nature lovers, active, like to go off the beaten track, are curious and keen to learn. They love walking, cycling, enjoying the landscape, the culture and learning about the people they meet and the history that surrounds them. Our overseas visitors are more often than not also well educated and have the means to enjoy a lengthy stay within a National Park adding significant economic benefit at every stage of their trip.

Hand-picked experiences rooted in local culture and landscape, will be developed in close collaboration with the industry and our partners, and informed by international best practice. The extent of such experiences is only constrained by imagination but here is already a range of existing high –quality offers that can easily be transformed to meet the needs of international audiences. As part of the development of this business case we have looked closely at best practice in Canada, Western Ireland, Australia and Norway; these are summarised in Annex 2.

We will also introduce the Ranger brand to our international experience offer. This new and unique offer in England will enable our National Park rangers to support guided itineraries within and across the Parks either as part of group packages or smaller more intimate offerings. National Park rangers are an international brand through their presence in Australian and North American National Parks. We believe the ranger brand communicates trust, familiarity, a sense of safety and security, as well as the concept of ‘learning while experiencing’ and ‘caring for the environment’. However, this needs testing further in our overseas markets in the early stages of the programme. The Ranger brand has been used successfully by VisitScotland in its marketing activity for Loch Lomond National Park (see [Fiona’s Story film](#)⁷).

Table 6 and Figure 4 show that the National Parks Experience Collection is likely to comprise experiences around six themes which align to the motivators of the Outdoor Enthusiasts and Mature Experience Seekers within the Australian market. (Naturally these motivators will not be exclusive to the Australian market and we anticipate an expansion of our targets market as the project matures beyond March 2019).

⁷ <https://youtu.be/3ur6kFzi2Cs>

We know that these visitors want to discover, learn and enjoy England in ways that are personally relevant and aligned to their own motivations to travel. We envisage that experiences will fall into six broad categories outlined below. We anticipate that experiences will encompass the spectrum of ‘gentle to adrenaline filled’ and from ‘passive to immersive’ to reflect the age range and motivational variants of the two segments.

Table 6: Six potential themes for experiences within the National Parks Experience Collection

Experience Theme	Outline
1. Natural Landscapes	Gentle experiences that will connect visitors to the unique beauty of our National Parks, creating lasting memories
2. Cultural and Community Engagement	Immersive experiences that connect the visitor with culture and to local communities where they can experience rural life at first-hand in a once-in-a-lifetime opportunity
3. Living History	Hands on experiences where visitors can interact with history, engage with traditions and learn new skills
4. Active Activities	Moderate to adrenaline filled active experiences for the slightly daring outdoor enthusiasts
5. Food Experiences	Contemporary farm to fork culinary experiences
6. Ranger Experiences	For individuals and groups who want a range of guided in-depth experiences with trusted local experts

Figure 4: Alignment between target market, segments and themes of the National Parks Experience Collection



When we refer to ‘experience providers’ we are referring to possible types of businesses identified in Table 7 below. We have carried out an initial analysis of the strength and weaknesses of experience provision in England’s National Parks in Annex 3.

Table 7: Examples of possible experience provider types who may benefit from the programme

Type of experience provider	How they may need support?
An multi outdoor activity provider aimed at consumers	Support to offer more than just an outdoor activity; combine with history/heritage and food & drink. E.g. a simple canoeing session becomes a canoeing tour of an area with a focus on history and wildlife, and finishing with an outdoor cooked meal by the riverside.
A specialist provider with a niche focus e.g. The ‘Sussex Modern’ cultural and creative museums of the South Downs	Support to merge their offers into a meaningful experience based on a creative theme and that clusters the experience with the local food and drink trade to make a bookable offer.
Visitor attractions which offer small group experiences (e.g. Honister Slate Mine, a vineyard tour in the South Downs)	Support to combine their attraction with nearby activities which tell a broader story of the area.
A local tour guide (1 person and minibus)	Support to work with other guides to form a co-operative which can provide guaranteed supply of experiences to the overseas travel trade.
Larger local minibus tour operators (e.g. Mountain Goat)	Support to adjust their product to suit the needs of new markets and changing market conditions.
A larger cycle hire centre	Rather than offering purely self-guided experiences to customers, support to provide a guide for small groups who showcase the unique history and wildlife of the area along the way, stopping at other experience providers and enjoying local food and drink.

2.3 Learning from best practice

The diagram below (Figure 5) displays areas where product currently exists within National Parks in England. We will work to expand beyond the domestic product offer in these areas and create new product that can be transformed into motivational and globally appealing experiences.

Figure 5: Best prospects for product development



Case Study – West Country Farm Tours, Exmoor National Park



- A developing business established two years ago offering bespoke farm and food visits across Exmoor National Park, with the potential to expand.
- Developing a strong focus on tailor made tours for groups allowing participants to watch the finest food being produced and visit real farms exploring the countryside beyond the farm gate. Each tour includes time spent with the local farmers to gain a real insight into the workings of an English hill farm and opportunities to sample (and purchase) the produce around the farmhouse kitchen table.
- Significant potential to provide tailored tours for overseas tour operators but lacks the knowledge and contacts to progress this.
- The current tours are immersive experiences and locally distinct, but the current marketing doesn't necessarily portray this.

This is a good example of a business that can be taken to the next level through intensive business support to critically evaluate the experiences on offer, develop and enhance them for target market audiences and make them available to overseas tour operators reaching a new audience generating additional spend within the local area. They work with a range of other local businesses (from transport providers to restaurants and local farms) and are an Exmoor National Park Partner.

Case Study – Whale watching off the North York Moors National Park

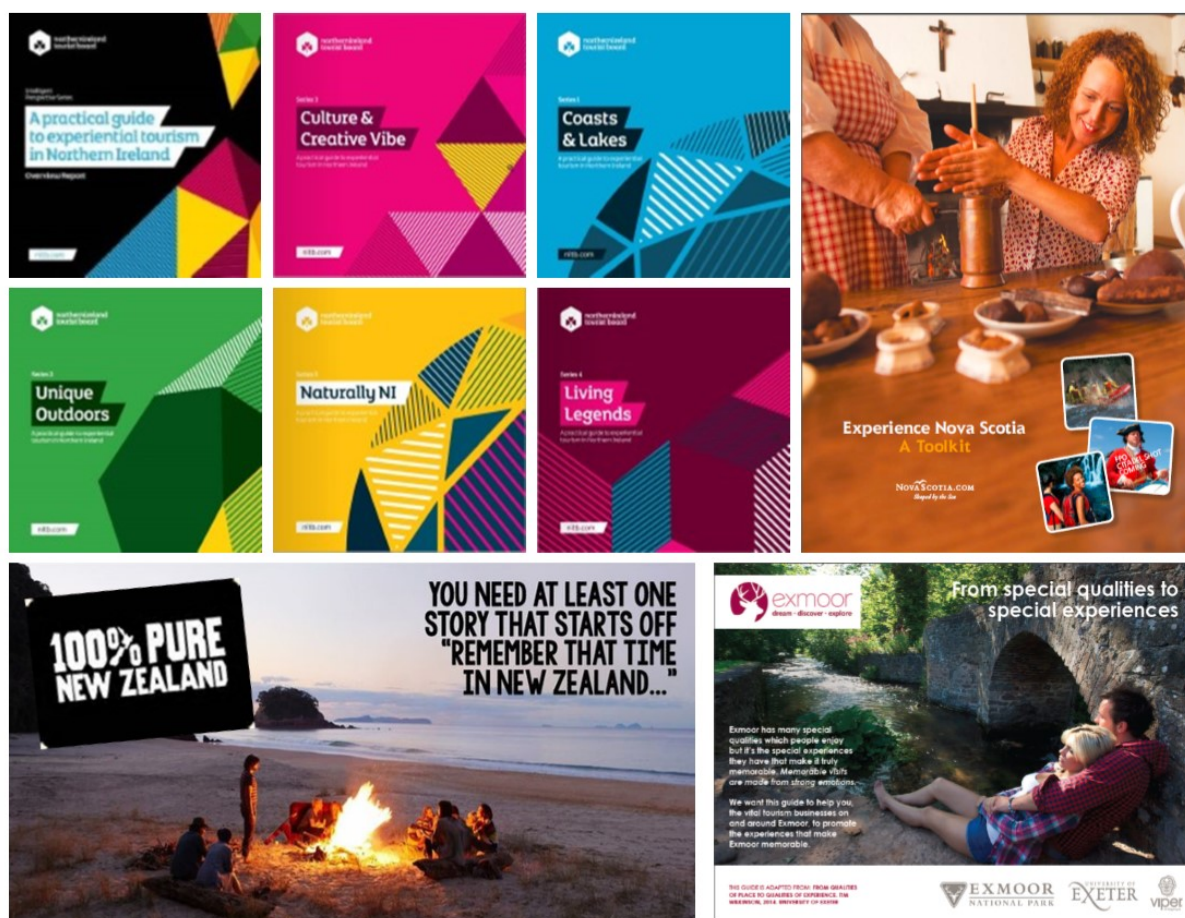
- Whitby Whale Watching diversified from offering standard boat trips out into the North Sea to watching whales that follow the herring migrating here to spawn, as well as seal watching experiences off the National Park coastline. The business works closely with Seawatch Foundation and Orca.
- Over the last few years an increasing number of species have been spotted, including minke, humpback, fin and sei whales, bottlenose and white beaked dolphins, porpoise and seals, along with seabirds, including gannets and puffins.
- With a boat capacity of more than 100 and online booking capability, there is significant potential to provide tailored tours for overseas tour operators but the business lacks the knowledge and contacts to progress this.
- As well as overcoming the disbelief from visitors that whales really do exist off this coastline, the business is also not that confident about how to manage expectations (weather, seasonality, disappointment if whales are not observed).

This is another example of a business that can be taken to the next level through intensive business support to critically evaluate the experiences on offer, develop and enhance them for target market audiences and make them available to overseas tour operators.

Below are a few examples of global best practice creating experiences in iconic landscapes and making memories (further information in Annex 2).



We will be supporting the development of new experiential products through the design of experiential toolkits, similar to those developed in Canada and Ireland, and delivered through business support engagement. The COOL rural tourism project in southern England and northern France supported the creation of the first experiences toolkit for a UK National Park on Exmoor, which will be used as an exemplar in this project.



2.4 Project benefits

This project has the potential to deliver significant benefits for visitors, communities and the nation:

For Visitors:

- Unforgettable memories of inspiring moments experienced in England's - and indeed the world's - most loved landscapes.
- A strong desire to come back again, to renew the journey by enjoying other English National Parks.

From the nine commonly experienced visit needs identified in the Mangrove product development report, our project will provide:

Commonly experienced visit needs	How we will achieve this?
Experience Enhancement – Providing visitors with an enhanced, more enjoyable experience that makes the trip truly fulfilling.	Our business support and training programme will help existing experience providers to enhance their overall offer to provide higher value, more immersive experiences to visitors via the travel trade.
Connection and Social – Helping visitors to connect with English people and their way of life, whether urban, rural, historic etc.	Our audiences will leave with the positive associations of a special welcome and a unique and memorable experience which leaves them feeling more engaged in the destination (feeling like a local!) and positive about England and its varied and unique experiences.
Achievement – Providing visitors the opportunity to feel a sense of achievement through tackling a challenge – no matter how small – or trying something new.	Our National Parks are filled with a range of challenges for visitors to conquer and share via social media, family and friends. The project will encourage experience providers to offer activities that make the visitor have a sense of achievement - from the spectacular vista on a walk to baking the perfect scone for that local cream tea!
Responsibility – Travelling with a conscience and minimising the impact on the immediate and broader environment	Encouraging responsible and sustainable tourism is an important part of the work of National Park Authorities and we will build this messaging into the delivery of the project. We will ensure that the experiences developed as part of the project minimise their impact on the natural environment of the National Parks and enable visitors to find their own ways of giving back to the landscapes they have enjoyed.

For England:

- Drive growth in international tourism and increasing export earnings;
- Increase tourism spending in the regions to underpin business growth and jobs and spread the benefits to England's less advantaged areas;
- Build our international connections post-Brexit;
- Extend the season by the development of shoulder season experiences such as dark skies.

- Promote the best of British food from the National Parks;
- Build the value of and affinity to the National Parks brand as long term curators of England's finest landscapes;
- Support the government's priorities for National Park development;

For Local Communities:

- Increased length of stay and spend by international visitors, supporting local businesses.
- Greater appreciation of England's unique and protected food and drink offer to both overseas and English visitors;
- Strengthened connections between local and regional tourism operators working together to an agreed plan with clear economic benefits for all participants and a pride in the landscape that sustains them.

2.5 How does your proposition solve a problem for the customer; amplify existing product and create new product that responds to international customer demand?

When making a choice about a number of destinations, the potential visitor needs to be inspired by the 'offer'. The story that National Parks in England have to tell is compelling and through this project will be told through branding, imagery and the availability of 'must-do' experiences. It will solve the problem of where to go or how to maximise the enjoyment of their precious holiday time.

2.5.1 Problem-solving

From our intelligence, there are two key problems the project will try to solve from a customer perspective:



I want more than a picnic in the English countryside but I don't know where to start or where to go when I'm there?

In the 2016 Nations Brand Index Survey, the UK scores low for 'Rich in Natural Beauty' (24th/50 nations), however for the Australian market, the perception of the UK's countryside is more upbeat ranking 10th out of 50 nations. VisitEngland's report on 'The role of product in driving regional spread'⁸ shows that the countryside is highly motivating for overseas visitors; but imagery alone is not enough for many visitors as a motivating factor for many visitors. Countryside imagery is just a start to entice many visitors to visit the English countryside, there is a need to connect images to real places with real experiences and people.

The National Parks Experience Collection will showcase the uniqueness and distinctiveness of the countryside in each of England's National parks. There will be unique and different experiences in each of the National Parks, engaging the visitor on a journey of discovering across England in which

⁸ https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/visit_britain_lb_product_report_fv.pdf

make great memories. Experiences will be easily bookable from home, with transport and accommodation included.



I want to experience quintessential rural English life but I don't how to book this?

Experiences within England's National Parks are not easily bookable by the Australian travel trade at present. Compare this to the excellent bookable experiences from Canada's National Parks for example that are well advertised by travel operators such as Trailfinders.

Within England, existing tour operators appear to focus on the Lake District National Park. This project will provide a solution for potential visitors who know what they want to experience, but don't know at present how to purchase what they want in an easily accessible format.

2.5.2 Amplification and new product

The National Park family has a wide range of experiences which have strong domestic appeal; almost all are delivered through small and micro businesses. From our own knowledge, National Park experience providers have been traditionally reliant on outdoor activity service provision (e.g. walking, cycling, sailing and climbing). This project will support these providers to enhance their offer (moving from a product offer to an experiential offer). These newly focused offers will provide a more meaningful and cultural experience of the National Parks and will create higher value, more meaningful experiences for overseas visitors.

There are many micro businesses involved in delivering guided experiences to visitors involved in National Parks. Indeed, some of the best experiences have emerged from individual tour guides with a particular specialism. A key challenge for the project is to support these operators to offer enough availability to the travel trade and allow the trade to book this easily.

In the early stages of the project, we will undertake an audit of all ten National Parks to assess in some detail how the current offer meets with the expectations of the Australian target markets. This will inform the development of visitor experience plans and the delivery of business support activities.

The project will create a new branded experience collection for England's National Parks, which will draw together the enhanced product range in one place for the travel trade to engage with easily.

A new ranger service product in some of the National Parks (rolling out to others in the long-term) will test using the trusted Ranger brand and expertise to directly deliver experiences to overseas customers.

Section three

Project Activities

3.1 Introduction to project activities

The project will deliver the following activities which are described in more detail below:

- **Planning, preparation and product testing** (Understanding the market and audience, refining our approach, developing a national and local framework for experiences).
- **Developing the product offer** (Business support, training and toolkit development, Ranger-led experience pilot project)
- **Taking the product to market** (Branding, distribution and travel trade engagement)

A project plan is outlined in Annex 4.

Stage 1 – Planning, preparation and product testing

Delivery elements for this stage include:

1. Working with VisitEngland to gain comprehensive insight into the travel values and trip planning behaviour of the Mature Experience Seekers and the Outdoor Enthusiasts in the Australian outbound market. This will be carried out through additional research, focus groups and product testing.
2. Reviewing further international best practices, which could include a Learning Journey to a destination that is regarded as ahead of the curve – such as Australia or Canada.
3. Audit the experience, accommodation and transport offer of all 10 National Parks through the eyes of the Australian market. Identify strengths and weaknesses in the current offer.
4. Developing the preliminary international brand proposition for the National Parks family, and the National Parks Experience Collection.
5. Undertake an assets analysis of all ten National Parks to understand how their current product offer fits with Australian audience needs, with a particular focus on experiences and accommodation.
6. Through external consultants and local workshops, developing an experience development planning framework for the ten National Parks that will provide the methodology to:
 - Identify key themes and storylines in each of the National Parks;
 - Develop local Experience Development Plans ensuring an inclusive consultative process with National Park Authority staff and rangers, local tourism businesses, community organisations, local authorities and Local Enterprise Partnerships.
7. Working with National Park Authority staff and DMOs to ensure an in-depth understanding of experiential tourism, targeted market segments, and the underlying stories and themes.

The experience development plans will bring each National Park to life in a new and invigorated way. They will clearly identify the essence and positioning of each Park and will provide direction for the development of bookable experiences that are:

- Motivational for the Australian market and our target segments within this;
- Capable of increasing length of stay and/or generating economic benefit;
- Aligned to the National Park umbrella proposition and the positioning of the individual National Park.

It is anticipated that there will be approximately 50 experiences. Within these experiences, some may be especially iconic and will be used to showcase the National Parks to international markets and will be the experiences that are presented to the travel trade and media in familiarisation trips and potential itineraries.

At a minimum, these experiences will be evocative and will:

- Highlight what is unique, including leveraging iconic locations;
- Give new meaning to history and cultural heritage within the National Park setting;
- Provide opportunities to experience contemporary rural life;
- Create immersive activities that bring local arts and culture to life;
- Elevate local food and drink in innovative ways.

Stage 2 – Developing the product offer

The implementation of the Experience Development Plans will require a suite of support tools and services to assist tourism businesses and operators with making this behavioural shift from offering activities and services to the delivery of experiences. Looking at how other countries (such as Canada and Ireland) have moved forward with developing experiences, there is clear evidence that success is linked to a dedicated training and mentorship programme. We know from our experience of working with tourism providers in National Parks, they will need assistance with:

- Story and theme alignment;
- Understanding the target markets;
- The process of experience development and how to add new value to existing experiences and activities, including market testing of the experience concept;
- The importance of working collaboratively to develop unique and innovative experiences;
- Digital and social media marketing;
- Creating effective written and visual content;
- Working with the travel trade.

We propose the delivery of an intensive business support and training programme for circa 45 experience providers across the National Park family. Each business will be allocated time with an external consultant who will provide them with bespoke support and advice on a 1:1 basis. There will also be locally delivered training events which will be delivered to groups of businesses to encourage co-operative working. We will also work with an additional circa 45 accommodation providers (most likely hotels with >50 bedrooms) within or close to the National Parks to engage them with the new experience product range, and to support engagement with the Australian travel trade. From this work we will create a set of sample itineraries (matching experiences to accommodation and transport) which will appeal to our target audiences and the travel trade.

To access the support programme, businesses will need to meet a set of criteria which the National Park Authorities, in collaboration with DMOs, will use to assess their potential to deliver the aims of the programme. This set of criteria will also have to ensure that the National Park environment remains protected; a number of National Park Authorities have their own sustainable tourism

accreditation which can support this. These criteria will be finalised in the early stages of the project, but will likely assess:

- Existing quality of offer;
- Length of time in business;
- Their length of season and commercial viability (e.g. can they offer commission to overseas travel trade);
- Appetite / ability to work with overseas markets;
- Licences and planning consents for activities;
- The appropriateness of the activity to align with the National Park ethos.

The application of criteria to enter a business support programme has been successfully used in the development of the Canadian Signature Experiences Collection.

The project will create a series of toolkits to support businesses involved in the project. In preparing this business case we have seen a number of excellent examples of toolkits for example, Tourism Northern Ireland⁹. Toolkits will also be relevant for tourism businesses in the wider English countryside. The business toolkits will likely focus on:

- Creating compelling experiences in National Parks for the Australian market; and
- Travel Trade and media toolkit.

An online portal will be created to provide the industry with resources and to engage the travel trade in the 'experience collection' (e.g. provision of listings, imagery, copy, contact details). This will not be a consumer-facing website, and may be password protected.

In addition to the business support and training activities, a sub-project will look at ways to maximise the use of the National Park ranger staff, volunteers and 'Ranger Brand' to enhance the visitor experience for international visitors. The National Park family is keen to make more use of Rangers for the delivery of guided experiences, particularly to overseas audiences. The National Park family has not yet progressed this approach as we have not, until now, ascertained the target markets for such a proposition. This project provides National Parks with the basis upon which to develop a clear business model including target market and segmentation analysis to ensure successful delivery.

Through a pilot project in four of the National Parks, we will create a well-researched business case for these National Parks to provide commercially viable Ranger experiences led by rangers and volunteer rangers. This will release additional investment from those National Park Authorities in provision of a sustainable guided experience service. Through this pilot project, we will also develop a toolkit to assist other ranger teams to develop appealing experiences. This will be applicable not just within the National Park family, but in other land management bodies with Rangers such as the Wildlife Trusts, RSPB and Forestry Commission.

Stage 3 – Branding and distribution to travel trade

Stages one and two will develop a 'collection' of experiences which have the potential to 'cut-through' to the Australian market and to support accommodation providers to engage with these

⁹ <https://tourismni.com/Grow-Your-Business/toolkits-and-resources/>

experiences. Section four will describe how the collection of experiences will now be used to engage the travel trade to generate additional revenue for businesses.

Section four

Branding and travel trade engagement

4.1 Introduction to branding and travel trade engagement

Following the activities in Section three, a collection of circa 45 flagship experiences (and supporting accommodation) will be ready for use by the travel trade towards the end of the project. This section outlines how the travel trade will be engaged with the National Parks Experience Collection so that the experiences and supporting accommodation can be easily purchased by consumers in our target market.

The project is focussing on a purely travel trade approach. This approach was initially used by the Canadian Signature Experiences programme successfully and it will enable us to focus on our target audiences in Australia.

4.2 Branding the National Parks Experience Collection

This collection of experiences will be branded to ensure global appeal and captivation. There are many examples to be found globally of where existing natural product has been re-branded to create an emotional and motivational proposition that is now on the international ‘must-experience’ list (see Annex 2).

This stage in the project plan will align both the re-branding of the National Parks with the new experience collection suite of global stand-out experiences. England’s National Parks must first develop a new and compelling brand. The experience collection will become the vehicle through which visitors in Australia (and elsewhere) will enjoy the National Parks by engaging in compelling and memorable experiences that will define the uniqueness of the place.

The travel trade will then be encouraged to utilise this new suite of unique experiences and to use the National Park offer as a hook within our chosen market to sell England internationally. The ‘National Parks Experience Collection’ is simply a working title at this stage, the brand commission will look at the appropriate title for the collection of experiences; importantly ensuring differentiation from the ‘Canadian Signature Experiences Collection’.

This branding exercise is well-timed with a wider project led by National Parks Partnerships and National Parks UK to enhance the domestic brand of the National Parks family. To ensure consistency between international and domestic branding, this will be delivered as one branding project within this programme. Funding has been applied for from the Heritage Lottery Fund to support this, and this is included as cash match-funding for the project.

4.3 Delivering the Experiences Collection to the Travel Trade

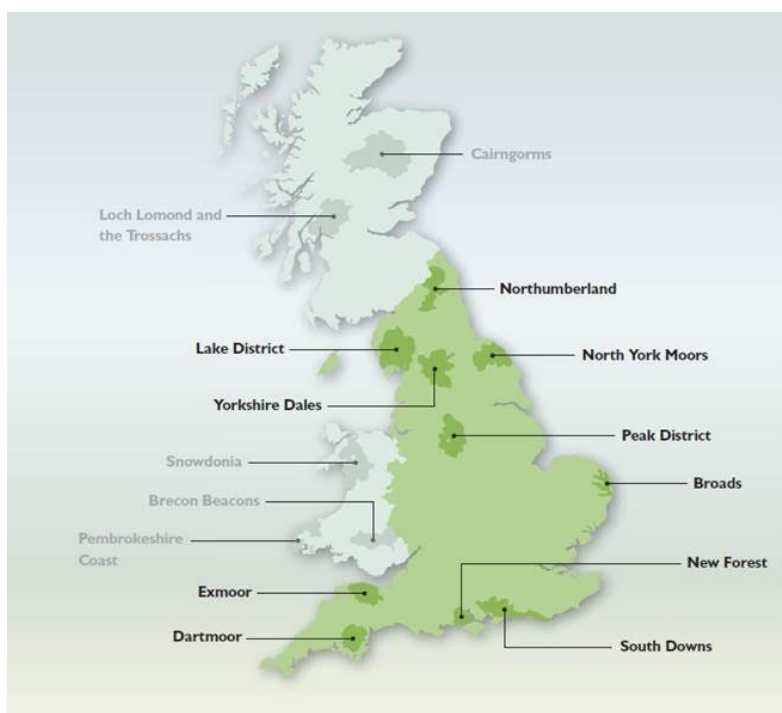
4.3.1 Itineraries

The project will present a set of sample itineraries for all the National Parks to encourage the Travel Trade to engage with the project and create their own bespoke itineraries based on the National Parks Experience Collection. The project will present a flexible solution to make the Experiences available as either add-ons to a wider ‘holiday of a lifetime’ or traditional historic city focused programme, or as the ultimate ‘National Parks Experience’. Therefore, we will create:

- Single National Park experiences (1-2 days)
- Single National Park multiple experiences (1-3 days)
- Multiple National Park experiences (2-3+ days)

We have noted how other overseas markets promote multi-centre tours of different National Parks successfully. The geography of England’s National Parks (Figure 6) naturally creates northern and southern regions which provide a real proposition for international airlines flying into Birmingham, Manchester and Newcastle, either as return flights or as an ‘open-jaw’ proposition with the more traditional gateway of London Heathrow. An ‘open-jaw’ trip is where a guest arrives at one location and leaves from another. The family of National Parks lends itself well to a Northern or Southern National Park Tour. A ‘Grand Tour’ of all ten National Parks may be ambitious, but these concepts will be tested further with the travel trade in the early stages of the project.

Figure 6: Map showing the location of England’s National Parks



The itineraries will include full contact details and liaison officers, prices and booking / contracting instructions but not limited to:

- Pre-written itineraries and explanations;
- Hotels, sorted by size / quality and rates;
- Restaurants, Pubs and cafes, group rates;
- National Parks Experience Collection operators, product and rates;
- National Park Information Centres and Museums;
- Other commercial outlets (farm and retail shops), discounts and offers;
- Museums / Heritage visits and ticketing details;
- Brit Rail Pass / Local bus tickets, rates;
- Electric Car / car / bike rental opportunities, rates;
- Photo / video gallery.

All the relevant content and imagery for each National Park will be stored in a section of the online industry portal. Access will be offered to specific Product Managers of relevant tour operators. It will be updateable by the businesses featured in the collection; they will be able to change prices, photos and update itineraries and input new programming and content.

Awareness of the regional airports is already strong with Australians, accounting for 7% of all arrivals into Newcastle, 6% into Manchester and 3% into Birmingham (VisitEngland Gateway report¹⁰). Well trained travel agents or tour operator reservation staff will maximise the guest's experience by using the best airline routes to suit their holiday itinerary. The daily flights into Manchester, Birmingham and Newcastle from Dubai with Emirates Airlines will provide opportunities for our guests from the connecting airports in Australia.

4.4 Targeting the Travel Trade

It is proposed to make the National Parks Experience Collection available to four sectors within the travel trade market. Selected businesses within the four sectors will be offered access to the Experiences product and the opportunity to benefit from a co-operative marketing funding programme. The National Parks' project team will work with the VisitBritain Product Development and Distribution team to maximise the opportunities and make best use of those with the pertinent expertise. In this regard we will also be liaising with UKInbound to ensure that all opportunities are considered for the product and also for potential partners.

To date we have had positive communication with Eithad Airways, Qatar Airlines, Emirates Airlines, House of Travel and Trafalgar Tours. Records of these discussions are included in Annex 7.

1) Fully Independent Travel (FIT)

We will identify and create a working relationship with key Australian and global FIT operations, such as Flight Centre or Hello World. We will create and develop key co-operative marketing programme with selected operators and in return, provide access to the unique experiences programme.

¹⁰ https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/discover_england_regional_gateways_reportv4.pdf

- Flight Centre - www.flightcentre.com.au - Traditional UK cultural cities with Cornwall and the Cotswolds as wider destinations.
- Hello World - www.helloworld.com.au – include an excellent bookable activity section, featuring day trips to North York Moors, Yorkshire Dales, Lake District, Peak District, Dartmoor and Exmoor among others.

Relationship initiated – working with Visit Britain Product Development and Distribution Team

Supported by – sales mission, travel shows and Familiarisation (Fam) trips for agents

Reaches consumer – through operator website and co-operative marketing

2) Coach operators

We will identify one or two key international coach operators to offer National Park Experiences relevant for large groups, possibly the likes of Trafalgar or Globus who represent multiple markets. It is important that we manage the impact of coach operators as some National Parks are trying to carefully manage the impact of coach travel on their environments. Therefore, we will work carefully with coach providers in planning routes.

- Trafalgar Tours - www.trafalgar.com/uk/ - Examples of tours include Best of Devon and Cornwall featuring Exmoor and Dartmoor, and Best of Britain's Summer, including Hadrian's Wall and the Lake District.

Relationship initiated – working with Visit Britain Product Development and Distribution Team

Supported by – travel shows and Familiarisation (Fam) trips for agents and drivers

Reaches consumer – through operator website, brochures and co-operative marketing

3) Small Group tour

The geography of the National Parks lends itself to a smaller vehicle, exploiting access to more remote locations but without losing the group dynamic of being hosted and guided. The project team would identify operators such as Back Roads touring and other UK based operators such as Mad Max Tours to support the ENP's Experiences Collection.

- Backroad Tours - backroadstouring.com/uk-and-ireland – Examples currently include Corners of Cornwall featuring Dartmoor and Highlights of Britain featuring the Lake District and the North York Moors.

Relationship initiated – working with Visit Britain Product Development and Distribution Team, UKInbound and directly with operator

Supported by – travel shows and Familiarisation (Fam) trips for agents and drivers

Reaches consumer – through operator website, brochures and co-operative marketing

4) Destination Management Company / UK Ground Handler

We will also identify a key UK based ground operator feeding into the Australian market place to ensure our coverage is delivering the programme outlined above both in FIT and group travel. This will help travel agents and specialist group operators in Australia have

access to the National Parks Experience Collection despite not having the capacity to fill an entire coach by themselves. This is a common practise in the international touring market.

Working with Visit Britain, UKInbound and ETOA we would look to work with a larger UK Ground handler and/or a number of specialists (walking, archaeology, art for example) to deliver The National Parks Experience on the ground.

- Backroads Tours could also handle bespoke groups or on a more local basis organisations such as MadMax Tours - www.madmaxtours.co.uk/ - who currently feature the South Downs National Park.
- A larger inbound ground handler such as JAC Travel with access to their worldwide travel partners - www.jactravel.co.uk/group-tours/agents

Relationship initiated – working with Visit Britain, UKInbound, ETOA and directly with operators.

Supported by – travel shows and Familiarisation (Fam) trips for agents

Reaches consumer – through operator website and co-operative marketing

4.5 Engaging with the Travel Trade

4.5.1 Airline Partnership

One of the key elements of this project will be our chosen Airline partner(s), who will work in partnership with tour operators and the collection. Subject to further guidance from VisitBritain, this partner would be asked to participate in our sales missions, educational trips and co-operative marketing programme, with a view to the airline being the primary carrier for the National Parks Experience Collection.

It is important that the airline not only flies from multiple departure points in Australia, but also to multiple entry points in the UK. As such, our preferred partner is likely to be a GCC (Gulf Cooperation Council) based carrier. Due to its spread of UK departure points our most logical partner would be Emirates Airline. However, we also recognise that Etihad, Qatar and BA are potential partners in this project.

Currently Emirates fly into London, Birmingham, Manchester and Newcastle creating the widest possible combination of arrival and departure points and offer our guests the opportunity to visit as many National Parks as possible.

4.5.2 Sales missions

Following the branding and ‘packaging’ work for the ENP’s Experiences Collection, we propose to directly inform, educate and promote the collection by running two sales missions to Australia (one each in 2018 and 2019). This will be delivered in conjunction with VisitBritain’s existing sales mission programme, a partner airline such as Emirates and trade partners in Australia such as Flight Centre, where we will participate in their consumer Exhibitions. The schedule will involve directly training relevant travel trade staff to sell the experience collection effectively, while meeting the consumer at shows. Table 8 outlines the project’s financial contributions to sales missions.

Table 8: Financial contributions to sales missions

Sales Mission	DEF Spend	Partner Organisation	Partner spend
2018 x 5 passengers	£31,000	Airline / Operator / VB	£15,000
2019 x 5 passengers	£31,000	Airline / Operator / VB	£15,000
TOTAL	£62,000		£30,000

4.5.3 Trade shows and events

The project will raise the profile of the National Parks Experience Collection with the inbound trade by attending relevant events. It will include participation at ITB in Berlin in March 2018 and 2019 with VisitBritain, as well as the UKInbound Conference in February 2018 in Cardiff and the same event in 2019. These events will offer exposure to key personnel in the international travel sector and help deliver the best results for the project.

We will also attend the VB Explore GB and the Meet the Media events, ensuring that the press are aware of the Experience collection, thus helping position England's National Parks in the mind of the Australian Traveller as a "must do" during their trip to England.

Table 9 summarises the project's financial contributions to these shows and events.

Table 9: financial contributions to trade shows and media events

Trade Shows and Media Events	DEF Spend	Partner Organisation	Partner spend
Schedule: - ITB '18 & '19 UKInbound '18 & '19 Explore GB '18 & '19 Meet the Media '18 & '19	£30,500	VisitBritain UKInbound	FOC FOC
TOTAL	£30,500		

4.5.4 Familiarisation Trips

Once the collection has been finalised we will work with VisitBritain, the airlines and the operators to allow key personnel in product and reservations to experience the products directly in each of the National Parks. It is proposed that we run four familiarisation trips during the length of the project aimed at product managers and travel agents. The trips would take place in the spring and autumn to ensure that hotels have the capacity and willingness to participate.

The anticipated cost of running the trips will be shared with our airline partner and the ground programmes required in terms of hotels, transportation, experiences and subsistence. We would propose 2 x 10 attendees from tour operators plus 2 x 10 attendees from partner travel agents.

Table 10 outlines the project's financial contributions to familiarisation trips.

Table 10: financial contributions to familiarisation trips

Familiarisation visits	DEF Spend	Partner Organisation	Partner spend
Schedule: - Sep 2018 North Oct 2018 South Mar 2019 North Feb 2019 South	£49,500	Partners: - Airline Hotels Ground transport Experiences	£58,500 £10,000 £1,500 £1,500
TOTAL	£49,500		£71,500

4.5.5 National Parks Experience Collection Presentation

The project will create a series of promotional products to share with travel trade staff at training sessions along with consumers encountered at travel shows and exhibitions attended as part of the sales missions. This will include literature as well as branded goods and it is anticipated that 30% of the budget would be raised by co-operative marketing partners. To help raise co-operative funds and help create a trackable proposition for the literature created, promotional offers can be included in the piece for partners who offer supplementary products, such as meals in cafés and restaurants and discounts in local produce shops or galleries.

The literature can also be created as a 'passport' showing how many of our visitors have attended all the National Parks, with potentially a complete 'passport' receiving a prize or certificate recognising their achievement¹¹.

Table 11: financial contributions to Collection presentation

Presentation	DEF Spend	Partner Organisation	Partner spend
Literature	£10,000	Airline / Operators	£5,000
Branded Goods	£10,000	Airline / Operators	£5,000
TOTAL	£20,000		£10,000

¹¹ <http://www.eparks.com/store/home/9221/Theme-Passport/>

4.5.6 Co-operative marketing

The National Parks Experience Collection will be taken to market exclusively by the Australian travel trade partners highlighted above with a comprehensive partnership marketing, advertising and promotional campaign, introducing the Experiences Collection to the Australian marketplace. The campaign will feature a specific call to action based on both traditional off-line and new on-line opportunities, support Australian consumer events and delivering creative campaigns aligned to the key branding messages delivered in the Branding Piece.

Table 12: financial contributions to co-operative marketing activity

Partnership	DEF Spend	Suggested Partner Organisation	Partner spend
Public Relations	£20,000	Emirates*	£15,000
FIT	£20,000	Flight Centre	£10,000
FIT	£15,000	Hello World	£10,000
Coach	£15,000	Trafalgar	£15,000
Small Group	£10,000	Back Roads	£5,000
Airlines	£20,000	Emirates**	£20,000
TOTAL	£100,000		£75,000

* To support press trips and bloggers

** To promote preferred carrier status of National Parks Experience Collection

4.6 Sustainable Travel and the National Parks Experience

Transport is an important element for visitors enjoying the visits to England's National Parks in terms of their flight to England, how they travel to and between the National Parks and move around the National Parks when they arrive. It is important to note that many National Park Authorities have strategic objectives to reduce the impact of visitor traffic and over the years have developed novel sustainable travel schemes. As well as developing a sustainable travel toolkit and options for the FIT itineraries we will work with the operators to ensure that the most appropriate transportation methods are used to highlight and safeguard these iconic landscapes. The programme will look to work with the following modes of transportation.

4.6.1 Car rental

Visitors may be travelling as frequent independent travellers (FIT) or groups. It is envisaged that tour operators / travel agents creating FIT holidays will already have an existing relationship with a car rental company. However, the project team may approach a car rental agency to explore the possibility of them becoming an official provider for the project. As part of the itinerary development it is proposed that public transport options will also be identified for visitors not wishing to self-drive or travel as part of an organised group.

The programme will also include, where relevant, local information for the ‘last mile’ initiatives also delivered under the Discover England Funding for electric car rental, such as the “E-Car Now”¹² programme and other electric car providers. The Lake District National Park has a developed a visitor focused car-rental programme from key stations¹³.

4.6.2 Rail

Many National Parks, such as the South Downs and Lake District have particularly good rail connections to London, and therefore this will include working with relevant train operators and the Brit Rail Pass programme currently being developed by VisitBritain. We will encourage accommodation and experience providers to offer station collection services for their guests (this is already in place in many businesses)¹⁴.

4.6.3 Coach and bus

Similarly, national and regional bus operators will be identified to help deliver tourists to strategic destinations and utilise similar passes to the Brit Rail pass where possible. Many National Park Authorities have good relationships and experience with transport operators (e.g. the GoAhead Group) from the development of seasonal visitor bus services in some areas. We will use these relationships to enhance the offer for visitors.

4.7 Consumer Engagement

The end result of the National Park Experience Collection is that a greater number of Australian travellers are travelling to and enjoying an incredible experience in an English National Park. We believe that through the trade education and engagement as outlined above that consumer demand will be stimulated by appropriate brand marketing. Furthermore, the trade shows, fam trips and promotional products will ensure that the agents convert their clients initial request into a confirmed booking for the National Park Experience Collection.

¹² www.ecarnow.co.uk

¹³ http://www.co-wheels.org.uk/lake_district

¹⁴ In line with Private Hire Vehicle regulations.

Section five

Outcomes and impacts

5.1 Outputs, outcomes and impacts

It is important for the project to demonstrate a strong link from output to long-term impacts. We have estimated the outputs and outcomes for the project below, we will continue to refine these further with the Fund evaluator and the VisitEngland evaluation team.

Table 13: Output, outcomes and impacts for this project

Outputs (methods of measuring)	Initial Outcomes by March 2019 (methods of measuring)	Longer-term outcomes by March 2020	Impacts by March 2027
250 individuals attending workshops / events (Registration sheets. Immediate follow up survey, 12 month follow up survey by email)	250 individuals have improved skills and knowledge (measured by follow up survey with participants)	At least 60% of businesses involved in the programme reporting growth in turnover and profitability (business surveys) 70% of businesses involved in the project have introduced or adjusted their product towards an experiential approach (by repeating audit of experience providers delivered in year 1 of project and making a comparison)	Growth in value of the visitor economy in the National Parks from Australian visitors by 5% per year (measured through annual STEAM reports). Increase in employment supported by visitor economy (measured through annual STEAM reports). Increased awareness/reputation of the UK countryside offer in the Nations Brand Index among Australians (currently 12/50, predict move to 8/50) Extended visitor stays within National Parks to 4.3 average (measured through National Park visitor surveys and STEAM from baseline of 3.88).
1x new online travel trade/ tourism industry portal created. (Creation of website)	20,000 industry website visits (Google analytics)		
3x toolkits created for experience providers, accommodation providers and ranger services. (Toolkits created and available in print and online)	1000 printed copies of toolkits 2000 downloads from industry website (Google analytics)		
45 experience providers (5 per park average) to receive intensive business support and training. (Application forms to join the programme, records of each business support visit detailing advice given)	35 high quality experiences included within the National Park experiences collection ready for the Australian market ¹⁵ . 75% of businesses involved in the project have implemented advice / training (business surveys). 100 initial purchases of collection experiences through Travel Trade (through contract with the Travel Trade partners we will gather sales data).	5% increase in the value of Australian visitors to England’s National Parks (measured through percentage of Australian visitors in National Park visitor surveys and International Passenger survey). 6000 purchases of collection experiences through the travel trade (monitored through agreement with tour operators) At least 200 Australian visitors participating in ranger-led guided experiences in the National Parks (records and feedback kept by pilot ranger projects)	
45 accommodation providers supported to access the Travel Trade. (Application forms to join the programme, records of each business support visit detailing advice given)	35 accommodation providers supported to package experiences within the National Parks Experiences Collection alongside accommodation to the overseas travel trade.		
4x National Park Authorities supported to develop their Ranger-led experience offer (three business cases developed and implemented)	4x National Park Authorities have confidence to invest in delivering year-round Ranger-led experiences to international markets.		
4x familiarisation trips to England by Australian travel trade (Evaluation report for each fam visit). 2x sales missions to Australia to meet and educate Australian reservations teams, product and media departments.	40 travel agent and tour operator reservations staff visiting at least 3 National Parks Meet 50 sales staff, 10 product staff (sales mission log created to record).		
Participate in 4 inbound trade shows and 2 annual VisitBritain Meet the Media	Engagement with 10 overseas product managers and 10 overseas journalists about the		

¹⁵ We will aim for 45 business, but achieving 35 is a reflection of a small number of businesses that may not reach the criteria within the first two years

events.	collection (media log)		
Deliver co-operative marketing activity with at least 5 travel trade partners.	Promote Experience Collection with 2 x FIT operators, 2 x group operators, 1x airline.		

5.2 Return on Investment

Estimating the return on investment from this programme is challenging because of low sample size data for current Australian visits to National Parks, and a lack of evaluation data from comparable programmes (such as the Canadian Signature Experiences Collection). Table 14 shows the current estimated value of Australian outbound tourism to England's National Parks using the Scarborough Tourism Economic Activity Monitor (STEAM) report. The current value of Australian outbound tourism to the economies of England's National Parks is £55.8 million compared to £418.84million for the whole UK¹⁶.

Table 14: Baseline value of Australian and international visitors to the economies of England's National Parks (and their influence areas)

A	B	C	D	E	F	G
National Park and influence areas	Economic impact (2015) ('000)	Staying visitors average length of stay (days)	Percentage international visitors	Percentage Australian visitors	Estimated value of international tourism ('000)	Estimated value of Australian tourism to English National Parks ('000)
Broads NP + IA	£584,241	5.34	2%	0.29%	£11,684.82	£1,694.30
Dartmoor NP + IA	£184,225	3.62	7%	0.65%	£12,895.75	£1,197.46
Exmoor NP + IA	£263,612	4.64	8%	0.70%	£21,088.96	£1,842.65
Lake District NP	£1,234,907	3.70	13%	2.43%	£160,537.91	£30,008.24
New Forest NP + IA	£320,737	4.18	7%	0.45%	£22,451.59	£1,443.32
North York Moors NP + IA	£608,476	3.35	5%	0.72%	£30,423.80	£4,381.03
Northumberland NP + AA	£167,865	4.23	3%	0.31%	£5,035.95	£517.02
Peak District NP + IA	£576,905	3.75	3%	0.38%	£17,307.15	£2,215.32
South Downs NP + IA	£437,913	2.86	6%	0.82%	£26,274.78	£3,590.89
Yorkshire Dales NP + IA	£604,576	3.65	7%	1.48%	£42,320.32	£8,947.72
English National Parks + IAs	£4,983,457	3.88	6.10%	0.82%	£350,021.03	£55,837.94
Source	STEAM 2015	STEAM 2015	NPA visitor surveys	NPA visitor surveys	STEAM data multiplied by visitor survey data	STEAM data multiplied by visitor survey data
Limitation notes	Economic model based on a wide range of different inputs	Includes domestic visitors	Small samples of international visitors in visitor surveys		Doesn't include the wider economic impact of a larger visit to the UK overall	

NP = National Park

¹⁶ <https://www.visitbritain.org/markets/australia>

IA = Influence Area

We offer two approaches to estimate the return on investment for this project:

Estimating changes in the economic value of tourism in England's National Parks

The Canadian Signature Experiences programme is the closest comparison to our project globally. From further enquiries, it does not have a robust Return on Investment analysis; therefore this project will develop a global benchmark for similar type programmes globally. A very simple assessment of direct (e.g. increased sales) and indirect (e.g. changing perceptions of England within Australia market) may result in a 5% or 10% annual growth in the value of Australian tourism by 2027. At the very least this illustrates the potential for National Parks to deliver economic growth. The average annual growth in the value of tourism in England's National Parks and their influence areas from 2012-2015 was 2.5% per annum. Therefore we suggest scenarios of 2.5% or 7.5% above this.

Scenario 1 – 2.5% growth (above 2.5% average annual growth) in the value of Australian tourism to England's National Parks by 2027.

Annual growth in value of Australian tourism to National Parks (£'000)	Value of Australian tourism to National Parks (£'000)	Year
348.9871	56,186.93	2019 ¹⁷
702.3366	56,889.26	2020
1,066.674	57,955.94	2021
1,448.898	59,404.84	2022
1,856.401	61,261.24	2023
2,297.296	63,558.53	2024
2,780.686	66,339.22	2025
3,316.961	69,656.18	2026

Total growth: £13,818,240 = **ROI 1:13.8**

Subtract 2.5% organic growth, results in total growth: £6909.1199 = **ROI 1:6.9**

Scenario 2 – 7.5% growth (above 2.5% average annual growth) in the value of Australian tourism to England's National Parks by 2027

Annual growth in value of Australian tourism to National Parks (£000)	Value of Australian tourism to National Parks (£000)	Year
697.9743	56,535.91	2019
1,413.398	57,949.31	2020
2,173.099	60,122.41	2021
3,006.121	63,128.53	2022
3,945.533	67,074.07	2023
5,030.555	72,104.62	2024
6,309.154	78,413.77	2025

¹⁷ The 2015 STEAM data has been used as a proxy for 2019. The 2019 report would be used in final evaluation.

7,841.377 86,255.15 2026
Total growth: £30,417,210 = **ROI 1:30.4**

Subtract 2.5% organic growth, results in total growth: £23,508,091 = **ROI 1:23.5**

Estimating the return on investment from business support activities

An evaluation by SQW in 2013 of tourism business support activities in Scotland¹⁸ identified that the economic impact of these activities is particularly challenging to directly evaluate because:

- “the benefits go much wider than the businesses that participate in the various destination activities
- it takes time for improvements in the “customer experience” to be reflected in more visitors and additional expenditure
- the nature of much of the activity that has been supported is inherently harder to quantify and includes some “overheads” in building trust and relationships
- the investment climate, for large and small investments, is likely to have limited the “leverage” of the support and this reduces the scale of the impacts (for example even though businesses may know more about their market, they lack the resources to do anything about it)
- there are also inherent difficulties for businesses in attributing benefits to activities that will only indirectly lead to better performance. For example learning from others or accessing market information may help in make better decisions, but businesses will find it difficult to link the outcomes of these decisions to any particular piece of advice or information.”

Therefore it is important when we evaluate the impact of this project that emphasis is placed on the behavioural changes within the businesses participating and perceptions of the contribution of the project, in addition to whether or not businesses are able to report returns in the short term.

An evaluation of Scottish Enterprise’ business support programme by SQW suggested that out of 560 businesses actively involved in the programme, 18% reported a positive impact on sales delivering an average value increase in sales growth per business per year of £16,000 (net GVA effect after deadweight and displacement = £7497 per business per year).

However, it is important to note that our DEF project will provide more focused support aimed at 100 businesses, rather than a small amount of support to many businesses. Businesses will be chosen for the programme based on their potential to effectively operate with the overseas travel trade, and completion of the programme will enable the business to benefit from specific travel trade activity from participating in the National Parks Experience Collection.

We expect that the sales revenue of experiences to increase substantially. While there is little evaluation of the economic impact of the Canadian Signature Experiences Collection, one of the few statistics available in the VisitEngland case study is that all businesses reported that the collection led to an impact of 3-20% on year-over-year sales¹⁹. Based on the limited data or proxy available, we suggest a crude net GVA for businesses participating in the programme would move from £8,000 per

¹⁸ Extract from http://www.sqw.co.uk/files/9813/9136/5164/Tourism_Destinations_report.pdf Pages 36 - 42.

¹⁹ https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/the_canadian_signature_experiences_collection_15_nov_2016_final.pdf

annum in 2019 to £16,000 per year by 2027. Multiplied by 100 participating businesses would result in a net GVA of £800,000 per annum in 2019 and £1,600,000 per annum by 2027. Over the ten year period the net GVA of the project could be: £10,800,000 giving an **ROI of 1:10.8**.

5.3 Delivery of evaluation

A £30,000 DEF budget has been allocated to evaluation in 2019-20, supplemented by £70,000 cash investment from the National Park Authorities over two years. This will cover:

- The National Park family will centrally commission STEAM reports annually as part of this project. This will continue beyond the project end date on an annual basis.
- National Parks each have different schedules for commissioning face-to-face visitor surveys: some are annual, some are biannual. We will agree a national approach for undertaking visitor surveys so the data is more consistently gathered. The Fund will contribute £1,000 to the delivery of a face-to-face visitor survey (circa £3-5000 per survey) in each National Park in 2019-20.
- There is a question in the International Passenger Survey which asks whether visitors included a visit to a National Park (7%). This is helpfully consistent with NPA Visitor Surveys (6% average). We will work with VisitBritain to monitor changes in this figure.
- We will keep auditable records of all engagement with businesses as part of the project, included notes from business support visits, training workshop attendance, conference attendance.
- Businesses and individuals which participate in the programme will be asked to complete evaluation forms after each support activity; they will receive a survey 12 months later to assess wider outcomes and impact. Participants in the experiences collection will be surveyed annually to report on the impact of the programme on their business. This was undertaken in the management of the Canadian Signature Experiences Collection. Through surveys of businesses participating in the programme, it should be possible to monitor changes in profitability and the creation of GVA, should businesses be willing to sharing this information. As discussed earlier, follow-up surveys should place emphasis on the behavioural changes within the business and perceptions of the contribution of the project.
- In working with Travel Trade partners, we will ensure that data collection is included within contract templates to enable evaluation activities.

In 2019/20 we will commission an external evaluator (£20,000) to review all the data and records collected throughout the programme, carry out a follow-up survey with participant businesses, and assess changes in STEAM data, visitor survey data and the International Passenger Survey.

Section six

Project finances and compliance

6.1 Project budget

We are seeking an investment of £1million from DEF to deliver this project, with Australia the target market. This is shown in Annex 1.

6.2 Match funding

Cash match-funding has been identified as follows. This is included within the total project spend.

Source	Activity	Amount	Status
Cash contribution from businesses participating in the business support & training programme	Business support and training activities	£10,000	Unsecured, but low risk. The project team will be responsible for ensuring this figure is realised.
Heritage Lottery Fund – Resilient Heritage Fund	Brand development for the National Park family.	£30,000 (as part of a wider bid of £245,700).	Unsecured. Stage 1 bid has been submitted; a final decision on a stage 2 bid is expected in late August 2017. Initial discussions with HLF have been positive but at this stage this is at medium/high risk.
Cash contributions from Lake District NPA, Peak District NPA, Dartmoor NPA and Exmoor NPA	Ranger-led experiences pilot project.	£30,000	Secured
Cash contributions from National Park Authorities	Contribution to overall budget, particularly for Regional Project Managers who will support delivery within each National Park.	£90,000	Secured
		Total: £160,000	

Monetised in-kind contributions

Source	Activity	Amount	Status
Staff time from National Park Authority Sustainable Tourism Officers (£180 per day – manager level)	15 days per annum support for local delivery of project activities	£48,600	Secured

Source	Activity	Amount	Status
Staff time from National Park Authority Lead CEO, Sarah Fowler (£300 per day – director rate)	20 days per annum support for local activities	£12000	Secured
Cash contributions from National Park Authorities	Evaluation contributions for STEAM reports conducted annually.	£63,000 (£3,500 per park per year)	Secured
Venues (TBC)	Room hire for regional stakeholder events	£2000	Unsecured (low risk)
Venues (TBC)	Room hire for Partnership board meetings	£2000	Unsecured (low risk)
Travel trade partners	Co-operative marketing activity with Australian tour operators	£75,000	Unsecured (medium risk)
Travel trade partners	Sales missions to Australia	£30,000	Unsecured (medium risk)
Travel trade partners	Familiarisation trips to the UK	£71,500	Unsecured (medium risk)
		Total: £304,100	

Monetised in-kind funding from the Travel Trade is currently unsecured, as relationships with travel trade partners are yet to be finalised. We will work with VisitBritain's product development team to secure these partnerships in the early stages of the project.

We expect to be able to secure additional cash and in-kind match funding throughout the programme. We are not currently in a position to estimate the value of these sources of funding which may emerge from:

- Using our existing consumer partnership with Ordnance Survey to develop mapping materials for the overseas travel trade (particularly for the National Parks Passport concept).
- Our new national partnership with Columbia Sportswear, secured by National Parks Partnerships, may provide us with further promotional opportunities.
- Additional cash investment from National Park Authorities in the delivery of Ranger pilot projects once the well-researched full business case has been made.
- Additional in-kind investment from National Park Authorities in visitors surveys.

6.3 Risk management

An initial risk register has been developed for the programme (Table 15). This will be updated by the project manager on a regular basis and shared with the Partnership board.

Table 15: Project Risk register

Risk category	Risk identified	Risk status (High/Medium/Low)	Management measures	Residual risk status (High/Medium/Low)
Project management & Governance	Short fixed-term contract makes staff retention difficult, affecting project delivery.	High	Interim project manager consultant procured to deliver early stages of project.	Medium
Project management & Governance	Breach of EU travel packaging directives by travel trade partner	Medium	Travel trade partners are required to have adequate financial protection, and demonstrable compliance with the EU Package Travel Directive 1990.	Low
Project management & Governance	State Aid	See 6.4 below		
Project management & governance	Match-funding cannot be secured	Medium	Match funding will be secured before the project is commenced.	Medium
Output delivery	100 businesses cannot be recruited to participate in the project due to various reasons	Medium	Support services heavily subsidised to encourage participation.	Low
Output delivery	Ranger pilot business case does not lead to investment in service delivery by relevant NPAs	Medium	Partnership agreement with relevant NPAs to agree to invest should the business case prove viable.	Low
Reputational risk	Travel trade partners	Low	We will undertake a due diligence process with all travel trade partners. UK National Parks have a due diligence process for corporate partners which can be used for this purpose.	Low
Reputational risk	By targeting long-haul markets such as Australia we increase the carbon footprint of the National Parks (or the perception of doing so).	High	Statement prepared in advance of project commencing assessing the risks of this, which can be used for press statements if required.	Medium
Reputational risk	Local experience providers deliver activities which damage National Park environments	Medium	All experience providers are assessed against a set of criteria before entry into project activities. Training provided in the	Low

			purposes of NPs.	
--	--	--	------------------	--

6.4 State Aid

A solicitor at the Peak District National Park Authority has completed a state aid assessment of the elements of the bid and has concluded that the elements either do not comprise state aid or fall within an allowed exemption from notification. They have taken into account the agreement concluded in Dec 2013 with the EC and UK Authorities on public funding of tourism activities.

The relevant exemptions are:

- De Minimis Regulation (COMMISSION REGULATION (EU) No 1407/2013 noting that special rules apply to agriculture, fisheries and transport sectors
- article 18 GBER (COMMISSION REGULATION (EU) No 651/2014) (Consultancy for SME's)
- article 53 GBER (operating aid for cultural or heritage institutions)
- Under articles 18 and 53 a contribution will need to be made from non-public funds by the beneficiary. This cannot be funded by way of "top up" through the de minimis exemption

Where funding is being applied by the National Parks towards external consultancy fees the Services will be purchased at market price following procedures under the Public Contract Regulations 2015 or the EU Commission interpretative communication on sub threshold procurements or following benchmarking to evidence market price. Detailed state aid advice is included in **annex 6**. The main risks identified are:

- Cumulation of de minimis aid such that the de minimis ceiling is breached for a particular beneficiary. This can be addressed by the following measures
 - Ensure "participants" are notified when de minimis aid is being provided, for example when a charge is being made and then discounted
 - Applicants to sign a de minimis declaration and to countersign a suitably worded grant offer letter
 - Administrative monitoring
- Where no state aid exists on basis of no identified effect on trade between member states this is on the basis that the beneficiary is not a large renowned, much publicised institution
- Failure to ensure that the purpose/outcome of the intervention is outside the Authorities' purpose (for example destination marketing, information provision or economic development, promoting their area or conducting thematic promotions) or is discriminatory
- Eligibility of in house costs of National Park Authorities. This should be clarified with the funding body. May have to consider use of external providers.

6.5 EU Package Travel Directive Regulations

The Peak District National Park Authority (PDNPA) and other National Park Authorities will not be selling product directly to the consumer. We will be ensuring that individual experiences are available from the Australian travel trade to re-sell to consumers as part of packages.

It is therefore important that the tour operators we work with demonstrate compliance with the regulations. In selecting travel trade partners we will ensure that they have adequate financial protection in place and demonstrable understanding of their liability for the proper performance of the services and compliance with information requirements.

6.6 Procurement

The Peak District National Park Authority has standing orders which comply with the Public Contract Regulations 2015. All adverts for quotations and open tenders will be advertised on PDNPA's website: www.peakdistrict.gov.uk/looking-after/about-us/open-government/tenders

All its contract opportunities and awards of contracts that are £25,000 or above will be published on Contracts Finder at <https://www.gov.uk/contracts-finder>

A full audit trail for procurement will be maintained for the project. At the beginning of the project, PDNPA will create an effective system of expenditure log spreadsheets to monitor expenditure and compliance with procurement regulations.

Table 16: Extract from the Contract Standing orders for PDNPA

Estimated value	Procurement Method	Details	Format
Up to £5000	Request for Quotation	At least one written Quotation must be obtained	Order or Contract
£5,001 to £25,000	Request for Quotation	At least three written Quotations must be requested	Order or Contract
Above £25,000 but below EU Thresholds	Tender	At least three Tenders must be invited	Written Contract
Above EU Thresholds	EU compliant Tender	Public Contracts Regulations 2015 must be complied with	Written Contract
Any	Existing Framework Agreement	Must ensure that the Framework is compliant with relevant regulations	

Section seven

Partnership, project management, governance and communication

7.1 About the Peak District National Park Authority

The Peak District National Park Authority (PDNPA) will be the lead organisation and accountable body for this project. PDNPA has been selected because:

- It is geographically located at the heart of England, important for a project covering the National Parks in England.
- Its Chief Executive (Sarah Fowler) is the lead National Park Officer for Sustainable Tourism across all National Parks in England and the UK.
- It has the experience and track record of leading the delivery of large scale partnership projects.

PDNPA has experience in delivering large projects and programmes. Two live grant funded projects, where the Peak District National Park Authority is lead partner are detailed through the links below:

- [£2.4m funding boost for Peak District's 'hidden gem': Peak District National Park](#)
- [€12 million European Union funding to protect vital UK moorlands \(Archived\) - GOV.UK](#)

A previous project MoorLIFE project, which shows PDNPA delivers:

- [Partnership awarded for one of the best EU-funded nature conservation projects in Europe: Peak District National Park](#)

The PDNPA board approved a paper requesting that it act as the lead organisation and accountable body for the Discover England Fund project on 17 March 2017.

7.2 Make great memories in England's National Parks Partnership board

The Partnership board will meet quarterly at a central location to oversee the programme and make key decisions about it. We propose that the Partnership Board will consist of the following people:

- Chaired by Sarah Fowler, CEO of PDNPA and Lead National Park Officer for Sustainable Tourism at an England and UK level. The chair will ensure the project aligns with the work of National Parks England, National Parks UK and National Parks Partnerships.
- Representative from the southern National Park Authorities (Dartmoor, Exmoor, South Downs, Broads).
- Representative from the northern National Park Authorities (Lake District, Peak District, Northumberland, Yorkshire Dales, North York Moors).
- National Representative for relevant DMOs
- National Representative for Local Enterprise Partnerships
- Two independent members from the travel industry appointed through external advertisement and application. Ideally these independent members will have outbound travel industry experience in our target markets and/or expertise in experience provision.

- A representative from VisitBritain/VisitEngland
- Head of Discover England's National Parks programme manager (in attendance)

The project will primarily be supported by two regional steering groups which will focus on supporting the project team with day-to-day delivery in the context of local issues. This steering group will consist primarily of National Park Authority representatives. The local DMO relationships will be managed by Sustainable Tourism Officers in each National Park with input from the regional project officers. Individual National Park Authorities and DMOs are best placed to manage local relationships with wider groups of local stakeholders through their own established communications channels and consultative forums. There will be interest in this project from many non-traditional tourism industry stakeholders e.g. local communities, environmental NGOs.

To engage with a wider range of project supporters we will hold four regional conferences throughout the project, two in the north and two in the south of England (led by the regional project managers). These conferences will bring together project participants and stakeholders to network, share learning and best practice, and gather feedback on project progress.

In addition to these events, we propose setting up a monthly project e-newsletter and LinkedIn group which will keep interested parties up to date with progress in project delivery. The industry facing website will provide anyone who is interested with access to the best practice toolkits which have been developed and this will be maintained for at least five years after the project has been completed by the National Parks UK portal team.

7.3 Project management and delivery

We will recruit a project team to lead the delivery of the project. This team will consist of:

- Head of Discover England's National Parks Programme – an experienced programme manager with experience of tourism development and/or the travel trade.
- Regional Project Manager x2 – two experienced project managers who will support the delivery of project activities in the northern and southern National Parks.
- Project administrative assistant – to support the programme manager in maintaining an effective audit trail, organising events and records of meetings.

We anticipate it will take around three months from grant award to the project team being in post, in the interim, a project management consultant will be used to deliver the initial phases of the project. The new posts will be hosted by the Peak District National Park Authority; however, they may work from other National Park Authority offices around England. The costs of employing these staff are included within the project budget on a full cost recovery basis.

Each National Park Authority has committed 20 days of time per year from their Sustainable Tourism Officer to ensure effective local delivery of the programme. The staff are based within every National Park Authority and maintain regular contact with tourism businesses and DMOs. Within the national group of Sustainable Tourism Officers is a wealth of experience from working in DMOs (at a local, regional and national level), the travel trade and the hospitality industry. Appended to this bid

is a draft Partnership agreement with all the other National Park Authorities in England (Annex 5) which will be signed and completed following the bid approval by VisitEngland. This partnership agreement will secure their support for the delivery of the programme.

It is anticipated that there will be a large team of people involved in the delivery of the project: the Programme Team, Sustainable Tourism Officers in each National Park and external consultants delivering a variety of different roles. To ensure the project remains on track and that there is effective internal communication between the virtual project team, we will use the BaseCamp²⁰ online project management system. This has been used successfully to co-ordinate projects delivered across NPAs nationally.

There are three key National Park organisations who will support the project:

National Parks England exists to support policy and practice by coordinating the views of the 10 English National Park Authorities (NPAs).

National Parks UK brings together the 15 National Park Authorities in the UK to raise the profile of the National Parks and to promote joint working. NPUK will support the project by:

- Promoting the experience collection to domestic audiences
- Providing web hosting and web development expertise
- Sharing best practice with National Parks in Wales and Scotland

National Parks Partnerships – responsible for the development of successful commercial partnerships with the National Parks brand. Led by a management board with private sector experts, NPP will support the project by:

- Working with the project to develop the National Parks brand internationally and domestically (through the HLF resilient heritage project match funding).
- Assisting the project team in securing long-term travel trade partnerships and delivering wider benefits from these partnerships for the National Park family.

In addition to the project team, external consultancy will play a key role in project delivery:

- Interim project manager- discussed above.
- The development of a National experience development framework and local visitor experience plans for each National Park.
- The delivery of 1-to-1 business support and training activities, and the creation of toolkits.
- Overseas travel trade engagement consultant – we acknowledge that the NP family has fewer skills in this area, and this is an area where we would like to bring in industry expertise to support us.
- Branding agency support – for developing the experience collection and the wider National Park brand proposition.

²⁰ <https://basecamp.com/how-it-works>

7.4 Support from Local Enterprise Partnerships

We will work with Local Enterprise Partnerships so our project complements their Strategic Economic Plans and complements other investments they are making in the visitor economy. All ten National Park Authorities have strong relationships with their LEPs and we are confident that we can engage with all relevant LEPs in delivery of this project.

We invited all affected LEPs to attend a briefing session at the national LEP conference in London on 27 March 2017. Seven LEPs attended, and several others sent apologies. There was strong unanimous support for the bid and a willingness to work with the National Park family to secure capital investment in the National Park visitor experience. In particular, the LEPs saw a big opportunity to use the business support programme to raise awareness of the current call for EAFRD funding for rural visitor infrastructure and RDPE LEADER programmes. The business support element of our project provides an opportunity to promote the EAFRD funding for tourism infrastructure to businesses to ensure capital investment is directed to projects which will deliver outcomes for Discover England Fund and LEPs.

Northumberland	<i>North East LEP</i>
Lake District	<i>Cumbria LEP</i>
Peak District	<i>D2N2 LEP, Sheffield City Region LEP and StokesStaffs LEP</i>
Yorkshire Dales	<i>York, North Yorkshire and East Riding Enterprise Partnership, Cumbria LEP, Leeds City Region LEP</i>
North York Moors	<i>York, North Yorkshire and East Riding Enterprise Partnership</i>
The Broads	<i>New Anglia LEP</i>
South Downs	<i>Enterprise M3, Coast to Capital, South East LEP</i>
Dartmoor	<i>Heart of the South West LEP</i>
Exmoor	<i>Heart of the South West LEP</i>

Annexes

Annex 1 – Project budget

Annex 2 – Case studies from international programmes and initiatives informing the project

Annex 3 – Analysis of strengths and weaknesses of experience provision to overseas markets in England's National Parks

Annex 4 – Project Plan

Annex 5 – Draft Partnership template

Annex 6 - State aid advice

Annex 7 – Letters of support

Annex 1: Project budget

Annex 2: Case studies from International programmes/initiatives informing the project

This shift toward showcasing National Parks through compelling experiences is **in line with global trends in experiential tourism as travellers increasingly look for authenticity and a way to engage emotionally with local culture and connect with the essence of the place and its people**. Indeed, this has become the most significant and systemic trend in worldwide tourism today²¹.

As Tourism and Events Queensland observes: *Today's guests want more than just to see the sights. They want awe-inspiring, wow stories of amazing people and places they can share with their friends and family. They want to find the hidden gems. They want to see, feel, hear, taste and smell new things*²². Ultimately it can be about the simple things that we take for granted – meeting the locals, doing the things locals do, and eating and drinking what locals do²³.

Given the stature of National Parks in many countries, it is not surprising to see a growing emphasis in profiling these landscapes through promoting unique experiences that capitalise on the natural and cultural-heritage assets. **Australia has led the way with its National Landscapes Programme** which identified 16 of the country's most spectacular regions offering uniquely Australian experiences. In 2005 Tourism Australia and Parks Australia established a new partnership to develop and promote world class, high quality visitor experiences. The objectives were to align these experiences with the international 'Experience Seeker' segment, enhance the value of tourism to regional economies, increase the role of protected areas in those economies, and build support for the ongoing protection of the landscapes.

A series of **Experience Development Strategies** have been created for the National Landscapes through a consultative process with the objective of developing and highlighting signature experiences, together with supporting experiences that profile the essence of each landscape and provide compelling reasons to visit. The programme has reported significant traction and nature-based tourism has grown substantially in recent years – the 3.7 million international nature-based visitors in 2012-13 represented 63% of all international visitors and a growth rate of over 8% on the previous year²⁴. By 2015, the total nature-based international visitors had risen to 4.5 million and represented 69% of the total international market to Australia²⁵.

Within **Canada**, Parks Canada has been working closely with Destination Canada, provincial destination marketing organizations and local operators to produce memorable experiences within the National Parks. In many cases these experiences have become part of the **Canadian Signature Experiences® Collection**. This collection is a qualified inventory of Canadian visitor experiences that **best exemplify Canada's tourism brand, and aims to capture the attention and imagination of**

²¹ SKIFT, *The Rise of Experiential Travel* 2014

²² Tourism and Events Queensland, 2014, Queensland Inspiring Inspirational Travel in Queensland Worksheet series

²³ VisitEngland (One Minute to Midnight & Maru/edr), March 2017, *Discover England Fund Visitor Research Preview*

²⁴ Australia Tourism & Transport Forum, 2014, *Nature-Based Tourism in Australia*

²⁵ Tourism Research Australia, November 2015, *Australian Tourism and Nature-Based Travel*

consumers around the world to entice them to visit Canada now²⁶. As such, the collection provides a “video” of Canada to the prospective traveller. The success of the initiative which was launched in 2011, reflects the integrated nature of the programme with the brand strategy and an array of supporting programmes, including the Explorer Quotient segmentation toolkit and the national, provincial and territorial emphasis on developing experiential tourism and related capacity through training and mentorship.

Destination Canada is supported by partner DMOs at all levels in profiling the collection, and using it to attract the interest of the international travel trade and travel media. In many cases, the provincial and territorial DMOs, such as [Tourism Nova Scotia](#), augment this focus through promoting similar innovative experiences that may not be in the Canadian Signature Experiences Collection. For Parks Canada, the approach to creating experiences that align with specific market segments and their travel values as identified by Destination Canada’s Explorer Quotient programme, has increased the relevance of the Parks to the visitors, and has significantly improved staff understanding of how to connect effectively with visitors and how to develop appropriate experiences.

Similarly, in the Republic of Ireland, **Fáilte Ireland has launched a ‘signature experience’ development programme to bring the country’s three new experience brand propositions to life.** Through a process of consultation with local businesses and community organisations, a series of **Visitor Experience Development Plans** are being created. In the case of Wild Atlantic Way, these plans are designed to showcase Ireland in the international market, extend the season, provide reason for a longer length of stay, and create cohesive signature destinations that celebrate the distinctive qualities of each particular stretch of coast.

A new partnership between Fáilte Ireland and the National Parks and Wildlife Services will build on this approach, and is designed to increase Ireland’s appeal to the international visitor through investing in the tourism potential of the country’s six National Parks. The emphasis will be on targeting two specific international leisure markets – the Culturally Curious and the Great Escapers through developing themed experiences and a Tourism Interpretive Master Plan. The Plan will highlight the unique qualities of each Park while aligning with the umbrella brands (particularly the Wild Atlantic Way) and seeking to raise the collective profile of National Parks as a whole.

These three examples have been cited as they **ALL demonstrate the role National Parks and National Landscapes are playing in countries that have embraced the concept of developing and delivering exceptional experiences to targeted international audiences.** They highlight the significance of iconic landscapes as a setting for world-class experiences and the way in which these experiences in turn add considerable value to the collective brand of the National Parks and Landscapes. They also provide a methodological framework for this project and one that has been used to shape this submission.

Strengthening the proposition

²⁶ Destination Canada, 2011, *Experiences: A Toolkit for Partners of the CTC*

The ability to heighten the overall market profile of the National Parks through creating and delivering new experiences can be significantly enhanced through **building a strong brand proposition for the National Parks as a collective**. To be truly effective in growing international visitation, these two areas of activity need to be carried out simultaneously. Again, the experience of other jurisdictions highlights the value in this approach.

Looking at the role of **Canadian National Parks** as destinations, the building of new experiences was only one approach that was undertaken to enhance consumer awareness, and address the issue of falling visitor numbers. In 2012 Parks Canada initiated a new strategic branding approach to strengthen the underlying brand proposition as a step towards generating a 10% increase in visitation by 2015 and creating new sources of revenue. The emphasis of this approach has been on targeting specific audiences, such as ‘new’ Canadians in large urban settlements, to build on or start making life-long connections with Parks Canada’s heritage places. In addition to developing new experiences for target markets, a number of branding initiatives have been undertaken including:

- Developing a new premium line of branded clothing marketed under the tag line “This Land is your Brand”. The *Memories Collection* and the *Original Collection* are now retailed online through a recently launched Parks Canada virtual store (<https://parkscanadashop.ca/>) and online through Hudson's Bay, including on the ground at their international airport outlets and in Toronto, Vancouver and Banff National Park.
- An increased presence at consumer trade shows in targeted urban areas.
- The development of a Brand handbook and templates for a full suite of promotional tools – made available to all Parks Canada team members across the country.
- Proactive traditional and social media promotion and tourism media relations.

The invitation that Parks Canada extended to the world in 2016 to come and celebrate Canada 150 in 2017 through visiting the country’s National Parks at no entrance cost for the entire year, and the leveraging of Canada’s 150th celebration of Confederation have greatly increased awareness in international and domestic markets. This in turn is contributing to the strengthening of the brand and the demand for unique experiences. Indeed, there are concerns that managing visitation this year could be challenging – particularly at the more iconic parks. Nevertheless, the combination of these initiatives, together with the development of new experiences, including teaching ‘new’ Canadian urban residents how to camp and offering alternative glamping styles, have strengthened the underlying proposition and overall awareness of Parks Canada and the landscapes that it stewards, and have stimulated a growth in visitation.

The importance of creating collective value through a strong brand proposition has also been illustrated in Norway. In 2014 a new visual identity and a brand strategy was launched that encompasses 44 parks, visitor centers, and villages and municipalities. The goal has been to unify stakeholders and to communicate the key messages of experiencing and protecting these special landscapes. The visual identity has been built around the concept of a portal – a gateway or entrance into new and unique experiences. A launch video²⁷ clearly communicates this concept and has a strong emotional undercurrent to the images. The rationale behind the portal concept, is that it continues to give room for individuality while at the same time enhancing the collective appeal

²⁷ <https://vimeo.com/125038792>

through branding guidelines that will provide a launching point for an international marketing campaign.

Annex 3: Analysis of strengths and weaknesses of experience provision to overseas markets in England's National Parks

Through a workshop with Sustainable Tourism Officers in all ten of England's National Parks, we have identified the following key strengths and weaknesses of the current set of experiences available in England's National Parks.

Strengths

- Strong outdoors focus in activity provision and excellent provision for self-guided walks and bike rides in all National Parks thanks to well signed and maintained rights of way networks.
- Compared to international competitors – England's National Parks are relatively accessible; they are ungated and free to enter.
- A high quality food & drink offer has emerged across the National Parks in recent years; while unlikely to be globally unique, it is a strong supporting element to the overall holiday experience.
- High level of protection for the natural environment and cultural traditions meaning a quality and genuine experience
- National Parks act as a 'family' and share best practice but also offer unique experiences in each Park.

Weaknesses

- Much of our offer is focused on domestic visitors and lacks the global uniqueness needed to cut-through to international audiences. While the culture and history element of our National Parks, this does not always feature in experience provision.
- Many outdoor activity providers are very focused on the group, education and corporate markets rather than 'turn up and play' visitors and pre-booked small group activities. Little consideration is given to developing products for overseas markets.
- Tourism industry dominated by small and micro businesses who lack the capacity and skills to effectively tap into the overseas travel trade. There is also a challenge in the ability to guarantee supply of activities to travel trade. Some very small providers prefer to customers to book experiences by phone or email, rather than provide online availability.
- The differentiation between each National Park is poorly communicated to the visitor.

Annex 4: Project plan

Annex 5: Draft partnership template

Annex 6: State Aid Advice

Annex 7: Letters of Support

This page is intentionally left blank

Discover England Bid – List of Letters of Support

Broads Authority
Broads Tourism
Coast to Capital
Cumbria Local Enterprise Partnership
Cumbria Tourism
Dartmoor NPA
Defra
Destination Dales
Exmoor NPA
Heart of the South West LEP
Lake District NPA
Make it York
Marketing Cheshire
Marketing Peak District & Derbyshire
Neil Parish MP
NewcastleGateshead Initiative
North York Moors NPA
North Your Moors Tourism Network
Northumberland NPA
Northumberland Tourism
Rt Hon Sir Patrick McLoughlin MP
Rutley David MP
South Downs NPA
Stay Lewes
Visit Dartmoor
Visit Devon
Visit Exmoor
York/North Yorkshire/East Riding Enterprise Partnership
Yorkshire Dales NPA

This page is intentionally left blank

11. INTERNAL AUDIT REPORT BLOCK 2, 2016/17 (A1362/7/PN)

Purpose of the report and key issues

1. This report presents to Members the internal auditors' recommendations for the second block of the 2016/17 audit and the agreed actions for consideration. The Internal Auditors will be available at the meeting to answer any questions relating to the audit report or process as usual.

Key issues include:

- The auditors give an opinion based on five grades of assurance (High / Substantial / Reasonable / Limited / No). Of the six areas audited, Health & Safety, Risk Management and Main Accounting have been given a High assurance; Planning and Creditors have been given a Substantial assurance, and Information Governance compliance has been given a Reasonable level of assurance.
- The priority of agreed actions is determined based on a scale of 1 – 3, with 1 representing a fundamental system weakness which needs urgent attention, 2 a significant weakness which needs attention, and 3 no significant weakness but merits attention. Managers have responded to 10 Priority 3 actions and 2 Priority 2 actions.

2. Recommendations

1. **That the internal audit reports for the six areas covered under Block 2 for 2016/17 be received (in Appendices 1-6) and the agreed actions considered.**

How does this contribute to our policies and legal obligations?

3. As identified in the Annual Governance Statement, the Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority and recommendations are addressed by the Authority's managers in the management response to the audit report.

Background

4. The Accounts and Audit Regulations 2015 require that the Authority maintains an adequate and effective system of internal audit of its accounting records and its system of internal control in accordance with proper practices in relation to internal control. The contract for the internal audit service is let to Veritau Ltd. Officers in consultation with the Chair and Vice Chair of this committee approved a two year extension of the current contract up to 31st March 2019 (the original contract was a three year contract starting April 2014, with an option to extend for two years). The Internal Audit Plan for 2016/17 was approved by this committee in July 2016.

Proposals

5. Managers have carefully considered the internal auditors' recommendations and the agreed actions are set out in the audit reports in Appendices 1-6 for members' consideration.

Are there any corporate implications members should be concerned about?

Financial:

6. There are resource implications of implementing recommendations and this is why prioritisation of action is important as this has to be managed within existing budgets and staffing levels, taking account of the level of risk agreed by management. The cost of the Internal Audit Service Level Agreement is found from within the overall Finance budget.

Risk Management:

7. The Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority.

Sustainability:

8. There are no implications to identify.

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

Appendices -

Appendix 1: Main Accounting
Appendix 2: Planning
Appendix 3: Creditors
Appendix 4: Information Governance
Appendix 5: Risk Management
Appendix 6: Health & Safety

Report Author, Job Title and Publication Date

Philip Naylor, Head of Finance, 11 May 2017

Main Accounting

Peak District National Park Authority

Internal Audit Report 2016/17

Business Unit: PDNPA
Responsible Officer: Director of Corporate Services
Service Manager: Head of Strategy and Performance
Date Issued: 23 March 2017
Status: Final
Reference: 69125/002

	P1	P2	P3
Actions	0	0	1
Overall Audit Opinion	High Assurance		

Introduction

The Budget Management system is one of the key internal control systems operated by the Authority. Effective budget preparation and monitoring will enable the Authority to be assured the financial position is being robustly and properly managed and is linked to the Authority's objectives. Good budget management also assists in identifying errors or unusual transactions.

Effective budget management is particularly important in light of budgetary pressures in the current financial climate and the Authority's reliance on the Defra grant for funding.

Fixed assets are valued on the basis recommended by CIPFA and in accordance with the statement of asset valuation principles and guidance notes issued by the Royal Institute of Chartered Surveyors (RICS). Details of fixed assets and their treatment are maintained, in accordance with established accountancy practice guidelines, to arrive at an accurate representation of the year-end position in the Authority's published accounts.

Objectives and Scope of the Audit

The purpose of this audit was to provide assurance to management that procedures and controls within the system will ensure that:

- Main accounting systems are up to date and are a true reflection of the Authority's finances
- Capital receipts are recorded correctly
- Capital Spend is monitored accurately
- Assets are recorded and valued correctly

Key Findings

The arrangements for budget management appear to be working well. The budget is approved by Members and has been uploaded correctly onto the finance database, and a monitoring spreadsheet is used through the year which reflects any changes that have been made to the approved budget, such as virements. Budgets are monitored by budget holders, and although there are only a few points throughout the year that they are required to provide information to present to Resources Management Team and Members, there is an ongoing expectation that there will be no unexplained discrepancies when budget information is required. Budget holders are provided with a timetable of the points in the year when they are required to provide the information, and a reminder is sent when that point is reached.

If one of the Finance Officers has input the journal, they do not require separate authorisation. However if the journal was input by a Finance Assistant, they are authorised by one of the Finance Officers. Bank reconciliations are carried out with appropriate frequency. The weekly 'mini'

reconciliation is checked and authorised by one of the Finance Officers, and the monthly full reconciliation is checked and authorised by the Head of Finance. Although this is not carried out as frequently as would be desired due to work pressures, the weekly reconciliations are authorised each week and the monthly is just a summary of these. When they are authorised, they are done with a very good level of detail.

Capital sales are all approved by Members, in line with the capital plan. As there is no budget allocated to capital receipts in order to aid easy monitoring, there are working papers from year end showing movement of all capitalised funds. Any expenditure relating to capital receipts is deducted from the income before the funds are moved at year end. Capital expenditure is monitored throughout the year in the same way as any other expenditure.

Assets are revalued in line with the agreed 5 year cycle, and the fixed asset register maintained by finance is updated with any new valuations resulting from this. There are clear instructions for how the register should be updated each year. From the sample reviewed, all assets had been depreciated correctly.

The asset master register is maintained by the Property Management Team, although both officers who have previously been responsible for updating this are currently not available. No written instructions could be provided as to how it should be updated and no information relating to 2014/15 or 2015/16 is included on the register provided. The property and finance asset registers have not been reconciled since 2011 and it was not clear if the master register maintained by the Property Management Team is up to date.

Overall Conclusions

It was found that the arrangements for managing risk were very good. An effective control environment appears to be in operation. Our overall opinion of the controls within the system at the time of the audit was that they provided **High Assurance**.

1 Asset Master Record

Issue/Control Weakness

Lack of procedure notes

Risk

The record of assets is incomplete

Findings

Both officers who have been involved in maintaining the master property register are unavailable – one is off sick and the other has left the Authority. This means that currently there is no-one who knows whether the register is fully up to date or how to do this. There are no procedure notes available to provide instruction, and the property master register has not been reconciled to the finance fixed asset register since 2011. The Property Management team need to ensure that the register is up to date, and there is a process in place in order for it to remain so.

Agreed Action 1.1

A procedure note has been produced.

The property database will be updated and will form the asset Master List from which a copy will be produced and checked for accuracy annually by the Property Manager before being passed to the Head of Finance. The Head of Finance will reconcile the finance fixed asset register to the annual property master register before the annual accounts are processed.

Priority

3

Responsible Officer

Property Manager/Head of Finance

Timescale

Property database updated by 31 October 2017
Annual master list by 01 April 2017
Head of Finance to check April annually going forwards

Audit Opinions and Priorities for Actions

Audit Opinions

Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.

Our overall audit opinion is based on 5 grades of opinion, as set out below.

Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions

Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

Where information resulting from audit work is made public or is provided to a third party by the client or by Veritau then this must be done on the understanding that any third party will rely on the information at its own risk. Veritau will not owe a duty of care or assume any responsibility towards anyone other than the client in relation to the information supplied. Equally, no third party may assert any rights or bring any claims against Veritau in connection with the information. Where information is provided to a named third party, the third party will keep the information confidential.



Planning

Peak District National Park Authority

Internal Audit Report 2016/17

Business Unit: Planning,
Responsible Officer: Director of Conservation and Planning
Service Manager: Director of Conservation and Planning
Date Issued: 4 April 2017
Status: Final
Reference: 69145/001

	P1	P2	P3
Actions	0	1	3
Overall Audit Opinion	Substantial Assurance		

Introduction

The Peak District National Park Authority (PDNPA) is the statutory planning authority for the National Park. The National Park is a special place and planning has an important role in creating a more sustainable future for it. The National Park Authority provides for the needs of local communities whilst safeguarding and where possible enhancing the natural and built environment.

During the last year the PDNPA received approximately 1,000 planning applications.

It is essential that there is a robust planning application process in place to ensure that the risk of penalties incurred is being managed and reduced. In 2015 the PDNPA was required to pay £35,000 in recompense for a diminution in value of a complainant's property as part of concluding a settlement following a finding by the Local Government Ombudsman (LGO) of fault. A Micro Scrutiny Review Panel was set up to consider 'lessons learnt' which produced a set of recommended actions for the Authority.

Objectives and Scope of the Audit

The audit will focus on the new procedures that have been put in place following the results from the Ombudsman investigation and Micro Scrutiny Review Panel.

The purpose of this audit was to provide assurance to management that procedures and controls within the system ensured that:

- There were established and effective Planning procedures
- Sufficient documentary evidence to support planning decisions was held
- Site notices were being displayed in the best position
- All necessary neighbouring properties were being consulted

Key Findings

The micro scrutiny review panel made seven recommendations from the LGO investigation. This information has been communicated effectively to the relevant officers. An email was sent to staff outlining the mandatory documents to be read, which included the 6 November Committee Report on the LGO findings and lessons learnt. Officers were also required to confirm read and receipt of the Neighbour Notification Procedure. A log of signatures has been maintained.

The audit found that on the whole there was compliance with the recommendations from the Micro Scrutiny Review Panel. Site notices had been displayed in the best location and consideration had been given to displaying a second site notice if this was seen as beneficial. In all cases tested the necessary neighbours had been notified, and individual judgement was being used to send additional courtesy letters to properties which fell outside the radius.

There are improvements that could be made in terms of the procedures/guidance available to Planning staff to ensure compliance with the recommendations and a consistent approach is maintained.

In the majority of cases Planning Officers are complying with the requirements regarding yellow site notices. However two applications did not have a photograph of the yellow site notice stored on M3. Also no date had been entered on M3 for when the site notice was posted. Therefore the Authority would not be able to check that this had been done if challenged.

Officers are generally taking photographs during site visits to support their assessment. Testing found two cases which had no supporting photographs of the site visit stored on M3.

Overall, testing showed that Officers are making explicit reference to neighbour impact in delegated reports. Comparison across the sample showed some variation in the level of detail given. There were two cases where neighbourhood impact was not considered in the assessment.

A formal compliance review by management of the micro scrutiny recommendations has not been carried out since the investigation as the audit was scheduled to address this. In the short term, the Authority should consider spot checking work until satisfied that procedures and practices have become embedded and are being consistently followed.

Overall Conclusions

It was found that the arrangements for managing risk were good with few weaknesses identified. An effective control environment is in operation, but there is scope for further improvement in the areas identified. Our overall opinion of the controls within the system at the time of the audit was that they provided Substantial Assurance.

1 Yellow Site Notices

Issue/Control Weakness

There were instances where photographic evidence could not be found on the M3 system, and a date posted had not been entered.

Risk

Financial and reputational risk to the Authority if evidence cannot be produced when challenged.

Findings

One of the recommendations from the Micro Scrutiny Panel was 'Planning officers to take a photo of the yellow site notice when erected.' Planning Officers are expected to take photographs of the site notice as a record of the time and place. This is now a universal practice for those applications where a site notice is required. The date of placement should be recorded on M3 Planning database.

In the majority of cases tested Planning Officers are complying. However two applications did not have a photograph of the yellow site notice stored on M3. Also no date had been entered on M3 for when the site notice was put in place. Therefore the Authority would not be able to check that this had done if challenged.

Agreed Action 1.1

The Director of Conservation and Planning will issue guidance written procedure notes for the Planning (Development Management) team covering neighbourhood notification procedures, including an instruction on photographing site notices and entering the date on M3.

Priority

2

Responsible Officer

Director of
Conservation and
Planning

Timescale

End of April 2017

2 Procedures

Issue/Control Weakness	Risk
An inconsistent approach towards Planning applications. Improvements could be made in terms of clearer written guidelines for Planning staff to ensure compliance with the seven recommendations from the Micro Scrutiny Review Panel.	Financial and reputational risk if complaints are escalated to the LGO.

Findings

The micro scrutiny panel made seven recommendations from the LGO investigation. This information has been communicated effectively to the relevant officers. An email was sent to staff outlining the mandatory documents to be read, which included the 6 November Committee Report which detailed the LGO findings and lessons learnt. Officers were also required to confirm read and receipt of the Neighbour Notification Procedure. A log of signatures has been maintained.

Although there is some guidance available to staff, improvements could be made in terms of clearer written procedures/guidelines that address the seven recommendations from the Micro Scrutiny Review Panel. This would ensure successful embedding of the recommendations and a consistent approach between staff members. The following would be useful for staff:

- Formal written procedure notes in place for the Planning team for workflow and day-to-day tasks which would particularly be useful for new staff
- Guidance on the level of detail required to cover neighbourhood notification and impact when writing the Delegated report
- A checklist of supporting documents that should be uploaded to M3 and the relevant boxes that should be filled out as a reminder to staff for file completion
- Guidance on selecting the 'best location' for site notices

Agreed Action 2.1

The Director of Conservation and Planning will issue guidance written procedure notes for the Planning (Development Management) team for workflow and day-to-day tasks, covering neighbourhood notification procedures, including guidance on selecting the best location for site notices.

Priority	3
Responsible Officer	Director of Conservation and Planning
Timescale	End April 2017

3 Log of site visits

Issue/Control Weakness

Site visit photographs for Planning applications were missing. An inconsistent approach between staff members with regard to keeping a log of site visits.

Risk

Financial and reputational risk to the Authority if evidence cannot be produced when challenged.

Findings

It was recommended that: 'Planning officers to make a written log of all site visits and include photos'. These photographs are uploaded to M3/the "Hub" and notes are usually made on the front cover of the file or in electronic file notes – the latter would be done once the application has been determined, so any significant notes need to be made and stored electronically.

Testing found two cases which had no supporting photographs of the site visit stored on M3 as a log of the site visit. We would advise that if no photographs were taken the reason for this should be recorded.

Agreed Action 3.1

The Director of Conservation and Planning will include guidance on making a log of site visits and photographs, and on the storage of these on M3, in the guidance on neighbour notification.

Priority

3

Responsible Officer

Director of
Conservation and
Planning

Timescale

End of April 2017

4 Neighbourhood notification and impact assessment in Delegated reports

Issue/Control Weakness	Risk
Inconsistency in the way that Delegated reports address neighbour notification and impact. In some cases this was not explicitly referenced.	Complaints may be escalated to the LGO. Financial and reputational risk.

Findings

A recommendation from the Micro Scrutiny Review Panel is that 'Planning officers reports on applications (delegated and Planning Committee) need to be clear and concise with regard to neighbour notification and impact on neighbouring properties'.

The sample showed that there is inconsistency between reports. For example some reports list the specific addresses of the neighbours that have been consulted; others just comment that neighbours were consulted.

During testing, two reports did not explicitly make reference to the issue of potential impact on neighbouring properties. For one application, from reading the report without the context given from M3 and consultation with the Planning Assistant (which those reading committee/delegated reports might not have), the location of the property was not clear. Furthermore no photographs of the site had been uploaded to M3, so there was no indication that this property was in isolation. Although there were no neighbours nearby that needed to be notified, the report should have stated this fact, as per the recommendation of the micro scrutiny panel.

As suggested in finding 1, it might be useful to have some guidance on delegated report writing, in particular when referencing and assessing neighbourhood impact, to ensure a consistent approach. For example, what is actually required of the Officer to assure themselves that they have directly addressed neighbour notification and impact on neighbouring properties, as outlined in the recommendation.

Agreed Action 4.1		
The Director of Conservation and Planning will issue guidance on report writing which will include clear guidance on the need to explicitly refer to, and deal with as appropriate, the potential impact of development on neighbouring properties.	Priority	3
	Responsible Officer	Director of Conservation and Planning
	Timescale	End of April 2017

Audit Opinions and Priorities for Actions

Audit Opinions

Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.

Our overall audit opinion is based on 5 grades of opinion, as set out below.

Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions

Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

Where information resulting from audit work is made public or is provided to a third party by the client or by Veritau then this must be done on the understanding that any third party will rely on the information at its own risk. Veritau will not owe a duty of care or assume any responsibility towards anyone other than the client in relation to the information supplied. Equally, no third party may assert any rights or bring any claims against Veritau in connection with the information. Where information is provided to a named third party, the third party will keep the information confidential.

This page is intentionally left blank



Creditors

Peak District National Park Authority

Internal Audit Report 2016/17

Business Unit: Finance
Responsible Officer: Director of Corporate Strategy & Development
Service Manager: Head of Finance
Date Issued: 23 March 2017
Status: Final
Reference: 69130/002

	P1	P2	P3
Actions	0	0	2
Overall Audit Opinion	Substantial Assurance		

Introduction

Creditor payments is a key service within the council. Creditor payment systems form a regular part of the audit plan as a main financial system, due to the potential for fraud.

As well as reviewing creditors procedures the audit examined the authority's compliance with procurement rules.

Objectives and Scope of the Audit

The purpose of this audit is to provide assurance to management that procedures and controls within the system will ensure that:

- Invoices are properly raised, certified and authorised
- Invoices are paid in a timely manner
- Procurement rules have been followed in regards to paying invoices
- There are sufficient controls in place to prevent supplier bank account details

Key Findings

A sample of 20 payments identified that each one is supported by a purchase order which matched the purchase detail on the invoice. Each of the invoices was authorised by an individual or committee before the payment had been completed. The authority record data on the time difference between the date invoices have been received and the date the invoices have been paid. Under the late payment act invoices have to be paid within 30 days. In 2008/09 the Authority paid 94.27% of invoices within 30 days since then the number of invoices paid within 30 days has decreased each year, in 2015/16 the amount of invoices paid within 30 days was 92%.

Within our sample we found that the procurement rules had been followed correctly with the exception of one payment that was part of a contract, that was initially for a 3 year period commencing in 2007. The contract has currently rolled over for 7 years following the expiry of the initial contract period.

The authority have a process in place to verify that change of bank detail notification letters sent to the authority are verified before bank details are changed on the financial system. However there are two instances where there was no evidence that the process had been followed correctly.

Overall Conclusions

The arrangements for managing risk were good with few weaknesses identified. An effective control environment is in operation, but there is scope for further improvement in the areas identified. Our overall opinion of the controls within the system at the time of the audit was that they provided Substantial Assurance.

1 Changing bank account details.

Issue/Control Weakness

The Authority has not followed the procedure for changing supplier bank details. In addition to this insufficient information is being recorded when the Authority changes supplier bank details.

Risk

Supplier bank details are changed to the bank details to a fraudulent bank account. This would lead to loss of money for the authority.

Findings

When a letter/e-mail is received from a supplier stating that their bank account has changed the authority verifies that the letter/e-mail is genuine by phoning the supplier to check they have changed their bank details, before updating the supplier details on the finance system. We found two occasions from our sample of 10 where the authority have not recorded that they have verified if suppliers change of bank account details were genuine.

It is important to ensure that the details are checked using contact details obtained independently from the request before making the change. Currently records do not provide details of how contact details were sourced, and the name of the person who verified the change. At the time of the audit it was accepted that better guidance was required on verifying details and recording evidence, although there is no formal timescale to produce new guidance.

Agreed Action 1.1

Agreed

Priority

3

Responsible Officer

Finance Officer

Timescale

31st July 2017

2 Expired contract

Issue/Control Weakness

A contract has been extended for numerous years.

Risk

The supplier cannot be held accountable for the work they are carrying out. This would mean that the authority is not getting the best value for money.

Findings

A sample of 20 payments was reviewed to ensure procurement rules had been followed based upon the value of the payment. One payment for £10,280.25 relates to a maintenance contract for 19 Car Park Pay and Display Machines with the supplier Parkeon Limited. The contract was for a 3 year period from August 2007, with the potential to roll on the contract, but the invoice covers the period 4/8/14 to 3/8/16.

Agreed Action 2.1

The Contract will be renewed.

Priority

3

Responsible Officer

Head of Visitor
Experience

Timescale

31st March 2018

Audit Opinions and Priorities for Actions

Audit Opinions

Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.

Our overall audit opinion is based on 5 grades of opinion, as set out below.

Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions

Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

Where information resulting from audit work is made public or is provided to a third party by the client or by Veritau then this must be done on the understanding that any third party will rely on the information at its own risk. Veritau will not owe a duty of care or assume any responsibility towards anyone other than the client in relation to the information supplied. Equally, no third party may assert any rights or bring any claims against Veritau in connection with the information. Where information is provided to a named third party, the third party will keep the information confidential.

This page is intentionally left blank

Information Governance Compliance Check

Peak District National Park Authority

Internal Audit Report 2016/17

Business Unit: Corporate,
Responsible Officer: Interim Director of Corporate Strategy and Development
Service Manager: Interim Director of Corporate Strategy and Development
Date Issued: 08 March 2017
Status: Final
Reference: 69140/002

	P1	P2	P3
Actions	0	1	1
Overall Audit Opinion	Reasonable Assurance		

Introduction

Information is one of the most valuable assets held by any organisation. Good information governance is increasingly accepted as a key element in delivering high quality services. A failure to secure personal and sensitive data and to manage key risk areas effectively can lead to data breaches under the Data Protection Act. These breaches can cause significant reputational damage as well as the potential for financial penalties up to £500,000. To date, the Information Commissioners Office has issued a number of fines to both public and private organisations who they have concluded have committed serious breaches of the Data Protection Act.

As part of the annual audit plan 2016/17, Internal Audit undertook a security sweep of Aldern House on Tuesday 10th January 2017.

Objectives and Scope of the Audit

The objective of the visit was to assess the extent to which data and assets were being held securely within Aldern House. This included hard copy personal and sensitive information as well as electronic items such as laptops and removable media. The audit was a review to ensure compliance with data security policies including a check of the clear desk policy. As this was the first check carried out it was requested that a relatively high level check should be undertaken and no searches of desk contents should be carried out.

Key Findings

Our information security compliance visit to Aldern House on 10th January 2017 found a number of unlocked pedestals and pedestals with the key in the lock. No sensitive documents were immediately obvious although we cannot be certain of the sensitivity as we were specifically asked not to undertake a detailed search.

We found a large volume of laptops and other equipment, including cameras, phones, monitors which had not been stored securely. There was a large collection of keys found inside unlocked key cupboards. We also found a substantial supply of stock and merchandise in an unlocked room. We have since been informed that a lock has been fitted to this room. This is a temporary store whilst Castleton Visitor Centre is being refurbished and the stock will be relocated back to Castleton w/c 10th April.

Overall Conclusions

It was found that the arrangements for managing risk were satisfactory with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made. Our overall opinion of the controls within the system at the time of the audit was that they provided **Reasonable Assurance**.

1 Security of Laptops and Equipment

Issue/Control Weakness

Some members of staff are not being security conscious and do not ensure that equipment is locked away after use or are securely locked to the desk.

Risk

The Authority is at risk of incurring data breaches, which may result in increased scrutiny from the ICO, possible monetary penalties and reputational damage. Assets not securely stored run the risk of being stolen.

Findings

Our review of offices found:

- A high number of unsecured laptops throughout offices
- Valuable equipment including cameras, video cameras, GPS, memory sticks, monitors, keyboards and PC towers that were unsecured.
- Open key safes which held a high volume of keys
- Money inside a collection envelope, and inside unlocked pedestals

Agreed Action 1.1

Key lockboxes contain many keys no longer used or required as sites have either been disposed of, or locks have been replaced. That said however, many keys are still in use and need to be better secured and so:

- The key safes will be kept locked at all times. Additional keys will be cut and will be kept on person.

These steps will be in place by the end of March 2017. In addition to this, further investigation will take place to source a new shared key safe. The aim is for this key safe to utilise existing access cards (restricted to appropriate staff) allowing audited access to certain groups of keys for certain staff. This is subject to a market evaluation which is to be completed by end of July 2017.

Regarding Pedestals, these only require locking if they contain sensitive information (such as personal or confidential material etc.). A reminder regarding this will be cascaded to staff as part of the communications regarding cameras and laptops etc. (see below)

Staff members have received a reminder regarding locking away equipment such as cameras and laptops when they are not in use. A further reminder regarding this will be cascaded to all staff. This will take place following some Operational Leadership Team

Priority

2

Responsible Officer

Interim Director of Corporate Strategy and Development

Timescale

Ongoing

briefings to take place by the end of July 2017.

The stock IT equipment is not currently locked away. These devices contain no data, and so pose little risk from a data loss point of view. The devices themselves are captured and recorded in an asset control database upon delivery. Access to the room itself is through doors secured with access control (at both ends of the corridor). Once the current ICT Infrastructure replacement project is complete, this stock equipment will be moved to be stored in the current server room (this will not contain server equipment following the replacement) and so will be locked behind a secure access control door with CCTV coverage in the room. This will be completed by the end of July 2017.

2 Information Security of Documents

Issue/Control Weakness	Risk
Some members of staff are not being security conscious ensuring that pedestals are locked which could contain sensitive information.	Sensitive and personal information is accessible and viewed by individuals who should not see the information. The Authority is at risk of incurring data security breaches, which may result in increased scrutiny from the ICO, possible monetary and reputational damage.

Findings
A number of unlocked pedestals and pedestals with the key in the lock were found throughout the building. No sensitive documents were immediately obvious although we cannot be certain of the sensitivity as we were specifically asked not to undertake a detailed search

Agreed Action 2.1		
Not all pedestals require locking (particularly pertinent for those located at shared desks or hot desks etc.). A more in depth audit would be required to determine if any sensitive material could be found in unlocked pedestals. Access control doors prevent access to certain sections of Aldern House and so files are secure. As a part of the agreed actions 1.1 above a reminder will be cascaded to staff regarding locking all pedestals that do contain sensitive information.	Priority	3
	Responsible Officer	Interim Director of Corporate Strategy and Development
	Timescale	Ongoing

Audit Opinions and Priorities for Actions

Audit Opinions

Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.

Our overall audit opinion is based on 5 grades of opinion, as set out below.

Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions

Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

Where information resulting from audit work is made public or is provided to a third party by the client or by Veritau then this must be done on the understanding that any third party will rely on the information at its own risk. Veritau will not owe a duty of care or assume any responsibility towards anyone other than the client in relation to the information supplied. Equally, no third party may assert any rights or bring any claims against Veritau in connection with the information. Where information is provided to a named third party, the third party will keep the information confidential.

This page is intentionally left blank

Risk Management

Peak District National Park Authority

Internal Audit Report 2016/17

Business Unit: Peak District NPA
Responsible Officer: Head of Law
Service Manager: Head of Strategy and Performance
Date Issued: 26 April 2017
Status: Final
Reference: 69110/003

	P1	P2	P3
Actions	0	0	2
Overall Audit Opinion	High Assurance		

Introduction

The Authority's risk management policy supports one of the core principles in the Authority's Code of Corporate Governance of 'Taking informed and transparent decisions which are subject to effective scrutiny and managing risk'.

The risk management policy states that the Authority will use risk management to achieve its objectives through pro-actively managing its exposure to risk.

It will seek to recognise risk and mitigate the adverse consequences but recognises that, in pursuit of its vision and objectives, it may choose to accept an increased degree of risk in certain circumstances.

It will do so, subject always to ensuring that the potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established.

Objectives and Scope of the Audit

The purpose of this audit was to provide assurance to management that procedures and controls within the system will ensure that:

- significant risks are identified and addressed
- actions are carried out in a timely manner, ensuring risks are mitigated
- the requirements of the risk management policy are followed

Key Findings

The risk management arrangements within the Authority were found to be very good. For the service risk registers, risks are added or removed as appropriate, and escalated to the corporate register when required. Actions to address risks are monitored with their Director through the Quarterly Performance Outturn Meeting. The corporate risk register is reviewed at SMT and the Audit, Resources and Performance committee meetings. Emerging risks are reviewed and added as required, whilst current risks are assessed to determine whether the level of risk has been managed down sufficiently to remove the risk from the register.

The risk management policy is reviewed annually and approved, and clearly sets out roles and responsibilities and monitoring requirements. The template and scoring criteria are referred to within the policy. However, not all risks on the service risk registers have a date for action, and occasionally where there is a date, the date has passed but does not appear to have been updated to reflect whether the action has been completed or just that the date has moved. While the registers also include a quarterly update column where progress against the action is

recorded this has not been completed on the Finance service register, so the risk score recorded is that at the beginning of the year, not the quarterly score once the risks have been reviewed. Ten of the seventeen Q3 service registers are still using numbers to score the risks, rather than (or in addition to) to more recently approved high/medium or low scores. One of these is also in a completely different format from the standard template and uses different scoring criteria. Only four of the seventeen registers reviewed contained information in all of the columns.

Overall Conclusions

It was found that the arrangements for managing risk were very good. An effective control environment appears to be in operation. Our overall opinion of the controls within the system at the time of the audit was that they provided **High Assurance**.

1 Service Risk Scoring

Issue/Control Weakness

Not all risk registers comply with the risk management policy requirements

Risk

Risks may not be managed appropriately

Findings

Appropriate guidance is provided to service areas which details the scoring criteria required. However, this is not being properly used as a number of service registers are still using numbers to score their risks. The monitoring does not appear to have identified this. The Moors for the Future register uses a totally different format and scoring mechanism, and the score has not been updated on the finance register to reflect the quarterly reviews.

Agreed Action 1.1

Moors for the Future to complete a risk register in the correct format.

Template to be updated to remove numbers so that from Q1 2017/8, all are in the right format.

Priority

3

Responsible Officer

Senior Strategy Officer
- Research

Timescale

30 April 2017

2 Completeness of Registers

Issue/Control Weakness	Risk
Failure to include all necessary information on the risk registers	Risks are not appropriately mitigated

Findings
The majority of service registers do not include all of the required information. All of the service registers for q2 and q3 were reviewed, and only four were found to have all of the required columns completed. This could lead to risks not being properly mitigated due to no lead officer or timescale for review being allocated, and no information on how progress against the mitigation action/s will be monitored

Agreed Action 2.1		
All service risk registers to be fully completed for the year beginning 2017/18.	Priority	3
	Responsible Officer	Senior Strategy Officer - Research
	Timescale	30 April 2017

Audit Opinions and Priorities for Actions

Audit Opinions

Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.

Our overall audit opinion is based on 5 grades of opinion, as set out below.

Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions

Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

Where information resulting from audit work is made public or is provided to a third party by the client or by Veritau then this must be done on the understanding that any third party will rely on the information at its own risk. Veritau will not owe a duty of care or assume any responsibility towards anyone other than the client in relation to the information supplied. Equally, no third party may assert any rights or bring any claims against Veritau in connection with the information. Where information is provided to a named third party, the third party will keep the information confidential.

This page is intentionally left blank

PDNPA Health and Safety

Peak District National Park Authority

Internal Audit Report 2016/17

Business Unit: Peak District NPA
Responsible Officer: Corporate
Service Manager: Corporate
Date Issued: 09 May 2017
Status: Final
Reference: 69157/001.bf

	P1	P2	P3
Actions	0	0	1
Overall Audit Opinion	High Assurance		

Introduction

The review of the Peak District National Park Authority Health and Safety procedures forms part of their Internal Audit Plan for 2016/17. The Health and Safety At Work Act 1974 places legal responsibilities upon the Members of the PDNPA and all of its employees / volunteers. The Authority recognises and accepts these responsibilities for providing a safe and healthy workplace and working environment. The responsibility for implementing Health and Safety Policy and procedures rests with individual Service Management, who are supported by a dedicated Safety Officer.

Objectives and Scope of the Audit

The purpose of this audit was to provide assurance to management that procedures and controls within the system will ensure that:

- All managers are aware of their health and safety obligations and how these relate to the areas of work that they and their staff are involved in.
- All managers are competent to recognise significant hazards and risks and to apply the correct methods of risk assessment and suitable and sufficient risk controls.
- All managers can demonstrate compliance in taking all necessary actions to minimise health and safety risks.

Key Findings

The Health and Safety Policy was updated and reviewed in December 2016, with implementation from January 2017. The new policy has moved away from the older style 'general statement' which was more of an overarching policy than a guide to the practical application of safety management. In order to achieve this, health and safety roles and responsibilities are included in more detail elsewhere, such as job descriptions and although this has also been done in the past, job descriptions are currently being rewritten to reflect the new structure which is slowly coming into place and will reflect more accurately the current situation.

Health and safety requirements will also form part of service plans, and are addressed and recorded as part of the JPAR (appraisal) process. The new form for JPARs specifically includes a section on health and safety. The Safety Officer revised the Health and Safety policy and has been rolling that out through the Health and Safety committee, the Senior Leadership Team meeting, the Local Joint Committee (staff and members group) and also through 'How we work around here' line manager briefings. As a result all line managers who attended have been tasked with creating an action plan for Health and Safety.

Five service managers were asked to provide some evidence that they were implementing the requirements of the new policy. All of the managers who responded are clear on their own responsibilities for health and safety, and how that fits into the service area and the overall organisation.

All managers were able to provide examples of service specific risk assessments where appropriate. As HR is office based these are the risk assessments that refer to Aldern House specifically and are stored on the Hub so are easily accessible to anyone who needs to see them. The Safety Officer is also part of the HR team so this means there is significant involvement with the implementation of the new policy particularly with regards to ensuring job descriptions are updated to include health and safety roles and responsibilities. This started at the top of the Authority with the Chief Executive, and is being cascaded down throughout the tiers of management.

Health and safety is an agenda item for team meetings, and HR particularly is very integrated with health and safety, especially with regards to policy writing for areas such as lone working, home working, new/expectant mothers etc. The responsibility for identifying and providing training lies with managers, however some documents (such as certificates) are kept on personnel files in the HR office, especially the new starter forms, and some are held departmentally. Currently there is no agreed process for where the documents will be stored, which may lead to confusion over whether the appropriate training has been provided.

Overall Conclusions

It was found that the arrangements for managing risk were very good. An effective control environment appears to be in operation. Our overall opinion of the controls within the system at the time of the audit was that they provided **High Assurance**.

1 Health and Safety Training for New Starters

Issue/Control Weakness

Unclear process to ensure training records are maintained

Risk

Employees do not receive the appropriate health and safety training to avoid injury to themselves or others

Findings

The new starter checklist includes health and safety requirements and the initial health and safety training should be provided as part of the induction process. Job descriptions are currently under review and being updated. All job descriptions going forwards will include more detailed health and safety requirements. Training needs throughout the year are identified as part of the JPAR process, although this is not the only method used. There will be directorate action plans for health and safety, therefore taking all of this into account the procedures in place for identifying training needs in the future should be effective.

For new starters and training identified during the year there is no consistency in the recording of this information, with some but not all forwarded to HR. Some decision needs to be made as to whether records will be held departmentally, or sent to HR to be placed either on personnel files or on the database once it is up and running, and whose responsibility this will be to be to both maintain and ensure it is up to date

Agreed Action 1.1

HR to remind line managers of the existing policy and process to identify and record formal learning. (Immediate)

HR to input the backlog of training information into the HR database (End of Quarter 2)

HR to undertake review of the Learning & Development Policy and Guidance Notes (End of Quarter 4)

Priority

3

Responsible Officer

Head of Human Resources

Timescale

31 March 2018

Audit Opinions and Priorities for Actions

Audit Opinions

Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.

Our overall audit opinion is based on 5 grades of opinion, as set out below.

Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions

Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

Where information resulting from audit work is made public or is provided to a third party by the client or by Veritau then this must be done on the understanding that any third party will rely on the information at its own risk. Veritau will not owe a duty of care or assume any responsibility towards anyone other than the client in relation to the information supplied. Equally, no third party may assert any rights or bring any claims against Veritau in connection with the information. Where information is provided to a named third party, the third party will keep the information confidential.

12. INTERNAL AUDIT 2016/17 ANNUAL REPORT (AMcC)

1. Purpose of the report

This report asks Members to consider the internal audit 2016/17 annual report.

Key Issues

- **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 qualifications to this opinion and no reliance was placed on the work of other assurance bodies in reaching that opinion. There are also 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.**
- **Out of 9 areas reviewed in 2016/17 3 areas received an opinion of ‘High’ assurance; 3 “Substantial”, 2 “Reasonable” and 1 with no opinion as it was a follow up report.**

2. Recommendation(s)

- 1. To note and accept the 2016/17 annual report from the internal auditors as set out in appendix 1.**

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

As identified in the Annual Governance Statement, the Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority.

The Internal Audit reports therefore make a significant contribution to the “Our Organisation” cornerstone by assisting us in developing our organisation so we have a planned and sustained approach to performance at all levels by developing and maintaining appropriate standards of corporate governance and developing key business processes underpinning the Corporate Strategy.

4. Background

The Accounts and Audit Regulations 2015 require that the Authority undertakes an adequate and effective system of internal audit of its accounting records and its system of internal control in accordance with proper practices.

5. Proposals

Members are asked to consider the internal audit 2016/17 annual report. The report contains the Head of Internal Audit’s overall assurance opinion, and a summary of the key findings in each area audited during the year.

Are there any corporate implications members should be concerned about?

6. Financial:

The cost of the Internal Audit Service contract is found from within the overall Finance budget.

7. Risk Management:

The Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority.

- 8. **Sustainability:**
 There are no implications to identify.
- 9. **Equality:**
 There are no implications to identify.
- 10. **Background papers (not previously published)**
 None

Appendices

Appendix 1: Internal Audit annual report for year ended March 2017

Report Author, Job Title and Publication Date

Andrea McCaskie, Interim Director of Corporate Strategy and Development, 11 May 2017



Peak District National Park Authority

Internal Audit Annual Report

2016-17

Audit Manager: Ian Morton
Head of Internal Audit: Max Thomas

Circulation List: Members of the Audit Resources and Performance Committee
Director of Corporate Resources
Chief Finance Officer (S151 Officer)

Date: 19 May 2017


Assurance Services for
the Public Sector

Background

- 1 The work of internal audit is governed by the Accounts and Audit Regulations 2015 and the Public Sector Internal Audit Standards (PSIAS). In accordance with the PSIAS, the Chief Audit Executive (Head of Internal Audit) should provide an annual internal audit opinion and report that can be used by the organisation to inform its governance statement. The annual internal audit opinion must conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.
- 2 During the year to 31 March 2017, the Authority's internal audit service was provided by Veritau Limited.

Internal Audit Work Carried Out 2016/17

- 3 During 2016/17, internal audit work was carried out across the full range of activities of the Authority. The main areas of internal audit activity included:

Financial Systems – providing assurance on key areas of financial risk. This helps support the work of the external auditors and provides assurance to the Authority that financial processes are operating correctly and risks of loss are minimised.

Information Systems – providing assurance on information management and data quality.

Operational Systems - providing assurance on operational systems and processes which support service delivery.

Governance / Risk Management - providing assurance on governance arrangements and systems to manage risks to the achievement of corporate objectives.

- 4 During the year Veritau carried out one additional piece of work providing support to the Authority in response to a complaint from a member of the public. The investigation did not identify any issues that might impact on the overall audit opinion or that require inclusion in the Annual Governance Statement.
- 5 Appendix A summarises the internal audit work carried out during the year and the opinion given for each report. Appendix B provides details of the key findings arising from our internal audit work for those audits not reported in detail elsewhere on today's agenda. Appendix C provides an explanation of our assurance levels and priorities for management action.

Professional Standards

- 6 In order to comply with the Public Sector Internal Audit Standards (PSIAS) the Head of Internal Audit is required to develop and maintain an ongoing quality assurance and improvement programme (QAIP). The objective of the QAIP is to ensure that working practices continue to conform to the required professional standards. The results of the QAIP should be reported to senior management and the Audit and Review Committee along with any areas of non-conformance with the standards. The QAIP consists of various elements, including:
- (a) maintenance of a detailed audit procedures manual and standard operating practices;
 - (b) ongoing performance monitoring of internal audit activity;
 - (c) regular customer feedback;
 - (d) training plans and associated training and development activities;
 - (e) periodic self-assessments of internal audit working practices (to evaluate conformance to the Standards).
- 7 External assessments must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organisation. An external assessment was last carried out in April 2014.
- 8 The outcome of the previous QAIP demonstrates that the service conforms to the Public Sector Internal Audit Standards. The QAIP for 2017 is yet to be completed, but further details of the 2017 Quality Assurance and Improvement Action Plan will be provided to this committee when available.

Audit Opinion and Assurance Statement

- 9 In connection with reporting, the relevant professional standard (2450) states that the Chief Audit Executive (CAE)¹ should provide an annual report to the board². The report should include:
- (a) details of the scope of the work undertaken and the time period to which the opinion refers (together with disclosure of any restrictions in the scope of that work)
 - (b) a summary of the audit work from which the opinion is derived (including details of the reliance placed on the work of other assurance bodies)
 - (c) an opinion on the overall adequacy and effectiveness of the organisation's governance, risk and control framework (ie the control environment)
 - (d) disclosure of any qualifications to that opinion, together with the reasons for that qualification
 - (e) details of any issues which the CAE judges are of particular relevance to the preparation of the Annual Governance Statement

¹ The PSIAS refers to the Chief Audit Executive. This is taken to be the Head of Internal Audit.

² The PSIAS refers to the board. This is taken to be the Audit Resources and Performance Committee.

(f) a statement on conformance with the PSIAS and the results of the internal audit Quality Assurance and Improvement Programme

- 10 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 qualifications to this opinion and no reliance was placed on the work of other assurance bodies in reaching that opinion. There are also 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.

Table of 2015/16 audit assignments completed to 31 March 2017

Audit	Reported to ARP	Assurance Level
Financial Systems		
Creditors	May 2017	Substantial Assurance
Main Accounting	May 2017	High Assurance
Information Systems		
IT Infrastructure Project Support	N/A	No Assurance level provided
Operational Systems		
Health and Safety	May 2017	High Assurance
Planning	May 2017	Substantial Assurance
Woodlands Management	Jan 2017	Substantial Assurance
Vehicles and Equipment	Jan 2017	Reasonable Assurance.
Governance/Risk Management		
Risk Management	May 2017	High Assurance
Information Governance Compliance	May 2017	Reasonable Assurance.

Appendix B

Summary of Key Issues from completed audits not reported elsewhere on this agenda

System/Area	Opinion	Area Reviewed	Reported to ARP	Comments	Management Actions Agreed & Follow-Up
Woodlands Management	Substantial Assurance	<p>The audit reviewed the procedures and controls in place in relation to woodlands management to ensure that:</p> <ul style="list-style-type: none"> • Woodland management is performed in accordance with relevant standards and best practice • Procurement is undertaken in line with the authority's Standing Orders • Adequate safeguards are in place in respect of income-generating activities and woodland disposals are carried out in accordance with the authority's Standing Orders • Available resources are managed effectively 	January 2017	<p>Strengths The Woodland Asset Management Plan is extremely comprehensive and compliant with the UK Woodland Assurance Standard (UKWAS)</p> <p>Weaknesses The Woodland Asset Management Plan is in need of update, and there is a lack of management information at an operational level. Segregation of duties and supervisory arrangements could be improved.</p>	<p>The plan will be updated and a new post has been established within the service.</p> <p>Formal weekly meetings will be held between key staff within the service.</p>

System/Area	Opinion	Area Reviewed	Reported to ARP	Comments	Management Actions Agreed & Follow-Up
Vehicles and Equipment	Reasonable Assurance	<p>The purpose of this audit was to provide assurance to management that procedures and controls within the system will ensure that operational vehicles, pool cars and equipment are:</p> <ul style="list-style-type: none"> • subject to appropriate security and storage, • maintained to acceptable standards • and their associated fuel and servicing costs are effectively managed and monitored 	January 2017	<p>Strengths Appropriate physical security arrangements are in place to protect authority owned vehicles and equipment. Fuel usage is well managed</p> <p>Weaknesses Maintenance schedules and records of servicing for the special fleet are not always retained. Equipment maintenance arrangements are inconsistent. Mileage log sheets are not authorised by managers Lists of key holders are not in place for sites where authority assets are stored</p>	<p>Maintenance records to be improved.</p> <p>Log sheet to be redesigned and key holder list produced</p>

Appendix C

Audit Opinions and Priorities for Actions

Audit Opinions	
<p>Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.</p> <p>Our overall audit opinion is based on 5 grades of opinion, as set out below.</p>	
Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions	
Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

13. INTERNAL AUDIT 2017/18 ANNUAL PLAN (A1362/7/ AGM)

Purpose of the report

1. This report asks Members to approve the proposed Internal Audit Plan for 2017/18.

Key issues include:

- The purpose of the Internal Audit Plan is to provide the Head of Internal Audit with sufficient evidence to give an opinion on the effectiveness of risk management, governance and internal control across the full range of activities of the organisation.

Recommendations

2. **1. That the 2017/18 Internal Audit Plan be approved.**

How does this contribute to our policies and legal obligations?

3. The work of the internal auditors is a key part of our governance arrangements and helps us to monitor and improve performance to ensure the Authority has a solid foundation supporting achievement of our four cornerstones and four directional shifts as detailed in our 2016/17 performance and business plan.

Background

4. The Accounts and Audit Regulations 2015 require that the Authority undertakes an adequate and effective system of internal audit of its accounting records and its system of internal control in accordance with proper practices. Our Internal Audit Provider is Veritau Ltd and the Audit Manager is Ian Morton.

Proposals

5. Members are asked to consider and approve the internal audit 2017/18 audit plan.

Are there any corporate implications members should be concerned about?

6. **Financial:**
The cost of the Internal Audit contract is found from within the overall Finance budget.
7. **Risk Management:**
The Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority.
8. **Sustainability:**
There are no implications to identify.
9. **Background papers** (not previously published) – None

Appendices -

Appendix 1: Internal Audit annual audit plan 2017/18

Report Author, Job Title and Publication Date

Andrea McCaskie, Interim Director of Corporate Strategy and Development, 11 May 2017



Audit, Resources & Performance Committee 19 May 2017 – Item 13 Appendix 1

Peak District National Park Authority Internal Audit Plan 2017/18

Audit Manager:	Ian Morton
Head of Internal Audit:	Max Thomas
Circulation List:	Members of Audit Resources and Performance Committee Director of Corporate Resources Head of Finance
Date:	19 May 2017


Assurance Services for
the Public Sector

Introduction

- 1 This document sets out the planned 2017/18 programme of work for internal audit, provided by Veritau for the Peak District National Park Authority.
- 2 The work of internal audit is governed by the Public Sector Internal Audit Standards. In accordance with those standards, the Head of Internal Audit is required to provide an annual internal audit opinion to the Authority based on an objective assessment of the framework of governance, risk management and control. Our planned audit work includes coverage of all three areas.
- 3 The internal audit plan has been prepared on the basis of a risk assessment. This is intended to ensure limited audit resources are prioritised towards those systems which are considered to be the most risky and/or which contribute the most to the achievement of the Authority's priorities and objectives. The content of the internal audit plan has been subject to consultation with directors and other senior officers.
- 4 The internal audit plan is submitted for formal approval by the Audit, Resources and Performance Committee who are responsible for monitoring progress against the plan and overseeing the work of internal audit. Changes to the plan will be agreed with the Director of Corporate Resources or Head of Finance (as appropriate) and will be notified to the Committee. Proposed work is also discussed with the Authority's external auditors to ensure there is no duplication of effort. We will provide regular updates on the scope and findings of our work to the Audit, Resources and Performance Committee throughout 2017/18
- 5 The plan is based on a total number of 35 days for 2017/18 which is the same as in 2016/17

2017/18 Audit Plan

- 6 The plan includes the following:
 - **Strategic risks:** this work involves reviewing areas highlighted as specific risks in the Authority's corporate risk register.
 - **Financial systems:** to provide assurance on the key areas of financial risk. This work will help provide assurance that the controls for the key financial systems are adequate and effective. The work will also support the work of the external auditors.
 - **Regularity / Operational audits:** this work will cover a number of the Authority's operational systems and areas.
 - **Technical / Projects:** to provide assurance on specific processes or key projects.
 - **Client support, advice and follow up:** this is an allocation of time to support the delivery of the plan and provide assurance on ad-hoc matters.
- 7 Details of the 2017/18 plan are set out in Appendix A

Draft Internal Audit Plan for 2017/18

Current best practice suggests detailed audit plans should only cover a single year. This reflects the need for plans to adapt to changing priorities and new or emerging risks. The proposed plan for 2017/18 is shown in the table below:

Audit Area	Notes	Planned date	Days
Income and Debtors	An audit of the sundry debtors system and the procedures for the collection of income. The audit will also review initiatives to generate additional income from car parks and cycle hire	January	8
Procurement	A review of procurement policies and how these are applied in practice to ensure best value. Particular reference will be given to significant procurement activities such as Moors for the Future	September	4
Creditors	Using IT software to check for duplicate payments. The review will also check the creditors' database to ensure creditor account records are complete and accurate.	January	2
Information Governance	A follow up to the 2014/15 audit to identify processes in place to manage information and to comply with relevant legislation	January	3
Performance Management	A review of performance management procedures, particularly relating to managing and developing the performance of staff	September	4
IT Systems control	The audit will review the processes in place to manage IT systems, with particular reference to possible risks resulting from the changes to the IT infrastructure	January	3
Information Security Compliance check	A check of compliance with data security policies including a check of the clear desk policy within Aldern House	January	2
Risk Management	A review of the risk management process in order to provide an opinion on the effectiveness of those arrangements (requirement of the PSIAS).	September	2
Contingency	An allocation of time to allow for unplanned but essential audit projects arising after the annual audit plan is approved		2

Audit Area	Notes	Planned date	Days
Management (including follow up)	Liaison with management and external auditors, provision of advice, attendance at Audit Committee etc. Follow up of agreed actions from the previous year.		5
Total			35

14.1 EXTERNAL AUDIT (KPMG) 2017/18 AUDIT FEE LETTER (AMcC)

1. Purpose of the report

This report asks Members to note a letter from the Authority's external auditor, KPMG, setting out details of the audit work and fee proposed for the 2017/18 financial year.

Key Issues

- **The Authority's external auditors are KPMG.**
- **At the March meeting of the Committee Members received the Audit Plan for the 2016/17 financial year.**
- **The External Auditor has now written to the Authority to confirm the Audit fee for the 2017/18 financial year. A copy of the letter is attached at Appendix 1.**

2. Recommendation

To note the letter from the External Auditor (KPMG) setting out details of the audit work and fee proposed for the 2017/18 financial year.

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

The work of the external auditors is a key part of our governance arrangements and helps us to monitor and improve performance to ensure the Authority has a solid foundation supporting achievement of our four cornerstones and four directional shifts as detailed in our 2017/18 performance and business plan. Achieving an unqualified opinion on the financial statements and satisfying the Auditor that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources through the review of the Annual Governance Statement is a corporate performance indicator.

4. Background

The statutory responsibilities and powers of auditors appointed by Public Sector Audit Appointments Ltd (PSAA) are set out in the Local Audit and Accountability Act 2014 and the National Audit Office's Code of Audit Practice.

The 2017/18 audit will be the last under the current transitional arrangements whereby the PSAA is responsible for managing the audit contracts transferred to it from the Audit Commission when the Audit Commission closed in March 2015. On 7 October 2016 the Authority agreed to opt into the national audit appointment arrangements of PSAA for the appointment of the Authority's external auditors for the 2018/19 accounts onwards.

5. Proposals

The External Auditor has written to the Authority to confirm the Audit Fee for 2017/18. The letter indicates that the planned fee for 2017/18 will be £13,259, the same amount as 2016/17.

The 2017/18 fee has been set on the basis that the Code of Audit Practice and supporting guidance issued by the National Audit Office does not change the level of work required on the Value for Money (VFM) audit. Should this not be the case, or of

new or increased significant VFM audit risks arrive that require further audit work, additional fees will be necessary over and above the scale fee. Any such additional fees will be subject to approval through PSAA's fee variation process.

Are there any corporate implications members should be concerned about?

- 6. Financial:**
The fees for external audit are funded from the existing Finance Services budget. There will need to be an adjustment to the budget to meet the additional costs.
- 7. Risk Management:**
The scrutiny and advice provided by external audit is part of our governance framework. The Auditor's work is based on an assessment of audit risk.
- 8. Sustainability:**
There are no issues to highlight.
- 9. Equality:**
There are no issues to highlight.
- 10. Background papers (not previously published)**
None

Appendices

Appendix 1 – Letter from KPMG – Annual Audit Fee 2017/18

Report Author, Job Title and Publication Date

Andrea McCaskie, Interim Director of Corporate Strategy and Development, 11 May 2017



KPMG LLP
St Nicholas House,
31 Park Row
Nottingham
NG1 6FQ
United Kingdom

Tel +44 (0) 116 256 6064
Fax +44 (0) 115 935 3500

Andrea McCaskie
A/Director of Corporate Strategy &
Development
Peak District National Park Authority
Aldern House
Baslow Road
Bakewell
Derbyshire
DE45 1AE

Our ref **KS/PDNP/1718**

Contact **Katie Scott**
0121 232 3632

27 April 2017

Dear Andrea

Annual audit fee 2017/18

I am writing to confirm the audit work and fee that we propose for the 2017/18 financial year at Peak District National Park Authority. Our proposals are based on the risk-based approach to audit planning as set out in the Code of Audit Practice and Public Sector Audit Appointments Ltd's (PSAA's) published work programme and fee scales.

Planned audit fee

The planned audit fee for 2017/18 is £13,259 (2016/17: £13,259). The fee is exclusive of VAT.

PSAA has set the 2017/18 scale fees at the same level as for 2015/16 and 2016/17, thereby preserving the 25 per cent reductions in cash terms that were applied to those years which in turn were in addition to the savings of up to 40 per cent in scale audit fees in 2012/13. This equates to a real terms saving of 61 per cent over this period. The 2017/18 planned fee is in line with the scale fee.

As we have not yet completed our audit for 2016/17 the audit planning process for 2017/18, including the risk assessment, will continue as the year progresses and fees will be reviewed and updated as necessary. We will naturally keep you informed.

Redistribution of Audit Commission surplus

PSAA plans, during the course of 2017/18, to make a distribution of surplus funds to principal local government and police bodies. The distribution is made possible by the transfer of an element of the Audit Commission's retained earnings prior to its closure

in March 2015 and by PSAA continuing to generate surplus funds and make further efficiencies since its establishment.

This distribution will be made directly by PSAA and not via KPMG. Based on current information, PSAA anticipates that the amount of the redistribution is likely to be in the order of 15% of the scale fee.

Factors affecting audit work for 2017/18

We plan and deliver our work to fulfil our responsibilities under the Code of Audit Practice (the Code) issued by the National Audit Office (NAO). Under the Code, we tailor our work to reflect local circumstances and our assessment of audit risk. We do this by assessing the significant financial and operational risks facing an audited body, and the arrangements it has put in place to manage those risks, as well as considering any changes affecting our audit responsibilities or financial reporting standards.

Under the Code, we have a responsibility to consider an audited body's arrangements to secure economy, efficiency and effectiveness in its use of resources and to do this we will undertake appropriate value for money (VFM) audit work. The 2017/18 fees have been set on the basis that the NAO's Code and supporting guidance does not change the level of work required on the VFM audit. Should this not be the case, or if new or increased significant VFM audit risks arise that require further audit work, additional fees will be necessary over and above the scale fee. Any such additional fees will be subject to approval through PSAA's fee variation process.

Certification work

There are no claims or returns that we are required to certify under the PSAA audit contract. Assurance arrangements for other schemes are a matter for the relevant grant-paying body, and may be the subject of separate fees and tri-partite arrangements between the grant-paying body, the audited body, and the auditor. We would be happy to discuss any such certification needs with you.

Assumptions

The indicative fee is based on a number of assumptions, including that you will provide us with complete and materially accurate financial statements with good quality supporting working papers, within agreed timeframes. It is imperative that you achieve this. If this is not the case and we have to complete more work than was envisaged, we will need to charge additional fees for this work. Our assumptions are set out in more detail in Appendix 1 to this letter.

In setting the fee at this level, we have assumed that the general level of risk in relation to the audit of the financial statements is not significantly different from that identified

for the current year's audit. A more detailed audit plan will be issued early next year. This will detail the risks identified, planned audit procedures and (if required) any changes in fee. If we need to make any significant amendments to the audit fee during the course of the audit, we will first discuss this with you and then prepare a report for the Audit Committee, outlining the reasons why the fee needs to change.

We expect to issue a number of reports relating to our work over the course of the audit. These are listed at Appendix 2. A statement of our independence is included at Appendix 3.

The proposed fee excludes any additional work we may agree to undertake at the request of Peak District National Park Authority. Any such piece of work will be separately discussed and a detailed project specification agreed with you.

Beyond 2017/18

The 2017/18 audit will be the last under the current transitional arrangements whereby PSAA is responsible for managing the audit contracts novated to it from the Audit Commission upon its closure in March 2015.

For audits of the accounts from 2018/19, the provisions of the Local Audit & Accountability Act 2014 in relation to local appointment of auditors take effect. The Secretary of State for Communities and Local Government has specified PSAA as the appointing person for principal local government and police bodies. PSAA will therefore appoint auditors and set scale audit fees for bodies that have opted into its national scheme.

Our team

The key members of our audit team for the 2017/18 audit are:

Name	Role	Contact details
John Cornett	Director	John.cornett@kpmg.co.uk 0116 256 6064
Katie Scott	Audit Manager	Katie.scott@kpmg.co.uk 0121 232 3632

Quality of service

We are committed to providing you with a high quality service. If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact me and I will try to resolve your complaint. If you are dissatisfied with

your response please contact the national contact partner for all of KPMG's work under our contract with PSAA, Andy Sayers (andrew.sayers@kpmg.co.uk). After this, if you are still dissatisfied with how your complaint has been handled you can access PSAA's complaints procedure by emailing generalenquiries@psaa.co.uk, by telephoning 020 7072 7445 or by writing to:

Public Sector Audit Appointments Limited
3rd Floor
Local Government House
Smith Square
London
SW1P 3HZ

Yours sincerely



John Cornett
Director, KPMG LLP

Appendix 1 – Audit fee assumptions

In setting the fee, we have assumed that:

- the level of risk in relation to the audit of the financial statements is not significantly different from that identified for 2016/17;
- you will inform us of significant developments impacting on our audit work;
- internal audit meets the appropriate professional standards;
- internal audit undertakes appropriate work on all systems that provide material figures in the financial statements sufficient that we can place reliance for the purposes of our audit;
- you will identify and implement any changes required under the CIPFA Code of Practice on Local Authority Accounting within your 2017/18 financial statements;
- your financial statements will be made available for audit in line with the timetable we agree with you (note that 2017/18 is the first year in which the 'faster close' timetable applies whereby the deadline for draft accounts moves to the end of May and the deadline for publishing audited accounts moves to the end of July);
- good quality working papers and records will be provided to support the financial statements in line with our *prepared by client* request and by the date we agree with you;
- requested information will be provided within agreed timescales;
- prompt responses will be provided to draft reports; and
- additional work will not be required to address questions or objections raised by local government electors or for special investigations such as those arising from disclosures under the Public Interest Disclosure Act 1998.

Where these assumptions are not met, we will be required to undertake additional work and charge an increased audit fee. The fee for the audit will be re-visited when we issue the detailed audit plan.

Any changes to our audit plan and fee will be agreed with you. Changes may be required if:

- new residual audit risks emerge;
- additional work is required by KPMG, PSAA, the NAO or other regulators; or
- additional work is required as a result of changes in legislation, professional standards or as a result of changes in financial reporting.

Appendix 2: Planned outputs

Our reports will be discussed and agreed with the appropriate officers before being issued to the Audit Committee.

Planned output	Indicative date
External audit plan	January 2018
Report to those charged with governance (ISA260 report)	July 2018
Auditor's report giving the opinion on the financial statements, value for money conclusion and audit certificate	July 2018
Opinion on Whole of Government Accounts return	TBC
Annual audit letter	TBC

Appendix 3 – Independence & objectivity requirements

Professional standards require auditors to communicate to those charged with governance, at least annually, all relationships that may bear on the firm's independence and the objectivity of the audit engagement partner and audit staff. The standards also place requirements on auditors in relation to integrity, objectivity and independence.

The standards define 'those charged with governance' as 'those persons entrusted with the supervision, control and direction of an entity'. In your case this is the Audit Committee.

KPMG LLP is committed to being and being seen to be independent. The APBs Ethical Standard requires us to communicate to you in writing all significant facts and matters, including those related to the provision of non-audit services and the safeguards put in place, in our professional judgement, may reasonably be thought to bear on KPMG LLP's independence and the objectivity of the Engagement Lead and the audit team.

Further to this auditors are required by the NAO's Code of Audit Practice to:

- Carry out their work with integrity, independence and objectivity;
- Be transparent and report publicly as required;
- Be professional and proportional in conducting work;
- Be mindful of the activities of inspectorates to prevent duplication;
- Take a constructive and positive approach to their work;
- Comply with data statutory and other relevant requirements relating to the security, transfer, holding, disclosure and disposal of information.

PSAA's Terms of Appointment includes several references to arrangements designed to support and reinforce the requirements relating to independence, which auditors must comply with. These are as follows:

- Auditors and senior members of their staff who are directly involved in the management, supervision or delivery of PSAA audit work should not take part in political activity.
- No member or employee of the firm should accept or hold an appointment as a member of an audited body whose auditor is, or is proposed to be, from the same firm. In addition, no member or employee of the firm should accept or hold such appointments at related bodies, such as those linked to the audited body through a strategic partnership.

- Audit staff are expected not to accept appointments as Governors at certain types of schools within a local authority area.
- Auditors and their staff should not be employed in any capacity (whether paid or unpaid) by an audited body or other organisation providing services to an audited body whilst being employed by the firm.
- Auditors appointed by the PSAA should not accept engagements which involve commenting on the performance of other PSAA auditors on PSAA work without first consulting PSAA.
- Auditors are expected to comply with the Terms of Appointment policy for the Engagement Lead to be changed on a periodic basis.
- Certain other staff changes or appointments require positive action to be taken by Firms as set out in the Terms of Appointment.

Confirmation statement

We confirm that as of April 2017 in our professional judgement, KPMG LLP is independent within the meaning of regulatory and professional requirements and the objectivity of the Engagement Lead and audit team is not impaired.