

# Public Document Pack

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



Our Ref: A.1142/1678

Date: 18 May 2017



## NOTICE OF MEETING



Meeting: **National Park Authority**

Date: **Friday 26 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. **Chair's Announcements**
3. **Minutes of previous meetings held on 17 March 2017 and 7 April 2017** 5 mins  
*(Pages 5 - 14)*
4. **Urgent Business**
5. **Public Participation**  
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.
6. **Members Declarations of Interest**  
Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.
7. **Peak District National Park Management Plan Update - Early Public Consultation (EF)** 45 mins  
*(Pages 15 - 54)*  
Appendix 1

- |     |  |         |
|-----|--|---------|
| 8.  | <b>Reappointment of National Park Management Plan Advisory Group Independent Chair (A6121/EF)</b> <i>(Pages 55 - 58)</i>   | 10 mins |
| 9.  | <b>Performance and Business Plan 2017/18 (A197/HW)</b> <i>(Pages 59 - 106)</i><br>Appendix 1<br><br>Appendix 2<br><br>Appendix 3<br><br>Appendix 4<br><br>Appendix 5<br><br>Appendix 6 | 45 mins |
| 10. | <b>Strategic Advisory Group - Proposals to Replace The Advisory Group With a Meeting Involving All Members (JS)</b> <i>(Pages 107 - 112)</i>   | 20 mins |
| 11. | <b>Member Representatives (JS)</b> <i>(Pages 113 - 150)</i><br>Appendix 1<br><br>Appendix 2<br><br>Appendix 3  | 20 mins |
| 12. | <b>Membership of the Appointment Process Panel (JS)</b> <i>(Pages 151 - 154)</i>   | 5 mins  |

### **Duration of Meeting**

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

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

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

#### **Agendas and reports**

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website [www.peakdistrict.gov.uk](http://www.peakdistrict.gov.uk).

#### **Background Papers**

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected by appointment at the National Park Office, Bakewell. Contact Democratic Services on 01629 816200, ext 362/382. E-mail address: [democraticservices@peakdistrict.gov.uk](mailto:democraticservices@peakdistrict.gov.uk).

## **Public Participation and Other Representations from third parties**

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

## **Written Representations**

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

## **Recording of Meetings**

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

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

## **General Information for Members of the Public Attending Meetings**

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

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

To: National Park Authority Members

Constituent Authorities  
Secretary of State for the Environment  
Natural England

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## MINUTES

**Meeting:** **National Park Authority**

**Date:** Friday 17 March 2017 at 10.00 am

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

**Chair:** Cllr Mrs L C Roberts

**Present:** Mr P Ancell, Mrs P Anderson, Mrs F Beatty, Cllr D Birkinshaw, Cllr P Brady, Cllr C Carr, Cllr A R Favell, Cllr C Furness, Cllr N Gibson, Mr Z Hamid, Cllr A Hart, Cllr Mrs G Heath, Mr R Helliwell, Cllr H Laws, Cllr Mrs C Howe, Cllr J Macrae, Cllr A McCloy, Cllr C McLaren and Cllr Mrs K Potter

**Apologies for absence:** Cllr D Chapman, Cllr D Greenhalgh, Ms S Leckie, Cllr S Marshall-Clarke, Ms S McGuire, Cllr Mrs N Turner, Cllr Mrs J A Twigg and Cllr D Williams

### 6/17 CHAIR'S ANNOUNCEMENTS

The Chair announced that five applications had been received so far for the two Secretary of State vacancies. The closing date for applications was Wednesday 22 March.

Members were informed of the forthcoming retirement of Ken Smith, Cultural Heritage Manager, at the end of March 2017. Members thanked the officer for his work over 35 years with the Authority.

Andrea McCaskie, Head of Law, was thanked for her support to the Authority as Acting Director of Corporate Strategy and Development during the interim between the departure of Ruth Marchington and the start date for the new Director on 8 May 2017.

### 7/17 MINUTES OF PREVIOUS MEETING 3 FEBRUARY 2017

The minutes of the National Park Authority meeting on 3 February 2017 were approved as a correct record.

### 8/17 URGENT BUSINESS

There was no urgent business to report.

### 9/17 MEMBERS DECLARATIONS OF INTEREST

Item 9

Cllr Mrs K Potter declared a personal interest as a member of CPRE and because she knew one of the speakers, Mr J Lambert.

It was noted that both Cllr K Potter and Cllr C Furness had received a phone call from one of the speakers, Dr P Owens.

Cllr J Macrae declared a personal interest as a member of CPRE

Item 10

Cllr A Hart declared a prejudicial interest as a board member of Visit Peak District and Derbyshire and a personal interest as a member of the National Trust. He would withdraw from the meeting at the start of the item and take no part in the debate or voting.

## **10/17 PUBLIC PARTICIPATION**

Two members of the public were present to make representations to the Meeting.

## **11/17 BUDGET 2017/18 (A137/PN)**

The Chief Executive commended the report to Members as showing the Authority's diligence and prudence in managing its finances. This gave confidence for the future and grounds for a period of stability to 2020, following the government's previous cuts to the Authority's funding.

The Chief Finance Officer noted that the Authority was in receipt of only 65% of its 2010 settlement and acknowledged that the investment opportunities it now had were partly a result of Members agreeing to reductions in spending.

Members thanked officers for a clearly written report and asked that in the next annual report, the previous year's Appendix 1 should be included for ease of comparison.

In response to Members' query about the cost of the Corporate and Democratic Core (Appx 1), the Chief Executive confirmed that it is subject to frequent audits and does provide value for money in delivering essential services for the Authority.

The Chief Executive also confirmed that a report on the development of the visitor centres would be submitted to the Audit, Resources and Performance Committee later in 2017.

The recommendations were moved, seconded, put to the vote and carried.

### **RESOLVED:**

- 1. That the base budget for the 2017/18 financial year shown in Appendices 1 and 2 be approved, which incorporate the investment allocations shown in paragraph 9 of the report.**
- 2. That the additional baseline allocation of £15,000 per annum and the one-off allocation of £180,000 in paragraph 10 of the report be added to the existing delegations (Authority Minute 20/16) to the Leadership Team, working with the Chief Finance Officer.**
- 3. That the financial position of the Authority in the period up to March 2020 be noted as explained in paragraph 11 of the report.**

## 12/17 PEAK DISTRICT NATIONAL PARK CHARITY (SM/SS)

The Director of Commercial Development and Outreach apologised for an error in paragraph 5 of the report, which should have stated that the Integrated Commercial and Outreach Development Plan, listed as a background paper, was presented to Members at Strategic Finance Workshops open to all Members in October and November 2016, not to meetings of the Strategic Advisory Group.

The Director confirmed that following Members' ratification of the Giving Strategy at the Authority meeting in March 2016 (Minute No. 14/16), the Director and his team had been reviewing potential ways to diversify and boost income streams, including the possibility of setting up a charity vehicle.

The Integrated Commercial and Outreach Development Plan had been developed by the Director and his team to cover the Authority's trading and fundraising activities and to provide a means of co-ordinating the Authority's work in increasing awareness, understanding, support and income in line with the Authority's three-year Corporate Strategy, which required the provision of options by Year 3 (2018/19). In view of a feasibility study being carried out by the National Parks Partnership and National Parks UK into the setting up of a national charity and given the Authority's current in-house knowledge of the not-for-profit market place, the Director had concluded that work on developing a charity vehicle could be brought forward to Year 2 to enable an earlier assessment of the required level of financial and time investment.

The Director stated that the charity vehicle was not being proposed as a panacea for income generation. He added that the potential risks of the charity's independence from the Authority would be partially mitigated by closely linking its objectives to the Peak District National Park purposes and to the Peak District National Park Management Plan. He acknowledged the imperative of clear differentiation between the proposed charity and other not-for-profit organisations.

Should Members not approve the development of a Charitable Trust, the Authority would continue to mine existing funding channels.

The following made representations to the meeting in accord with the Public Participation Scheme:

- Mr J Lambert, Chair of Friends of the Peak District
- Dr P Owens

Members were keen to be involved throughout the process of setting up a charity vehicle. A new sub-group of four members of the Audit, Resources and Performance Committee, chosen by the Chair of the Authority and the Chair of the Audit, Resources and Performance Committee, was proposed and seconded, to be added as a third recommendation. The sub-group would work with the Director of Commercial Development and Outreach and his team and report back to Members on progress.

The recommendations including the additional third recommendation were moved, seconded, put to the vote and carried.

**RESOLVED:**

- 1. To authorise the Director of Commercial Development and Outreach, in consultation with the Head of Law and Head of Finance, to progress the development of a Charitable Trust which is also a Company Limited by Guarantee in line with the proposals set out in this report.**
- 2. To note that a report setting out the charitable objects, governing documents including a conflict policy document and Memorandum of Understanding and potential investment by the Authority be brought to a future Authority meeting for final approval.**
- 3. To establish a Member Advisory Group made up of four Members of the Audit, Resources and Performance Committee.**

**13/17 TREASURY MANAGEMENT POLICY STATEMENT AND ANNUAL TREASURY MANAGEMENT AND INVESTMENT STRATEGY (A1327/PN)**

The Chief Finance Officer reported that the Authority's three-year Service Level Agreement with North Yorkshire County Council (NYCC) ended on 6 April 2017 and that a new three-year contract with NYCC had been agreed.

The recommendations were moved, seconded, put to the vote and carried.

**RESOLVED:**

- 1. That the Treasury Management Policy Statement in Appendix 1 is approved.**
- 2. That the Authority approves the Annual Treasury Management and Investment Strategy in Appendix 2, with specific approval of the Prudential Indicators and borrowing limits (paragraphs 5-13), and the policy on Minimum Revenue Provision (paragraphs 14-15), and adopts the Investment Strategy of North Yorkshire County Council (Appendix 3).**

A short break was taken at 11.45am.

As Cllr A Hart had declared a prejudicial interest in Item 10 as a board member of Visit Peak District and Derbyshire, he withdrew from the meeting before the start and took no part in the debate or voting.

**14/17 SUBMISSION TO THE DISCOVER ENGLAND FUND BY THE 10 ENGLISH NATIONAL PARKS (SF)**

The Chief Executive reported that in January 2017, the Authority had successfully submitted an Expression of Interest to the Discover England Fund, along with all the national parks of England, to enable the creation of high quality visitor experiences that would increase its international appeal. As Lead Partner, the Authority was offered a grant of £20,000 seed funding to help in the preparation of its business case bidding for approximately £1million from the Discover England Fund, to be submitted to Visit England by 12 April 2017.

Members' support was sought for the Peak District National Park Authority to act as the Lead Partner in the submission of the English National Park Authorities business case.



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

**RESOLVED:**

- 1. To approve the Peak District National Park Authority to act as lead body in the submission of a bid on behalf of the 10 English National Park Authorities for a circa £1million bid to the £40 million Discover England Fund.**

Cllr A Hart returned to the meeting.

**15/17 NATIONAL PARKS ENGLAND WORKING GROUP ON THE FUTURE OF FARMING (SF)**

The Chief Executive introduced the report, which sought Members' comments about the National Parks England (NPE) Working Group's working draft document on the future of farming outside the EU. This was one of four papers focusing on how the national parks would be impacted by Brexit.

The Head of Landscape and Conservation was present to answer Member questions.

Members gave substantial feedback to officers which the Chair confirmed would be passed to the NPE Working Group. A particular sentence stood out for Members, on page 92 of the draft:

"Our starting point is that we want to see our National Parks remain as living, working landscapes where sustainable farming systems are playing an active role in delivering a wide array of public benefits and the farmers or land managers doing this work are rewarded for these services."

The recommendation was moved, seconded, voted on and carried.

**RESOLVED:**

- 1. To note the working draft document from the NPE Future of Farming Group and offer comments for the Chair and CEO to use to inform the consideration of, and outputs from, this working group.**

Cllr Mrs G Heath left the meeting at 12.29pm during the debate and before the vote.

**16/17 APPOINTMENT OF DIRECTOR OF CORPORATE STRATEGY AND DEVELOPMENT (SF)**

Members considered the recommendation of the recruitment panel to appoint the new Director of Corporate Strategy and Development.

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

**RESOLVED:**

- 1. To appoint David Hickman as Director of Corporate Strategy and Development.**

The meeting ended at 12.35 pm

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## MINUTES

Meeting: **National Park Authority**

Date: Friday 7 April 2017 at 9.30 am

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

Chair: Cllr Mrs L C Roberts

Present: Mr P Ancell, Mrs P Anderson, Cllr D Birkinshaw, Cllr D Chapman, Cllr C Furness, Cllr D Greenhalgh, Mr Z Hamid, Cllr A Hart, Mr R Helliwell, Cllr H Laws, Cllr Mrs C Howe, Cllr S Marshall-Clarke, Cllr A McCloy, Cllr Mrs K Potter, Cllr Mrs J A Twigg, Cllr F J Walton and Cllr D Williams

Apologies for absence: Mrs F Beatty, Cllr C Carr, Cllr J Macrae, Ms S McGuire and Cllr Mrs N Turner.

### **17/17 CHAIR'S ANNOUNCEMENTS**

The Chair provided an update on progress made in the appointment of two new Secretary of State Members to fill the current vacancies. It was confirmed that there were 20 applicants and, following shortlisting, interviews were to be held in York in June.

### **18/17 PUBLIC PARTICIPATION**

Two members of the public were present to make representations to the Authority.

### **19/17 MEMBERS DECLARATIONS OF INTEREST**

Kath Potter, personal interest, as a Member of CPRE, one of the public speakers was a representative of Friends of the Peak District (CPRE).

### **20/17 TRANS-PENNINE UPGRADE PROGRAMME NON STATUTORY PUBLIC CONSULTATION - PEAK DISTRICT NATIONAL PARK AUTHORITY RESPONSE (TN/BJT)**

As Highways England were holding a non-statutory public consultation on the Trans-Pennine Upgrade Programme due to end on 10 April 2017 Members considered and approved a response from the Authority.

The consultation related to a series of measures included within the Roads Investment Strategy 1 (RIS1), focusing on the Southern Trans-Pennine road link between the M1 and the M67, and including the A628 Trunk Road across the National Park.

There were a number of elements to the package of proposals which included the following: -

- i. Mottram Moor Link Road and the A57(T) to A57 Link Road (2 options)
- ii. A61 Dualling (2 options)
- iii. A628 Climbing Lanes (2 locations)
- iv. Safety improvements
- v. Technology improvements

Although the proposals were still to be finalised, and therefore did not carry the level of detail that would be forthcoming at the later design stages, it was clear that all of the proposals were likely to result in either direct or indirect impacts on the National Park, and therefore the proposed response covered all these elements.

The consultation was based upon an eight page questionnaire but, in order to ensure that the Authority was able to provide a detailed and holistic response to the proposals, it was proposed that the Authority response would be set out in a letter. A draft letter was appended to the report for discussion.

The Head of Policy and Communities introduced the report and identified the following minor amendments:

- On page 6 of the document pack the paragraph in section iv) on Safety Improvements should describe the route from the M67 to the M1 not the A1.
- On page 7 of the document pack under the heading History the fourth paragraph should refer to Tameside Metropolitan Borough Council not Counsel.

The following persons spoke under the public participation at meetings scheme:

- Dr Peter Owens
- Anne Robinson, Friends of the Peak District, Supporting the Officer recommendation.

In introducing the report the Head of Policy and Communities identified the proposed climbing lanes as having the most significant impact on the National Park. He also confirmed that there was no link between these proposals and the longer term discussions on aspirations to construct a road tunnel. It was also noted that a special meeting of the Authority had been called due to the short four week consultation period,

During discussions on the draft response Members suggested the following amendments:

- Identify the need for a comprehensive look at traffic in the area and across the National Park not just a piecemeal approach
- High quality landscaping design should be integral to any proposals within or visible from the National Park.
- In light of a previous Authority decision to be supportive on proposals, the response needed to be constructive about possible solutions to address concerns identified.
- Include references to air pollution and the need to carry out air pollution modelling to make sure the proposals did not have a detrimental impact on the recently restored moorland along the route.
- Note that the consultation proposals did not include highway safety improvements at the junction of the road to Holmfirth over Holme Moss.

- Draw attention to the absence of references to the National Park and protected landscapes/habitats such as SSSI sites in the consultation document.

During the discussion it was suggested that the forthcoming Member tour in June should include a visit to some of the sites referred to in the consultation document.

Members were encouraged to submit their own individual response if they wished to do so.

Following discussion a motion to approve the officer recommendation, subject to amendments to incorporate issues raised by Members, was moved, seconded, put to the vote and carried.

**RESOLVED:**

- 1. To approve the proposed response to the Trans-Pennine Upgrade Programme Non Statutory Public Consultation set out in Appendix 1 of the report, subject to the Director of Conservation and Planning being authorised, in consultation with the Chair of the Authority, to make amendments to incorporate the issues identified by Members during the discussion.**
- 2. To note the timescales identified in the report for the Trans-Pennine Upgrade proposals moving forward.**

The meeting ended at 10.35 am

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7. **PEAK DISTRICT NATIONAL PARK MANAGEMENT PLAN UPDATE - EARLY PUBLIC CONSULTATION (EF)**

**Purpose of the report**

1. This report seeks Members approval to begin a public consultation on the big issues that we would like the Peak District National Park Management Plan 2018-23 to focus on. We would like to consult on eight cross cutting areas of impact and eight special qualities of the Peak District National Park, using the public consultation document at Appendix 1.

**Key issues**

- Every National Park Authority must update their management plan every 5 years, and our current plan is due for updating this year.
- At the October 2016 Authority meeting (minute reference 39/16), Members agreed that the NPMP 2018-23 would use the existing vision framework and identify a small number of areas of focus.
- We propose to frame the next NPMP around eight areas of impact where we believe we can make the biggest difference to the Peak District National Park over the next five years.
- The areas of impact have been developed through a collaborative approach with partners and stakeholders and are summarised at paragraph 5.
- Currently the special qualities of the Peak District National Park are defined by 20 statements with no supporting text. In order to bring them to life and make them relevant we have developed eight statements that we believe better reflect and articulate what is special about the Peak District National Park.
- To fully meet this requirement the special qualities have been updated and are now clearly defined and have supporting text to aid understanding of them.
- We would like to undertake a public consultation on the areas of impact and special qualities, using the document in Appendix 1.
- Members are asked to note the next steps in the development of the NPMP as described at paragraph 8.

**Recommendations:**

2.
  1. **That Members approve undertaking a public consultation on the big issues that we would like the Peak District National Park Management Plan 2018-23 to focus on using the consultation document provided at Appendix 1.**
  2. **That any changes needed in the consultation document as a result of the Authority meeting are delegated to the Chief Executive**
  3. **The Authority thanks partners for all their work and contributions to date on developing the Peak District National Park Management Plan 2018-23.**

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

3. The Authority has previously and will continue to develop, implement and review a Peak District National Park Management Plan (NPMP). The Authority is a place based organisation whose role is to protect and enhance the special qualities of the National Park and to promote public understanding and enjoyment of them. The 1995 Environment Act states that every National Park Authority must update their management plan every 5 years. The current management plan runs from 2012-2017 and so requires up-dating. Undertaking a public consultation on the proposed focus of the NPMP 2018-23 means we are adhering to our statutory responsibilities and will ensure the up-dated NPMP will be fit for purpose.

As Members will be aware, the NPMP is a plan for the place and as such is a partnership plan. The Authority's next Corporate Plan will detail how the Authority will contribute to the up-dated NPMP as part of a much wider collaborative effort.

## **Background**

4. **The Peak District National Park Management Plan**  
The Authority approved the full progress report of the NPMP 2012-17 at its meeting on 7 October 2016 (minute reference 39/16). It was also agreed that as we update the NPMP for the next 5 years, the current vision framework is still fit for purpose. The report concluded that the 2012-17 NPMP had been instrumental in bringing together many diverse partners and stakeholders to help tackle the many issues facing the Peak District National Park (PDNP). However, the report concluded that reporting and monitoring of the NPMP 2012-17 had been difficult and in many cases it was unclear what added value the plan had brought to the management of the Peak District National Park. Therefore, it was agreed that the NPMP 2018-23 would use the existing vision framework and identify a small, but strategic number of areas of focus, to deliver significant environmental, social and economic benefit to the Peak District National Park, its residents, businesses and visitors.

As agreed by Members previously, we started the process of updating the NPMP by working with a range of forums and working groups across the Peak District National Park to develop a series of topic based discussion papers. These were on cultural heritage, access and recreation, business and the rural economy, farming and land management, biodiversity and geodiversity, communities, sustainable transport, outreach, sustainable tourism, and climate change and natural resources. Together, these papers identified over 100 issues that were presented to Members and the NPMP Advisory Group in an Issues Report. In December 2016 Members and the NPMP Advisory Group met to identify areas where the next NPMP could have the greatest impact. This began the work of narrowing the focus of the NPMP 2018-23 down to a number of strategic areas of focus, as had been agreed previously.

During 2017 we have been working on the following areas that we wish to consult on in June 2017.

1. The eight areas of impact.
2. Refining the titles and developing supporting text for the special qualities of the Peak District National Park.

## **Proposals**

5. **Areas of Impact**  
Since the December workshops, the Project Board, a sub-committee of the NPMP Advisory Group, met to further examine the issues contained in the topic papers. They took the individual topic issues and assessed these across all the topics and through



Careful analysis developed eight cross cutting areas of impact that we would like the next NPMP to focus on. The areas of impact integrate issues that were in individual topic papers and identifies those that can only be tackled at a strategic level across a range of partners. The areas of impact are as follows.

1. **A National Park for everyone:** This aims to widen participation by helping remove physical and mental barriers for all and promoting the health and wellbeing benefits that this can provide.
2. **Securing the most for the Peak District National Park:** This is about securing the political and financial support that is necessary to conserve and enhance the Peak District National Park's special qualities. By working collectively and pooling resources, we can be effective in influencing and responding to policy and funding decisions. This is especially important, following our exit from the European Union.
3. **Encouraging enjoyment with understanding:** This is a key purpose of the Peak District National Park. It is about making the most of opportunities for everyone to enjoy the special qualities by promoting a sense of harmony and responsibility.
4. **Preparing for a future climate:** This means that we will lead the way in helping our communities, businesses and visitors to reduce the impact of climate change on the environment, and in adapting to future conditions.
5. **Enhancing the benefits that the Peak District National Park provides:** This means increasing our knowledge and understanding of the benefits provided by the Peak District National Park. Then we can use this knowledge to inform our work, so the benefits remain for future generations.
6. **Ensuring a future for farming and land management:** This aims to support the sustainability of our farming community. It seeks to ensure that farmers and land managers conserve and enhance the special qualities of the Peak District National Park, and the benefits they provide.
7. **Managing landscape conservation on a big scale:** This is about a holistic approach to landscape conservation. This means working on a larger geographical scale and bringing all specialists together to get the biggest impact.
8. **Supporting sustainable communities:** This is about ensuring our communities are sustainable now and in the future. It is about balancing the needs of the community while conserving the Peak District National Park.

## 6. **Special Qualities**

One of the purposes of national parks is to:

*Promote opportunities for the understanding and enjoyment of the special qualities of national parks by the public*

Currently the special qualities of the PDNP are defined by 20 statements with no supporting text. In order to bring them to life and make them relevant we have developed eight statements which we believe better reflect and articulate what is special about the Peak District National Park. These statements, last presented to Members in early 2016 as part of a Strategic Advisory Group meeting, have been developed internally and with feedback from partners. They now read as follows:

1. Beautiful views created by contrasting landscapes and dramatic geology.
2. Internationally important and locally distinctive habitats and species.
3. Undeveloped places of tranquillity and dark night skies within reach of millions.
4. Characteristic settlements with strong communities and traditions.
5. Landscapes that tell a story of people and industry since prehistoric time.
6. An inspiring space for escape, adventure, exploring and quiet reflection.
7. Historic features offering visible and buried reminders of past lives.
8. Vital benefits for millions of people that flow far beyond the landscape boundary.

We have now developed supporting text to accompany these titles, which can be read within Appendix 1.

As previously agreed, these special qualities will be integrated into the updated NPMP so that they are an integral part of this partnership plan for the place. We wish to consult on these special qualities at the same time as the 8 areas of impact.

7. **Development of Public Consultation Document**

We have developed a public consultation document (see Appendix 1) which will help us to gain feedback from residents, visitors, businesses, partners and stakeholders on the areas of impact and the special qualities of the Peak District National Park. The consultation document highlights the areas where we believe we can make the biggest difference to the Peak District National Park over the next five years in collaboration with our partners and stakeholders, and seeks to gain comments on this proposed approach. The consultation document consciously does not set out how we plan to deliver any work to achieve the intentions in the areas of impact, as developing the delivery plan will be done during the next stage of the NPMP development process.

We have worked with the NPMP Advisory Group, National Park Authority officers and Members to produce the consultation document. The Strategic Advisory Group have provided comments on an earlier version of the consultation document which have been taken into account and incorporated in the version in appendix 1. Subject to Members approval, we will use this document to undertake a 6 week consultation period and use the results to inform the drafting of the NPMP, including continuing to refine the special qualities. Access to the consultation document will be via the Peak District National Park website with responses being made by means of an online survey, email or in writing.

8. **Next Steps**

Following the end of the consultation period we will assess the comments received and make the necessary changes to the eight areas of impact and special qualities. We will then begin to work with partners to develop actions that will help to achieve the areas of impact and to develop the final draft of the NPMP document. All of these steps will be undertaken with the NPMP Project Board, the NPMP Advisory Group, partners and stakeholders to ensure there is ownership of the final Plan and a willingness to deliver. The final draft NPMP will undergo a further round of public consultation to confirm that the actions within it are relevant and achievable.

**Are there any corporate implications members should be concerned about?**

9. **Financial:**

There are no direct financial implications for the reports presented with this paper. In terms of the update of the NPMP, this has a budget associated with it.

10. **Risk Management:**

There is the potential that no one will comment on the consultation document. This risk has been minimised by involving partners throughout the development of the document. We will further minimise this risk by publishing the consultation document on the Authority's website and by directly informing partners and stakeholders that the consultation period is open. We will also promote the consultation via press releases, facebook and twitter.

11. **Sustainability:**

Implementing the NPMP directly contributes to the sustainability of the National Park.

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

None

**Appendices**

Appendix 1 – Help Shape the Peak District National Park Management Plan Update

**Report Author, Job Title and Publication Date:**

Emily Fox, Head of Strategy and Performance, 18 May 2017

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## Consultation X<sup>th</sup> June – X<sup>th</sup> July 2017

### Help shape the Peak District National Park Management Plan Update

#### What this consultation document is about

Looking after the Peak District National Park is a very important job. There are 555 square miles of stunning landscapes to conserve; there are habitats and species of international importance and great cultural heritage to protect. There are over 12 million visits to the National Park each year and 38,000 people call it their home. It is essential to have a management plan for Britain's first National Park that is fit for purpose and for the future.

The existing 2012-2017 management plan is due for an update. Things have changed since 2012. Our next management plan needs to reflect these changes and provide a clear way forward to achieve our vision.

The management plan is more than just the work of the Peak District National Park Authority; it is a plan for us all. So our updated plan needs to continue to reflect the views of partners, residents, visitors and all other stakeholders. This consultation is your opportunity to have your say.

This document sets out the big issues we will seek to tackle in the next five years, and on which we want views. The management plan will have a delivery plan as part of it, so it will direct on the ground delivery in your National Park. A set of background papers support this consultation, which are available from the website.

**Please take this opportunity to shape the next Peak District National Park Management Plan, including the special qualities of the National Park.** This document is available to view on the Peak District National Park Authority website and at the Peak District National Park Authority offices.

You can comment by completing either the online survey or electronic response form (both available on our website) or by emailing / writing to us at:

National Park Management Plan Response  
Peak District National Park Authority  
Aldern House  
Baslow Road  
Bakewell  
DE45 1AE

tel: 01629 816200    email: NPMP@peakdistrict.gov.uk    [www.peakdistrict.gov.uk](http://www.peakdistrict.gov.uk)

All responses must be with us by 5pm on **xxx x<sup>th</sup>** July 2017

## What happens next?

We will bring together your responses and publish a report of the consultation. We will use this with partners to continue to develop the management plan. The next step will be to develop a set of realistic actions for each area of impact, based on the intentions set out in this consultation document. The actions will form the delivery plan for the management plan, and will help to achieve each area of impact. We will undertake another public consultation when we have a draft management plan.

### Data Protection

We will only use details provided in response to the consultation for purposes associated with the Peak District National Park Management Plan. You may request to see personal information held by the Peak District National Park Authority at any time.

## Section 1: The Peak District National Park

The Peak District National Park plays a special role well beyond its borders. It is of international, national, regional, and local importance. Please see figure 1 for a visual representation of the benefits that the Peak District National Park provides. Established in 1951, it was the UK's first National Park; there are now fifteen. As well as providing a breathing space and opportunities for learning, discovery and enjoyment for millions of people, the designation of National Parks is because of their spectacular landscapes, wildlife and cultural heritage - the 'special qualities' that make them so important.

From the 1995 Environment Act, the purposes of designation are to:

- conserve and enhance the natural beauty, wildlife and cultural heritage; and
- promote opportunities for the understanding and enjoyment of the special qualities of the area by the public.

If there is a conflict between these two purposes, the Act tells that conservation takes priority. In carrying out these purposes, the National Park Authority must also seek to foster the economic and social well-being of the local communities within the National Park.

A wide range of distinctive landscapes make up the Peak District National Park. These form the basis for its designation as a National Park. The term landscape does not simply mean 'the view'. It is about the relationship between people, place and nature. Whilst the Peak District National Park attracts 12.25 million visits a year, it is home to some 38,000 residents and provides approximately 18,000 jobs, many of which are based on the special qualities. There is a need to protect our cherished landscapes whilst accommodating some changes arising from social, economic and environmental necessity.

Our aim is not to preserve a past landscape. It is to conserve and enhance the special qualities. By this, we mean we will maintain a distinctive sense of place for future generations to enjoy.

The 1995 Environment Act requires the Peak District National Park Authority to produce a management plan that outlines the vision for the management of the National Park. It must reflect National Park purposes and be updated at least every five years. It is not the intention of the plan to duplicate or outline what others are already doing. The intent is to add extra value to the good work already in hand. Moreover, we need to ensure the protection and enhancement of the Peak District National Park's special qualities.

Many organisations care for the Peak District National Park. Therefore, the management plan brings their work together. This avoids confusion and potential conflict and is more efficient in the use of finances and resources.

The management plan is a framework that aims to encourage everyone to work together to achieve National Park purposes, to conserve and enhance the special qualities for the benefit of all. It is not a plan for an individual organisation or group but a plan for the place. It is, therefore, a partnership plan. It is the single most important policy document for the Peak District National Park. It tells everyone what the main issues and priorities are. It then sets out how we are going to tackle those issues over the next five years.

## Vision Framework

The current vision framework will remain the same. Based on feedback from partners, we believe it continues to accurately express what we want to achieve.

### Peak District National Park Vision Framework

## The Peak District: where beauty, vitality and discovery meet at the heart of the nation

#### **A Diverse Working and Cherished Landscape**

A resilient Peak District where the unique beauty of its working landscapes, its wildlife and environment, its tranquillity, cultural heritage and the communities within it, continue to be understood and valued nationally for their diversity and richness.

#### **Thriving and Vibrant Communities**

A lived in, sustainable, thriving and innovative Peak District that engages both local and neighbouring communities, and promotes a high quality of life by conserving and enhancing the special qualities of the National Park.

#### **A Welcoming and Inspiring place**

An inspiring Peak District where all are welcome to discover, enjoy, understand and value the special qualities of the National Park; a place where people can develop a sense of adventure and belonging, and play a part in its sustainable future.

#### **An Enterprising and Sustainable Economy**

An enterprising and sustainable Peak District economy which capitalises on and enhances its special qualities and promotes a strong sense of local identity, reflecting the aspirations of local business, organisations and communities.

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## How we got to this point in updating our management plan, including the special qualities

Managing a National Park is always challenging because there are many people who care about them; and they often have differing and sometimes conflicting interests. However, it is perhaps now more complicated than ever, as we understand better the environmental, economic and social factors that affect it.

For this update, we brought together a number of working groups and a vast amount of information to explore the changes that have taken place since 2012. These included surveys from our residents and visitors, information from our partners and expert opinion, from which we have developed a series of topic papers. (You can find the topic papers as a separate download on the website. They are for information and do not form a part of this consultation).

The topics link to the themes within the vision framework. These include cultural heritage, biodiversity and geodiversity, our communities, access and recreation, sustainable transport, business and the rural economy, education and outreach, sustainable tourism and farming and land management. We analysed the topics and the issues identified by the working groups and recognised that many issues cut across each topic. In particular, we believe that climate change will have a significant impact on the Peak District National Park, as could leaving the European Union.

In addition, we have looked again at the Peak District National Park's special qualities. The Environment Act requires us to promote their understanding and enjoyment. Special qualities define what is distinctive and significant about the area compared with other parts of the country. Understanding these qualities helps us to plan effectively and manage the National Park in order to protect them. In the current management plan, they appear as a simple list of twenty without explanation. We have thought carefully about these qualities and we now present them under eight new headings, complete with a detailed commentary. We are consulting you on these detailed commentaries, which you can find in section 3.

It is clear that we need to simplify the presentation of our management plan. We need those with an interest in the Peak District National Park to see clearly how they can help to achieve the vision. They must feel empowered to take the actions that will maintain the distinctive sense of place. We must prioritise the more significant and urgent challenges for the next five years. Alongside the eight special qualities, we have identified eight areas that we think the next management plan should focus on. These areas are where we can make the greatest impact. **We introduce the special qualities and the areas of impact in sections 3 and 4 for you to consider.**



## How you can shape the next National Park Management Plan

We need to know if our refreshed presentation of the '**Special Qualities**' properly summarises what makes the Peak District National Park special - **go to section 3**

We need to know if the eight '**Areas of Impact**' are the best areas of focus for the new management plan - **go to section 4**

Please tell us what you think by using the online survey or response form on our website to send us your answers

## Section 3: The Special Qualities of the Peak District National Park

### Introduction

As the first UK National Park, the Peak District National Park was established in 1951 to ensure the protection of over 555 square miles of natural beauty, wildlife and cultural heritage for all to enjoy. The landscape is of international importance and has the highest status of protection in relation to landscape, scenic beauty and internationally important habitats and historic features.

The variations in geology, landform, soils and biodiversity combined with farming practice, land use and settlement patterns make the landscape what it is today. This interaction between people and nature has created a powerful sense of place that resonates across the varied landscapes and is central to the designation of the Peak District National Park. For hundreds of years, this varied landscape and its special qualities have inspired writers, poets and artists, including Jane Austen. It continues to inspire millions today.

People experience and value these landscapes in many different ways. Over time these values have and will continue to change, as will the landscape itself. Our aim is not to preserve a past landscape. It is to conserve and enhance the special qualities. By this we mean maintaining a distinctive sense of place for future generations to enjoy. To do this requires partnership working between many different organisations and individuals to ensure the protection of these fragile landscapes.

### What are the special qualities?

Special qualities define what is distinctive and significant about the Peak District National Park compared with other parts of the country. Understanding these qualities helps us to plan effectively and manage the Peak District National Park in order to protect them. The special qualities are in no particular order. They should be read as an integrated set, rather than in isolation. A summary of the eight draft special qualities are below.

#### **Special quality 1: Beautiful views created by contrasting landscapes and dramatic geology**

These views range from the Dark Peak's Millstone Grit horseshoe, to the South West Peak's intimate mosaic landscape and the rolling limestone plateau of the White Peak.

#### **Special quality 2: Internationally important and locally distinctive habitats and species**

Dramatic topography, steep slopes and climatic conditions support a variety of habitats and associated species.

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### **Special quality 3: Undeveloped places of tranquillity and dark night skies within reach of millions**

Tranquil experiences range from exploring open moors with their sense of wild remoteness to experiencing traditional village life.

### **Special quality 4: Characteristic settlements with strong communities and traditions**

Settlements and the people that live in them are integral to the landscape, representing past and present communities, traditions and climates.

### **Special quality 5: Landscapes that tell a story of people and industry since prehistoric times**

The story of people from the Neolithic Stone Age tribes all the way through to today's land managers is told through the landscapes.

### **Special quality 6: An inspiring space for escape, adventure, exploring and quiet reflection**

This is an unrivalled setting for escaping everyday pressures, finding adventures and recharging drained batteries.

### **Special quality 7: Historic features offering visible and buried reminders of past lives**

This mix of historic features provides a place where people can celebrate and trace their cultural heritage.

### **Special quality 8: Vital benefits for millions of people that flow beyond the landscape boundary**

Many benefits extend beyond the Peak District National Park boundary to positively impact on people who may never visit and may be unaware of its existence.

## Your opportunity to help us

**We are consulting on the descriptions set out in Appendix 1.**

We would like your views on each special quality. These special qualities reflect feedback from stakeholders and a thorough assessment of existing research and evidence. They draw from the detailed content of a number of specialist strategies, principally our Landscape Strategy, which details the different types of landscape that make up the Peak District National Park.

Following this consultation, we will finalise the eight special qualities. Once they are agreed, the next step will be to build our evidence base for each special quality and begin to detail

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their present condition. This will continue to inform a large part of the work of the Peak District National Park Authority and its partners.

**Please tell us what you think by using the online survey or response form on our website to send us your answers**

**Questions 1 to 4 in the survey are about the special qualities**

## **Section 4: The Areas of Impact of the Peak District National Park Management Plan**

### **Introduction**

Over the last year, we have worked together to develop a series of topic papers. For each topic, these papers set out background information, the issues to address and wishes for the future. Many of the same issues arise under each topic. Considering this, we have identified eight crosscutting areas where we can make the greatest impact. Our challenge is to protect and enhance the special qualities of the Peak District National Park. We will need to do this in a cost effective way. We think that by focusing our work on these specific 'Areas of Impact', we can achieve more by working in a more coordinated way.

### **What are the areas of impact?**

The eight areas of impact are those themes where our actions can make the greatest difference. They will become the focus of the next National Park Management Plan, with deliverable actions for each area of impact. The areas of impact are in no particular order. They should be read as an integrated set, rather than in isolation. In summary, the eight areas of impact are as follows.

#### **Area of impact 1: A National Park for everyone**

This aims to widen participation by helping to remove physical and mental barriers, supporting access for all and promoting the health and wellbeing benefits that this can provide.

#### **Area of impact 2: Securing the most for the Peak District National Park**

This is about securing the political and financial support that is necessary to conserve and enhance the Peak District National Park's special qualities. By working collectively and pooling resources, we can be effective in influencing and responding to policy and funding decisions. This is especially important, following our exit from the European Union.

#### **Area of impact 3: Encouraging enjoyment with understanding**

This is a key purpose of the Peak District National Park. It is about making the most of opportunities for everyone to enjoy the special qualities by promoting a sense of harmony and responsibility.

#### **Area of impact 4: Preparing for a future climate**

This means that we will lead the way in helping our communities, businesses and visitors to reduce the impact of climate change on the environment, and in adapting to future conditions.

## **Area of impact 5: Enhancing the benefits that the Peak District National Park provides**

This means increasing our knowledge and understanding of the benefits provided by the Peak District National Park. Then we can use this knowledge to inform our work, so the benefits remain for future generations.

## **Area of impact 6: Ensuring a future for farming and land management**

This aims to support the sustainability of our farming community. It seeks to ensure that farmers and land managers conserve and enhance the special qualities of the Peak District National Park and the benefits they provide.

## **Area of impact 7: Managing landscape conservation on a big scale**

This is about a holistic approach to landscape conservation. This means working on a larger geographical scale and bringing all specialists together to have the biggest impact.

## **Area of impact 8: Supporting sustainable communities**

This is about ensuring our communities are sustainable now and in the future. It is about balancing community needs while conserving the Peak District National Park.

## **Your opportunity to help us**

### **We are consulting on the information set out in Appendix 2.**

We would like your views on each area of impact. Following this consultation, we will take account of comments on the eight areas of impact, and revise them accordingly. We will work with partners and stakeholders to develop a realistic delivery plan that helps to achieve the areas of impact. We will further develop our existing evidence base to develop the actual management plan text. We will consult on the management plan text and delivery plan later this year or early next year.

For each area of impact, we start with an overview of what the topic means and why it is important. We then show the relationship with other areas of impact. This leads into a series of boxes that set out specific intentions for each area of impact and why these are our intentions.

**Please tell us what you think by using the online survey or response form on our website to send us your answers**

**Questions 5 onwards in the survey are about each area of impact**

## Appendix 1: Special Qualities

Special quality 1:

### **Beautiful views created by contrasting landscapes and dramatic geology**

The Peak District National Park is a mosaic of landscapes valued for their individual character, sense of place and beautiful views. Stand on a wind-swept crag high on Froggatt Edge and see the whole valley dropping away below. Sit among Hard Rake's flower-rich grassland and be immersed in a timeless pastoral landscape. Walk steep paths through woodlands in the Upper Dane Valley and feel a sense of peace and seclusion from the rest of the world.

The contrasting landscapes and dramatic geology of the Peak District National Park allow visitors to stumble upon spectacular new vistas where landscapes suddenly open up and change. Like those travelling along Crowdecote's hairpin bends, who get an unexpected view across the 'dragon's back' of Chrome Hill. These contrasts are most noticeable when moving between the three National Character Areas, the Dark, White and South West Peak. These areas are geologically and biologically diverse with a history dating back to the Carboniferous period.

The Dark Peak's characteristic Millstone Grit horseshoe, with its blanket bog covered moorland, scattered rock outcrops and deep ravines provides panoramic views across the rest of the Peak District National Park and out across the neighbouring cities.

The South West Peak is a more intimate mosaic of moorland blocks fringed with rush pastures, hedges, rivers and farmland. Its extensive views show a ridge-and-valley landscape with unusual aspects, such as the Winking Man rock formation.

In contrast, the White Peak's rolling limestone plateau has deeply dissected rivers, wooded valleys and rich pastures providing a quieter type of secluded and intimate beauty.

Special quality 2:

### **Internationally important and locally distinctive habitats and species**

Biodiversity is the cornerstone of ecosystem services and the mix of species and habitats found in the Peak District National Park is fundamental to what makes the area special.

The dramatic topography, steep slopes, climate and generally poor growing conditions largely prohibit intensive farming, creating a variety of habitats and associated species. Many of these are locally, nationally and globally rare, some with international protection. The area's biodiversity is distinct from the surrounding lowlands and urban conurbations, yet such close proximity with large populations allows millions of visitors to experience it first-hand.

At the crossroads of north and south, east and west, some species are at the edge of their ranges, making for a unique species composition. It is the only location where both Southern and Northern marsh orchids grow and hybridise and the moorlands are the only English home for Britain's sole arctic animal, the mountain hare. The unique character of the different landscapes is reflected in the habitats and species they support.

Visitors journeying up into the Dark Peak will see iconic expanses of blanket bog, moorland and heathland, interspersed with flushes and springs, fringed by upland oak woodlands and wax cap grasslands, and bisected by the streams and rivers that feed the surrounding reservoirs. Some may glimpse the rare upland birds supported by this dramatic landscape, including ring ouzel and golden plover, or feel the powerful presence of birds of prey such as hen harrier, merlin and peregrine falcon.

A trip to the White Peak's limestone areas reveals a very different landscape, home to precious and vulnerable ash woodlands, with a wealth of ponds and clear-flowing streams, important patches of limestone heath, lead rakes and species-rich grasslands. A walker might stop to watch skylarks soaring in the sky, filling the air with their instantly recognisable song. The more observant might pinpoint a wood warbler's song to reveal its perch.

For anyone exploring the South West Peak, its diverse, mosaic landscape includes blanket bogs, acid grasslands, steep sided cloughs and enclosed farmlands which create a unique sense of place. A trained ear might catch the 'go back, go back' cry of a red grouse or hear the burbling song of a curlew in flight. A seasoned birder might spot an elusive camouflage-striped snipe or identify the short-eared owl that swoops over the moors, causing panic among the smaller birds.

Special quality 3:

## **Undeveloped places of tranquillity and dark night skies within reach of millions**

The Peak District National Park retains its distinctly tranquil and undeveloped character, despite being one of the most popular, accessible and well-known areas in England with over 12 million visits a year. From walking, climbing or running on the open moors with their sense of wild remoteness to experiencing traditional village life, the Peak District National Park creates a powerful sense of timelessness and separation. This is in stark contrast to the hustle and bustle of the surrounding cities.

Tranquillity can be experienced in many ways and means different things to different people. It is one of the common links between the different areas of the Peak District National Park, which each have their own unique characteristics.

The Dark Peak is famous for its desolate and exposed tracts of moorland that stretch great distances. Standing on the summit of Black Hill as the sun sets provides a rare opportunity to find solace amongst an open landscape away from the distractions of modern living.

In contrast, the White Peak offers tranquillity in a more enclosed landscape. Peace can be found when sitting amongst the sounds of bubbling water, rustling leaves and melodic bird song in the confines of Lathkill Dale.



The South West Peak provides many opportunities to find tranquillity. From the atmospheric confines of Lud's Church and the sense of enclosure created by scattered trees across a pastoral landscape, to Shuttlingsloe's expansive views across the Cheshire plains.

For many visitors, the Peak District National Park represents an accessible backdoor wilderness, where they can walk in peace and escape the pressures of modern life. Its dark sky sites allow people to leave the bright lights of nearby urban neighbourhoods and be inspired by our place in the universe in the same way our ancestors were.

Special quality 4:

## **Characteristic settlements with strong communities and traditions**

Settlements are integral to the Peak District National Park's landscape. They represent the story of the people, the climate and the traditions that shaped it. They range from loose, linear settlements of farmsteads and paddocks to nineteenth century planned villages of terraced houses for mill workers. Individual buildings are just as diverse, from grand houses and religious buildings to labourers' cottages, field barns and stone crosses. These settlements have a rich history, with many listed in the Domesday Book.

Traditional buildings in the area have their own distinct character. Think of the Peak District National Park and stone is likely to be part of the picture: from moorland edges, to limestone dales and the Southwest Peak. The network of field walls, the buildings and the commonality of material give a superb visual unity. The nature of local stone such as limestone and gritstone distinguishes our buildings from the vernacular architecture of other regions and links back to the landscape.

Local needs, industry and strong traditions have influenced building styles. Parts of the Peak District National Park have been farmed for thousands of years and many farmsteads have medieval origins, dating back to former royal and private forests. Other industries have also shaped the character of communities, such as in Bamford, where the late 1800s cotton mill owner built houses, a church, a rectory and a school for workers. Many survive today alongside the mill which has been converted into flats. Some landowning families have also given communities their iconic character, such as the Chatsworth Estate and Edensor.

Custom and tradition resonate throughout the communities, many of which still hold local events such as Tissington's well-dressings, Edale's fell races, Castleton's Garland Day and Winster's Pancake Run. Such customs link together the generations, past and present, and many Peak District National Park communities have specific stories or products associated with them. Eyam is famous as the community who isolated themselves in the seventeenth century to stop the Bubonic Plague spreading beyond their boundary. Local culture attributes Bakewell pudding to an inexperienced cook's attempt at a jam tart. Stoney Middleton is known for an eighteenth century legend where a spurned lover was saved from a suicide attempt at a local cliff, now known as Lovers' Leap, by her voluminous skirts. Castleton has long been associated with its caverns, one of which was home to Britain's last troglodytes, the ropemakers who lived inside the cave until the early twentieth century. The sense of community often links back to the landscape, which many present-day community groups are involved in protecting.

Special quality 5:

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## Landscapes that tell a story of people and industry since prehistoric times

The Peak District National Park landscapes that we enjoy today have largely been shaped across the centuries by human activities. The landscape tells a story of local people and their industries across time, from the Neolithic Stone Age tribes to the Anglo Saxon Pecsætan<sup>1</sup> tribe, who settled here around 600 AD and gave the area its name, all the way through to today's land managers.

Woodland clearance, pastoral activity and cultivation by people as far back as the Neolithic and Early Bronze Ages began the process of creating today's iconic landscapes of sweeping open moorland, grassy dales and hidden valleys. The story of agricultural development over the centuries can be seen through the rich tapestry of existing historic farm buildings, fields, dry stone walls, hedgerows and pasture. The remnant flower-rich meadows we see today are a fragment of a once-common habitat, reflecting the historical interdependency between farming and nature.

The ash-dominated landscapes of the White Peak are of international importance and were managed from medieval times through to the industrial revolution as either coppice or high forest woodlands to produce tool handles, firewood, charcoal, planks and furniture. Walking through these woodlands today, this past management is evident in the understory and canopy structure of the woods, which support populations of wildflowers, invertebrates, bats and birds.

Other land management activities such as forestry, heather management, mining and mineral extraction have left their own imprints on the land, telling a tale of human occupation and endeavour through lead rakes, millstones, plantations, reservoirs, mines and quarries. Such features often reflected the values and priorities of communities through the ages as they shaped the land to make better lives for themselves. Many are now unique habitats that support a range of highly specialised flora and fauna, whilst providing economic and recreational opportunities.

People have also left their mark on the landscape in the form of trade and transport routes, many of which are still in use today. Most of the Peak District National Park's main roads have existed since the eighteenth century whilst many historic green lanes are now used by cyclists, horse riders and walkers. Today's multi-user trails trace the routes of Victorian railways, once vital for transporting Peak District produce from farms and mills to cities.

Of recent significance is the landscape-scale restoration of Dark Peak blanket bog, damaged by previous coal-fired industry. This shows modern people responding to the contemporary issues of climate change, flood risk and habitat degradation by restoring rare upland habitat to aid carbon sequestration and reduce erosion.

Altogether, these interactions between people and place across time have created the stunning and unique landscapes of the Peak District National Park. Safeguarding the integrity of this interaction and encouraging the continuation of more traditional and sustainable farming is vital to its protection, maintenance and evolution.

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<sup>1</sup> Pecsætan means peak-dweller, from which the name Peak District came.

Special quality 6:

## **An inspiring space for escape, adventure, exploring and quiet reflection**

The Peak District National Park is bordered on all sides by major conurbations, bringing it within reach of millions and providing a rural oasis in stark contrast to its urban neighbours. Although today many visitors take access for granted, prior to 1949 the majority of its moorland and hills had no public access. People were passionate about accessing Kinder Scout for exploration and adventure, so it became the stage for the Kinder Mass Trespass in 1932. This and other similar protests reflected the mood for greater public access to the uplands, leading to the 1949 National Parks and Access to the Countryside Act. National parks were then established as places of escape and enjoyment, with the Peak District National Park being the first in 1951.

Today it provides a vital space that nurtures our physical and mental wellbeing. People looking for outside adventure have an abundance of options. From paragliding over breathtaking landscapes, climbing world famous crags and boulders and potholing through subterranean limestone labyrinths, to horse-riding or mountain-biking along ancient bridleways and fly fishing in some of the country's best locations. As well as being fun, these experiences allow people to learn new skills and become experts at their sports, all within an amazing landscape.

For those looking for escape and quiet reflection, a third of the Peak District National Park is open access land with over 1,300 miles of rights of way and a network of accessible routes or 'miles without stiles'. Former railway tracks provide for leisurely walks and family bike rides on scenic traffic-free trails, whilst country cafes and traditional public houses provide the settings for reflecting on the day's experiences.

The Peak District National Park provides an unrivalled setting for escape from the pressures of everyday life, space to recharge drained batteries and motivation to enjoy a healthy, active lifestyle.

Special quality 7:

## **Historic features offering visible and buried reminders of past lives**

The Peak District National Park has a complex cultural landscape on which the story of human settlement has been written and rewritten for thousands of years. Some of this story is told by prominent historical features that are easily seen. Visitors to the eleventh century Peveril Castle will experience a tangible link with the past as they explore the extensive ruins overlooking the picturesque Castleton village. Those heading for the many historic parks and gardens such as Lyme Park, Haddon Hall or Chatsworth can step into the more recent past.

Yet many archaeological sites only reveal themselves to the trained eye. Those who look carefully enough may see evidence of the Iron Age fortress on Mam Tor, but this fortress itself hides a previous Bronze Age settlement. Many experience the atmospheric charm of Arbor Low's stone circle with its fifty limestone slabs, but only some will notice Hob Hurst's House, the Bronze Age burial mound on Beeley Moor. People driving along the arrow-straight road between Ashbourne and Buxton may not realise they are following a route once

well-trodden by Roman legionaries. Similarly, those walking the Long Causeway may be unaware that they are treading in the steps of medieval ancestors.

Other popular visitor spots conceal evidence of nineteenth century industry, which resonates across the landscape. Lathkill Dale was once a hive of industry and the remnants of Mandale Mine Engine House remains amongst a tangled mass of vegetation. Ancient weirs and entrances to underground drains can be spied around the river's edge, hinting at the scale of industrial activity that once took place in this now secluded and peaceful place.

This mix of visible and buried history creates a landscape where people can celebrate and visibly trace their cultural heritage. There are still many untold stories of our ancestors to be uncovered across the Peak District National Park, adding to its appeal and importance.

Special quality 8:

## **Vital benefits for millions of people that flow beyond the landscape boundary**

Many of the Peak District National Park's benefits are felt by those within it, whether visitors or residents, as the other seven special qualities show. Yet other benefits go beyond this, transcending the boundary to positively impact on the lives of people who may never visit the area and may be unaware of its existence.

Protecting entire landscapes on a large scale through national park designation can allow ecosystem services such as flood prevention, clean water provision and food production to function more naturally. Size enhances the benefits that can be provided by an area, enabling them to flow beyond its boundaries.

Being surrounded by urban areas makes the Peak District National Park's protected space of even greater significance as a breathing lung and green oasis for the millions of people who live in close proximity, providing a range of vital services. Those living in the surrounding areas may drink water that originated in its hills and was filtered by its habitats and breathe the clean air produced by its vegetation. They may also live somewhere that is less likely to flood due to the upstream habitats that store and slow the flow of water.

The positive impacts also flow even further afield. Climate change is predicted to affect the everyday lives of billions of people, but by absorbing and storing millions of tonnes of carbon, the Peak District National Park's habitats can help to mitigate against this. As part of a global network of protected landscapes, it is crucial to protecting the vital ecosystem benefits that sustain life into the future. By contributing to visions of sustainable biodiversity and social and economic wellbeing at local, regional, national and international levels, the Peak District National Park provides benefits to the planet that extend well beyond its boundary.

## Appendix 2: Areas of Impact

### Area of Impact 1:

## **A National Park for everyone**

### **What does this mean and why does it matter?**

One purpose of the Peak District National Park is to give people the opportunity to understand and enjoy its special qualities. The National Park provides a stunning setting for escape, adventure and relaxation. There are many ways for visitors to enjoy its natural and cultural heritage. Many people and organisations tell parts of the Peak District National Park's story. These develop the connection between people and place. However, not all groups in society visit and not all visitors have the confidence to explore beyond the beaten track.

Although there are over 12 million visits to the National Park every year, there are some barriers to access. Some of these are physical barriers, such as a lack of user friendly or affordable public transport links. This makes some areas difficult to reach without a car. In some places, there is no access for those with limited mobility. Other barriers relate to perceptions. Perhaps there is a lack of confidence to explore and discover the natural world. Cultural or social factors can prevent people from visiting. Perhaps they do not feel welcome or safe. People who do not visit the Peak District National Park will miss the benefits it offers.

Widening connections with the Peak District National Park brings many benefits. People will become healthier through outdoor exercise. Experiencing cultural heritage and the natural world will enrich their lives. Local people will gain. They too, will get a wider range of recreation and access services. Visitors will put money into the local economy.

#### **Connections to other areas of impact:**

*Encouraging enjoyment with understanding*

*Enhancing the benefits that the Peak District National Park provides*

*Landscape conservation on a big scale*

*Supporting sustainable communities*

### **What we want to do:**

#### **Overcome physical barriers to access**

**We want to improve access for all to visit the Peak District National Park and enjoy its special qualities.**

We want to help people to appropriately travel to and explore the Peak District National Park. Everyone should be able to experience the full range of special qualities, including those with limited mobility where possible. We need a transport system with services that

dovetail. Access into and around places must be easy for all.

### Why?

The Peak District National Park is for all. Some people have no access to either the National Park or some sites within it. With planning and resources, we can make a difference.

Research shows that spending time outdoors improves health and wellbeing. This is particularly true for the vulnerable and people from poorer backgrounds. Outdoor activities can help with key health issues such as depression, obesity, diabetes and dementia. The lack of physical activity in England is costing the NHS almost £1 billion a year.

### Overcome perceived barriers to access

**We want all people to feel able to visit the Peak District National Park and enjoy its special qualities.**

We want to build up the confidence of those who do not feel able to visit and encourage them to come. We want to inspire those who do not feel they have a connection with the natural world and arouse their curiosity.

### Why?

The people living around the Peak District National Park are from a wide range of cultures and backgrounds. Many people do not know what the National Park is or how to engage with it. Some do not know that the Peak District National Park exists. Research shows that young people do not get many opportunities to connect with nature. Moreover, some are not sure of the welcome they will receive. The National Park is for the enjoyment of all. Overcoming these perceived barriers to access will enable a greater diversity and number of people to enjoy and learn about the Peak District National Park.

Area of Impact 2:

## **Securing the most for the Peak District National Park**

### **What does this mean and why does it matter?**

Protecting the much-loved and valuable landscape of the Peak District National Park requires political support and sufficient funding. Working to secure these is now more important than ever. There are many demands on public funding and this makes it harder to protect adequately the National Park and its special qualities. Because of this, commercial income, donations and external funding have greater significance. The management plan is a way for all partners to work together to do this, rather than competing for the same funds. It also provides an opportunity for the benefits to extend beyond the Peak District National Park boundary, as there may be benefits for the surrounding areas too.

The exit from the European Union will present challenges and will provide opportunities. Therefore, there are two tasks. We must make the case for the funds and means needed to protect the special qualities of the Peak District National Park; we must also take advantage of the opportunities as they emerge.

Improving our current ways of working is an important step in addressing these issues. A range of people and organisations are involved in caring for the Peak District National Park. Although they are used to pooling resources, now is the time to work even harder to achieve this. Collectively, we can create new ways to deliver our services. By avoiding duplicating each other's efforts, there are real economies of scale to win. There are many long-standing and valued partnerships to nurture. For example, the Peak District Local Access Forum is a fantastic example of a partnership that brings together many partners to add value over and above what the individual partners already achieve. Attracting new partners will bring new knowledge, enthusiasm and fresh ideas.

By doing this, we can find alternative ways to conserve the Peak District National Park's special qualities. We can make better use of people's talents, find better ways to access funds and use them efficiently.

**Connections to other areas of impact:**

*A National Park for everyone*

*Encouraging enjoyment with understanding*

*Preparing for a future climate*

*Enhancing the benefits that the Peak District National Park provides*

*Ensuring a future for farming and land management*

*Managing landscape conservation on a big scale*

*Supporting sustainable communities*

**What we want to do:**

**Collectively influence to provide a supportive policy, decision making and funding framework**

**We want support and funding for conservation of the Peak District National Park.**

We need supportive policy and legislation, as well as sufficient funding. The Peak District National Park delivers a wide range of benefits. We want people to acknowledge this value and so to want to invest in conserving and enhancing the benefits the National Park provides.

We want the resources and means to conserve the special qualities. To do this, we need to have a collective voice, as this is more influential than individual voices.

**Why?**

Decisions made nationally and locally can create a benefit and a negative impact on the landscapes and the communities of the Peak District National Park. There are unintended

consequences, such as the loss of irreplaceable natural and cultural features or loss of services to communities who enjoy the Peak District National Park. It takes concerted work to maintain the natural benefits society gains from the Peak District National Park. Bringing people together has a greater impact than many individual contributions.

### **Engage in new ways of working**

#### **We want to embed smart and effective ways of working in the Peak District National Park.**

We want to access funding for joint working in rural areas. As Britain's first National Park, we have always been pioneering and want to continue to be a test bed for new ways of working.

To achieve this, we will need to join or create new partnerships as well as developing our existing partnerships. We need to be smarter in how we work together to take advantage of all opportunities.

#### **Why?**

Austerity is likely to be with us for some years. Our exit from the European Union brings uncertainties. We need to use our resources efficiently and effectively, and we need to find additional sources of funding. Engaging in new ways of working will be central to achieving this. Working together in new ways of working will have greater impact than as individuals.

### **Area of Impact 3:**

## **Encouraging enjoyment with understanding**

#### **What does this mean and why does it matter?**

The Peak District National Park provides a valuable space for escape, excitement, adventure and relaxation. It is a place to enjoy. We can create experiences that move, teach and inspire people. They can learn more about the value of its landscape, wildlife and ways of life. They can discover what the National Park gives to us. The National Park is the setting for our shared cultural heritage, a cornerstone of our lives and values. We want to help people to recognise and understand this when they enjoy the special qualities. This applies equally to the people who live and work here as to visitors.

Enjoyment with understanding is fundamental to the existence of the Peak District National Park. Its special qualities are at risk from a range of impacts, including over use. With enjoyment, there comes responsibility. It is important that everyone recognises the part they can play in helping to protect the Peak District National Park. Duty for its care is a shared one.

#### **Connections to other areas of impact:**

*A National Park for everyone*

*Ensuring a future for farming and land management*

*Supporting sustainable communities*



## What we want to do:

### Balance opportunities for enjoyment with conserving a fragile environment

**We want the enjoyment of the Peak District National Park to be at a scale that respects the needs of all, and allows all to enjoy.**

We want those who organise events in the Peak District National Park to celebrate its special qualities and help local communities to prosper. Those who care for the National Park will help them.

We want to help people explore the Peak District National Park widely but responsibly. We want to spread the benefits visitors bring across the area without harming the special qualities.

#### Why?

Visitors are very welcome but their activities affect the Peak District National Park and its communities. Most effects are positive but some are negative. We do not know what the capacities are for all areas to absorb activities without damage. Some sites in the National Park are very attractive to visitors. There are times when their numbers are so great, this may affect the enjoyment of other visitors or the lives of the people who live and work here. Other areas need the benefits that visitors can bring.

### Ensure shared responsibility

**We want people to appreciate, understand and care about the impacts they have on the National Park and other users.**

We want people to be aware of, and respect, each other when enjoying the Peak District National Park. They should have an understanding of the effect that their activities can have on the experience and livelihoods of others. We want people to have a better understanding of the value of the special qualities.

We want people to care for their National Park. They can take positive action by volunteering to help protect the natural or cultural heritage. They can raise funds and donate to a National Park cause.

#### Why?

The Peak District National Park was the first UK National Park. People have visited and enjoyed it for decades. Their enjoyment in the future requires us to maintain its special qualities. Farmers and land managers do much of this work but it is a shared undertaking. It includes the need to respect the landscape, including cultural heritage, other users and the local communities. By welcoming and inspiring people, and informing their thinking, we can help them to reduce their effects on the special qualities.

## Area of Impact 4: **Preparing for a future climate**

### **What does this mean and why does it matter?**

Climate change is the greatest long-term threat to our upland landscapes and their wildlife. Climate change will modify the Peak District National Park's special qualities and alter the opportunities for the public to enjoy them. Moreover, it will alter the benefits the Peak District National Park provides. At this time, it is uncertain what the effects will be.

Responsible and inventive management can ease the effects of climate change. We need to build resilience into the environment and allow nature to adapt. This will aid communities within the Peak District National Park, as well as those that feel a knock-on impact - regionally, nationally and even globally. The challenge is twofold. We must balance the need to actively manage our contribution to climate change, with the desire to conserve and enhance the cherished special qualities.

### **Connections to other areas of impact:**

*A National Park for everyone*

*Securing the most for the Peak District National Park*

*Encouraging enjoyment with understanding*

*Enhancing the benefits that the Peak District National Park provides*

*Ensuring a future for farming and land management*

*Landscape conservation on a big scale*

*Supporting sustainable communities*

### **What we want to do:**

#### **Reduce the effects of climate change on the special qualities**

**We want to reduce the effects of climate change on the special qualities, including enjoyment of the National Park.**

Traditional conservation management has tried to keep the National Park the same as it was in the past, but our climate is changing. We now need to look to the future and decide what we must do differently in light of what we know about the effects of future climate changes. We cannot keep things the same. We need to build our evidence base to help make these decisions.

### **Why?**

Climate change will modify the Peak District National Park's special qualities. At this time, it is uncertain what the effects will be, but they are likely to be wide ranging. It is likely that there will be direct effects on species such as moorland birds and habitats such as blanket bogs. An increase in invasive pest species and wildfires may worsen the effects. Water quality in our rivers and streams and the production of clean drinking water may be reduced. The risk of flooding may rise. We may reduce the ability of National Park habitats to store carbon. Increased surface run-off will increase soil erosion and result in nutrient loading of streams, resulting in a loss of freshwater biodiversity. Fire hazards may increase as peat soils dry out and woodlands suffer from summer drought. Increased temperatures from climate change will affect the economy of the Peak District National Park, particularly farming and tourism.

We have a unique opportunity to influence visitors to understand climate change and reduce their own carbon footprint. We want to encourage visitors to the Peak District National Park to choose sustainable travel options and take away key messages on mitigating and adapting to climate change. This could have a wider benefit if visitors continued the habit when they returned home, for example, travelling using a lower carbon mode, like cycling instead of driving.

### **Prepare for extreme weather events**

**We want to help businesses and communities in the Peak District National Park to plan for the impacts of extreme weather events.**

This will mean managing land with care, to reduce excessive water run-off into rivers and drains; and to reduce rural diffuse pollution. There will be a need for care to reduce the incidence of wild fires. It will mean we need effective river catchment plans to promote the return of natural systems that help reduce flood risk. We will need shelter and shade for people and livestock, from both harsh storms but also the effects of sun and drought. This will mean flood-proofing existing property and steering development away from areas of flood risk.

### **Why?**

Extreme weather events, such as floods, storms and prolonged drought are likely to increase in frequency and intensity. These events will have significant impacts on people's health and wellbeing and on transport, other public services and business. Extreme weather events may affect agricultural land and buildings, for example, by reducing soil health and increasing building repair costs. Increased surface run-off may increase soil erosion and deplete the land of nutrients. As a result, watercourses can hold back less water. This increases the likelihood of downstream flooding. There is also an excess of nutrients in the water, giving a dense growth of plant life. This, in turn, decreases the ability of streams to hold oxygen and threatens both fish stocks and drinking water supplies. Fire hazards may increase as peat soils dry out and woodlands suffer from summer drought.

### **Encourage renewable energy at an appropriate scale**

**We want to encourage renewable energy at an appropriate scale so that it conserves the special qualities of the Peak District National Park.**

## Why?

Greenhouse gases contribute to climate change. When mixed with rainfall, they have a direct influence on the land, by changing its soils. This will change some of the habitats that are special to the Peak District National Park.

We need energy production that does not produce greenhouse gases. However, this must not result in harm to the National Park's special qualities. For instance, the development of wind and solar farms, along with their access tracks, power-lines and ancillary buildings, could have a major effect on the landscape. Biomass burners need regular access for large vehicles. Therefore, we need to work with the landscape and communities to ensure we are forward thinking about climate change and find renewable energy solutions that are of an appropriate design and scale, so that they do not compromise what is special about the Peak District National Park.

## Balance changes in land management practices

**We want to balance changes in land management practices due to climate change with conserving the special qualities of the Peak District National Park.**

Restoring degraded habitats, such as blanket bogs and wet heaths, reduces greenhouse gases and can increase the capture of carbon. In addition, changing the management of woodlands, grasslands and agricultural land can increase carbon storage.

## Why?

There are a number of potential implications for farmers and land managers. These include a need for more and better winter livestock housing; higher insurance costs against rain and storm damage; an increase in pests and diseases; and greater difficulty in completing routine operations (as there are shorter operational windows to undertake works without causing damage). Potential adaptation through changes in livestock breeds, an increase in winter housing for livestock, or a longer term move towards more arable farms could significantly alter the current landscape and impact on the special qualities of the National Park, such as field patterns, dry stone walls and landscape character. Therefore, we need to help land managers in a way that doesn't compromise what is special about the Peak District National Park. Where possible, we need to enhance the special qualities and climate change resilience through habitat creation and management.

## Area of Impact 5:

# Enhancing the benefits that the Peak District National Park provides

## What does this mean and why does it matter?

The Peak District National Park has a direct effect on the quality of life of those living within and outside its boundary. Its natural processes enrich our air, water and soil. This provides a wide range of benefits, some of which have only recently been recognised. Putting a value

on these benefits is only just happening. At present, the nation is consuming these natural benefits without considering how sustainable this use is.

Some benefits are obvious and have a clear market value. Examples are providing food, timber and clean water. Others are not as widely understood. For instance, the Peak District National Park plays a critical role in reducing the risk of flooding by holding water in its uplands. It also captures significant quantities of carbon and pollutants. It supports the wildlife that pollinates our plants. As a space for recreation, it provides a place for spiritual refreshment and a link to our cultural heritage. Research shows that spending time outdoors in species rich environments improves health and wellbeing.

Many businesses draw value from the Peak District National Park. Some are within its borders but others are in the surrounding towns and cities. They take advantage of their relationship with its special qualities. We need to encourage businesses to embrace the landscape, and its enhancement, as part of their business model. This will help to ensure the sustainability of these benefits.

The Peak District National Park helps to support the health and wellbeing of our planet. Managing this resource effectively is central to our purpose.

**Connections to other areas of impact:**

*Securing the most for the National Park*

*Encouraging enjoyment with understanding*

*Preparing for a future climate*

*Enhancing the benefits that the Peak District National Park provides*

*Ensuring a future for farming and land management*

*Landscape conservation on a big scale*

*Supporting sustainable communities*

**What we want to do:**

**Develop an awareness and understanding of the benefits of the Peak District National Park**

**We want people to value the benefits of the Peak District National Park.**

We want more people to know where the resources that sustain their lives come from and appreciate the value of those resources.

**Why?**

The natural systems in the Peak District National Park are vital. They provide food and water; they regulate our environment. In addition, they underpin our cultural and spiritual wellbeing. There is a limited understanding of the value of some of the wider benefits that the special qualities provide. Few people put a value on the spiritual calm they gain from walking in a meadow and many people take tap water for granted. Even when broadly understood, it is difficult to assess who benefits, by how much, and where. This means that decision-making is not currently fully informed. We want to manage our special qualities to sustain the benefits. We need to identify what the benefits are and who benefits from them.

Delivering these benefits comes at a cost.

### **Engage with businesses on the benefits of the Peak District National Park**

**We want to support a dynamic network of businesses committed to enhancing the natural processes on which so many livelihoods rely.**

We want to increase business's knowledge of the benefits that the Peak District National Park provides and encourage them to promote this to others.

#### **Why?**

Most businesses in the Peak District National Park are small and diverse in what they do. As well as farming, businesses work in the leisure, retail, manufacturing, local food, creative and cultural sectors. About half the National Park's residents commute beyond the boundary for work. However, about four in ten jobs within the National Park are filled by people who commute in. Most businesses recognise the value of their links with the National Park. They could strengthen this affinity by promoting the National Park brand. However, for a number of businesses the everyday challenges of sustaining their business, such as access to finance and maintaining premises that may not be fit for purpose, are likely to take priority.

Engaging in good environmental practice can be a challenge for small businesses. They may have relatively high overheads and small profit margins.

#### **Area of Impact 6:**

### **Ensuring a future for farming and land management**

#### **What does this mean and why does it matter?**

The impact of farming and land management on our landscapes is significant. Around 84% of the total area of the Peak District National Park is farmed land. Farmers and land managers are essential for looking after and securing a future for many of the special qualities of the Peak District National Park. Farms must be viable and resilient businesses to survive. Decision-making is mostly driven by economic pressures. If farmers are to be encouraged to deliver more benefits than they do now, there needs to be an evaluation of the benefits. This will enable the creation of new types of support schemes. Current schemes are becoming less attractive to farmers due to complexity, increased recording requirements and reduced payments.

Some support payments do not focus enough on enhancing the special qualities or on providing long-term benefits. There is great uncertainty about the future level and type of funding support after our exit from the European Union. However, there is an opportunity to influence new schemes to benefit natural and cultural heritage and farmers.

Farming that produces more at the expense of the environment is not sustainable. It will leave the landscape less resilient to the uncertain effects of climate change. People need to support sustainable farming and land management that protects what is distinctive about the

landscape. This includes recognising that the land can provide benefits beyond food and timber. We want to work alongside people who manage the land to ensure that decisions are made that protect and enhance our distinctive landscapes.

**Connections to other areas of impact:**

*A National Park for everyone*

*Securing the most for the Peak District National Park*

*Encouraging enjoyment with understanding*

*Preparing for a future climate*

*Enhancing the benefits that the Peak District National Park provides*

*Landscape conservation on a big scale*

*Supporting sustainable communities*

**What we want to do:**

**Support farm diversification**

**We want to encourage farm diversification that conserves and enhances the special qualities of the Peak District National Park and supports businesses.**

We want diversification schemes that allow the farm as a whole to remain viable and environmentally sustainable. This will help to maintain viable farm businesses and ensure the good management of the land. As a result, the Peak District National Park's special qualities will be secure.

**Why?**

Many farmers started their career with the intention of just farming; now many are finding diversification is essential. This requires additional knowledge, skills and time. In addition, starting a new venture brings new risks. The markets for tourism, creative industries, workshops, professional services and direct sales are well served. Therefore, we need some innovative support to secure viable farms.

**Ensure succession for farming**

**We want to attract and nurture the Peak District National Park's next generation of farmers and land managers.**

We need farming to be an attractive occupation. There must be a flexible mix of tenancies on offer. For those farmers who wish to retire, we need to remove the obstacles. We want to enable farmers to find someone to take on their farm and to find a home for retirement. We want to support the next generation of farmers and land managers. This will help ensure that they conserve and enhance the special qualities of the Peak District National Park and the benefits it provides.

## Why?

There is currently an imbalance in the ages of agricultural workers. In 2013, a third of all agricultural workers in the UK were over 65 years old and only 3% under 35 years old. Agricultural workers' homes are often tied to the land. Access to suitable retirement homes in the local area would allow farmers to retire without having to relocate outside the area. At present, a lack of sites and high property values mean there are not many such homes in the National Park. If farmers in older generations are unable to retire, new generations of farmers will be unable to take over.

Many farms are struggling, with some farm households surviving only because of support payments and off-farm income. The viability of farms varies quite a lot, both within and between the farm types of dairy and livestock (beef and sheep). Some could survive without Government payments but many rely on them. Many holdings are part time. As a result, the sector has at times struggled to attract and retain younger people. Currently, there is an upsurge in numbers of students at agricultural colleges and participating in on-farm training. It is important there are a range of farm businesses available for these young people to start and grow their farm business as well as joining family farm businesses. Then older farmers and land managers can pass on their local knowledge and skills.

## Secure future land management support schemes

**We want to ensure land management in the Peak District National Park delivers the full range of benefits.**

We want to encourage our farmers to protect and enhance the natural and cultural environment. All who care for the land in the Peak District National Park must present a clear collective voice to shape future policies and support schemes. The Peak District National Park should be a test-bed for revised support schemes and new ways of working.

## Why?

Our exit from the European Union may bring changes to support and incentives for land management. This may affect the provision of benefits. This creates the opportunity to develop schemes that will deliver a full range of benefits from public money. There is a need for a new policy that balances the needs of the environment and farming; and delivers the full range of benefits.

Revised support schemes should support ways of farming in the uplands that benefit nature and deliver to existing and new markets. Consumers like to support local markets. New schemes should reward land managers for the full range of benefits they provide. These include carbon storage, improving water quality and preventing floods, as well as conserving and enhancing cultural, heritage assets and natural heritage. Moreover, they should reward sustainable food production. Schemes need to be simple and work in ways that engage farmers in defining and delivering clear results.

Area of Impact 7:

## Managing landscape conservation on a big scale



## What does this mean and why does it matter?

The Peak District National Park's contrasting landscapes are one of its special qualities. They each require their own method of land management. The Government calls for bigger, better and more joined up landscape management. The most effective way to protect the National Park's special qualities is to focus on the wider landscape and its management, as well as looking at individual sites or issues. This means working in a wide enough geographical area and in a strategic way so the change is bigger. It means bringing together organisations and specialists to work together for the landscape as a whole. We need specialists like ecologists, cultural heritage experts, tourism bodies, outreach workers and businesses, to work as teams. To do this, we need to build on, and expand, our existing ways of working and partnerships.

Good management of our natural and cultural resources is crucial in providing benefits to local communities and the wider public. We need to find new ways to improve the quality of these resources. We need to be able to measure the changes that are already occurring, as well as the effect of the improvements we make. This requires us to monitor changes at the right scale.

### **Connections to other areas of impact:**

*Securing the most for the National Park*

*Encouraging enjoyment with understanding*

*Preparing for a future climate*

*Enhancing the benefits that the Peak District National Park provides*

*Ensuring a future for farming and land management*

## What we want to do:

### **Establish monitoring at a landscape scale**

**We want to 'join up' and develop our monitoring work. This will deliver a clear picture of the large-scale changes to the landscape.**

This requires a wide-ranging record. It must include flora, fauna, cultural and heritage features, agricultural features and land cover.

### **Why?**

Within the Peak District National Park, there are eight landscape character areas, each with distinctive characteristics. However, there is no standard way of monitoring changes to those characteristics. This makes it difficult to target our efforts. We can use the Landscape Strategy to develop an integrated landscape-monitoring scheme. This will help us to understand how and why the landscape is changing. It will help us determine whether changes are positive or not and how we should address the changes. These issues affect the special qualities of the Peak District National Park.

### **Establish a White Peak partnership**

**We want a wide-ranging partnership in the White Peak area of the Peak District National Park with a clear vision and actions.**

**Why?**

In the uplands, the Dark Peak and South West Peak both have landscape scale partnerships with a vision and actions. We now have many processes and systems in place to deliver partnerships and projects at a landscape scale. We should look to build on these to deliver improvements to the wildlife, cultural heritage and landscape of the White Peak. However, whilst the White Peak has a landscape partnership, it is still developing and needs to agree a vision.

The White Peak and Dark Peak are quite different. Limestone geology dominates the White Peak. The Government calls for bigger, better and more joined up habitats. Currently, the important habitats that make up the White Peak are mostly in the Dales. They are patchier on the plateau, usually within large areas of more intensively farmed land. Their small size makes it difficult for them to adapt to the effects of climate change and to provide viable habitats for good populations of species. Nature needs connected landscapes and habitats to thrive. We need a wide-ranging plan to provide the most benefit to wildlife, cultural heritage, landscapes and people.

A White Peak landscape scale partnership will support land management. It will help us to link up key habitats to create wildlife corridors. We will be able to increase the size and the quality of these habitats. Better management will make them more resilient. They will cope with, or recover more quickly from, difficult conditions. Landowners will get support to protect, enhance or restore the heritage features. We will also be able to increase people's enjoyment of these special landscapes. In addition, we will explore whether there are different ways of responding to ash dieback disease. Ash trees and woodlands are a strong landscape feature of the White Peak and they are currently under threat.

**Maintain existing landscape scale delivery**

**We want to continue to build on the work delivered in the Dark Peak to maintain and fund a fit for purpose vision.**

**Why?**

The Dark Peak is the most southerly upland in England, so the issues are unique. There has been much work in the Dark Peak to restore the quality of its moorlands. They provide a dramatic landscape and a globally rare habitat. The aim is to improve the inherent landscape value, so that people might find them visually attractive places to enjoy open-air recreation. The natural and cultural heritage is enhanced for public benefit. These moors play an important role in capturing carbon as well as maintaining and controlling a pure water supply.

Historic over grazing altered species composition and caused erosion. More recently, atmospheric pollutants have and continue to change the species composition, as have wild fires. Recent environmental schemes are addressing these issues. Nevertheless, there are

still problems to solve. How are we to manage the moors to ensure the biodiversity is not lost through under grazing. In addition, there is the continuing absence of birds of prey and nesting birds.

The Moors for the Future Partnership has been a leader in this work but is funded on a project-by-project basis. Following the UK's departure from the European Union, LIFE funding, which has been a significant source of funding for the programme, is likely to end. We need to ensure that the environmental gains that have been made can continue.

## Area of Impact 8: **Supporting sustainable communities**

### **What does this mean and why does it matter?**

The Peak District National Park is a living, working landscape with a resident population of around 38,000. People are integral to the life and management of the Peak District National Park. They have lived, worked in and shaped the landscape for thousands of years.

A sustainable community relies on social, economic and environmental factors. Peak District National Park residents have an amazing natural and cultural heritage. People, nature and wildlife are all closely connected.

The relative remoteness of some areas of the Peak District National Park is part of what makes living here desirable. However, this can make the affordability of local housing and access to services more challenging. To retain communities as vibrant and thriving places, such issues need to be addressed. Added to these challenges is the expectation of an ageing population. Big questions arise as to the future sustainability of our communities with a potential reduction in working age people and an increase in elderly people. In addition, younger people need to be able to remain in their communities and not feel compelled to leave. The availability of affordable homes and suitable employment are important factors, along with the other elements that make up a sustainable community, such as the sense of community brought about by people sharing experiences.

Building strong connections between local people and the area in which they live can help to foster sustainable communities. Taking part in traditional customs or local affairs and actively caring for the local environment gives people a sense of place. Yet, with an aging population and fewer people wishing to take part, some communities may struggle. Respecting and valuing the key role of older people in our communities will be important as well as re-engaging people with what is special about the Peak District National Park and learning from each other about how to manage local issues affecting housing and services.

There is a need to more fully understand what a thriving and vibrant community can be in the context of these changes. The skill is how we support sustainable communities and conserve and enhance the Peak District National Park's special qualities.

**Connections to other areas of impact:**  
*A National Park for everyone*

*Encouraging enjoyment with understanding*  
*Enhancing the benefits that the Peak District National Park provides*  
*Preparing for a future climate*  
*Ensuring a future for farming and land management*

## What we want to do:

### Improve access to services

**We want to ensure adequate access to services across the Peak District National Park by supporting new models for service delivery.**

We want to maintain a range of settlements as the focus for key services. We want to support people to shape their own community and support service providers to explore new and alternative models of service delivery.

### Why?

Sustainable communities need suitable employment and many services including schools, shops and health facilities but we need to continue to explore new ways of providing these services. As well as meeting local needs, local services and businesses benefit communities financially by enabling visitors to spend money. Community resilience also depends on people playing an active role in their communities.

Many of our villages have a range of thriving local facilities. However, some find it difficult to retain their services, with health and social care being particularly affected. Many shops, post offices, healthcare facilities and pubs have closed. As our residents' age profile is increasing, many need access to these services now more than ever. Older people play a key role in our communities, often being part of local governance and supporting more vulnerable neighbours. They need access to services in order to fulfil this role. A steady decline in commercial bus services over recent years has made access even harder for people without their own transport. This needs to be addressed in innovative ways.

In response, many communities are now delivering their own services, including running community shops and pubs. Some areas are now served by mobile services and community-run initiatives. We support such innovation and will seek to help communities share and learn from each other. Yet these services often emerge after the loss of traditional means of accessing services, like doctors' surgeries and public transport. A Peak District National Park-wide enhanced broadband service delivered in innovative ways with communities has a role to play in accessing services. We must continue to play a key role in

supporting and delivering both traditional and innovative local services.

### **Support the provision of locally needed housing**

#### **We want to ensure a proactive approach to addressing the local need for appropriate housing in the Peak District National Park.**

We will explore opportunities for proactive delivery for locally needed housing in a way that supports and delivers conservation and enhancement of the special qualities of the Peak District National Park. We will work together to grow our understanding of different housing products.

#### **Why?**

The need to meet National Park purposes can constrain development. This is why we need a proactive approach to appropriately address the housing needs of local communities. We support schemes that add to the valued character of an area. Balancing development with conservation allows us to meet local needs while fulfilling our statutory purposes.

We need to work together to ensure that adequate finances are available to ensure win-win solutions for our communities. Well designed, affordable housing which supports communities in perpetuity will address local issues and support the conservation objectives of the Peak District National Park.

Evidence shows that there is not enough affordable housing in some parts of the Peak District National Park to meet demand. This affects a range of people, including young people wishing to start a home or take over a family business and those looking for retirement properties or to downsize.

Existing national and local policy has begun to address local needs. Yet in the National Park, planning policies typically only release new land to address the most acute housing problems. This delivers some affordable homes. However, it does not always meet local aspiration for new housing, which some see as necessary for vibrant and thriving communities. We need to review our policies and the way that land is released for the best planning of the area and in order to conserve and enhance the character of local villages.

We need to review our evidence to determine the extent of these issues and consider how additional houses would affect the vitality of a community. We also need to consider what limits to development are necessary as we move into the future.

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8. **REAPPOINTMENT OF NATIONAL PARK MANAGEMENT PLAN ADVISORY GROUP INDEPENDENT CHAIR (A6121/EF)**

**Purpose of the report**

1. This report seeks approval for the reappointment of the independent chair of the National Park Management Plan Advisory Group.

**Recommendation:**

2. **1. That Members reappoint Dianne Jeffrey as chair of the National Park Management Plan Advisory Group for the duration of the next National Park Management Plan 2018-23.**

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

3. The National Park Management Plan (NPMP) is the overarching strategic document and central to the future of the National Park. We have a statutory requirement to produce a NPMP and review it every five years. The Advisory Group and Chair have no legal status or executive roles but act in an advisory capacity.

**Background**

4. The Authority has worked with an Advisory Group to develop and monitor the delivery of the NPMP since 2007. This group is made up of partners who represent a broad range of interests within the Peak District National Park. Partners have been chosen to provide a voice for the themes within the vision framework. In 2011, the Authority appointed an independent chair for the group to demonstrate the partnership approach and for them to be an advocate for the NPMP. Please see minute reference 54/11 for the Terms of Reference and Operating Arrangements of this group. As per the terms of reference for the group, the purpose of the group is to:
  - Provide a forum for the on-going review of implementation of the Peak District National Park Management Plan through shared monitoring of delivery of its actions;
  - Help to drive implementation of the plan by advocating the importance of national park outcomes and providing advice and recommendations to any relevant delivery partner to help shape further actions for delivery;
  - Identify issues from a range of sector view points that potentially impact on the national park.
5. Since 2011/12 the group has been chaired by an independently appointed chair; Dianne Jeffrey. Dianne has a wealth of experience that she brings with her in the role of chair, as outlined in the following short biography:

Dianne Jeffrey is chairman of the Age UK Group, the country's largest charity helping everyone to make the most of later life. She also chairs Age International which helps older people in developing countries to improve their income, escape poverty, receive the right kind of healthcare and survive emergencies. Dianne, who founded and chairs the Malnutrition Task Force, has recently been asked by the Department of Health to lead a Panel working on the standards of hospital food in England.

Dianne served on the Heritage Lottery Fund regional committee from 2007-2013, is now

a trustee of the Devonshire Educational Trust at Chatsworth and also serves as chairman of the Peak District National Park Management Plan Advisory Group. She is a former vice chair of the Derwent Valley Mills World Heritage Site Board.

Dianne was Pro-Chancellor and chairman of the board of the University of Derby from 1999 until 2011. She has served as an NHS Trust chairman for 13 years and chairman of the NHS Confederation from 2000 – 2003. She is a former chairman of Anchor Trust, England's largest Registered Social Landlord for older people.

Dianne is the founder chairman of Digital Outreach Ltd, which helped vulnerable people through the digital TV switchover, and the roll-out of the 4G network.

Dianne was appointed High Sheriff of Derbyshire in 2002/3 and is now an appointed Deputy Lieutenant of the County of Derbyshire. Dianne was commissioned Hon Colonel of the Derbyshire Army Cadet Force, Mercian Regt. in 2004. Dianne was appointed CBE in the Birthday Honours in 2011. She was awarded an Honorary Doctorate from the University of Derby in 2012 and an Honorary Doctorate from Sheffield Hallam University in 2014.

6. Dianne Jeffrey's period in the chair covers the period of the existing plan (2012 to 2017) and now needs to be reviewed. In October 2016, the NPMP Advisory Group supported the proposal to reappoint Dianne as chair of the group. They agreed that having an independent chair clearly demonstrates that the NPMP is a plan for a range of partners operating across the Peak District National Park, not just the Authority. We are now seeking Member's approval to continue Dianne Jeffrey in the chair position for the next plan period.
7. Dianne Jeffrey's highlights of her key achievements as chair of the NPMP Advisory Group are as follows.

The NPMP Advisory Group has met on a regular basis to consider and comment on progress of the NPMP 2012-17. This has tended to be shaped around the 4 themes in our vision and highlights key achievements and issues that have arisen during this time. Our information has been drawn from previous Performance and Escalations reports, and the group have always actively engaged in these discussions. It is worth pointing out that attendances at our thrice-annual meetings has always been close to 100% - must be some sort of a record. The NPMP Advisory Group is now enthusiastically participating in the drawing up of, and consultation for, the next NPMP.

Our group consists of the 12 leading stakeholder/partners who are crucial to the successful implementation of the Plan. However we are conscious that a number of other local organisations and bodies have a great part to play so we try to involve the wider stakeholder group by inviting them to a conference. We have held at least one conference per year since our inception, and I refer to just two of these below.

1. National Park Management Plan conference on the 8th October. 2015. The event really demonstrated that we have some amazing heritage features across the park and helped highlight key issues that need to be addressed. The day concluded with a key message to take forward and for delegates to champion:

'It is the mosaic of features that is at the heart of what is special about the cultural heritage of the Peak District, and they would have greater impact if packaged, protected and valued collectively. There is a need to improve understanding of the wealth of cultural heritage features and the important role cultural heritage can play in economic growth and the sustainability of the landscape. In order to do this there is a need for getting people involved in enjoying, understanding and supporting cultural heritage in appropriate ways.'



The resulting information and workshop outputs are being used to drive the cultural heritage aspect of the forthcoming NPMP, and as a tool to drive change and engage with new audiences.

2.The Authority hosted a Travel Summit in March 2015 as part of its National Park Management Plan. The Secretary of State for Transport, Rt Hon Patrick McLoughlin attended to give the keynote address. Some of the outputs from the summit have informed a update of the Peak District National Park Authority's Sustainable Transport Action Plan 2012-17. Comment from your Chairman "I thought the "day" went very well indeed and the energy in the room was amazing."

8. **Proposals**

To reappoint Dianne Jeffrey as chair of the National Park Management Plan Advisory Group for the duration of the National Park Management Plan 2018-23.

**Next Steps**

9.

As per the 'Terms of Reference and Operating Arrangements' the NPMP Advisory Group will be updated over the coming months with members of the group . This is to ensure that the group reflects the priorities of the updated NPMP. Any update to the 'Terms of Reference and Operating Arrangements' will be presented to Authority at an appropriate time.

**Are there any corporate implications members should be concerned about?**

10. **Financial:**

There are no direct financial implications for the reports presented with this paper. In terms of the update of the NPMP, this has a budget associated with it. This includes the expenses that the Authority provides to the chair of the NPMP Advisory Group.

11. **Risk Management:**

Any risks associated with the project are monitored by the Project Board. There are no risks that need to be brought to the attention of Authority.

12. **Sustainability:**

Implementing the NPMP directly contributes to the sustainability of the National Park.

**Background papers** (not previously published)

None

**Appendices**

None

**Report Author, Job Title and Publication Date:**

Emily Fox, Head of Strategy and Development, 18 May 2017

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**9. PERFORMANCE AND BUSINESS PLAN 2017/18 (A197/HW)**

**Purpose of the report**

1. Members are asked to approve the overall structure, content and focus of the 2017/18 Performance and Business Plan, prior to bringing together all sections of the Plan for publication by the statutory deadline of 30 June 2017.

**Key issues include:**

The 2017/18 Performance and Business Plan represents:

- A report of the Authority's performance over the past 12 months against our 2016/17 transition year plan and success measures
- The priority focus for the second year of our 2016-2019 Corporate Strategy and how we will monitor and measure our achievements over the next 12 months.

**Recommendation**

2.
  1. **To approve the priority focus for the 2017/18 Performance and Business Plan as reflected in the proposed Priority Actions in Appendix 4.**
  2. **To approve the overall structure and content of the 2017/18 Performance and Business Plan as described in the table at paragraph 9 and accompanying Appendices.**
  3. **To delegate completion of details to the Chief Executive, to allow publication by the statutory deadline of 30 June.**

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

3. The Defra Grant Memorandum, April 2008 states that: "every National Park Authority is required to publish a business plan" and "the Secretary of State requires each National Park Authority to submit to him/her as soon as possible after the end of the financial year, an annual report on the exercise and performance of its functions ....". It has been the practice of this Authority to bring these two elements together in our combined annual Performance and Business Plan.
4. The Plan is a key contribution to 'developing our organisation so we have a planned and sustained approach to performance at all levels', (cornerstone: our organisation).

**Background**

5. The Defra Grant Memorandum also clearly states that the National Park Management Plan "is the overarching strategic document for the Park to which all other park plans and strategies should relate in setting the vision, objectives and frame for all policy and activity pursued by the Authority".
6. In December 2015, the Authority approved the 2016-2019 Corporate Strategy. This sets the Authority's contribution to the National Park Management Plan and provides the direction for the 2017/18 Performance and Business Plan.
7. 2016/17 was year one of our Corporate Strategy.
8. The Performance and Business Plan 2017/18 represents a look back at our performance over the past 12 months in our transition year and a look ahead to the focus for the next 12 months – the second year of our Corporate Strategy.

9. The table below explains:
- What will be included in the Plan when it is complete
  - The current status of work on each element of the Plan
  - What has been considered and approved already by the Audit, Resources and Performance Committee (ARP) as part of its performance brief (any updates arising from that discussion with members of ARP on 19 May will be given verbally at the Authority meeting).

<b>Elements of 2017-18 Plan</b>	<b>Current status of work</b>	<b>Comment if any</b>
Foreword by Chair and Chief Executive	Draft attached at Appendix 1	
Introduction – our strategic approach	Draft attached at Appendix 2	Updated extract from last year's Plan, based on Corporate Strategy
Look Back: Our performance in 2016/17 against our Priority Actions and indicators	Attached at Appendix 3	Appendix 3 has been considered by ARP on 19 May. A verbal update will be given on any feedback from that committee discussion.
Look Forward: a) Our 2017/18 Priority Actions to achieve year two of our 2016-2019 Corporate Strategy b) Our 2016-2019 Corporate Indicators and 2017/18 targets c) 2017/18 Corporate Risk Register	a) Draft attached at Appendix 4 b) Draft attached at Appendix 5 c) Attached at Appendix 6	Appendices 5 and 6 have been considered by ARP on 19 May. A verbal update will be given on any feedback from that committee discussion.
Annexes: a) Financial Overview and Financial Statement b) Committee Structure c) Staff Posts as at 1 April 2017 d) Organisational Structure e) Cross Park Comparison on shared performance indicators f) Performance Management Framework	<ul style="list-style-type: none"> <li>• Mainly existing information that will be inserted in the final Plan.</li> <li>• The Chief Finance Officer will produce a) using information from the 2016/17 outturn and final accounts preparation.</li> <li>• The Leadership Team will consider key performance messages from the cross park comparison data when available later in June.</li> </ul>	

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

## Proposals

12. Members are asked to:

- a) Approve the priority focus for the 2017/18 Performance and Business Plan as reflected in the proposed Priority Actions in Appendix 4.
- b) Approve the overall structure and content of the 2017/18 Performance and Business Plan as described in the table at paragraph 9, as a reflection of the work completed during 2016/17 and a focus for the work to be undertaken and measured over the next 12 months.
- c) Delegate completion of details to the Chief Executive, to allow publication by the statutory deadline of 30 June.
- d) Note that there will be further editing and presentation changes to the final document, in consultation with the Marketing and Fundraising service, to ensure the Plan is user friendly.

### **Are there any corporate implications members should be concerned about?**

13. **Financial:** Preparation and reporting of this Plan is within existing budget.

14. **Risk Management:** Production of this Plan, and the supporting corporate and service planning, is project planned annually, to mitigate the risk to the Authority of not having an approved plan in place to comply with our statutory duty and to drive performance improvement forward.

15. **Sustainability:** No issues have been identified.

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

### **Appendices:**

Appendix 1: Foreword

Appendix 2: Introduction – Our Strategic Approach

Appendix 3: 2016/17 Performance

Appendix 4: 2017/18 Draft Priority Actions

Appendix 5: 2017/18 Draft Corporate Indicators and 2017/18 Targets

Appendix 6: 2017/18 Corporate Risk Register

### **Report Author, Job Title and Publication Date**

Holly Waterman, Senior Strategy Officer – Research, 18 May 2017

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## Foreword

Each year we use our performance and business plan to report on progress and share our priorities for the year ahead.

This plan set outs how we will implement the second year of our Corporate Strategy.

First, our thanks to you – our staff, members, volunteers and partners – for everything you have done as we have moved forward together during the first year of the Corporate Strategy in 2016/17. We appreciate the hard work, professionalism and commitment during the year as we have shaped how we organise ourselves to be fit for the future.

Our focus for 2017/18 is our health as an organisation, how we will operate and how we work together. This will help to support a sustained and enhanced delivery throughout the strategy. We will also focus on how we share our story and grow engagement and support for the Peak District National Park, so we can continue to speak up for and nurture it for now and for future generations.

For 2017/18, we have set realistic, yet ambitious, targets to support our purpose of speaking up for and nurturing the Peak District National Park – now and for future generations. These will sustain us into the future.

This plan also reflects on our achievements in 2016/17, set out in our simplified corporate reporting measures. While our business as usual work has been achieved, not all development objectives have, due to the restructure.

As we continue to develop, we will find even better ways to deliver for the landscape and the people who enjoy it – because this is why we do what we do. Thank you to all for your valued contributions during a time of transition, as we work together for the Peak District National Park.

Lesley Roberts  
Chairman

Sarah Fowler  
Chief Executive

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## Introduction – Our Strategic Approach

The **Peak District National Park** is a world-class landscape at the heart of the country. It is the first upland reached travelling from the South, the watershed of three of England's major water catchments and within one hour's drive of 16 million people. It features geological contrasts of limestone plateau and gritstone outcrops that underpin a contrast of landscapes from peaty moors to hay meadows supporting internationally important habitats and species. It is a landscape shaped by people and industry since prehistoric times and sustains internationally significant historic features and cultural heritage, resulting from farming and other land management. It is a living park with 38,000 residents and many businesses, benefitting from over £1.5 billion tourism input into the economy each year.

The **Peak District National Park Authority's** purpose is to '*speak up for and nurture the Peak District National Park – now and for future generations*'. This role is as important today as it was when the Peak District National Park was designated as a national park 65 years ago. Our knowledge and expertise is respected. We are an independent, reasoned voice caring for the whole of the Peak District National Park and the communities who live and work in it and enjoy it. We cannot do this alone; we work closely with partners and communities. As the first national park in the UK, designated in 1951, we are pioneering, always seeking to be one step ahead and looking to the future. All this helps to build and nurture public support for the place and our role working to protect it.

### Our Corporate Strategy 2016-19

Our Corporate Strategy sets out our priorities from 2016-2019, the critical things we have chosen to focus on, and the activities and measures we will use to manage and report on our performance. It sets the context for our 2017-2018 Priority Actions. The Strategy will deliver our contributions to the National Park Management Plan (the partnership plan for the future of the Peak District National Park). It is based on the understanding that national park landscapes are hugely important to the nation's health and wellbeing, making a significant contribution to the economy through tourism and farming and providing attractive places for people to live, work or visit and enjoy.

National parks are a key mechanism for protecting our UK landscapes. The way that we think about landscape is evolving as we face new societal, environmental and economic threats and opportunities. The Strategy recognises the need to respond to this change. It also recognises that our role as a national park authority remains constant. To protect and care for the Peak District National Park as environmental pressures grow. And to offer inspiring and enjoyable experiences for the health, wealth and wellbeing of our nation.

### Our Priorities

Over 2016-19 we are focusing delivery against:

- **Four directional shifts** to create a virtuous cycle between the place and people so we are a thriving organisation into the future. By promoting large-scale conservation on the ground, we can enable everyone to connect with the Peak District National Park and provide inspiring experiences for people to enjoy the place, and so feel moved to care and willing to pay for it. This means we can diversify and grow our funding, building on our valued government grant.
- **Four cornerstones** to build a solid foundation for the organisation, making us good to do business with. We will look after the people who work here, the places we own and our brand. We will continuously develop as an organisation and deliver our services in a customer focussed but efficient way.

## **Our funding and our role**

Our three main roles – as a regulator, influencer and deliverer – remain important, as our impact is greatest when the three work together. Throughout this Corporate Strategy period we will use our mixture of funding to keep these roles in balance. Our government grant of circa £6 million is crucial to our work as an independent statutory local authority with a core planning function. Our regulatory work will be funded by the Defra grant and we will continue to make the most efficient and effective use of resources in this area. We will support our influencing and delivery roles through the Defra grant as well as securing funding from income generation, external funding and donations to resource these roles more effectively. This will ensure the investment of government funding will lever at least an equal investment from other sources. Through our active volunteering strategy, we will continue to offer and attract a large volunteer workforce that complements our contracted workforce.

## **How we want to operate**

We are an organisation where:

- **People matter** – so we have a supported, empowered, respected workforce
- **Performance matters** – so we do what we say we will do and do it well
- **Community matters** – so we take a positive approach and work with communities to help deepen understanding of the special qualities of the Peak District National Park
- **Every day matters** – each day offers an opportunity for us to do something positive

## **Our development to support the above**

As a result of our financial planning in 2015/16 and by progressing planned savings from 2016/17 onwards we are able to continue to use the healthier flat rate settlement from Defra for the period 2016-2020 (with 1.72% inflation proofing) to invest into delivering our Corporate Strategy priorities.

This includes addressing the implications of the new living wage and supporting our programmes of development of:

- Developing the knowledge and expertise of the organisation
- Developing our commercial programme and our capability to deliver this
- Developing and enhancing the way we work with communities and partners
- Ensuring our asset portfolio is at a standard fit for the Corporate Strategy in terms of maintenance, environmental performance and visitor experience.

## **Our annual Performance and Business Plan**

Our Plan that follows sets out:

- Our achievements in 2017/18. Highlighting our many successes but also addressing where we have performed below our targets and how that impacts on our 2017/18 work.
- The Priority Actions that we want to achieve by the end of the second year of our 2016-2019 Corporate Strategy. These are high level actions supported by performance measures and targets, service plans and individual work programmes –

reflecting that we will work as one team and one organisation to achieve our collective ambitions.

- Our Corporate Strategy Indicators 2016-19 by which we will continue to measure our progress against achieving our Corporate Strategy for the next two years.

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## Look Back – Our achievements of 2016/17

<b>Directional Shift 1: The Place and the Park, on a Landscape Scale</b>		
<b>Our Focus:</b>	<b>2016-17 priority actions</b>	<b>Progress (RAG)</b>
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

<b>Corporate Indicator</b>	<b>Target 2016-17</b>	<b>Status</b>
<b>1. Stage of development of Landscape scale partnership programmes</b>  a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	<b>Stage of development</b>  a) Mature Partnership b) Strategic Plan c) Vision d) Vision	a) achieved b) achieved c) on target d) on target

### Overall Status and overview of year's progress:

The bid to the HLF for the delivery stage of the South West Peak Landscape Partnership was submitted on time in July 2016 and was successful in November 2016 and is in the delivery phase, with recruitment of personnel and working up implementation of schemes with partners. Further discussion has taken place with key stakeholders on a possible White Peak landscape partnership. The Private Lands Partnership continues to grow.

### Key achievements include:

#### Moors for the Future partnership

- The MoorLIFE 2020 EU LIFE project has recruited personnel and working up implementation of schemes with partners. DEFRA confirmed that MOORLIFE 2020 funding will be underwritten. The MoorLIFE project was short-listed and commended for the "Best of the best" awards, at a ceremony held on 31 May 2016.
- The Partnership has been working on natural flood risk management schemes in the Wessenden area and Trawden. Discussions have taken place with the Environment Agency on flood risk in other catchments, particularly Glossop, and with Sheffield City Council on a flood management scheme. A successful bid to INTEREG by RSPB included Moors for the Future

(MFFP) as bid partners. The MFFP team are now advising on significant blanket bog restoration work in Northern Ireland.

- The Private Land Partnership continues to work with landowners to deliver the Partnership's objectives, but has faced difficulties in recovering its management fees due to delayed payments to agreement holders from the RPA. To address the issue, have agreed forming payment plans with landowners, and the CEO met with Natural England to urge more timely payments from RPA.

### **South West Peak Landscape Partnership Scheme**

- The bid to the HLF for the delivery stage of the South West Peak Landscape Partnership was submitted on time in July 2016 and was successful in November 2016. The Partnership moved to the delivery stage in January 2017 and has been recruiting personnel. The Programme Board has been meeting to monitor and review the progress on individual projects. Some match-funding gaps have been identified and work continues to secure additional funding, with £32,000 having been received from the DCLG Community fund.

### **White Peak**

- The Authority had discussions with key stakeholders about a possible White Peak Landscape scale partnership (Natural England, Environment Agency and Derbyshire Wildlife Trust) and officers attended a visioning workshop run by DWT in March 2017.

### **Stanage North Lees and Sheffield Moors Masterplan**

- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan. The Authority supported the bid by Sheffield Wildlife Trust for a landscape partnership on the Eastern fringes of the National Park. The Sheffield Lakeland Partnership has been awarded HLF funding for its development stage, which began in 2017.

### **Whole National Park**

- 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; the Authority is actively involved 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.
- 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.
- There is on-going 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, including the Moorland Association.
- The Authority responded to the Transport and Works Act Order for the Hope Valley Capacity Improvement Scheme, initially objecting. The Authority withdrew its objection following the

submission of additional information and revised plans; the decision is now awaited from the Department for Transport.

- Officers have been involved in discussions with Transport for the North and Highways England and the Department for Transport on Trans-Pennine road proposals, including A628 works and a Trans-Pennine tunnel and the Authority is represented on the board of the Trans-Pennine Wider Connectivity Study.

<b>Directional Shift 2: Connect people to the place, the park</b>		
Our Focus:	2016-17 priority actions	Progress (RAG)
1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support.	We will have specified systems, skills and resources required to build a compelling platform to attract support.	AMBER
2. 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
3. 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
4. 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	<b>19,846</b> (+5% vs. 2015-16)	19,654
b) people living with health inequality (particularly mental wellbeing)	Baseline	832
c) volunteers (expressed as volunteer days)	<b>10,003</b> (+5% vs. 2015-16)	8,324

\* Half Yearly

### Overall status and overview of year's progress:

The most significant change under Cornerstone 1 and Directional Shifts 2, 3 and 4 has been the realignment and investment in staff resource to meet our corporate objectives of increasing awareness, understanding and support for the Peak District National Park, and diversifying and growing income. A structure comprising 10 discrete teams has been transformed into a single directorate grouped under three areas of focus: visitor experience development, outreach development, and marketing and fundraising development. Investment totalling c£180k has been made in new permanent and fixed-term posts. A single top-level, integrated directorate plan covering the above focus areas has been created and cascaded. A gap analysis in terms of capabilities and processes has also been completed and is informing further developments.



The connection of people to the Peak District National Park (in support of boosting our reputation, awareness, understanding and support) forms a significant element of the integrated plan. Activities to highlight are set out below.

**Key achievements include:**

- Continued strong growth of secondary school visits. This year saw the development of two new programmes to support the new A level curriculum Carbon and Water Cycles and Grassland Ecology.
- The consolidation of the Junior Ranger programme which worked with 506 young people in five different groups across the Peak District National Park. These young people are becoming committed supporters of the Peak District National Park, giving time and working on a number of conservation projects.
- Success of the HLF Play Wild bid, a partnership led by Derbyshire Wildlife Trust but developed as part of the National Park Management Plan sub-group Inspiring Generations. The bid will support a marketing campaign, development of branding, and delivery of Play Wild events across the Peak District National Park in 2017.
- We have had some amazing volunteer achievements to celebrate. Gavin Fay reached 50 years of volunteering with us in December 2016 – that's every other Sunday for 50 years – totalling 1,300 volunteering days. James is a very committed weekly volunteer who has built on his skills over the last two years and has now gained a casual role in the Outreach Development team.
- Peeling Back the Layers, a community project supported by the Ranger team, explored archaeological features at Under Whittle Farm, Sheen, to discover if they connect to Tudor documents relating to a farm at the location. The project gave the local community, including school groups, public access to learning with professional archaeologists and a historian. This experience enabled those involved to go forward with the knowledge to be able to read, understand and truly value their landscape and history in the future.

<b>Directional shift 3: Visitor experiences that inspire and move</b>		
<b>Our Focus:</b>	<b>2016-17 priority actions</b>	<b>Progress (RAG)</b>
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

<b>Corporate Indicator</b>	<b>Target 2016-17</b>	<b>Status at Q4</b>
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	
c) % who feel positive towards the PDNP	Baseline	
d) % who are willing to support the PDNP	Baseline	
4. Customer satisfaction with the PDNP experience	90%	

\* Potential supporters: survey to be developed in 17/18

### **Overall status and overview of year's progress:**

The most significant change under Cornerstone 1 and Directional Shifts 2, 3 and 4 has been the realignment and investment in staff resource to meet our corporate objectives of increasing awareness, understanding and support for the Peak District National Park, and diversifying and growing income. A structure comprising 10 discrete teams has been transformed into a single directorate grouped under three areas of focus: visitor experience development, outreach development, and marketing and fundraising development. Investment totalling c£180k has been made in new permanent and fixed-term posts. A single top-level, integrated directorate plan covering the above focus areas has been created and cascaded. A gap analysis in terms of capabilities and processes has also been completed and is informing further developments.

The key self-generated (vs. third party) visitor experiences in the Peak District National Park that inspire and move (in support of boosting our reputation, awareness, understanding and support) form a significant element of the integrated plan and mirror those set out under Cornerstone 1 narrative.

**Key achievements include:**

See Cornerstone 1 and Directional Shift 2 for reference to key achievements relating to visitor experiences that we own and manage plus outreach opportunities we delivered.

Directional shift 4: Grow income and supporters		
Our Focus:	2016-17 priority actions	Progress (RAG)
1. Increase our income from giving	We will have specified the systems, skills and resources required to build a compelling platform to attract support.	AMBER
2. Achieve our commercial programme income targets.	We will deliver the income targets.	RED
3. Develop / establish sponsorship relationships.	We will have decided the balance between the level of local and national efforts to secure commercial sponsorship.	GREEN
4. 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	Baseline	152		
ii) Average value of donations	Baseline	Baseline	£377		
iii) Number of donations (exc. legacy)	Baseline	Baseline	151		
iv) Average value of donations (exc. legacy)	Baseline	Baseline	£313		

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

#### Overall status and overview of year's progress:

The most significant change under Cornerstone 1 and Directional Shifts 2, 3 and 4 has been the realignment and investment in staff resource to meet our corporate objectives of increasing awareness, understanding and support for the Peak District National Park, and diversifying and

growing income. A structure comprising 10 discrete teams has been transformed into a single directorate grouped under three areas of focus: visitor experience development, outreach development, and marketing and fundraising development. Investment totalling c£180k has been made in new permanent and fixed-term posts. A single top-level, integrated directorate plan covering the above focus areas has been created and cascaded. A gap analysis in terms of capabilities and processes has also been completed and is informing further developments.

The work to diversify and grow income for the Peak District National Park is has seen the least development and progress in 2016-17. Set out below are the activities of note plus an indication of the direction of travel for 2017-18.

**Key achievements include:**

- Securing the services of a senior marketing professional to support our brand awareness, trading and non-trading income aspirations and stakeholder engagement.
- Donations saw a significant increase (+42% vs. LY; +38% exc. legacies) including the generation of c£17k through a joint endeavour with the British Mountaineering Council.
- We secured cash, content, profile-raising, outreach and datacapture opportunities from three of the Peak District National Park's biggest third party events – Eroica Britannia, RHS Chatsworth, and the AND Festival.
- The successful development and completion of a new visitor experience at Castleton – a significant new investment at scale to support our objective of boosting awareness, understanding, support and income.
- Our cycle hire business has continued its commercial improvements driven by strong stock and staff management coupled with excellent customer service.
- Direction of travel: In light of the decision to set up a charity working group due to report back by the end of the 2017 calendar year, work has started to pull forward the development of the Authority's data management and campaign management capability, improved marketing collateral and proactive communications programme (digital, traditional and face-to-face). This will be integrated with and embedded into the visitor experience and outreach development work.
- Locally, we secured a five-year sponsorship deal worth £100k with Tarmac to fund conservation volunteer work, while nationally a pan-national parks deal was negotiated for the sponsorship of all front-of-house staff uniforms including rangers, visitor and cycle hire staff and estate workers.
- A working group comprising Members and Officers has been set up to look into the potential benefits of setting up a charity to support our income generation objectives.
- Achieved second place in the BBC Countryfile Magazine's National Park of the Year poll.
- Social media reach and digital marketing impact grew in strength with the biggest Twitter share peaking at over 200k, Facebook at nearly 500k and website page views at 3,108k (+38.2% vs. 2009-10).

<b>Cornerstone 1: Our assets</b>		
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, Stange, 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
6. Percentage of assets that meet the standards set for:	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.
<ul style="list-style-type: none"> <li>Maintenance</li> <li>Environmental performance</li> </ul>	tbc	Data collection will begin in Q1 17/18.

### Overall status and overview of year's progress:

The most significant change under Cornerstone 1 and Directional Shifts 2, 3 and 4 has been the realignment and investment in staff resource to meet our corporate objectives of increasing awareness, understanding and support for the Peak District National Park, and diversifying and growing income. A structure comprising 10 discrete teams has been transformed into a single directorate grouped under three areas of focus: visitor experience development, outreach development, and marketing and fundraising development. Investment totalling c£180k has been made in new permanent and fixed-term posts. A single top-level, integrated directorate plan covering the above focus areas has been created and cascaded. A gap analysis in terms of capabilities and processes has also been completed and is informing further developments.

The use and development of the places we own and operate (plus our reputation and profile) form a significant element of the integrated plan. Activities to highlight are set out below.

### Key achievements include:

- Improvement plans for all three centres – Castleton, Bakewell and Edale – were developed. A major refurbishment of the Castleton centre, its first in more than 10 years, has been largely completed. This will include a new food and beverage offer, improved outreach facilities and

retail space, plus innovative interpretation. The revamp of all three centres will provide better platforms for our 'original' brand positioning and fundraising objectives.

- North Lees campsite saw the introduction of its full quota of camping pods including one designed to support disabled visitor access. The new accommodation has proved very popular, boosting income and widening our audience reach. In addition, we won a top award for accessibility.
- Successful creation and erection of a replacement Stanage Pole to celebrate the Peak District National Park's 65th birthday (attended by hundreds of well-wishers and receiving significant and positive national social media and regional traditional media coverage).
- Warslow Moors Estate has continued to be exemplar of estate management achieving its income targets alongside its conservation objectives through a sensitive, innovative and commercial approach to stakeholder management.
- The Trails Management Plan objectives have largely been met. The target for surface improvements over the whole term of the plan 2013-2018 has already been achieved. The Authority has approved £600K capital expenditure on repairs to the trails structures to deal with high priority work identified in the general inspection.
- Our cycle hire business has continued its commercial improvements driven by strong stock and staff management coupled with excellent customer service.

## Cornerstone 2: Our services

Our Focus:	2016-17 priority actions	Progress (RAG)
1. Deliver our services in a customer focused way	We will have an extended paid-for advice service for conservation.	GREEN
2. Ensure clear policies are in place through facilitated and effective engagement and communication	We will have partners indicating their commitment to Special Qualities.	GREEN
3. 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%
9. a) Number of enforcement cases resolved	30 per quarter 120 per annum	25 132
9. b) % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	80%	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%
1. a) Number of complaints received	<20	2
2. b) % complaints dealt with in accordance with agreed deadlines	90%	50%
11. c) Satisfaction with first and second lines of enquiry (planning)	baseline	93%

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



## **Overall status and overview of year's progress:**

Good progress has been made over the year on the three priority actions. Performance on the Corporate Indicators has been consistent and generally good, although some of the supporting indicators are not on target, as explained below.

Corporate Indicators:

- *Deliver our services in a customer focused way - We will have an extended paid-for advice service for conservation:* We have a well-established pre-application advice service for planning proposals and we have extended this to tree advice. From April 2017 it will also extend to listed building advice.
- *Ensure clear policies are in place through facilitated and effective engagement and communication - We will have partners indicating their commitment to Special Qualities:* We have developed 8 areas of impact that we would like the next National Park Management Plan to focus on and we have further refined the special qualities, and these will be part of the public consultation document on the NPMP.
- *Ensure appropriate regulatory action - We will be communicating the clear value of our performance on enforcement:* We continue to investigate all breaches of alleged unauthorised development and take action where appropriate. In 2016-17 this included a successful prosecution for the unauthorised removal of trees in Froggatt Conservation Area. The Action Plan adopted in 2015-16, placing a greater focus on prioritising cases and then dealing with higher priority cases more quickly, is helping ensure appropriate and timely action.

## **Key achievements include:**

### **Providing a high quality planning and advice service**

- Performance on planning and other application determination has been maintained throughout the year. There have been 972 applications decided, of which 775 (79.73%) were decided within 8 weeks (578 Planning Applications, 106 applications for listed building consent, together with applications for non-material amendments and discharge of conditions). Performance on major applications was 100% for the year, with all applications being determined within the agreed timescale (this can be extended with the applicant's agreement). This is well above the Government's threshold for under-performing LPAs, now set at 50%.
- 42 planning appeals were determined in the year, 28 were dismissed and 14 allowed. Over the year, the percentage of appeals allowed was above target at 33% (target is less than 30%), but every decision is analysed for consistency with policy. This did not show any areas where policy has been fundamentally challenged. On the other hand in the dismissed appeals there was strong support for the Authority's landscape conservation and housing policies, notably with the dismissed appeal against the Prohibition Order at Longstone Edge/Backdale and the proposal for 12 apartments at Deepdale Business Park, Bakewell, respectively.
- Positive feedback has been received on the performance of the Planning Service, collected through ongoing surveys of planning agents and at the annual Parishes Day. Planning Training events for Parish Councils were held in May and June 2016 and officers regularly attend parish council meetings. Planning training events were organised to help to improve understanding of the planning system, particularly Enforcement, which was a specific concern for some parishes. The target is to deliver at least 6 events in 2017/18. The number of formal

complaints relating to the Planning Service remains low, with two complaints to the Ombudsman outstanding at the year-end.

- Work has started on the development of an integrated conservation service to land managers and communities.

**Ensuring appropriate regulatory action - We will be communicating the clear value of our performance on enforcement**

- During the year we have resolved 132 enforcement cases were resolved in the year, exceeding the target of 120. The Monitoring & Enforcement Action Plan has been agreed and significant progress has been made on delivery of the six action points.

**Ensure clear policies are in place through facilitated and effective engagement and communication - We will have partners indicating their commitment to Special Qualities:**

- The focus on community planning has continued, with work progressing on the Bakewell Neighbourhood Plan and the early stages of a Saddleworth Neighbourhood Plan commencing, working jointly with Saddleworth Parish Council and Oldham Council.
- Work on development management policies has progressed, with draft policies being published for consultation and responses considered. Ongoing work with the Derbyshire Dales District Council, Staffordshire Moorlands District Council and High Peak Borough Council on Local Plans and housing allocations, with a Memorandum of Understanding signed with DDDC in December 2016.

### Cornerstone 3: Our organisation

Our Focus:	2016-17 priority actions	Progress (RAG)
1. 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
2. Implement our medium term financial plan	We will have identified and agreed the areas we are going to invest in.	GREEN
3. 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

#### Overall status and overview of year's progress:

The corporate indicator has been achieved as the External Auditor gave positive feedback and an unqualified opinion on the Statement of Accounts and an unqualified Value for Money opinion following an audit of the Annual Governance Statement, concluding that the Authority has made proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. In addition good progress has been made over the year towards achieving our focus and the targets of the supporting indicators. However we have been unable to identify IAOs for each department and as a result have not made the advances we had hoped in establishing the data we hold. This is a key step in progressing our focus on an organisation-wide understanding that information is an asset.

#### Key achievements include:

##### Developing and Maintaining Appropriate Standards of Corporate Governance including:

- The 2015/16 final Statement of Accounts (SofAs) and Annual Governance Statement (AGS) were completed and published to the earlier timetable of the end of May in preparation for future years' requirements and the External Auditor gave positive feedback and an unqualified opinion on the SofAs and an unqualified Value for Money opinion following an audit of the AGS, concluding that the Authority has made proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.
- A new Code of Corporate Governance, compliant with the 2016 CIPFA/SOLACE Guidance, has been approved by Members and is in place for the 2016/17 year end assessment of governance performance.
- The Member bi-annual 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.

- The successful recruitment and selection of 2 new independent members have been appointed to support our standards framework and 2 new councillor members have been through the induction process.
- The Authority signed an agreement to be part of the National Parks Partnerships (Limited Liability Partnership) as a fundraising entity of National Parks UK.
- The process and procedure notes on the role of decision making of the Due Diligence Panel in support of our Policy on Working with Business, Organisation and Groups of Individuals on Sponsorship, Philanthropy and Legacies have been reviewed and updated and Members received the first annual report from the Panel.

**Implementing our Medium term Financial Plan including:**

- Members have approved the 17/18 budget which incorporated the four investment programmes (developing the 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 & partners 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.

**Developing Key Processes underpinning the Corporate Strategy including:**

- 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. This platform will now enable the growth of IT services as well as improvements to performance, remote working and accessibility of services.
- 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.

## Cornerstone 4: Our people

Our Focus:	2016-17 priority actions	Progress (RAG)
1. 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
2. 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
3. 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	Staff Survey Results in Q1 17/18
14. Implement recommendations of the 2016-17 Investors in People assessment	Agree prioritised 3 year action plan	Not reported in Q4
15. Sickness levels**:		
a) % total time lost due to sickness (expressed as hours)	2.15% annually (2.3% quarterly)	a) 2.3%
b) hours per fte	44.4h annually (11.1h quarterly)	b) 8.5h
c) i) Absence: Sickness frequency rate	i) 100% annually ***	i) 93.6% (annual outturn)
ii) Absence: Individual sickness frequency rate	ii) 51.09% annually ****	ii) 47.64% (annual outturn)
d) value of total time lost (expressed as pay cost)	£107,000 annually (26,750 quarterly)	d) £28,851
16) Sickness Levels: Staff turnover	10%	2%

\* 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 percentage of staff having time off. This score should be looked at in conjunction with 15 a), 15 b), 15 c) i) and 15 d).

### **Overall status and overview of year's progress:**

Good progress has been made over the year towards achieving our focus and the targets of the supporting indicators. 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. In relation to the two areas which have been delayed 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. 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.

### **Key achievements include:**

- A new Head of Service and team manager structure to support achievement of the Corporate Strategy was agreed and successfully implemented which was underpinned by an agreed set of design principles and proposals. All posts have been recruited to save 1 Head of Service and 2 Team Managers which will be advertised in quarter 1 (2017/18).
- A review of our Managing Change policy following consultation and negotiation with UNISON and staff committee leading to changes in 2 key areas relating to redeployment periods and pay protection.
- Successfully retaining the Investor in People Standard with the draft action plan response to the assessors' recommendations having been considered by the Senior Leadership Team and will be developed further working with the Operational Leadership Team.
- In accordance with the corporate learning and development plan 'Resilience for Leaders' workshops have been rolled out building on the successful programme of resilience workshops for all staff. Counselling continues to be available on request.
- Delivery of the learning and development programme of the 'way we work around here' to Team Managers to reinforce and build on existing skills/knowledge and to start to embed our values in the following areas: selection & recruitment & selection, health & safety (in support of rolling out the new Health & Safety Policy and supporting guidance which has been approved for adoption by the Local Joint Committee early in 2017/18), staff working time management, sickness absence management and performance & coaching.
- Briefings on the new Safeguarding Policy and guidance including adopting 'safe' recruitment practices by all teams including volunteers
- A contract for Leadership Development to support the Senior Leadership Team has been running since quarter 3 and 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.
- The staff biannual survey has been carried out with a response rate of 64%.

- The Job Evaluation process has been reviewed and a shorter questionnaire has been introduced to make the process less burdensome.

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## LOOK FORWARD – OUR PRIORITY ACTIONS 2017-18

Our Priority Actions are what we want to achieve by the end of the second year of our 2016-2019 Corporate Strategy. These are our high level actions supported by performance measures and targets, service plans and individual work programmes – reflecting that we will work as one team and one organisation to achieve our collective ambitions. Each action is clearly aligned and focussed on achieving our Corporate Strategy.

### Shift 1: THE PLACE AND THE PARK, ON A LANDSCAPE SCALE

**This means: Conservation on the ground at a large scale: for wildlife, cultural heritage and the landscape**

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 – 19	Priority action By the end of 2017-18...
<b>1. The Dark Peak</b>	<ul style="list-style-type: none"> <li>Ensure a balanced approach to moorland management</li> <li>Deliver Moor Life 2020 and other Moors for the Future projects</li> <li>Ensure Stanage North Lees is at the heart of a living landscape and we deliver our commitments to the Sheffield Moors Partnership.</li> </ul>	1. We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.
<b>2. The South West Peak</b>	<ul style="list-style-type: none"> <li>Deliver the South West Peak Landscape Partnership Scheme</li> <li>Ensure the Warslow Estate is at the heart of a living landscape and community and demonstrates a model upland farming approach</li> </ul>	2. We will be working at a landscape scale, with Stanage North Lees estate contributing to the wider Sheffield Moors Partnership.
<b>3. The White Peak</b>	<ul style="list-style-type: none"> <li>Establish a White Peak Delivery Partnership to manage, protect and enhance in a way that reflects the character of land ownership, and connects to other major landscape projects</li> </ul>	3. We will have scoped, and developed with partners, a landscape scale White Peak Partnership.
<b>4. The Whole Park</b>	<ul style="list-style-type: none"> <li>Ensure that our species, habitat, cultural heritage and land management project work is delivering/ connecting on a landscape scale</li> <li>Influence the direction of payment for eco-system services to secure more benefits in future</li> </ul>	4. We will build our case for delivering public payment for public goods and supporting ecosystem services in a way that allows us to deliver conservation on the ground at a large scale.

## Shift 2: CONNECT PEOPLE TO THE PLACE, THE PARK

**This means: Enabling everyone, especially those who currently don't benefit, to connect with the National Park so that they value and support the Park**

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2017-18...
<b>1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support</b>	<ul style="list-style-type: none"> <li>• Design and launch new support programme</li> <li>• Establish resources, systems and processes</li> <li>• Commission marketing materials</li> <li>• Explore opportunities to create business supporters</li> </ul>	<p>5. We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one.</p> <p>6. We will have identified the best channels through which to engage young people.</p>
<b>2. Improve access to the National Park for less represented audiences, in particular young people under 25</b>	<ul style="list-style-type: none"> <li>• Deliver a programme of funded events and activities to schools, educational audiences and families involving a range of services</li> <li>• Explore innovative ways of reaching this audience through new services</li> </ul>	<p>7. We will have identified the range of volunteering opportunities we need for the Peak District National Park and have systems and resources in place to effectively deliver these volunteer experiences.</p>
<b>3. Improve access to the National Park for less represented audiences, in particular people living with health inequality</b>	<ul style="list-style-type: none"> <li>• Research and develop an evidence base for national parks in improving the nation's health, in collaboration with health professionals</li> <li>• Deliver a range of funded service interventions to people living with health inequalities (particularly mental wellbeing)</li> </ul>	
<b>4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters</b>	<ul style="list-style-type: none"> <li>• Implement improvements to how volunteers are managed and developed</li> <li>• Identify the services where new National Park volunteer opportunities can be offered, including any target audiences</li> </ul>	

### Shift 3: VISITOR EXPERIENCES THAT INSPIRE AND MOVE

**This means: Providing and developing opportunities to enjoy the National Park so people are moved to care and willing to pay**

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2017-18...
<p><b>1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour</b></p>	<ul style="list-style-type: none"> <li>• Increase the identity and welcome to the National Park and raise its profile, especially around northern fringes</li> <li>• Develop recreation hub policies to look after and enhance targeted visitor sites with improved facilities and interpretation</li> <li>• Manage the rights of way network and access land to encourage enjoyment of the National Park</li> <li>• Encourage respect and understanding of the special qualities of the National Park by visitors through positive engagement.</li> </ul>	<p>8. We will have identified key audiences and behaviours that sustain the special qualities of the Peak District National Park and be developing an understanding of what those audiences feel/know about us.</p> <p>9. We will have an access service delivering a responsive service and have a programme of:</p> <ul style="list-style-type: none"> <li>• site based maintenance and improvements for key visitor locations</li> <li>• prioritised action on regulation</li> <li>• engagement with people, recognising and valuing access in the Peak District National Park.</li> </ul>
<p><b>2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.</b></p>	<ul style="list-style-type: none"> <li>• Identify a marketing plan for the properties and services (target audiences, product development requirements, promotional and pricing plan) as part of business plans</li> <li>• Deliver a programme of site based improvements to raise brand identity, interpret the site special qualities and experiences, and ensure a quality experience, linked to income targets, where possible</li> <li>• Ensure a programme of enhancing relationships with key user groups, including site based events and activities</li> </ul>	<p>10. We will be maximising the impact of the refresh to all our Visitor Centres to support:</p> <ul style="list-style-type: none"> <li>• Enhanced customer service engagement</li> <li>• Income generation</li> <li>• Fund-raising</li> <li>• Promoting understanding.</li> </ul>
<p><b>3. Provide quality new experiences that will generate new income to fund the place</b></p>	<ul style="list-style-type: none"> <li>• Appraise and develop opportunities for new experiences</li> <li>• Explore and develop opportunities provided by new specific 'power of competence' once available to us</li> </ul>	

## Shift 4: GROW INCOME & SUPPORTERS

**This means: diversifying and growing our funding, building on our valued government grant**

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2017-18...
<b>1. Increase our income from giving</b>	<ul style="list-style-type: none"> <li>Implement our cause-based giving strategy focusing on income from supporters, campaigns and events initially by:               <ul style="list-style-type: none"> <li>Establishing the team, systems, processes</li> <li>Commissioning marketing campaign materials</li> <li>Launch a major campaign for giving on the trails</li> </ul> </li> </ul>	11. We will have defined our brand positioning to support our Corporate Strategy on fund-raising development, income generation and outreach.
<b>2. Achieve our commercial programme income targets</b>	<ul style="list-style-type: none"> <li>Achieve the ten income targets around our property and visitor services to contribute to net income growth</li> </ul>	12. We will have implemented changes to our car park management and effectively communicated them.
<b>3. Develop/ establish sponsorship relationships</b>	<ul style="list-style-type: none"> <li>Seek commercial partners to help raise awareness of the National Park brand (nationally through NPUK and locally) and the positive values we want to promote to differing audiences – increasing our reach and income</li> </ul>	13. We will have approved short and long term plans for Millers Dale.
<b>4. Secure external funding for major programme and partnership delivery</b>	<ul style="list-style-type: none"> <li>Deliver MoorLife 2020 and other contractual arrangements and explore funding for the future partnership arrangements</li> <li>Secure South West Peak Partnership Stage II funding from HLF, including match funding</li> <li>Secure funding for:               <ul style="list-style-type: none"> <li>Millers Dale Station, as part of trails masterplan</li> <li>Stanage/North Lees</li> <li>White Peak landscape approach</li> <li>Programmes to connect people to the Park</li> </ul> </li> </ul>	

## Cornerstone 1: OUR ASSETS

**This means: Looking after the places we own and operate, and our brand**

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2017-18...
<b>1. Reduce the size of our property portfolio and retain what we need</b>	<ul style="list-style-type: none"> <li>• Deliver a disposals programme focussing on reducing the woodlands and minor properties</li> </ul>	14. We will have reviewed, and be on target with, disposals of our woodlands and minor properties.
<b>2. Ensure that the Trails, Stange North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts</b>	<ul style="list-style-type: none"> <li>• Develop, review and implement the asset management implications of site management and business plans</li> </ul>	15. We will have an up-dated Asset Management Plan which aligns with the Corporate Strategy and sets out the need and scope for improvement in a targeted way.
<b>3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective</b>	<ul style="list-style-type: none"> <li>• Keep under review and deliver improvements to visitor infrastructure, especially:               <ul style="list-style-type: none"> <li>○ Castleton and Bakewell Visitor Centres</li> <li>○ Toilets, including trialling payment</li> <li>○ Car parks</li> </ul> </li> </ul>	
<b>4. Increase the value of our brand and its reach</b>	<ul style="list-style-type: none"> <li>• Deliver an agreed programme of ‘brand on the ground’ (physical presence – signage and interpretation) to help improve our brand awareness at key sites that we own and operate</li> <li>• Build brand values that enhance our reputation as a destination and as a well-managed and environmentally responsible organisation</li> <li>• Influence, where possible, businesses located within or operating within the National Park to use place-based branding such as the ‘Inspired by the Peak District’ branding</li> </ul>	

## Cornerstone 2: OUR SERVICES

**This means: Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the National Park**

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2017-18...
<b>1. Deliver our services in a customer focused way</b>	<ul style="list-style-type: none"> <li>• Provide a high quality planning and advice service that is valued, whatever the outcome (and take a 'yes if' attitude to working with local communities, by delivering our services in a constructive, responsive and consistent way in line with National Park policies)</li> <li>• Provide a paid-for advice service where appropriate to allow customers to access greater levels of advice and expertise</li> <li>• Develop a first and second line enquiry service alongside answering more questions through the website</li> </ul>	<p>16. We will have an integrated conservation service for land managers and communities.</p> <p>17. We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.</p>
<b>2. Ensure clear policies are in place through facilitated and effective engagement and communication</b>	<ul style="list-style-type: none"> <li>• Review the framework of policies and strategies and ensure they are embedded into all our work</li> <li>• Develop the Development Management Plan, set in the context of the Landscape Strategy, and engage with communities and partners to communicate it effectively</li> <li>• Review and update the National Park Management Plan</li> <li>• Encourage and facilitate communities to produce Neighbourhood Plans, where they identify them as a way of meeting the community's needs</li> </ul>	<p>18. We will have refreshed the offer available to local communities in order to build support for caring for the Peak District National Park.</p>
<b>3. Ensure appropriate regulatory action</b>	<ul style="list-style-type: none"> <li>• Take appropriate action against unauthorised activities where it is expedient in order to meet National Park purposes</li> <li>• Ensure timely decision-making on issuing of permissions and taking enforcement action that fits our policies</li> <li>• Ensure Authority planning decisions are high quality, rigorously defensible and consistently taken in line with our policies</li> </ul>	

### Cornerstone 3: OUR ORGANISATION

This means: developing our organisation so we have a planned and sustained approach to performance at all levels

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2017-18...
<b>1. Develop and maintain appropriate standards of corporate governance</b>	<ul style="list-style-type: none"> <li>Identify need and put in place corporate governance processes to meet external standards and directional shifts</li> </ul>	19. We will have implemented the new governance framework requirements as a public body.
<b>2. Implement our medium term financial plan</b>	<ul style="list-style-type: none"> <li>Complete reviews of: Leadership Team, Conservation, Support Services, Rangers, Strategy and Plan Making</li> <li>Develop and implement a programme of reducing input costs to those areas given strategic certainty in the financial plan</li> <li>Manage the 3 year Capital Programme</li> </ul>	20. We will have clearly communicated the way in which our aspirations for the Peak District National Park, as set out in our Corporate Strategy, will be funded now and in the future.
<b>3. Develop key business processes underpinning the Corporate Strategy</b>	<ul style="list-style-type: none"> <li>Design and implement business processes changes for:                             <ul style="list-style-type: none"> <li>Giving and sponsorship</li> <li>Volunteers management</li> <li>Integrated advice provision Performance management</li> <li>Information management</li> </ul> </li> </ul>	21. We will have a single corporate register of the data we hold across the organisation.

## Cornerstone 4: OUR PEOPLE

This means: empowering and developing staff to maximise their potential to achieve for the Place and the Authority

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2017-18...
<b>1. Ensure the Authority shape is fit for the future</b>	<ul style="list-style-type: none"> <li>Agree organisational capabilities and design principles and put in place an organisation structure within the three directorates</li> </ul>	22. We will have a structure in place at all levels that fits our organisational design principles and supports our ability to deliver the Corporate Strategy.
<b>2. Retain, develop and recruit the right people in the right place at the right time, with the right resources</b>	<ul style="list-style-type: none"> <li>Develop and implement a workforce plan</li> </ul>	23. We will know the workforce profile in each service against the following areas:- <ul style="list-style-type: none"> <li>Skills resilience and gaps</li> <li>Knowledge resilience and gaps</li> <li>Hard to fill roles.</li> </ul>
<b>3. Embed, in the way we work, our organisational values of:</b> <ul style="list-style-type: none"> <li>People matter</li> <li>Performance matters</li> <li>Communities matter</li> <li>Every day matters</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement an organisational development programme</li> </ul>	24. We will have used the staff survey feedback to gauge how well we are doing in living our organisational values and to identify improvements needed.



## LOOK FORWARD – CORPORATE STRATEGY INDICATORS 2016-19

These are our high level measures of success and targets by which we will measure our progress against achieving our Corporate Strategy (2016-19). They are supported by service level indicators.

These 16 measures (some of which are broken down further) are aligned and focused on achieving our Corporate Strategy. They represent a streamlined set of indicators. For a few, 2017-18 will still be the baseline year from which meaningful targets can be set for Year 3. Targets are reviewed at the end of each year to reflect progress, changes and resources.

### Shift 1: THE PLACE AND THE PARK, ON A LANDSCAPE SCALE

This means: Conservation on the ground at a large scale: for wildlife, cultural heritage and the landscape

No	Corporate Indicator	Baseline 2015-16	Year 1 of Strategy 2016-17 Target	Year 2 of Strategy 2017-18 Target	Year 3 of Strategy 2018-19 Target
1	<p><b>Stage of development of landscape scale partnership programmes</b></p> <p><b>4 stages of development have been identified:</b></p> <ol style="list-style-type: none"> <li>1. Vision</li> <li>2. Strategic Plan</li> <li>3. Operational Plan</li> <li>4. Mature Partnership (with longevity of revenue funding)</li> </ol> <p><b>Landscape Scale Partnerships:</b></p> <ol style="list-style-type: none"> <li>a) Moors for the Future</li> <li>b) South West Peak Partnership</li> <li>c) White Peak Delivery Partnership</li> <li>d) Sheffield Moors Partnership</li> </ol>	<p><b>Stage of development</b></p> <ol style="list-style-type: none"> <li>a) Mature Partnership</li> <li>b) Strategic Plan</li> <li>c) Vision</li> <li>d) Vision</li> </ol>	<p><b>Stage of development</b></p> <ol style="list-style-type: none"> <li>a) Mature Partnership</li> <li>b) Strategic Plan</li> <li>c) Vision</li> <li>d) Strategic Plan for Stanage North Lees</li> </ol>	<p><b>Stage of development</b></p> <ol style="list-style-type: none"> <li>a) Mature Partnership</li> <li>b) Strategic Plan</li> <li>c) Vision</li> <li>d) tbc</li> </ol>	<p><b>Stage of development</b></p> <ol style="list-style-type: none"> <li>a) Mature Partnership</li> <li>b) Operational Plan</li> <li>c) Operational Plan</li> <li>d) tbc</li> </ol>

## Shift 2: CONNECT PEOPLE TO THE PLACE, THE PARK

This means: Enabling everyone, especially those who currently don't benefit, to connect with the Peak District National Park so that they value and support the Peak District National Park

	Corporate Indicator	Baseline 2015-16	Year 1 of Strategy 2016-17 Target	Year 2 of Strategy 2017-18 Target	Year 3 of Strategy 2018-19 Target
2	<p><b>Number of people experiencing the benefits of the Peak District National Park from our target audiences of:</b></p> <p>a) Young people (under 25)  b) People living with health inequality (particularly mental wellbeing)  c) Volunteers (expressed as volunteer days)  d) Supporters (donors)</p>	<p>a) 18,901  b) n/a  c) 9,527  d) n/a</p>	<p>a) +5% increase  b) n/a  c) +5%  d) Baseline</p>	<p>a) +5% increase  b) Baseline  c) +5%  d) +50%</p>	<p>a) +5% increase  b) tbc  c) +5%  d) +50%</p>

**Shift 3: VISITOR EXPERIENCES THAT INSPIRE AND MOVE**

This means: Providing and developing opportunities to enjoy the Peak District National Park so people are moved to care and willing to pay

	Corporate Indicator	Baseline 2015-16	Year 1 of Strategy 2016-17 Target	Year 2 of Strategy 2017-18 Target	Year 3 of Strategy 2018-19 Target
3	<p><b>Brand awareness and understanding among potential supporters</b></p> <p>a) % who know about the PDNP (and compared with other comparator organisations/causes) b) % who understand PDNP potential benefits/services c) % who feel positive towards the PDNP d) % who are willing to support the PDNP</p>	<p>a) New b) New c) New d) New</p>	<p>a) Baseline b) Baseline c) Baseline d) Baseline</p>	<p>a) Research Commissioned b) &gt;90% c) &gt;90% d) &gt;90%</p>	<p>a) Research Commissioned b) &gt;90% c) &gt;90% d) &gt;90%</p>
4	<p><b>Customer satisfaction with the PDNP experience</b></p>	94%	>90%	>90%	>90%

## Shift 4: GROW INCOME & SUPPORTERS

This means: Diversifying and growing our funding, building on our valued government grant

	Corporate Indicator	Baseline 2015-16	Year 1 of Strategy 2016-17 Target	Year 2 of Strategy 2017-18 Target	Year 3 of Strategy 2018-19 Target
5	<b>Amount and proportion of income by source:</b>				
	1. Commercial *	1) £2,162,394 (17.8%)	1) £2,198,332	1) £2,234,370	1) £2,270,409
	2. Donations **	2)			
	i) Donations	i) £40,255 (0.3%)	i) n/a	i) n/a	i) n/a
	ii) Donations excluding legacies	ii) £34,230	ii) £39,935	ii) £45,640	ii) £51,345
	3. External funding	3) £3,584,952 (29.5%)	3) n/a	3) n/a	3) n/a
	4. Defra grant	4) £6,364,744 (53.4%)	4) n/a	4) n/a	4) n/a
	5. Total income	5) £12,152,345 (100%)	5) n/a	5) n/a	5) n/a

\* Commercial - 5% target growth from the baseline year to the end of the corporate strategy represents a growth of £109,115 over 3 years (£36,038 per year)

\*\* Donations - 50% target growth from the baseline year to the end of the corporate strategy represents a growth of £17,115 over 3 years (£5,705 per year)

## Cornerstone 1: OUR ASSETS

This means: Looking after the places we own and operate, and our brand

	Corporate Indicator	Baseline 2015-16	Year 1 of Strategy 2016-17 Target	Year 2 of Strategy 2017-18 Target	Year 3 of Strategy 2018-19 Target
6	<p><b>Percentage of assets that meet the standards set for:</b></p> <p><b>a) Maintenance</b> <b>b) Environmental performance</b></p>	New	No Baseline Available	<p>Baseline (Standards to be set)</p>	tbc

## Cornerstone 2: OUR SERVICES

**This means: Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the Peak District National Park**

	Corporate Indicator	Baseline 2015-16	Year 1 of Strategy 2016-17 Target	Year 2 of Strategy 2017-18 Target	Year 3 of Strategy 2018-19 Target
7	<b>Proportion of planning appeals allowed</b>	24%	<30%	<30%	<30%
8	<b>Proportion of planning applications determined in a timely way</b> a) 13 weeks for major applications b) 8 weeks for minor applications c) 8 weeks for other applications d) 13 weeks for county matters	a) 70% b) 71% c) 89% d) 33%	a) >70% b) >70% c) >80% d) >70%	a) >70% b) >70% c) >80% d) >70%	a) >70% b) >70% c) >80% d) >70%
9a	<b>Number of enforcement cases resolved</b>	a) 124	a) 120 (30 per quarter)	a) 120 (30 per quarter)	a) 120 (30 per quarter)
9b	<b>% 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</b>	b) New	b) 80%	b) 80%	b) 80%
10	<b>Customer satisfaction with Planning Service</b> a) Percentage of applicants / agents who are satisfied with the Planning and Enforcement service b) Percentage of Parish Councils who are satisfied / believe we provide a quality service c) Residents (from residents survey) d) Satisfaction with quality of the pre application advice provided	a) New b) 65% c) 38% d) Baseline	a) >75% b) >70% c) > 38% d) >75%	a) >75% b) >70% c) > 38% d) >75%	tbc
11a	<b>Number of complaints received</b>	a) 14	a) < 20	a) < 20	a) < 20
11b	<b>% complaints dealt with in accordance with agreed deadlines</b>	b) 86%	b) 90%	b) 90%	b) 90%
11c	<b>Satisfaction with first and second lines of enquiry</b>	c) New	c) Baseline	c) >90%	c) >90%

### Cornerstone 3: OUR ORGANISATION

This means: Developing our organisation so we have a planned and sustained approach to performance at all levels

	Corporate Indicator	Baseline 2015-16	Year 1 of Strategy 2016-17 Target	Year 2 of Strategy 2017-18 Target	Year 3 of Strategy 2018-19 Target
12	<b>Audit conclusions showing satisfactory governance arrangements in place</b>	Achieved	Achieve	Achieve	Achieve

## Cornerstone 4: OUR PEOPLE

This means: Empowering and developing staff to maximise their potential to achieve for the place and the Authority

	Corporate Indicator	Baseline 2015-16	Year 1 of Strategy 2016-17 Target	Year 2 of Strategy 2017-18 Target	Year 3 of Strategy 2018-19 Target
13	Employee engagement – based on new Staff Survey questions (to be defined)	New	Baseline from Staff Survey In Autumn 2016	Baseline from Staff Survey In Autumn 2016	tbc
14	Implement the recommendations of the 2016 – 17 Investors in People assessment	New	Prioritised 3 Year Action Plan to be agreed		Complete 3 Year Action Plan
15	a) Sickness levels: % of total time lost due to sickness (expressed as hours) b) Hours per FTE c) Average number of times absent per employee d) Value of total time lost (expressed as pay cost)	tbc	ACAS standard to be used		tbc
16	Staff turnover	15%	ACAS standard to be used		tbc



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

<b>LIKELIHOOD</b>
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Our 2017/18 Corporate Risk Register has been developed through an assessment of the risks to achieving Year 2 of our 2016-2019 Corporate Strategy. This included reviewing:

- 2016/17 corporate risks remaining at amber or red at the 2016/17 year end
- Risks to be escalated from service risk registers
- Our external environment.

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

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**10. STRATEGIC ADVISORY GROUP - PROPOSALS TO REPLACE THE ADVISORY GROUP WITH A MEETING INVOLVING ALL MEMBERS**

**1. Purpose of the report**

To consider proposals to change the way Members engage with strategic development by replacing the existing Strategic Advisory Group with a new forum in which all Members can participate.

**Key Issues**

- **Every two years a survey of Members is carried out to receive feedback on the following areas:**
  - o **Strategic and External Leadership**
  - o **Governance and Scrutiny**
  - o **Contribution and Development**
  - o **Communication**
  - o **Community Engagement**
- **The results of the 2016 Survey have been analysed and a report on proposed actions taken to the Strategic Advisory Group for discussion.**
- **The most significant proposed action is to adopt a new approach following the 2017 AGM so that meetings of the Strategic Advisory Group are replaced with an all Member Discussion Forum to take place following meetings of the Authority. It is suggested that this approach will address a number of issues identified in the survey analysis.**
- **This report is asking Members to confirm this new approach now to help inform preparations for the Annual Meeting**

**2. Recommendations(s)**

- 1. To confirm that, with effect from the 2017 Annual Meeting, the Strategic Advisory Group is removed from part 4 of Standing Orders and replaced with an all Member discussion forum with the terms of reference set out in Appendix 1.**
- 2. To agree a name for the new Member Discussion Forum.**

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

This work contributes to achieving the corporate strategy for 2016 - 2019 as part of the 4 Cornerstones to building a solid foundation:

Cornerstone 3 Our Organisation – Developing our organisation so we have a planned and sustained approach to performance at all levels

1. Develop and maintain appropriate standards of corporate governance
2. Implement our medium term financial plan
3. Develop key business processes underpinning the Corporate Strategy.

The Authority aims to enable Members to develop appropriate skills, knowledge and behaviours to improve effectiveness and fulfil their role as a Member of the Authority ensuring that processes are in place to support this within a framework of good

governance and continuous improvement.

### **Background Information**

1. At the Annual Meeting each year the Authority makes appointments to the Strategic Advisory Committee (SAG). Membership of the Advisory Group normally consists of the Chair and Deputy Chair of the Authority, the Chairs and Vice Chairs of the two Standing Committees and three other Members, one for each constituent group ie one Local Authority Member, one Parish Member and one Secretary of State Member. Although all Members receive papers for meetings of SAG and there is an open invitation for all Members to attend at most meetings only the named appointees attend.
2. All Members were invited to attend the meeting of the SAG held on 28 April 2017 where the results of the 2016 Member Survey and draft recommendations were discussed. The report identified 9 actions which were supported by those Members present. Most of the recommendations can be implemented without Members making further decisions. However there is a proposal that from the Annual Meeting in July 2017 the Strategic Advisory Group is replaced by an advisory group which will include all Members and meet on the rising of full Authority meetings.
3. Although it is not proposed that the new approach be introduced before the Annual Meeting this report is seeking approval from the Authority now, as the outcome of this discussion will impact on the work of the Member Appointment Process Panel as we seek expressions of interest in appointments to Committees and Advisory Groups.

### **Proposals**

4. The proposal to replace the Strategic Advisory Group with an advisory group which included all Members arises from a trend identified in a significant number of the 2016 Survey responses which suggested that there is a perception that the Authority has a group of approximately a third of Members who feel really well informed and supported, alongside an increasing number of Members who felt that they could neither agree nor disagree with many of the statements in the survey. Looking at the feedback on response choices it appeared that there was some scope for engaging more Members earlier in the decision making process so that when an issue is brought for a formal Member decision they have a greater understanding of why a particular recommendation has been put forward.
5. In the member workshop arising from the 2012 survey the need for Members to meet with each other outside of formal meetings was identified as an action point but, although there have been attempts to regularise this, it has not taken place on a regular basis This proposed new approach may help to address both previous concerns and new issues raised in this survey.
6. It is therefore proposed that in future SAG be reshaped into all Member briefing/discussion sessions following formal meetings of the Authority. The meetings would still have an agenda and follow the same format as SAG with broadly the same terms of reference but with no fixed membership. A copy of the proposed terms of reference is provided in Appendix 1.
7. These meetings would provide an opportunity for officers to informally share some of their thinking around emerging issues and allow all Members to have the opportunity to make their views known. It would also allow any Member task specific working groups to feedback on their thinking before a formal decision is made. By holding these meetings on the same day as full Authority meetings it will also help avoid extra trips to Bakewell and address the comments raised by some respondents about the recent

occasions when Authority meetings have only had one or two items on the agenda and make better use of member time.

8. These proposals were given support at the meeting of SAG. However there was a further discussion about how Members can get issues on the Agenda for discussion with other Members, if a Member is proposing to take a motion to full Authority for example. Members felt there was some merit to providing this facility so it is proposed that the agenda for the new meeting is divided into two parts. The first part will look like a normal SAG Agenda and therefore made up of items Officers would like Members to discuss and the second part would discuss items raised by Members with Officers only present by invitation by the Chair of the Authority or their Deputy.
9. During the SAG discussion it was suggested that there should be some parameters around what could and could not be discussed at the second part of the meeting. The following guidelines are suggested as a starting point:

#### **Items suitable for a part 2 discussion**

- Feedback from a Member Representative on a strategic issue
- Reporting on follow up action from a Member appointed by the Authority to an Outside Body
- Suggestions on possible areas for Member Scrutiny
- Proposals for a future Notice of Motion to a meeting of full Authority
- Feedback from Member Working Groups
- Feedback on National Parks England or National Parks UK initiatives
- Feedback from Constituent Councils

#### **Items not appropriate for a part 2 discussion**

- Individual Planning Applications and site specific proposals (eg not Enforcement, TROs, TPOs etc)
- Decisions made by officers under delegated authority
- Individual Applications for grants or assistance
- Revisiting decisions made during the past 12 months
- Complaints about employees or Members

Members may wish to put forward other suggestions at the meeting but it must be remembered that the meetings will be purely advisory and will not make legally binding decisions.

10. The final issue relates to what the new forum should be called. It could still be referred to as the Strategic Advisory Group but Members may wish to give it a different name to clearly demonstrate that there has been a change in approach.

#### **Are there any corporate implications members should be concerned about?**

##### **Financial:**

11. At this stage the proposed actions can be addressed within existing resources particularly as it is proposed that the new meetings are to be held following a scheduled meeting already involving all Members. Additional costs would be incurred if meetings were regularly arranged for separate days.

##### **Risk Management:**

12. The main risk these proposals aim to address is a failure to enable Members to develop and use their skills, knowledge and experience to fulfil their role. These proposals

intend to engage all Members in strategic development and provide the opportunities to make a contribution.

**Sustainability:**

13. None.

**Equality:**

14. None.

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

Member Survey (2016) Analysis Report to SAG held on 28<sup>th</sup> April 2017

**16. Appendices**

Appendix 1 - Terms of reference for a new advisory group involving all Members.

**Report Author, Job Title and Publication Date**

Jason Spencer, Democratic Services Manager, 18 May 2017  
jason.spencer@peakdistrict.gov.uk

## **MEMBER ADVISORY GROUP (Name to be confirmed)**

### **TERMS OF REFERENCE**

1. Meetings of the Group will be chaired by the Chair of the Authority or the Deputy Chair in their absence.
2. All Members are invited to attend meetings of the Group which will be arranged to take place on the rising of a meeting of the full Authority.
3. Following consultation with the Chief Executive and the Chair on content, an agenda for the meeting with any supporting information will be circulated by the Democratic and Legal Support Team five clear days before the meeting
4. The meeting will be divided into two parts as follows;  
  
Part 1 will consider issues referred to the Group by the Chief Executive, the Strategic Leadership Team and/or Statutory Officers as follows:
  - (a) To consult with Members on the strategic management of the Authority.
  - (b) To consider issues at a strategic level prior to policy papers being considered by the Authority.
  - (c) To consider responses to strategic consultations, opportunities for engaging in strategic meetings or strategic publications ensuring best input by Members to this work.
  - (d) To advise on the communication of strategic matters to staff, Members and outside organisations.
  - (e) Executive action to be taken by the Chief Executive or by reference to a meeting of the Authority or a relevant Committee.
5. Part 2 will consider issues raised by Members. Officers will not attend or participate in Part 2 of meetings unless invited to do so by the Chair following consultation with the Chief Executive.
6. Any Member may make a request to the Chair for an item to be added to the Agenda for Part 2 of the meeting. To ensure an item is added the Chair should be approached at least 6 clear days before the meeting. In considering whether an item is added the Chair will have regard to the following guidance:
  - a) *Items suitable for a Part 2 discussion*
    - Feedback from a Member Representative on a strategic issue
    - Reporting on follow up action from a Member appointed by the Authority to an Outside Body
    - Suggestions on possible areas for Member Scrutiny
    - Proposals for a future Notice of Motion to a meeting of full Authority
    - Feedback from Member Working Groups
    - Feedback on National Parks England or National Parks UK initiatives
    - Feedback from Constituent Councils

*b) Items not appropriate for a Part 2 discussion*

- Individual Planning Applications and site specific proposals (eg not Enforcement, TROs, TPOs etc)
  - Decisions made by officers under delegated authority
  - Individual applications for grant aid or assistance
  - Revisiting decisions made by the Authority during the past 12 months
  - Complaints about employees or Members
7. The Chair' will make the final decision on whether an item is suitable for a Part 2 discussion.
  8. Where possible, in both Part 1 and Part 2 of the meetings Members should attempt to provide a steer through consensus. Where this is not possible guidance can be provided by voting using a show of hands.
  9. As the advisory group has no delegated authority to make decisions, any vote taken only provides an indication of the level of support from Members for or against a proposal under discussion. The vote is not binding on the Authority or its Officers and formal decisions will still be made in accordance with the delegations set out in Standing Orders.



## **11. MEMBER REPRESENTATIVES (JS)**

### **1. Purpose of the report**

In advance of the 2017 Annual Meeting in July this report seeks views from Members on the scope and number of Member Representatives to be appointed.

#### **Key Issues**

- **The current Member Representative Roles, set out in paragraph 6 were agreed by the Authority on 1 July 2016 to support the themes of the National Park Management Plan (NPMP) and with additional roles to support Asset Management, Planning Enforcement and Member Learning and Development.**
- **At the 2016 AGM the Chair and Deputy Chair were asked to look at the options for rationalising and redefining the roles. Following these discussions this report sets out proposals to align our Member Representative Roles with the National Parks 8-point plan published by the Department for Environment, Food and Rural Affairs.**

### **2. Recommendations(s)**

- 1. To consider proposals to align our Member Representative Roles with the National Parks 8-point plan published by the Department for Environment, Food and Rural Affairs (Defra)**

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

3. There is no legal requirement to appoint Member Representatives. The discussion on whether to make appointments and the remit of roles contributes to the “Our Organisation” cornerstone in the Corporate Plan by developing our organisation so it has a planned and sustained approach to performance at all levels by developing and maintaining appropriate standards of corporate governance and developing key business processes to underpin the Corporate Strategy.

#### **Background Information**

4. On 5 February 2016 the Strategic Advisory Group (SAG) considered a report seeking a view from Members whether the focus of the existing Member Representative Roles should be reviewed in light of the new Corporate Strategy. After discussion it was agreed that in the lead up to the 2016 AGM the roles should continue to be linked to National Park Management Plan Outcomes, with additional “scrutiny” roles reviewed annually at each AGM. However it was also agreed that the Democratic Services Manager should contact existing Member Representatives to get further feedback to inform an update to the role description.
5. As some of the responses received suggested that the Authority needed to do more than just review the role description a further discussion took place at a Meeting of SAG held on 20 May 2016 to give a steer on how to handle the appointment of Member Representatives at the forthcoming AGM. At the meeting SAG agreed that, although no further changes should be made during 2016, in advance of the 2017 AGM the Chair and Deputy Chair be asked to look at the options for rationalising and redefining the roles. This approach was confirmed by all Members on at the AGM on 1 July 2016.
6. Appointments were made to the following roles in 2016:

Landscape  
Cultural Heritage

Climate Change  
People and Communities

Biodiversity  
Asset Management  
Planning Enforcement  
Member Learning and Development

Promoting Understanding  
Economy  
Tourism

The People and Communities role is currently shared between two Members and no appointment was made to the role of Member Representative for Recreation.

### **Proposals**

7. As requested the Chair and Deputy Chair have looked at the options and now suggest that Member Representative roles should be linked to the delivery of the National Parks 8-point plan published by the Department for Environment, Food and Rural Affairs (Defra) as it sets out their ambitions to put National Parks at the heart of the way we think about the environment and how it is managed for future generations. A copy of the plan is attached as Appendix 3. The importance of the Plan to the Government was reaffirmed by the Minister for Rural Affairs and Biosecurity in the information sent to candidates during the recent recruitment campaign to our Secretary of State vacancies. Aligning our Member Representatives to the Plan demonstrates to Defra that we share their aspirations and helps Members to directly contribute to their delivery.

8. The 8 Point Plan for England's National Parks are as follows:

#### *Inspiring Natural Environments*

1. Connecting young people with nature
2. Create thriving natural environments

#### *Drivers of the Economy*

3. National Parks driving growth in international tourism
4. Deliver new apprenticeships in National Parks
5. Promote the best of British food from National Parks

#### *National Treasures*

6. Everyone's National Parks
7. Landscape and heritage in National Parks
8. Health and wellbeing in National Parks

9. From the list above you will see that some of the actions cover much wider areas than others so it is therefore proposed that some actions be combined while others are separated so that at the 2017 AGM the Authority appoints to the following Member Representative Roles:

- Connecting Young People with nature
- Thriving natural environments
- Rural Economy
- Farming and Food
- Everyone's National Parks – Tourism and Participation
- Landscape and Heritage
- Health and Wellbeing
- Communities

10. More details are provided in Appendix 1 on what areas of the Authority's activities may be included under – each role along with the names of the suggested Lead Officer. The

references to the National Park Management Plan come from the 2012-17 Plan. These will be reviewed when the 2018-2023 Plan had been finalised. You will see that although the 8 point plan does not include a specific communities reference we have added a Communities role as this is an important area of activity in both the National Park Management Plan and our Corporate Strategy.

11. In 2016 it was also recognised that there were a number of “Scrutiny” Member representative roles which relate to very specific areas of activity which were a high priority and needed direct input from Members. It was agreed that this approach was continued but with each role being reviewed at the AGM. At the 2017 AGM it is proposed that the following roles be continued:

- Asset Management
- Member Learning and Development
- Planning Enforcement

12. For information a copy of the current generic role description for Member Representatives is attached at Appendix 2.

**Are there any corporate implications members should be concerned about?**

**Financial:**

13. The Authority does not pay a special responsibility allowance for Member Representatives however there are other costs associated with these appointments:

- Travel and subsistence claims (plus occasionally lunch and refreshments for meetings)
- Officer time spent contacting and briefing Member Representatives.
- Opportunity cost of Member time spent on the role impacts on the time spent on other activities

Members’ travelling and subsistence expenses are paid for from the existing democratic service budget

**Risk Management:**

14. This review has been carried out to address the risk of not using staff and members’ time well and in furtherance of the updated National Park Management Plan.

15. **Sustainability:** None

16. **Equality:** None

**Background papers (not previously published)**

None

**Appendices**

Appendix 1 - Proposed Member Representative Roles 2017.

Appendix 2 - Role description for Member Representatives.

Appendix 3 - 8-Point Plan for England’s National Parks (March 2016)

**Report Author, Job Title and Publication Date**

Jason Spencer, Democratic Services Manager, 18 May 2017  
jason.spencer@peakdistrict.gov.uk

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## **A) CONNECTING YOUNG PEOPLE WITH NATURE**

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### **Government Targets**

- Double the number of young people to experience a National Park as part of the National Citizen Service by 2020
- A new package of teaching materials for schools based on National Parks
- National Park Authorities to engage directly with over 60,000 young people per year through schools visits by 2017/18

### **2012-2017 National Park Management Plan**

None

### **Corporate Strategy**

- Directional Shift S2 – Connect people to the place, the park

**Lead Officer:** Sarah Wilks, Head of Outreach Development

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## **B) THRIVING NATURAL ENVIRONMENTS**

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### **Government Targets**

- National Park Authorities, with the Environment Agency and Natural England, to champion integrated management of the natural environment, showcasing the benefits that designated landscapes can bring.

### **2012-2017 National Park Management Plan**

- The diverse national park landscapes will adapt to challenges whilst retaining their special qualities and natural beauty (DL1)
- The richness of the natural environment will be conserved, restored and enhanced so wildlife can thrive, ecological systems continue to improve and its diverse geology is retained and valued (DL3)

### **Corporate Strategy**

- Directional Shift S1 – The place and park on a landscape scale

**Lead Officer:** Suzanne Fletcher, Head of Landscape and Conservation

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## C) RURAL ECONOMY

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### Government Targets

- Develop three new apprenticeship standards led by National Park Authorities
- Double the number of apprenticeships in National Park Authorities by 2020
- Increase annual visitors from 90m to 100m, generating an estimated £440m for local businesses
- Extend the National Parks tourist season.

### 2012-2017 National Park Management Plan

- Residents will have sustainable access to local services and employment (TV3)
- The National Park will strengthen its role as a welcoming place and premier destination, synonymous with escape, adventure, enjoyment and sustainability (WI1)
- There will be a diversity of thriving businesses supporting and contributing to the economy and local communities which are critical to the long term future of the national park (ES2)
- Traditional and modern economic development that is innovative, well managed and appropriate to the landscape will be supported (ES4)

**Lead Officer:** Suzanne Fletcher, Head of Landscape and Conservation

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## D) FOOD AND FARMING

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### Government Targets

- National Parks will be known for and visited as, great food destinations
- Work with National Park Authorities and the Great British Food Unit to deliver more Protected Food Names for National Park products and increase exports.

### 2012-2017 National Park Management Plan

- Profitable farming, through food production, land management and farm based business, will promote and contribute to the special qualities of the national park and is recognised as essential to its character and health (ES1)
- The Peak District landscape will be managed by farmers and other land managers to increase the potential economic return for public goods such as clean water, carbon storage and renewables (ES3)

**Lead Officer:** Suzanne Fletcher, Head of Landscape and Conservation

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## **E) EVERYONE'S NATIONAL PARKS – TOURISM AND PARTICIPATION**

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### **Government Targets**

- Encourage more diverse visitors to National Parks
- Promote volunteering in National Parks
- Celebrate the 70<sup>th</sup> Anniversary of National Park's creation.
- Promote National Parks as world-class destinations to visitors overseas and the UK

### **2012-2017 National Park Management Plan**

- Thriving villages, hamlets and the market town of Bakewell will adapt to new challenges whilst retaining their valued historic and cultural integrity (TV1)
- Communities and individuals will feel inspired to live sustainably and help shape the place they live in (TV2)
- More opportunities will be found to provide locally needed affordable housing (TV4)
- The Peak District will be an unrivalled setting for opportunities which enable people to develop a deeper understanding and appreciation of the place and which instil a desire to conservation community and economy of the national park (WI2)

### **Corporate Strategy**

- Directional Shift S2 – Connect people to the place, the park
- Directional Shift S3 – Visitor experiences that inspire and move
- Directional Shift S4 – Grow income and supporters

**Lead Officer:** Emma Stone, Head of Visitor Experience Development

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## **F) LANDSCAPE AND HERITAGE**

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### **Government Targets**

- Work with the Heritage Lottery Fund to achieve their objective of encouraging more fundable projects in the Natural heritage sector
- Enhance peoples involvement in interpretation of the historic environment and natural beauty in National Parks
- Tell the story of cultural landscapes in England's National Parks

### **2012-2017 National Park Management Plan**

- Our Cultural heritage and distinctive local traditions will be sustained and enhanced as an integral part of modern Peak District life (DL3)

**Lead Officer:** Suzanne Fletcher, Head of Landscape and Conservation

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## **G) HEALTH AND WELLBEING**

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### **Government Targets**

- Promote innovative schemes for National Parks to serve public health
- Realise the immense potential for outdoor recreation in National Parks

### **2012-2017 National Park Management Plan**

- Greenhouse gas emissions will be reduced and a healthy national park will adapt to the effects of climate change. (DL4)
- Visitors and residents will be inspired to act in a way that sustains the environment and special qualities of the Peak District (WI3)
- Accessible and diverse recreation opportunities will be available for all, encouraging healthy living, enjoyment of the landscape and a sense of adventure (WI4)

**Lead Officer:** Emily Fox, Head of Strategy and Performance

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## **H) COMMUNITIES**

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### **2012-2017 National Park Management Plan**

- Thriving villages, hamlets and the market town of Bakewell will adapt to new challenges whilst retaining their valued historic and cultural integrity (TV1)
- Communities and individuals will feel inspired to live sustainably and help shape the place they live in (TV2)
- More opportunities will be found to provide locally needed affordable housing (TV4)

### **Corporate Strategy**

- Cornerstone C2 – Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the National Park.

**Lead Officer:** Brian Taylor, Head of Policy and Communities



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## **I) ASSET MANAGEMENT**

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### **Corporate Strategy**

- Cornerstone C1 – Looking after the places we own and operate, and our brand

**Lead Officer:** Emma Stone, Head of Visitor Experience Development

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## **J) MEMBER LEARNING AND DEVELOPMENT**

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### **Corporate Strategy**

- Cornerstone C3 – Developing our organisation to we have a planned and sustained approach to performance at all levels.
- Cornerstone C4 – Developing Members to maximise their potential to achieve for the Place and the Authority.

**Lead Officer:** Jason Spencer, Democratic Services Manager

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## **K) PLANNING ENFORCEMENT**

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### **Corporate Strategy**

- Cornerstone C2 – Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the National Park

**Lead Officer:** Andrew Cook, Team Manager - Monitoring & Enforcement

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**MEMBER REPRESENTATIVE GENERIC ROLE**

**APPENDIX 2**

**A Member Representative:**

1. Is an external advocate for the NPMP outcomes and 8 point plan targets
2. Is aware of the relevant partnerships the Authority is involved in (and whether other members are representing the Authority on outside bodies)
3. Can be a media spokesperson when asked and briefed by the Authority
4. Is a critical friend and sounding board for staff in developing strategic work and discussing potentially contentious/high profile issues on an exception basis
5. Develops knowledge around the outcome and monitors performance progress
6. Has an awareness of the Authority's work relevant to the outcome and shares this externally and internally with other members
7. Influences others (including where possible NPA members with other external links) and in doing so endeavours to change attitudes, behaviour and actions to support NPMP outcomes
8. Brings information back into the organisation
9. Works alongside the Chair/Deputy Chair of the Authority and Chairs/Vice Chairs of Committees

**A Member Representative will be supported by:**

1. A named Lead Officer who will involve other officers as appropriate
2. An annual meeting to look ahead at key areas for focus and opportunities for involvement in the forthcoming year
3. An agreement on how the Member Representative and lead officer will communicate
4. The member personal development plan process which will help to identify any learning and development needs to fulfil the role and propose how to meet these
5. A Members Blog implemented via the modern.gov system to enable feedback to be shared
6. Appointed Member Representatives are able to claim travel and subsistence for meetings with the named Lead Officer and attending meetings when the member representative is invited to accompany the lead officer for their role.

(NPA Meeting 17 December 2010 Minute 78/10 – Amended following Authority meeting on 1 July 2016 and 26 May 2017)

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# 8-Point Plan for England's National Parks

March 2016



Department  
for Environment  
Food & Rural Affairs



Environment  
Agency



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## Contents

Introduction .....	1
Summary: 8-Point Plan for England's National Parks .....	3
Inspiring Natural Environments .....	6
1. <i>Connect</i> young people with nature .....	6
2. Create <i>thriving</i> natural environments .....	8
Drivers of the Rural Economy .....	10
3. National parks driving growth in <i>international tourism</i> .....	
4. Deliver <i>new apprenticeships</i> in National Parks .....	13
5. Promote <i>the best of British Food</i> from National Parks .....	14
National Treasures .....	16
6. <i>Everyone's</i> National Parks .....	16
7. <i>Landscape and Heritage</i> in National Parks .....	19
8. <i>Health and Wellbeing</i> in National Parks .....	21

## Introduction

Covering nearly 10% of the country, containing some of our most memorable landscapes and almost 30% of our internationally important wildlife sites, National Parks are national treasures at the heart of our national identity. When we also consider our Areas of Outstanding Natural Beauty (AONBs), nearly 25% of England is designated as protected. These are living, working, iconic landscapes, cherished at home and admired overseas. <sup>1</sup>

***“National Parks can be inspiring landscapes for everyone. I want more young people to experience these natural wonders. My ambition is for the generation growing up now to be better connected to nature than my own.”***

The Rt Hon Elizabeth Truss MP,  
Secretary of State for Environment, Food and Rural Affairs

This plan sets out our ambition to put National Parks at the heart of the way we think about the environment and how we manage it for future generations. We want as many young people as possible to learn about and experience the natural environment. National Parks are a great way in: inspiring environments that can be lifelong sources of wellbeing, identity, adventure and pride.

The special qualities that can be found in these landscapes underpin the economic activities—from traditional upland farming to tourism, food and other businesses—that thrive in our National Parks. As more and more tourists from all over the world visit our country, we want the numbers who experience the natural wonders of our National Parks to grow. As drivers of the rural economy, National Parks can also provide a route for young people into work, with National Park Authorities leading in developing new standards for apprenticeships.

As well as being important for the rural economy, people value National Parks for their special qualities. National Parks and AONBs are home to strong communities producing some of the nation's best food and drink. People love these national treasures: 90% of the public, for example, say that National Parks are important to them. People visit National

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<sup>1</sup> This plan is focused on England's ten National Parks. The Government recognises the valuable work also undertaken by AONB Partnerships, and values closer working between National Park Authorities and AONB Partnerships.

<sup>2</sup> Data from *UK National Parks Awareness Survey (2012)*, commissioned by UK Association of National Park Authorities.



Parks for recreation: to volunteer their time, to encounter history, to be outdoors in these invigorating spaces. National Parks are national assets in which everyone can share.

***“National Parks are the soul of Britain. They are the centre of our imagination. When people think of Britain, wherever they are, they imagine these landscapes. I’d like to make sure that everyone in Britain and more visitors from around the world have the unique experience of going to our National Parks.”***

Rory Stewart OBE MP,  
Parliamentary Under-Secretary of State for Environment and Rural Affairs

Funding for National Park Authorities<sup>3</sup> was protected in real terms in the Spending Review 2015, in recognition of the vital role they play as stewards of these landscapes. The ambitions in this plan will be delivered by Government working closely with all 10 National Park Authorities and National Parks England, reflecting our shared priorities and passion for these special places, through the course of this Parliament.

This plan forms part of our wider ambition to make our environment the best anywhere in the world. This will be delivered through the Government's 25-Year Environment Plan, which will be published later this year.

***“Our National Parks are the jewels in the crown of our beautiful countryside and something to be very proud of. They are living, working landscapes that need careful stewardship, for the benefit and enjoyment of all. I look forward to working with the Government on delivering this exciting Plan for England’s National Parks.”***

Jim Bailey,  
Chair, National Parks England

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<sup>3</sup> The Broads is a member of the National Park family. The Broads Authority was established under the Norfolk and Suffolk Broads Act 1988 and has the same statutory purposes as the English National Park Authorities with additional responsibilities relating to navigation. Reference to National Park Authorities in this document includes the Broads Authority.

# Summary: 8-Point Plan for England's National Parks

## Inspiring Natural Environments

### 1. **Connect** young people with nature

- Double the number of young people to experience a National Park as part of National Citizen Service by 2020.
- A new package of teaching materials for schools based on National Parks.
- National Park Authorities to engage directly with over 60,000 young people per year through schools visits by 2017/18.

### 2. **Create *thriving*** natural environments

- National Park Authorities, with the Environment Agency and Natural England, to champion integrated management of the natural environment, showcasing the benefits that designated landscapes can bring.

## Drivers of the Rural Economy

### 3. **National Parks driving growth in *international tourism***

- Promote National Parks as world-class destinations to visitors from overseas and the UK.
- Increase annual visitors from 90m to 100m, generating an estimated £440m for local businesses.

### 4. **Deliver *new apprenticeships*** in National Parks

- Develop three new apprenticeship standards led by National Park Authorities.
- Double the number of apprenticeships in National Park Authorities by 2020.

### 5. **Promote the *best of British food*** from National Parks

- National Parks will be known for, and visited as, great food destinations.
- Work with National Park Authorities and the Great British Food Unit to deliver more Protected Food Names for National Park products and increase exports.

- The Government will celebrate National Park produce.

## National Treasures

### 6. *Everyone's National Parks*

- Complete the designation to extend the boundaries of the Lake District and Yorkshire Dales National Parks.
- Encourage more diverse visitors to National Parks.
- Promote volunteering in National Parks.
- Celebrate the 70<sup>th</sup> Anniversary of National Parks' creation.

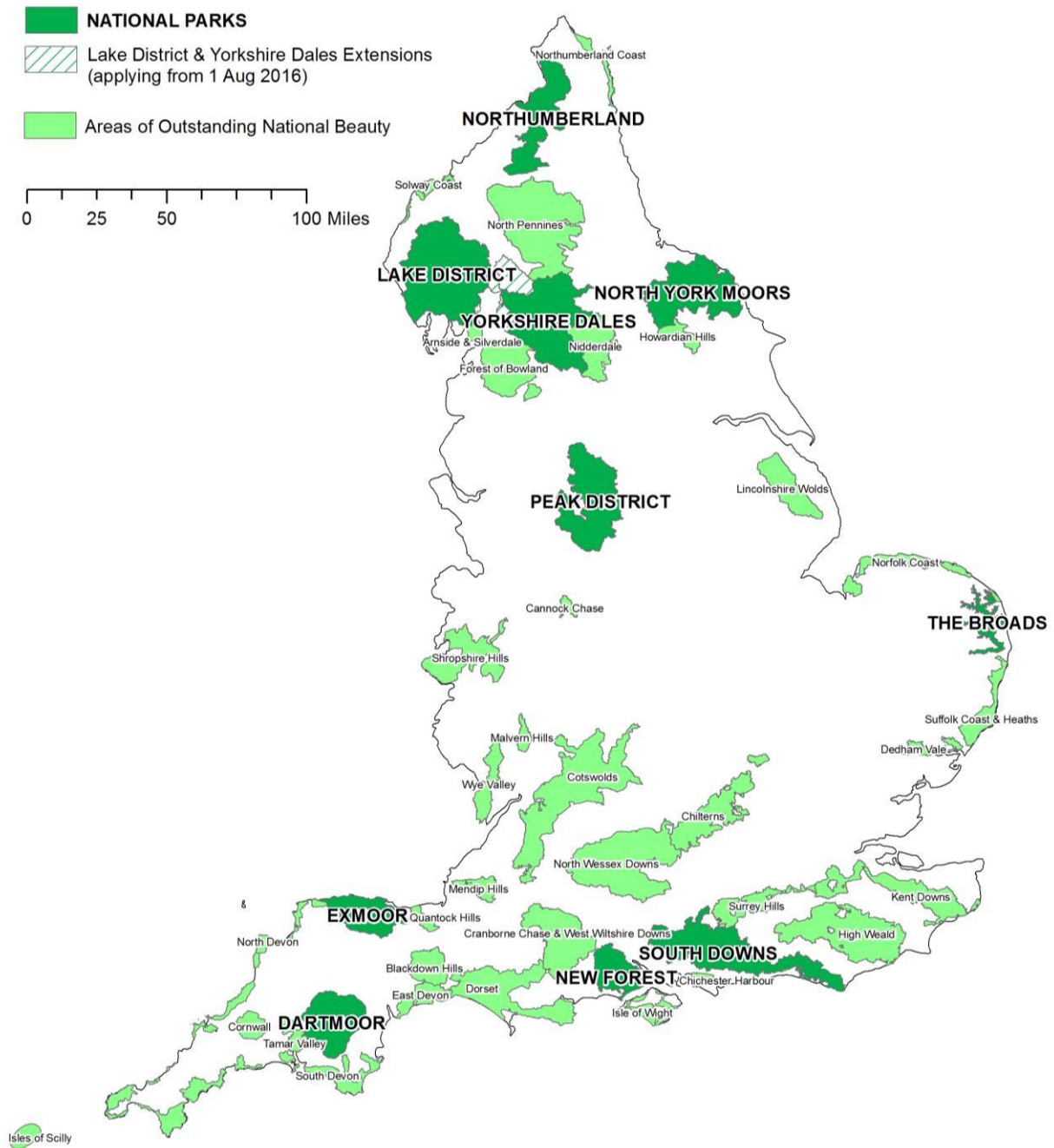
### 7. *Landscape and heritage in National Parks*

- Work with the Heritage Lottery Fund to achieve their objective of encouraging more fundable projects in the Natural Heritage sector.
- Enhance people's involvement in the interpretation of the historic environment and natural beauty in National Parks.
- Support the Lake District's bid for UNESCO World Heritage Status.
- Tell the story of cultural landscapes in England's National Parks.

### 8. *Health and wellbeing in National Parks*

- Promote innovative schemes for National Parks to serve national health.
- Realise the immense potential for outdoor recreation in National Parks.

# Designated Landscapes in England



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# Inspiring Natural Environments

The environment in National Parks is phenomenally rich. Over 30% of sites in England that are recognised and protected because of their international conservation importance can be found in National Parks. National Parks have a vital role to play in connecting more young people with nature, through learning and volunteering. National Parks form part of our wider ambition for Britain to have the best natural environment anywhere in the world, to be delivered through the Government's 25-Year Environment Plan, which will be published later this year.

## 1. **Connect young people with nature**

Today, just 10% of schoolchildren have access to outdoor learning. Furthermore, recent research suggests that up to 12% of children (1.3 million) of children UK-wide did not visit, or rarely visited natural places in the last year.<sup>4</sup> In contrast, 96% of people say they want every child to experience a National Park for themselves.<sup>5</sup>

The Government's ambition is to connect more young people with nature. UK-wide - National Park Authority education teams are making nature more accessible to young people by improving connections with our nation's most iconic landscapes, wildlife and heritage; and through providing outstanding learning experiences that inspire people to treasure National Parks for the future. They can also help young people to make connections between food, farming and the environment.

We want to engage young people with national parks at every stage of their education. As part of this we will work with the National Citizen Service (NCS) to increase exposure to National Parks for young people. NCS brings together young people from different backgrounds to learn about responsibility and serving their communities. It's open to all 15-17-year-olds in England, and the Government has committed to providing a place for every young person who wants one. NCS participants take part in a four week full-time programme, which includes two residential weeks (one outward bound experience and one tackling life skills generally in a University context), as well as two weeks planning and delivering a social action initiative in their community.

National Parks already play an important part in NCS, as they provide an environment for adventure, reflection, experiencing the outdoors, and learning more about the natural

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<sup>4</sup> *Monitor of Engagement with the Natural Environment: a pilot to develop an indicator of visits to the natural environment by children* (2016).

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/498944/mene-childrens-report-years-1-2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/498944/mene-childrens-report-years-1-2.pdf)

<sup>5</sup> Data from *UK National Parks Awareness Survey* (2012), commissioned by UK Association of National Park Authorities.

environment. Last year, 10% of NCS participants – over 8,000 - experienced a residential week within a National Park.

Our ambitions:

- **Double the number of young people to experience a National Park as part of National Citizen Service by 2020.** So far, 10% of all NCS participants have graduated from the NCS scheme with experience of a National Park. We will work hard alongside NCS and National Park authorities to ensure that young people get the best possible experience from undertaking their National Citizen Service in National Parks.
- **A new package of teaching materials for schools based on National Parks.** National Parks offer great potential for learning in core concepts across the curriculum, including sciences, geography and the arts. We will work with National Park Authorities to develop a new package of materials for schools, to enable teachers and parents to connect children's learning with National Parks. This will be promoted by the Department for Education and will be accessible through the National Parks UK website. We will support National Park Authorities in their ambition to produce a range of imaginative and relevant materials for every child, in order to fire young people's imaginations about what National Parks offer and what they can learn and experience there. National Park Authorities will work in partnership with the private sector and philanthropic donors to achieve this ambition.
- **National Park Authorities to engage directly with over 60,000 young people per year through schools visits by 2017/18.** Seeing a National Park is the best way for children and young people to learn about and be inspired by National Parks. National Park Authorities have ambitious plans to scale up already successful education programmes. By 2017/18 National Park Authorities will deliver more than 60,000 learning experiences directly to schools and others in learning and training through expert National Park Authority staff. A further 20,000 experiences in National Parks will be delivered through other partners involved in education, learning and training.

### **Case Study: Dartmoor NPA Europarc Junior Ranger Programme**

Piloted in 2015, the Junior Ranger Programme enables 12 young people to work alongside NPA Rangers to gain their Junior Ranger Badges and the John Muir Explorer Award. The focus was specifically to reconnect children with the natural world and their cultural heritage, whilst also providing opportunities to undertake conservation activities, engendering a spirit of 'care for the natural environment'. Some of the Junior Rangers learnt new skills whilst making a film about young people's perspectives on National Parks. Such schemes demonstrate clear social, health and wellbeing benefits for participants, and positive engagement in the local community.

## Case Study: South Downs Curriculum

The South Downs National Park Authority has actively engaged with 290 schools in and around the National Park area, as well as many more further afield. The South Downs

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This South Downs Curriculum has been very well-received by local schools and is a dynamic, living document, growing as more content is added by the local education sector to create an online learning hub for all curriculum-linked information about the South Downs National Park

## 2. Create *thriving* natural environments

National Parks are amazing natural assets. They are havens for native plants and animals, containing almost 30% of the land in England that is recognised as being of international importance for wildlife. <sup>6</sup>23% of the land in the National Parks is designated as a Site of Special Scientific Interest (SSSI) for its natural attributes. 27% of England's lowland fen, 41% of its upland hay meadow, 80% of its upland chalk grassland and over a third of the lowland heathland in England is found in National Parks. These are amazing stores of natural capital: peat soils in National Parks hold 119 megatons of carbon, equivalent to England's entire CO<sub>2</sub> emissions for one year. <sup>7</sup>

National Parks are also working landscapes, supporting farming and other crucial parts of the rural economy. How we work together to manage the natural environment is important for everyone: National Parks support livelihoods, food and timber production and deliver important environmental services keeping our water clean and lowering the risk of flooding. Each National Park has its own distinctive character and qualities; each continues to be shaped by its weather, its geology, its soils, its water, its natural habitats, its land uses and its people.

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<sup>6</sup> Data from Natural England - *TBG Partner T1A Analysis* (March 2014).

<sup>7</sup> *Estimating carbon storage in peatlands within England's National Parks*, Natural England (2009).

Conserving and enhancing these precious areas, for the benefit of current and future generations, is a vital role of the National Park Authorities. The Government recognises the skill and knowledge that National Park Authorities, the Environment Agency and Natural England bring to the local management of these environments—from river catchments, to historic landscape features, to rare species. We will harness this local knowledge to strengthen our resilience in the face of continuing environmental threats such as flooding, while preserving the vital essence of National Parks as treasured working landscapes.

Our ambition:

- **National Park Authorities, with the Environment Agency and Natural England, will champion integrated management of the natural environment, showcasing the benefits that designated landscapes can bring.** National Park Authorities and the communities they work with will provide leadership, in this locally-led model of environmental management. This will mean National Park Authorities are at the vanguard of delivering the Government's new 25-Year Environment Plan.

### **Case Study: Moors for the Future Partnership**

The Moors for the Future Partnership has the ambition to bring life back to the South Pennine Moorlands Special Area of Conservation which includes the moorland landscape of both the Peak District National Park and the South Pennines. Lying next to the birthplace of the Industrial Revolution, this area has suffered from 150 years of atmospheric pollution, leaving substantial stretches of exposed and degraded peat.

In 2010 the Peak District National Park Authority led a private-public-voluntary sector partnership to deliver the biggest moorland conservation project in Europe. Since launch, the partnership has spent £20 million restoring approximately 900ha of badly damaged bog and protecting 2,500ha of active blanket bog. This work has halted centuries of degradation, saved 2,000 tonnes of carbon entering the atmosphere, delivered elements of three water company Asset Management Plan outputs for this area and reduced peak storm discharge from headwaters by as much as 30%. In October 2015, the Peak District National Park Authority through the Moors for the Future Partnership gained support from the EU LIFE Programme to deliver further work worth £12 million over the period 2015-2021. This programme is also supported by £3 million direct cash funding from three water companies (Severn Trent Water, United Utilities and Yorkshire Water), making it a pioneering public-private partnership.



# Drivers of the Rural Economy

People cherish National Parks for their natural beauty, opportunities for open air recreation and cultural heritage. But National Parks also offer tremendous economic benefits. More than 50% of businesses in National Parks believe their performance is improved by being in a National Park.<sup>8</sup> There are also opportunities to market premium goods and services linked to National Parks. The special qualities in National Parks' and AONBs' iconic, protected, often deeply rural landscapes have unique economic potential, and can be an important part of delivering the Government's [Rural Productivity Plan](#).

National Parks already receive 90 million visitors every year. We think this number can be increased, offering more people the benefits of visiting a National Park without damaging their special qualities, with a greater number of international visitors and those from the UK discovering all the great things National Parks have to offer. As well as fantastic landscapes and natural beauty, National Parks are home to many quality British food and drink products, and six Michelin-starred restaurants. Food tourism can provide a real economic boost in these rural areas.

National Parks are at the heart of the rural economy in their regions. We are working to ensure that the rural economy works for people of all ages, with opportunities for young people to develop the right skills. Apprenticeships are an effective way to provide training and develop skills, benefitting both young people and businesses. National Park Authorities will play a leading role in supporting the development of the skills necessary to enable young people to be part of the rural economy in the twenty-first century.

## 3. National parks driving growth in *international tourism*

Worldwide, tourism is a growing industry. The number of tourists worldwide passed 1 billion for the first time in 2012; the figure is set to rise to 1.4 billion in 2020 and 1.8 billion by 2030.<sup>10</sup> These trends are reflected in visitors to the UK. Through its [Five-Point Plan for Tourism](#), country. The unique attractions of National Parks have a vital role to play in making this happen. National Parks are a draw for overseas visitors — 7% of overseas visitors who

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<sup>8</sup> Various studies: e.g. SQW (2008), *Contribution of the Peak District National Park to the economy of the East Midlands*, and Campaign for National Parks (2006); *Prosperity and Protection - the Economic impact of National Parks in the Yorkshire and Humber region*.

<sup>9</sup> *Valuing England's National Parks* (2013).  
[http://www.nationalparksengland.org.uk/data/assets/pdf\\_file/0006/338361/Valuing-Englands-National-Parks-Final-Report-10-5-13.pdf](http://www.nationalparksengland.org.uk/data/assets/pdf_file/0006/338361/Valuing-Englands-National-Parks-Final-Report-10-5-13.pdf).

<sup>10</sup> *UNTWO Tourism Highlights* (2015) <http://www.e-unwto.org/doi/pdf/10.18111/9789284416899>

come to Britain on holiday visit a National Park.<sup>11</sup> However, this is just a tiny fraction of the 90 million annual visitors to our National Parks.

Our ambitions:

- **Promote National Parks as world-class destinations to visitors from overseas and the UK.** The new £40 million Discover England Fund was announced by the Government in November 2015 and will be open for bids in summer 2016. It will support the development of world-class tourism products on a regional or thematic basis that respond to market trends and consumer needs. We will work with the National Park Authorities, VisitBritain and VisitEngland to make the nation's most inspiring landscapes more accessible to visitors from the UK and the rest of the world. We will utilise the successful GREAT Britain campaign to promote the National Parks.
- **Increase annual visitors from 90m to 100m, generating an estimated £440m for local businesses.** There are currently an estimated 90 million visitors to our National Parks every year. Visitors to our National Parks are hugely important to the rural and national economy. Working together and implementing the measures in this plan, our long-term ambition is to reach 100 million visitors to National Parks per year. Increasing the number of annual visitors in this way could generate £440m extra tourism revenue for National Parks and the surrounding areas.<sup>12</sup> We will work with National Park Authorities to continue to promote sustainable tourism which is good for the rural economy and safeguards the environment.
- **Extend the National Parks tourist season.** To maximize the potential for visitors to National Parks, we need to encourage activities and attractions that are open for business all year round. Projects such as the Northumberland National Park 'Dark Skies' initiative can keep businesses open and viable throughout the year. The Government will work with National Park Authorities to make this possible.

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<sup>11</sup> *Inbound Tourism to Britain's nations and Regions* (2013) [https://www.visitbritain.org/sites/default/files/vb\\_corporate/Documents-Library/documents/Regional\\_Activities\\_report\\_FINAL\\_COMPRESSED.pdf](https://www.visitbritain.org/sites/default/files/vb_corporate/Documents-Library/documents/Regional_Activities_report_FINAL_COMPRESSED.pdf)

<sup>12</sup> Assumes £44 per visit based on 90m visitors and £4bn of tourism revenue. Data from National Parks England: [http://www.nationalparksengland.org.uk/\\_\\_data/assets/pdf\\_file/0007/338362/3209-NPE-INFOGRAPHICweb.pdf](http://www.nationalparksengland.org.uk/__data/assets/pdf_file/0007/338362/3209-NPE-INFOGRAPHICweb.pdf).

## **Case Study: Northumberland International Dark Sky Park**

All our National Parks have dark skies relative to urban areas. Northumberland has the darkest skies in England and secured International Dark Sky Park Status in 2013. The impact of this designation is making a positive impact on the local economy, and residents' quality of life. Exmoor has experienced similar benefits since it became a Dark Sky Reserve in 2011.

Last year, more than 18,000 visitors flocked to Kielder Observatory. Its continuing success spurring other businesses locally to follow in their footsteps. Battlesteads Hotel, built a new observatory in their own back-garden and winter bookings this year look to exceed 70% occupancy. Smaller accommodation providers are also welcoming visitors from all over the UK, travelling long distances to experience something special and memorable in the depths of winter.

Other National Parks are seeing the potential of astro-tourism. Yorkshire Dales and North York Moors hosted their first joint Dark Skies Festival in February and Dartmoor is hosting its own Dark Skies Exhibition at Princetown.

Star gazing in our National Parks creates good memories that increasing numbers of people want to experience. Securing investment for National Parks to become year-round visitor destinations can reap rewards for England's rural visitor economy.

#### 4. Deliver *new apprenticeships* in National Parks

The Government has committed to delivering three million apprenticeships by 2020. National Parks, as drivers of the rural economy, are willing to play a crucial role in developing new standards to help young people find a path to employment in rural areas.

Our ambitions:

- **Develop three new apprenticeship standards led by National Park Authorities.** National Park Authorities are leading the development of new apprenticeship standards for careers in countryside land management under the Department for Business, Innovation and Skills' Trailblazer scheme. There are also plans for National Park Authorities to be Trailblazers in new rural tourism and built heritage conservation apprenticeship standards. We will support National Park Authorities in this ambition and engage other partners to increase participation in these standards.
- **Double the number of apprenticeships in National Park Authorities by 2020.** As well as using their expertise to drive new standards, National Parks are a great place for apprentices to train. We will work with National Park Authorities to double their apprenticeship numbers by 2020, comfortably exceeding the Government's target of a 2.3% apprenticeship rate in the public sector.

#### **Case Study: North York Moors Apprenticeship Programme**

The North York Moors has worked with apprentices for the last 13 years and they now make up 14% of the park's workforce. The Authority makes use of apprentices' enthusiasm and skills to continue to deliver low-cost, high-quality services at the same time as providing excellent training. It has consistently committed core funding to apprentice programmes and reshaped services to make apprenticeships an integral part of several teams.

The Authority is not training apprentices to go into its own workforce—most are snapped up by the private sector, while some go on to set up their own businesses and others use the experience as a vocational route into higher education.

The work of the North York Moors has been recognised as exemplary—in recent years it has twice been named in the Top 100 Apprentice employers in the country, as well as winning the Yorkshire and Humber regional award. National Parks can deliver brilliant apprenticeships, and the real proof is in what young people say about how working in the role changes their lives. They consistently say how much they value the friendly, supportive environment of National Parks as a place to learn new skills.

## 5. Promote *the best of British Food* from National Parks

Increasingly, visitors to National Parks come to sample the delicious food and drink farmed, grown and produced in these beautiful landscapes. Over 17,000 people are employed on commercial farms across the English National Parks.<sup>13</sup> National Parks are increasingly prioritising food and drink products and experiences to further enhance their tourism offer and develop the rural economy. This can help to attract more visitors to National Parks, from the UK and around the world. Through the Great British Food campaign we will promote premium products from National Parks, establish food tourism as a core part of the visitor experience, and support the growth of rural food businesses to ensure that great British food from National Parks is at the heart of a dynamic rural economy.

Our ambitions:

- **National Parks will be known for, and visited as, great food destinations.** We want visitors to our parks to sample the UK's great food heritage surrounded by the landscapes and traditions where these foods originate. Through Defra's [Great British Food Unit](#) and Authorities and their food producers to develop a strong programme to promote food tourism and build food as a core part of the tourism offer. We will also work with National Park Authorities and their food producers to help consumers to identify premium local produce from National Parks.
- **Work with National Park Authorities and the Great British Food Unit to increase the number of Protected Food Names from National Parks and increase exports.** Over one third of England's foods with Protected Food Name status are produced in our National Parks. National Park Authorities will use their local knowledge to work with the Great British Food Unit to seek more products eligible for Protected Food Name status. Through the work of the Great British Food Unit and implementation of our Export Action Plan, we will work with National Park Authorities to promote their products overseas. Unique premium products originating from National Parks, attractive to overseas consumers, will be championed and promoted in key export markets.
- **The Government will celebrate National Park produce.** Government receptions will feature and showcase food and drink from National Parks as part of a wider initiative to celebrate and promote the best British products.

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<sup>13</sup> *Valuing England's National Parks* (2013).

[http://www.nationalparksengland.org.uk/\\_data/assets/pdf\\_file/0006/338361/Valuing-Englands-National-Parks-Final-Report-10-5-13.pdf](http://www.nationalparksengland.org.uk/_data/assets/pdf_file/0006/338361/Valuing-Englands-National-Parks-Final-Report-10-5-13.pdf).

## Case Study: New Forest Marque

National Park Authorities have been supporting local producers through schemes such as the New Forest Marque. The New Forest Marque is an accreditation scheme that helps to support local businesses and recognise high environmental standards. This scheme was set up in 2004 as a way to develop and promote the production, processing and distribution of local produce from the New Forest.

The New Forest Marque is supported by the New Forest National Park Authority, which provides professional resources and staff support. There are now dozens of accredited producers, ranging from small-scale food and craft businesses to farm shops, vineyards and boutique hotels and restaurants.

Farmer Jamie Burgess, of Swallowfields Farm and New Forest Wild Boar, says of the scheme: *"The New Forest Marque has been a great help to our business in terms of providing advice, promotion, contacts and marketing support."* The New Forest Marque website pr  
residents and visitors to make choices that benefit their local environment and economy.

# National Treasures

National Parks hold a unique position in the history of our country, its people and its landscape. They tell the story of our nation, from the outstanding bronze-age landscapes of Dartmoor, to the Roman heritage of Hadrian's Wall in Northumberland, to the World War II oral history recollections gathered in the New Forest. National Parks have inspired some of our greatest artists, writers and musicians; it was Wordsworth who first presciently described the Lake District as 'a sort of national property in which every man has a right and interest who has an eye to perceive and a heart to enjoy'.

## Case Study: Going the Extra Mile, Broads National Park

'*Going the Extra Mile*' is for people who seldom or never use their local public space or venture out into the countryside, for a variety of economic, social, environmental and health reasons. The project aims to facilitate engagement and dialogue with these groups, and provide a way to overcome current barriers that prevent people from benefitting from what the National Park has to offer.

The scheme creates Gateways to the landscape by using local parks and formal reserve sites within easy reach of urban populations as places for activities, experiences and first points of contact. *Going the Extra Mile* encourages people to go on to explore outwards beyond the urban park boundaries into the wider 'wilder' National Park landscape. Working with partners, the scheme offers a range of complimentary experiences from social activities, creative arts, wildlife appreciation, volunteering, fitness activities, citizen science and countryside skills. It aims to reshape participants' perceptions of the countryside, facilitating the creation of new self-sustaining groups. The project is about everyone having the opportunity to appreciate National Parks.

## 6. Everyone's National Parks

National Parks contain many accessible landscapes. They are special places for everyone to enjoy. This is why we are increasing the area of the country that National Parks cover. We will also work with National Park Authorities to scale up projects to reach visitors from a diverse range of social groups, and to alleviate any barriers that stop more people from enjoying National Parks. We would also like to see appointments to NPAs match the Government's ambitions for diversity.

Our ambitions:

- **Complete the designation to extend the boundaries of the Lake District and Yorkshire Dales National Parks.** In 2015, the Secretary of State announced the extension of the Lake District and Yorkshire Dales National Parks. This will happen in August 2016 and will mean an extension of the boundaries of the Yorkshire Dales and Lake District National Parks, which will grow by 24% and 3% respectively.
- **Encourage more diverse visitors to National Parks.** As well as attracting more overseas visitors, we want to ensure that everyone here in the UK can benefit from visiting National Parks. As nationally significant—and free—sites for heritage and spaces for wellbeing, National Parks should be enjoyed by all. National Park Authorities will work to build on existing successful programmes, including those that encourage and support under-represented groups. We will support the National Park Authorities to forge partnerships in order to meet their aspiration of removing barriers that can inhibit those without access to transport from visiting National Parks.
- **Promote volunteering in National Parks.** National Park Authorities and AONB Partnerships do a fantastic job of inspiring thousands of volunteers every year, sustaining sometimes fragile landscapes so that more people can enjoy their beauty. We will work with National Park Authorities to make sure that we are doing all we can to promote and enable volunteering.
- **Celebrate the 70th Anniversary of National Parks' creation.** 2019 will mark the anniversary of the Act of Parliament that enabled the creation of National Parks. We will support the National Park Authorities to celebrate this special moment in the life of National Parks, drawing on the successful *Love Your National Parks* initiative.

### **Case Study: Extending the boundaries of the Lake District and Yorkshire Dales National Parks**

Yorkshire, Cumbria and Lancashire will share the largest area of almost continuous National Park land following the decision to extend two of England's most celebrated National Parks. This will happen in August 2016, creating some 188 square miles of new National Park land, boosting rural tourism in the area, supporting rural businesses and potentially adding millions more to the £4 billion already generated by the 90 million visitors to our stunning National Parks each year. The extension of the National Parks will bring the boundaries of the two National Parks closer together, bring more of England's environment under designated landscape status, and offer important benefits locally.



## **Case Study: public transport and the South Downs National Park**

To enable and inspire people to get out into the National Park, the South Downs National Park Authority worked with bus operators and the local council to make more bus services available, helping people understand what they can see and do, and showing how easy and affordable it is to get to the park by bus.

Open top 'Breeze Bus' services ran on three National Park routes out of Brighton. Supported by partner funding, annual passenger numbers grew from around 64,000 in 2007/8 to more than 99,000 in 2014/15.

The authority worked with the operator on a themed bus with designs on the outside and ideas for exploring the National Park inside. In 2014, more than 500 people took up free or half price bus tickets on Brighton and Hove buses to travel to the Sussex Festival of Nature.

The authority brought together bus operators across the National Park area and beyond, enabling the creation of a multi-operator the Discovery Ticket.

An online Discovery Map features National Park visitor attractions with links to public transport information for each location. A series of car-free itineraries ensure that visitors travelling from population centres outside the National Park can plan days out by public transport and take advantage of discounts offered by attractions to those travelling by public transport.

## 7. *Landscape and Heritage in National Parks*

Long before their formal designation, National Parks and AONBs were recognised as special places, providing rich inspiration for visitors through their natural beauty and the traditions and culture of rural life that contributed to this. Sustaining these historic, often fragile features of our landscapes is critical to ensuring that they remain some of the best places to visit in the country. Evidence shows that heritage is better protected in National Parks and AONBs than elsewhere.<sup>14</sup> We want more members of the public to experience these national treasures. The Government's forthcoming White Paper on culture will fully recognise the importance of National Parks and AONBs.

Our ambitions:

- **Work with the Heritage Lottery Fund to achieve their objective of encouraging more fundable projects in the Natural Heritage sector.** The Heritage Lottery Fund (HLF), which on average invests between 20 and 25% of its National Lottery funding in landscape and nature projects, is a key partner for National Parks and AONBs. It has provided approximately £62m in funding for projects in National Parks, and £91m for AONBs since its inception.<sup>15</sup> National Park Authorities and AONB partnerships will work to continue to generate high-quality project proposals that can attract HLF funding, enhancing the natural and cultural heritage offer to the public.
- **Enhance people's involvement in interpretation of the historic environment and natural beauty in National Parks.** National Parks and AONBs are home to sites of global cultural significance, and deep importance for our national culture. National Park Authorities and AONB Partnerships will work with Historic England and Natural England to explore ways to enhance the understanding, conservation, management and interpretation of the historic environment and cultural heritage in designated landscapes. As part of our ambition to get more people connected with the natural environment, National Park Authorities will provide people with 'hands on' experiences with the historic environment, such as through volunteering, community archaeology projects, heritage at risk projects, and young archaeologists' programmes. The National Park Authorities will also produce a regular review of relevant work undertaken in each park on the state of its historic environment to ensure that the public is experiencing the best heritage National Parks have to offer.
- **Support the Lake District's bid for UNESCO World Heritage status.** A group of local, regional and national organisations, led by the Lake District National Park

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<sup>14</sup> Statistics provided in relation to the Heritage At Risk Register, Historic England (2015).  
<https://www.historicengland.org.uk/advice/heritage-at-risk/search-register/>

<sup>15</sup> Data from Heritage Lottery Fund to end March 2015.

Partnership, are working together to make the Lake District a World Heritage Site. This partnership is seeking inscription under the cultural landscape category. The spectacular landscape of the Lake District has been shaped by farming, industry, picturesque landscape design and the conservation movement. It has stimulated poets and artists of the Romantic Movement from the late eighteenth century and conservationists from the nineteenth century. If successful, the Lake District National Park would join Egypt's pyramids, the Taj Mahal and Hadrian's Wall as an internationally recognised heritage site.

- **Tell the story of cultural landscapes in England's National Parks.** England's National Parks are shaped by the people who have lived and worked on the land. The Government will work with National Park Authorities to help tell the story of these special cultural landscapes. This will aim to increase appreciation of the part different people have played in creating and sustaining these beautiful areas.

### **Case Study: Northumberland National Park - The Sill National Landscape Discovery Centre**

The Sill: National Landscape Discovery Centre will create the first all-weather, year-round visitor facility in Northumberland National Park, offering 30,000 activity days and attracting more than 100,000 visitors every year. It will widen the visitor offer in the Hadrian's Wall World Heritage Site area of the National Park to focus on the natural environment and all 10,000 years of human life in Northumberland.

The Sill will transform how people of all ages understand and explore the landscapes, history and heritage of Northumberland and the wider North East. It will open up the landscapes of Northumberland National Park and surrounding AONBs to a broad range of people from all backgrounds, including children, families, disabled people and those less confident at exploring natural places, with retail, café and information services.

The Sill will be a gateway to Northumberland's landscapes and people with its own exhibition space and a leading education and research facility to develop conservation, countryside management, leisure, and tourism skills. The Sill's comprehensive activity programme will inspire people to participate in, value and conserve Northumberland's unique natural and cultural features.

The Sill will also deliver substantial economic benefits to the area, supporting over 120 new jobs per year in a rural economy—including a Rural Growth Hub to support twenty rural enterprises and a range of opportunities for local businesses, ensuring an impact across the whole of Northumberland and beyond for many years to come.

Due to open in June 2017, the Sill demonstrates that National Parks can be an engine for economic growth as well as being the source of inspiration and recreation.

## 8. *Health and Wellbeing* in National Parks

There is growing evidence that green spaces have a vital role to play in better public health. National Parks can make a central contribution to our national wellbeing. Parks, sports grounds and other green spaces that are shared by lots of people have an enormous benefit to the physical and mental health of local communities. National Parks—the nation’s breathing spaces—have an important role to play in national wellbeing. 82% of National Park residents describe themselves as being in good or very good health, above national average—implying higher wellbeing.<sup>16</sup>

The Government is committed to combatting obesity, and will publish a Childhood Obesity Strategy this summer. The Government has also committed to placing mental health on an equal footing with physical health. The Mental Health Strategy, [No Health without Mental Health, ‘Five ways to wellbeing’](#).

symptoms of depression. It may also help people with generalised anxiety disorder, panic attacks and stress disorders. The published implementation framework for the strategy outlines how local authorities can take a leading role in improving the mental wellbeing of people in their area, for example, by providing leisure facilities and green spaces.

National Park Authorities have already worked with Clinical Commissioning Groups to trial innovative schemes in mental health treatment. National Parks have a role to play in providing innovative solutions to these health challenges.

Our ambitions:

- **Promote innovative schemes for National Parks to serve public health.** National parks have been at the forefront of trialling innovative schemes to promote wellbeing, such as the ‘green prescriptions’ trial in Dartmoor; the ‘Moor to Enjoy’ scheme in Exmoor; and the Broads Authority’s work with school children at risk of exclusion, and in the rehabilitation of offenders. We will support further such innovations, and develop trials that have been successful in order to mainstream them into public health practice. We will support National Park Authorities in their ambitions for further engagement with local Clinical Commissioning Groups to grow the evidence base on green prescriptions.
- **Realise the immense potential for outdoor recreation in National Parks.** In 2015, the Government published its new strategy on sport and physical activity, [Sporting Future: A New Strategy for an Active Nation](#), ensuring that people have the opportunity to get active outdoors as well as the need to support initiatives that encourage this kind of activity and the infrastructure to facilitate it. Later this year the Government will publish its first Cycling and Walking Investment Strategy.

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<sup>16</sup> *Characteristics of National Parks* (2011). Office for National Statistics  
[www.ons.gov.uk/ons/dcp171776\\_300668.pdf](http://www.ons.gov.uk/ons/dcp171776_300668.pdf).

National Parks afford unrivalled opportunities for outdoor recreation in unspoilt landscapes. When people come to the countryside, they come to get active. For example, over three quarters of people's visits to the countryside involve walking<sup>17</sup> — and there are lots of opportunities to go walking in the National Parks, with the South Downs alone containing 3,000 km of paths. From multiday hikes to gentle strolls between tea rooms, walking is an activity available to many, including those with poor mobility. Walking is one of the easiest, cheapest and most ubiquitous ways of keeping fit. National Parks also offer opportunities in activities such as cycling, caving, canoeing and riding, all in beautiful settings.

## **Case Study: 'Moor to Enjoy' project, Exmoor National Park Authority**

This project is hosted by Exmoor NPA and jointly funded by Health and Wellbeing Boards for Somerset and Devon. A project officer is proactive in making contact with health groups and GP practices to encourage visits to the National Park as part of the treatment patients receive. Sustainability is achieved through training health professionals, community organisers and volunteers to equip them to lead groups on follow-up visits.

Initial evidence from the Moor to Enjoy Project surveys (based on the Edinburgh—Warwick Health and Wellbeing survey model) indicate that on the day of the visit:

- 30% of participants are more physically active than on an average day;
- 71% reported having been more sociable than on an average day;
- 79% said they were more relaxed after visiting Exmoor National Park;
- 88% said visiting Exmoor National Park had lifted their spirits.

Moor to Enjoy takes as its starting point the '*Five Ways to Wellbeing*' (developed by the New Economics Foundation, commissioned by Government Office for Science Foresight team):

**Connect, be active, take notice, keep learning and give.**

*As one of the participants said, 'None of this would have happened had we not been introduced to [your project officer]—every experience has had positive and profound impacts on the health and wellbeing of our families, albeit just through shared laughter and getting out...we have been allowed to explore an area of beauty with security and are now becoming independent users of Exmoor as a school, as individual families and as a community. Thank you!'*

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<sup>17</sup> *Monitor of Engagement with the Natural Environment: a pilot to develop an indicator of visits to the natural environment by children* (2016).

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/498944/mene-childrens-report-years-1-2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/498944/mene-childrens-report-years-1-2.pdf)

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## 12. **MEMBERSHIP OF THE APPOINTMENT PROCESS PANEL (JS)**

### 1. **Purpose of the report**

To confirm the membership of the Member Appointment Process Panel.

#### **Key Issues**

- **The Authority has established a Panel to oversee the process for making appointments to key positions at the Annual Meeting each year.**
- **In the run up to the Annual Meeting on 7 July the Authority are asked to appoint four Members to the Panel; two Local Authority Members, one Parish Member and one Secretary of State Member.**
- **Any Members who are considering being nominated to the roles of Chair or Deputy Chair of the Authority or as a Chair or Vice Chair of a Standing Committee should not participate in the work of the Panel.**

### 2. **Recommendations(s)**

1. **To appoint four Members to the Member Appointment Process Panel.**

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

3. There is no legal requirement to have a Member Appointment Process Panel. However in previous years the Panel has proved to assist decision making at the Authority's Annual Meeting by Panel Members attempting to resolve any potential issues before the meeting. This contributes to the "Our Organisation" cornerstone in the Corporate Plan by developing our organisation so it has a planned and sustained approach to performance at all levels by developing and maintaining appropriate standards of corporate governance and developing key business processes to underpin the Corporate Strategy.

#### **Background Information**

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

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

### **Proposals**

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

### **Are there any corporate implications members should be concerned about?**

#### **Financial:**

10. None – Attendance at meetings of the Member Appointment Process Panel qualify as an approved duty so Panel Members can claim travel and subsistence. The revenue costs associated with this can be met within the 2017/18 Revenue Budget.



**Risk Management:**

11. None

**Sustainability:**

12. None

**Equality:**

13. None

**Background papers (not previously published)**

None

**Appendices**

None

**Report Author, Job Title and Publication Date**

Jason Spencer, Democratic Services Manager, 17 May 2017  
jason.spencer@peakdistrict.gov.uk

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