

Public Document Pack

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Our Ref: A.1142/1847

Date: 17 May 2018



NOTICE OF MEETING



Meeting: **National Park Authority**

Date: **Friday 25 May 2018**

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** 20 mins
3. **Minutes of previous meeting held on 16 March 2018** (*Pages 5 - 8*) 5 mins
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. **Adoption of Peak District National Park Management Plan 2018-23** (*Pages 9 - 64*) 45 mins
Appendix 1

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|------------|---|---------|
| 8. | Performance Review 2017/18 (A197/HW) <i>(Pages 65 - 106)</i>
Appendix 1

Appendix 2

Appendix 3

Appendix 4

Appendix 5 | 30 mins |
| 9. | Peak District National Park Charity Vehicle <i>(Pages 107 - 126)</i>
Appendix 1

Appendix 2

Appendix 3

Appendix 4 | 45 mins |
| 10. | Statement of Community Involvement <i>(Pages 127 - 176)</i>
Appendix 1

Appendix 2

Appendix 3 | |

Duration of Meeting

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

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

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

Agendas and reports

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

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports.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

Public Participation and Other Representations from third parties

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

Written Representations

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

Recording of Meetings

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

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

General Information for Members of the Public Attending Meetings

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

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

To: National Park Authority Members

Constituent Authorities
Secretary of State for the Environment
Natural England

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MINUTES

Meeting: **National Park Authority**

Date: Friday 16 March 2018 at 10.00 am

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

Chair: Cllr Mrs L C Roberts

Present: Cllr D Chapman, Mr P Ancell, Mrs P Anderson, Cllr J Atkin, Mrs F Beatty, Mr J W Berresford, Cllr P Brady, Cllr C Carr, Cllr C Furness, Mr Z Hamid, Cllr A Hart, Mr R Helliwell, Cllr A Law, Cllr Mrs C Howe, Cllr J Macrae, Cllr A McCloy, Cllr C McLaren, Cllr J Perkins, Cllr Mrs K Potter, Cllr Mrs N Turner, Cllr Mrs J A Twigg, Cllr F J Walton and Cllr B Woods

Apologies for absence: Cllr D Birkinshaw, Cllr A R Favell, Cllr Mrs G Heath and Cllr H Laws.

7/18 CHAIR'S ANNOUNCEMENTS

The Chair reported that National Parks England had considered the HMRC issue regarding tax on Members' expenses. The content of a letter had been jointly agreed and sent to the HMRC by each National Park Authority. HMRC had acknowledged the letter and indicated that they would reply in one month.

8/18 MINUTES OF PREVIOUS MEETING OF 2 FEBRUARY 2018

The minutes of the last meeting of the Authority held on 2 February 2018 were approved as a correct record.

9/18 URGENT BUSINESS

There were no items of urgent business.

10/18 PUBLIC PARTICIPATION

Only one member of the public was present to make representations to the Committee.

11/18 MEMBERS DECLARATIONS OF INTEREST

Item 8

It was noted that all Members had received 21 emails relating to this item.

Cllr Mrs K Potter declared a personal interest as a member of CPRE.

12/18 TREASURY MANAGEMENT POLICY STATEMENT AND ANNUAL TREASURY MANAGEMENT AND INVESTMENT STRATEGY (A1327/PN)

The Committee considered the report which requested them to approve an over-arching Treasury Management Policy Statement and an Annual Treasury Management and Investment Strategy.

The recommendations were moved, seconded, voted on and carried.

RESOLVED:

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

13/18 TRANS PENNINE UPGRADE PROGRAMME STATUTORY PUBLIC CONSULTATION AND TRANSPORT FOR THE NORTH STRATEGIC TRANSPORT PLAN PUBLIC CONSULTATION (TN/BJT)

The Transport Policy Planner and the Head of Policy and Communities were present for this item. The Transport Policy Officer reported that as of 5.00pm yesterday 21 representations had been received and all except 1 were objections. The objections were from members of the public and from organisations including British Mountaineering Council, Council for National Parks, Friends of the Earth, Friends of the Peak District, North West Round Table and Open Spaces Society.

Officers reported an amendment on page 63 of the report in the third paragraph under the heading 'Chapter 5 – Air Quality'. The increase in traffic equated to an additional 1,200 vehicles per day not per year as stated. Officers also reported that they would amend the third paragraph on page 67 to make this clearer and also amend page 68 regarding trails.

It was noted that officers, including the Director of Conservation and Planning and the Chief Executive, had been involved in discussions and working with Transport for the North to ensure National Park issues were considered.

The following spoke under the public participation at meetings scheme:

- Anne Robinson, CPRE and Friends of the Peak District, in support of the recommendation and in objection to the Highways England proposal at Mottram.

Members had a number of concerns including the cost benefit analysis, increased traffic numbers and impacts and regard for National Park purposes. Members also felt that the Authority's response needed to be tougher.

It was noted that Mrs Penny Anderson had a number of comments to make on the response and that she would pass these on to officers.

It was agreed to amend recommendations 2 and 3 to include delegation to the Director of Conservation and Planning to agree final changes to the Authority's response in consultation with the Chair and Deputy Chair.

RESOLVED:

- 1. To note the report and the likely continuation of pressure for major improvements to Trans Pennine road and rail routes across the National Park.**
- 2. To agree the response to the Trans Pennine Upgrade Statutory Public Consultation and delegate authority to the Director of Conservation and Planning to finalise changes to the Authority's response in consultation with the Chair and Deputy Chair.**
- 3. To agree the response to the Transport for the North's Strategic Transport Plan Public Consultation and delegate authority to the Director of Conservation and Planning to finalise changes to the Authority's response in consultation with the Chair and Deputy Chair.**

The meeting was adjourned at 11.20 for a short break and reconvened at 11.25.

14/18 EXEMPT INFORMATION S100(A) LOCAL GOVERNMENT ACT 1972

RESOLVED:

That the public be excluded from the meeting during consideration of Agenda Item No. 10 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, Paragraph 3 "Information relating to the financial or business affairs of any particular person (including the authority holding that information)".

15/18 NATIONAL PARKS PARTNERSHIP (SLF)

The Committee considered the report on the change to the funding model of National Parks Partnership LLP (NPP) based on an amended business plan and the creation of a national charitable entity to support UK National Parks. The report also requested delegation to the Chief Executive, in consultation with the Head of Law, Chief Finance Officer and the Chair of the Authority, to agree all future operations of NPP and to support the creation of a Charitable Trust by the 15 UK National Park Authorities (NPAs).

Members expressed concerns regarding possible impacts on the Authority's considerations on a potential charity for the Peak District National Park which it was currently progressing, whether NPAs would work together or separately on offers from possible donors and how the new charity would work with no staffing support.

It was agreed to amend the recommendation to delegate decisions on future decisions on the governance and funding model of NPP until a review in 3 years when a report back would be made to the Authority.

The recommendation as amended was moved and seconded. This was then voted on and carried.

RESOLVED:

- 1. To support a change in funding model for National Parks Partnerships LLP to the subscription model outlined in the report and to authorise all future decisions on the governance and funding model of NPP to the Chief Executive, in consultation with the Head of Law, Chief Finance Officer and Chair of the Authority until a review in 3 years when a report back will be made to the Authority.**

- 2. To authorise the Chief Executive, in consultation with Head of Law, Chief Finance Officer and the Chair of the Authority, to consider and agree the model of governance for the proposed National Parks charitable entity and to take all such incidental and consequential steps as are reasonably necessary to implement this decision including entering into any agreements and signing any legal documentation, including any subsequent amendments.**

The meeting ended at 12.00 noon.

7. ADOPTION OF PEAK DISTRICT NATIONAL PARK MANAGEMENT PLAN 2018-23

1. Purpose of the report

The purpose of this report is to seek approval to adopt the Peak District National Park Management Plan 2018-23. This final version of the plan has been revised following the second public consultation.

Key Issues

- Section 66 of 1995 Environment Act requires National Park Authorities to produce and update a National Park Management Plan every 5 years.
- The National Park Management Plan Advisory Group has played a lead role in overseeing this up-date of the Plan.
- Members agreed at the October 2016 Authority meeting (minute reference 39/16), that the National Park Management Plan 2018-23 would use the existing vision framework and identify a small number of areas of focus to effect positive change for the Peak District National Park. This led to the areas of impact identified, and the follow on delivery plan, have been those that can only be achieved by partners working together.
- Members gave approval to undertake a public consultation on the updated NPMP at the May 2017 Authority meeting (minute reference 24/17). This consultation focussed on the areas of impact and special qualities.
- The draft management plan was amended following consultation and this was reported to Members at the October 2017 Authority meeting (minute reference 46/17) along with a report outlining the results of the public consultation exercise.
- The delivery plan is the product of the delivery planning workshop held with partners and communities at Thornbridge Hall in October 2017 and follow up work done by officers and working groups, in particular the National Park Management Plan Advisory Group.
- A revised draft management plan and delivery plan was shared with Members at the December 2017 Members Forum for members input.
- Members approved a second public consultation on the draft management plan, including the delivery plan, at the February 2018 Authority meeting (minute reference 5/18). This consultation focussed on the delivery plan, as this wasn't present in the first consultation.
- The consultation took place in a six week period between March and April 2018. We received 93 responses, and have taken account of appropriate responses in the attached version of the management plan.
- The version at appendix 1 represents the final stage of development of the Management Plan and takes account of the results of public consultations, the suggestions of Members, the National Park Management Plan Advisory Group, delivery partners and technical expertise from both within and beyond the Authority.

2. Recommendations(s)

1. **That Members adopt the Peak District National Park Management Plan 2018-23 provided at appendix 1.**
2. **That any changes needed in the final management plan as a result of the Authority meeting are delegated to the Chief Executive.**

How does this contribute to our policies and legal obligations?

3. Requirement to update the National Park Management Plan

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

The UK Government vision and circular 2010 for the English National Parks and the Broad states that 'Park Management Plans are the over-arching strategic document for the Parks and set the vision and objectives which will guide the future of the Park over the next 10 to 20 years. The Park Management Plans are for the Parks and not just the Authorities. They should be supported by clear strategies with evidence of significant 'buy-in' from key partners and stakeholders, including communities, land owners and land managers. The Government expects public agencies and authorities active within or bordering a Park to cooperate in the development of the Park Management Plan and the achievement of the Management Plan objectives.'

This means the National Park Management Plan is not a plan for the work of the National Park Authority, or of any one organisation, but about what can be achieved by everyone with an interest in the National Park and its future. We must involve all the relevant local authorities, partners and other stakeholders in its development and update. The plan is therefore a partnership plan reflecting ambitions across the whole National Park.

The Authority's Corporate Strategy 2016-2019 Cornerstone 2: Our Services is relevant to this report.

2. Ensure clear policies are in place through facilitated and effective engagement and communication

- Review and update the National Park Management Plan

Updating the NPMP directly relates to this key activity within the corporate strategy.

Background Information

4. Members agreed at the October 2016 Authority meeting (minute reference 39/16), that the National Park Management Plan 2018-23 would use the existing vision framework and identify a small number of areas of focus to effect positive change for the Peak District National Park. This led to the areas of impact identified, and the follow on delivery plan, have been those that can only be achieved by partners working together. The same report recognised the need to ensure we got buy in to the future development of the management plan based more clearly on our ambitions for the special qualities. This led to the special qualities being part of the management plan, and included in both public consultations.
5. Members gave approval to undertake a public consultation on the eight areas of impact and eight special qualities, which are both part of the updated NPMP at the May 2017 Authority meeting (minute reference 24/17). The consultation ran for 6 weeks and the results of this initial consultation were reported to Members at the October 2017 Authority meeting (minute reference 46/17).
6. Initial changes to the document as a consequence of this consultation were reported to Members at the October 2017 Authority meeting (minute reference 46/17). The key changes were that the vision was updated to three main areas to better reflect our two

statutory purposes and the duty to foster the economic and social well-being of local communities within the National Park, two new intentions were created, and some intentions were broadened out.

7. The delivery plan element was developed through a discussion workshop with partners held at Thornbridge Hall in October 2017 and subsequent consultation with delivery partners. These changes and the developing delivery plan were shared with Members for feedback at the December 2017 Members Forum Meeting. Further changes were made to the plan following feedback from Members at this Members Forum.

Proposals

8. Members approved a second public consultation on the draft management plan, including the delivery plan, at the February 2018 Authority meeting (minute reference 5/18). The consultation took place in a six week period between March and April 2018. The consultation was focussed on gaining feedback on the delivery plan, as this wasn't consulted on in the first consultation. We received 93 responses, which is about half the number received in the first consultation period, and in line with our expectations given the iterative nature of the process. The high level break down of the responses received by issue is as follows.
 - 45% The negative impacts of driven grouse moors and associated activities of gamekeepers.
 - 18% A lack of leadership, poor targets and sense of direction.
 - 13.5% Access improvements across a wide range of specific topics.
 - 9% Housing, the economy or broad band infrastructure
 - 7.5% Wildlife should take precedence over other concerns.
 - 7% Moorland restoration for carbon sequestration.
9. The comments received on the special qualities were supportive of them. The largest body of comments referred to the negative effect of driven grouse moors upon the special qualities of the National Park, closely followed by comments on their condition. A smaller number suggested that more emphasis should be given to wildlife as an aspect of the National Park and the benefits of ecosystem services. Therefore, no amendments have been made to the special qualities, as management of moorlands is covered as an intention in area of impact 2, the condition of the special qualities is an element of our further work on these, and it is felt that wildlife is sufficiently covered within the special qualities.
10. The comments received on the areas of impact were dominated by ones referring to birds of prey. This was followed by the observation that the plan lacks leadership or ambition in the delivery of the purposes of a National Park. A theme which also came through in the first public consultation is encouragement to focus on the 'National' status of the National Park rather than giving priority to local considerations. The need for greater collaboration and engagement between partners is also stated. Therefore, the section on birds of prey has been strengthened, and there is a more developed section linking the intentions to the delivery plan, so that leadership in the plan is more explicit. There is no change as a result of the 'National' comments, as the management plan is for the place, and it is felt that it has been developed at the right level and in partnership with all the necessary partners.
11. There were many specific individual comments, many of which focussed on the delivery plan, as this wasn't consulted on in the first public consultation. We have taken account of many of these, which has sharpened the delivery plan. Appendix 1 to this report contains the updated version of the management plan.

12. The attached version at appendix 1 represents the final stage of development of the management plan and takes account of the results of public consultations, the suggestions of Members, the National Park Management Plan Advisory Group, delivery partners and technical expertise from both within and beyond the Authority. This report therefore seeks approval to adopt the plan, as set out in appendix 1 to this report, so that it becomes the partnership plan for the place, and implementing the delivery plan can begin.

Are there any corporate implications members should be concerned about?

Financial:

13. In terms of the update of the NPMP, this has a budget associated with it. The delivery plan elements that the Authority is responsible for will be incorporated into the development of the Corporate Strategy for 2019-2024.

Risk Management:

14. The greatest risk to the update of the NPMP is ensuring that there is buy in from partners and stakeholders to the NPMP, especially the elements of the delivery plan where their contributions are needed. This risk has been mitigated by liaison with partners and stakeholders throughout the development of the updated plan and a flexible approach to the content and focus.

Sustainability:

15. National Park Management Plans are subject to the EU Directive on Strategic Environmental Assessment (SEA) which is delivered via a Sustainability Appraisal (SA), and are also subject to the Habitats Regulation and require a Habitat Regulations Assessment (HRA). The SA and HRA have been undertaken as part of the update.

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

None

17. **Appendices**

Appendix 1 – Peak District National Park Management Plan 2018-23

Report Author, Job Title and Publication Date

Matt Mardling, Senior Strategy Officer, 17 May 2018

Peak District National Park Management Plan 2018-23



National Park Management Plan
Peak District National Park Authority, Aldern House
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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. Established in 1951, it was the UK's first national park; there are now fifteen. The designation of national parks is because of their natural beauty, wildlife and cultural heritage - the 'special qualities' that make them so important. They also provide a breathing space and opportunities for learning, discovery and enjoyment for millions of people. The special qualities of the Peak District National Park are detailed in Section 5. Please see Figure 1 for a visual representation of the benefits that the Peak District National Park provides.

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 states that conservation takes priority. In carrying out these purposes, the National Park Authority shall 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 encompasses 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 of the National Park. By this, we mean we will maintain a distinctive sense of place for future generations to enjoy.



The Peak District National Park



- | | | | | |
|------------------------|---------------------|-------------------|-------------------------------------|------------|
| National Park Boundary | Railway and Station | Pennine Bridleway | Information Centre | Settlement |
| Land over 400 metres | Railway Tunnel | Pennine Way | Information Centre PDNPA Cycle Hire | Reservoir |
| Land over 300 metres | A Road | Trail | Youth Hostel | Woodland |
| Land over 200 metres | B Road | Limestone Way | Country Park | |
| | Minor Road | | | |

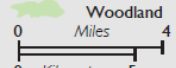
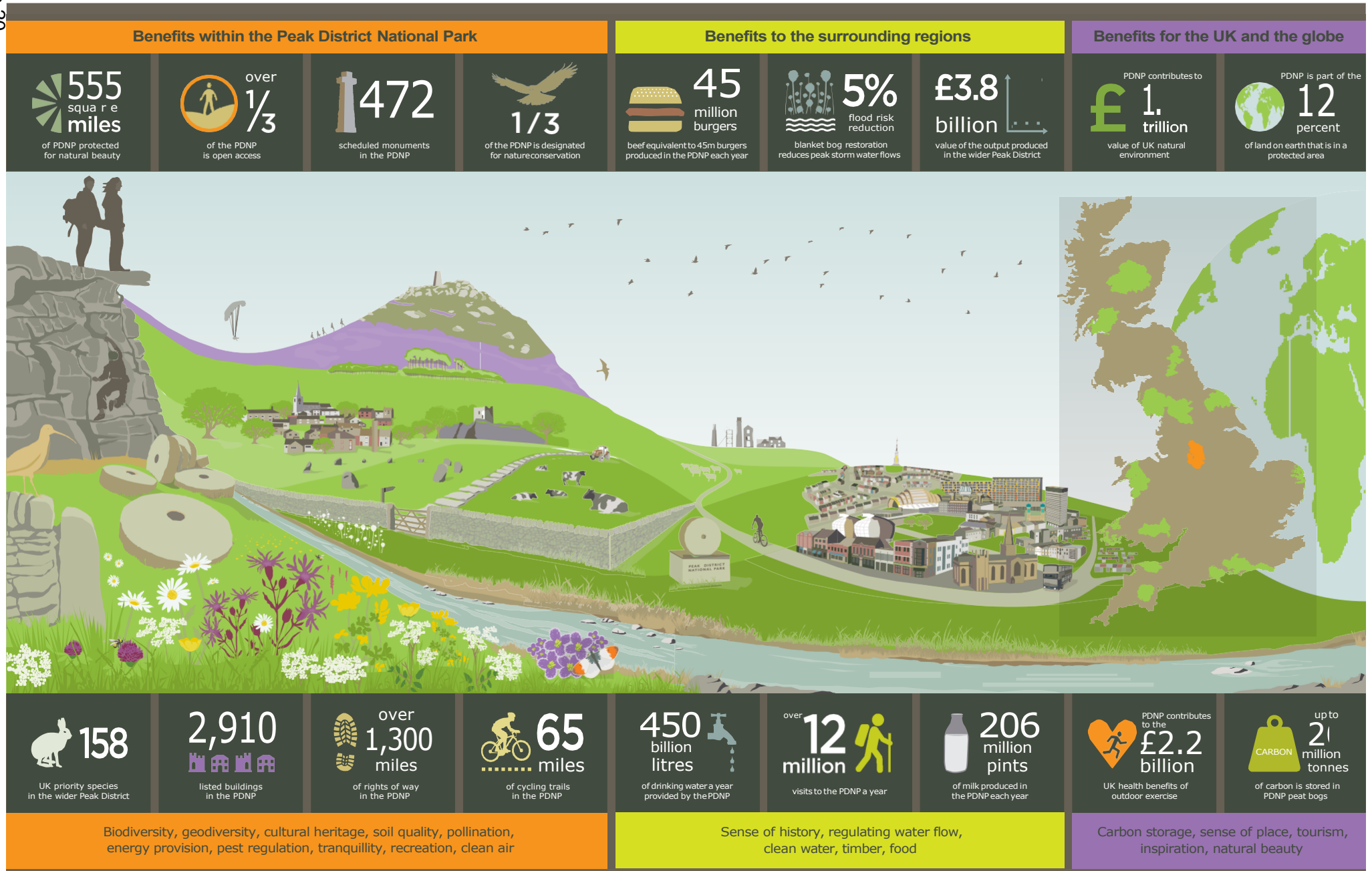


Figure 1: The Peak District National Park: benefits in numbers





Section 2: The National Park Management Plan

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

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, to ensure it is relevant and forward looking, be updated at least every five years.

This update of the management plan contains an important difference to previous plans. 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. It is not the intention of the plan to set specific policies, but provide some principles and priorities for partnership action working into the future. By taking this approach it is intended that the plan will add greater value and make a difference to the Peak District National Park. It will allow us to focus our combined attention on the main priorities for action and monitor them efficiently.

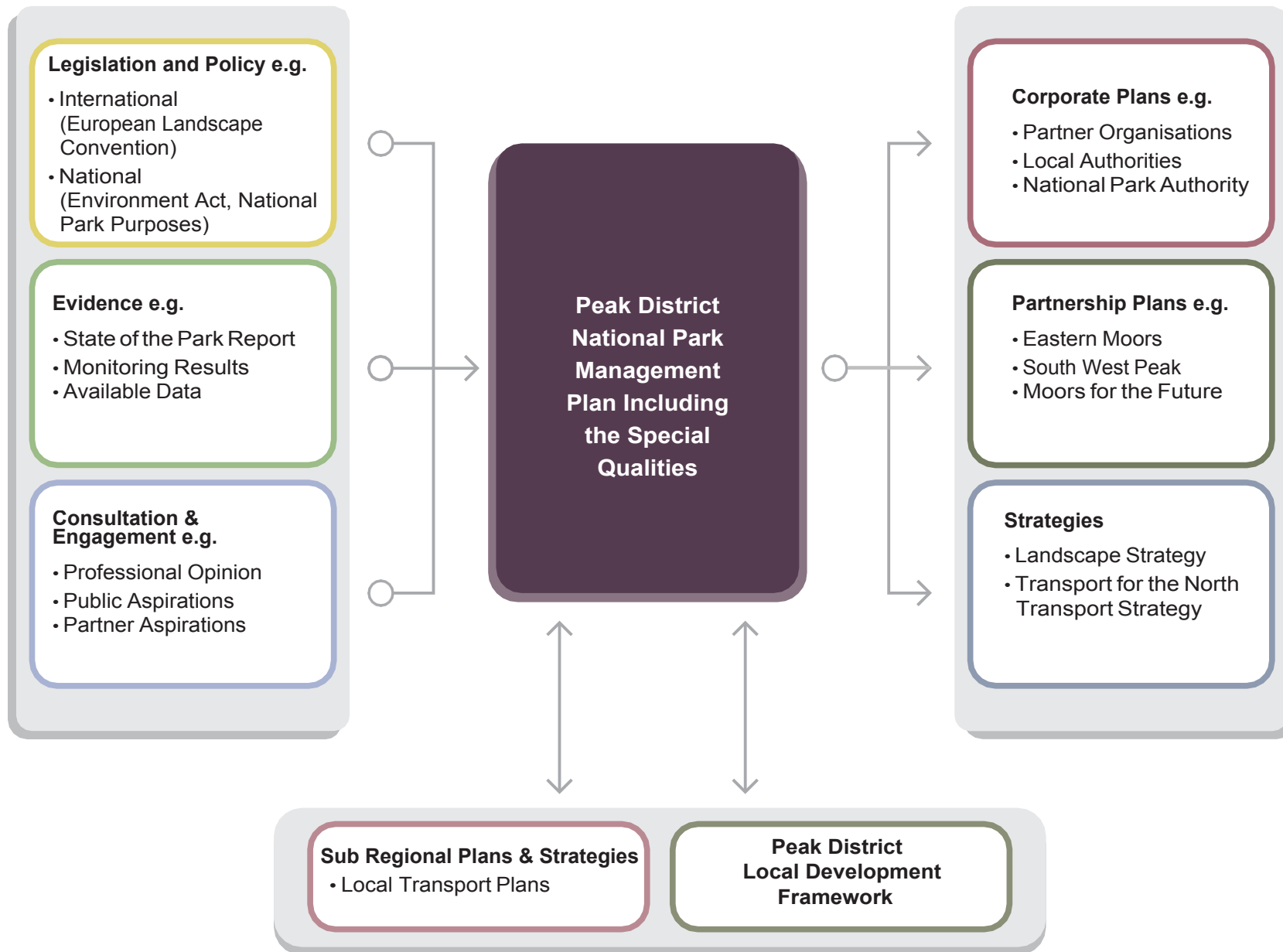
Many organisations care for the Peak District National Park. Therefore, the management plan brings together their work. This avoids confusion and potential conflict and is more efficient in the use of finances and resources.

The National Park Management Plan then informs the content of the corporate plans of all partners and provides the context for the Peak District Local Development Plan.

The management plan has been informed by a number of factors. These include relevant international and national legislation, national policies, professional opinion, public aspirations and evidence from a range of sources. For example Defra's 8-Point Plan for England's National Parks. It has also been checked against the Government's 25 Year Plan to Improve the Environment.

See Figure 2 for a visual representation of how the National Park Management Plan is informed by and informs other strategies and policies. As part of the update leading to this management plan, we have redefined the special qualities that define what is distinctive and significant about this national park. It is intended that these definitions and assessments of their condition will form the basis of future reviews of the National Park Management Plan and of future strategies and policies.

Figure 2: How the National Park Management Plan relates to other plans, policies and strategies





Section 3: Working Together to Secure the Most for the Peak District National Park

Protecting and enhancing the much-loved and valuable landscape of the Peak District National Park requires political support, sufficient funding and technical expertise. Working to secure these is more important than ever. There are many demands on public funding and this makes it harder to adequately care for 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 are many benefits for the surrounding areas too.

Strong partnerships are equally vital to developing a considered, yet dynamic approach to tourism within the National Park and its immediate surroundings. The Peak District is one of the country's most well known and best loved visitor destinations providing enjoyment for countless generations. Our central location means we attract a pattern of high volume, low value tourism. For the tourism economy to remain healthy and sustainable it is important that all interested parties work closely together.

The UK's exit from the European Union will present challenges and will provide opportunities. Therefore, there are two tasks. We must make the case for the support and resources needed to conserve and enhance the special qualities of the Peak District National Park; we must also take advantage of 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 we 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 vision. 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 new ways to conserve and enhance 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. For examples of great partnership working see the previous National Park Management Plan monitoring reports.

Discussions in the development of this management plan have demonstrated that there is a shared endeavour amongst partners to collectively influence and develop a supportive policy, decision making and funding framework for our national park, both locally and nationally. So that we have supportive policy, legislative and funding frameworks that help meet national park purposes into the future. 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.

It was also agreed that we would work together to 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 the UK's first national park, we have always been pioneering and want to continue to be a test bed for new ways of working.

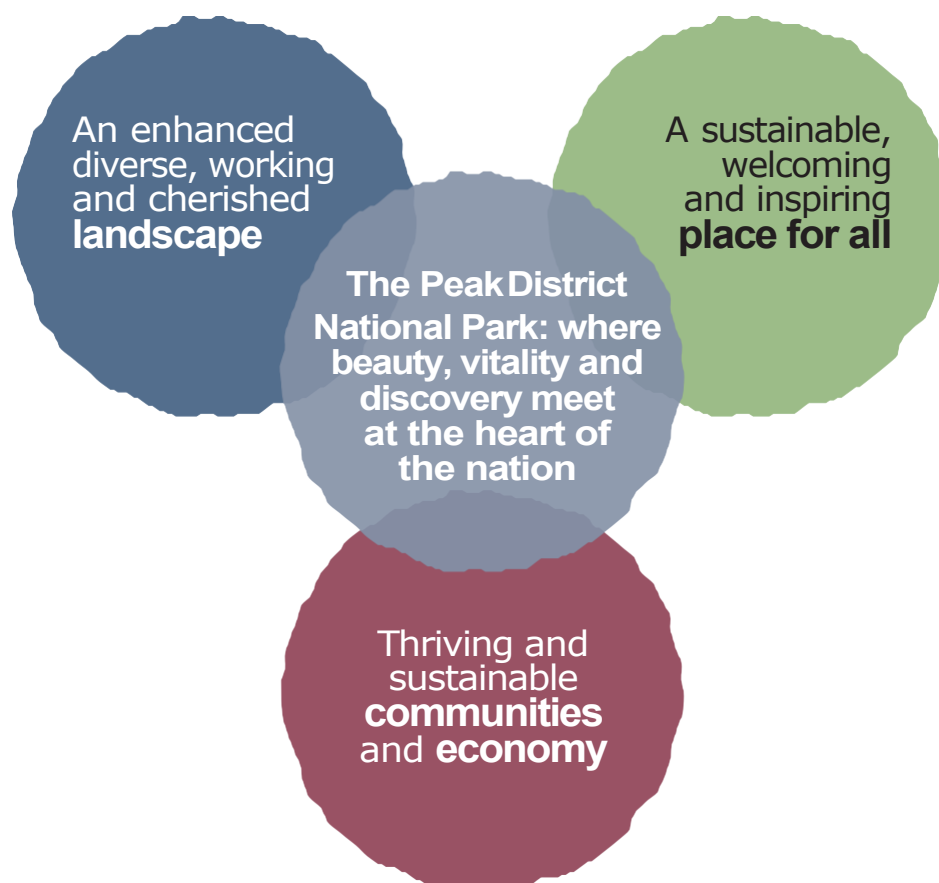
To achieve this, we will need to join or create new partnerships as well as developing our existing partnerships. We need to be smarter in how we work together to take advantage of all opportunities.

Section 4: National Park Management Plan Vision

When developing the management plan, early public consultation revealed support for the management of the Peak District National Park to focus on the first statutory purpose, to conserve and enhance its special qualities. We have refined the vision for the management plan to better reflect our two statutory purposes and our duty. The aspiration for an enhanced diverse, working and cherished landscape delivers the first statutory purpose. The aspiration to provide a welcoming and

inspiring place for all delivers the second statutory purpose. By seeking to have thriving and sustainable communities and economy we will fulfil our duty to foster the economic and social well-being of the local communities within the National Park. Indeed, all three aspirations, when working in harmony, actively support each other creating a virtuous cycle between people and place keeping the Peak District National Park as a living landscape for now and for future generations.

Figure 3: The Peak District National Park Management Plan Vision



To help us to achieve the vision, we have developed six areas of impact and an associated delivery plan. The areas of impact are grouped against the element of the

vision which they most significantly contribute towards. However, in reality many of the areas of impact will be helping to deliver more than one element of the vision.



Section 5: The Special Qualities of the Peak District National Park

Introduction

The Peak District National Park is the UK's first national park. It is a treasured landscape of exceptional natural beauty shaped by the interaction of people and nature over thousands of years. Lying at the heart of the country, surrounded by urban areas, it is easily accessed by the 16 million people living within an hour's drive.

The Peak District National Park is distinct from the surrounding lowlands and its three main landscapes, the Dark Peak, White Peak and South West Peak, each have their own character and sense of place. Over a third of the area is protected for nature conservation and the mosaic of landscapes support an abundance of plants and animals. People have lived here for over 10,000 years shaping the landscape and leaving a wealth of cultural history. It remains a lived-in landscape where industrial features make up one of the many layers of the landscape.

For hundreds of years, this diversity of landscapes and rich cultural heritage has created recreation opportunities from adrenaline sports to leisurely rambles. Here, millions of people can get active, escape the pressures of everyday life, explore creative activities and learn about landscapes, cultural heritage and wildlife. The landscape also provides wider-reaching benefits like fresh water, flood prevention, food and carbon storage.

Special Qualities

Special qualities define what is distinctive and significant about a national park. The Peak District National Park has seven special qualities that we will seek to conserve and enhance while promoting opportunities for people to understand and enjoy them.

Currently, not all the special qualities are in a desirable condition. The intention is to work in partnership to conserve and enhance the special qualities. This means we will maintain and enhance a distinctive sense of place for future generations to visit and enjoy. As landscapes and ideals change over time, the aim is not to preserve a landscape frozen in time. Understanding the special qualities helps us to plan effectively and manage the Peak District National Park in order to conserve and enhance them.

The special qualities that follow are in no particular order and should be read as an integrated set. They are interlinked, with some providing the foundation for others. For instance, 'habitats and species' are integral to 'beautiful views', while the 'undeveloped' aspect of the area is at the core of many of the special qualities.

The next step is to define measurable indicators for each special quality through consultation and then assess their current condition. Aspirations for the future condition of each special quality will allow clear actions to be set to close the gap between this and their current condition. Aspirations will be long-term and actions will be delivered through the National Park Management Plan. Ultimately, the conservation and enhancement of the special qualities will underpin all of the work across the Peak District National Park.

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

The combination of contrasting landscapes and dramatic geology across the Peak District National Park creates its famous beautiful views.

The area's geology is often revealed in spectacular ways. Visitors stumble upon stunning panoramas when landscapes suddenly change, like the hairpin bends at Crowdecote with their unexpected view across the 'dragon's back' of Chrome and Parkhouse Hill. Others explore the 'shivering mountain' of Mam Tor, following the dramatically collapsed road. Those walking the Manifold Valley in the summer see the river 'vanish' at Wetton Mill, running through caves and underground passages before reappearing at Ilam Park.

Many of the contrasting landscapes that give the Peak District National Park its well-known views have been produced by the interaction between people and nature over thousands of years, giving different areas their own individual character and sense of place.

The Dark Peak's Millstone Grit horseshoe has scattered rock outcrops and deep cloughs across a moorland landscape, its elevation giving panoramic views that contrast the perceived wilderness of the moors with the neighbouring cities. Walk on Holme Moss and enjoy uninterrupted moorland views across miles of blanket bog, heather and peat and out over the neighbouring cities. Experience the unique position of the Peak District National Park, with beautiful views surrounded by urban life.

Views across the White Peak's rolling limestone plateau reveal a farmed landscape enclosed by dry stone walls and interspersed with deeply dissected wooded dales and grasslands. These views are accessible and intimate. Visit Monsal Head to take in spectacular views across the green valley, where the historic railway viaduct spans the gorge. The viaduct is part of the Monsal recreation trail, giving users a bird's-eye view of the river and the surrounding pastures.

The South West Peak's sweeping views reveal iconic ridges and valleys with unusual features like the 'Winking Man' rock formation at Ramshaw Rocks. Discover the Upper Dane Valley and pause on Axe Edge to enjoy breath-taking views as far as the eye can see in all directions, with the outlines of instantly-recognisable Peak District hills stretching away to the east in sharp contrast with the flat expanse of the Cheshire plains to the west.



Ramshaw Rocks
Photo: Chris Gilbert

Special quality 2: Internationally important and locally distinctive wildlife and habitats

As one of the UK's most accessible national parks, the Peak District National Park allows millions of people to enjoy distinctive habitats and a wealth of wildlife.



Dipper at Laithkill Dale
Photo: Chris Gilbert

From the atmospheric dark moors and bogs of Bleaklow to the leafy woodlands, sparkling rivers and dramatic limestone cliffs of Dovedale, the Peak District National Park's wildlife and habitats are internationally important and valued by millions of people. They differ from the surrounding lowlands and densely populated towns and cities, being created by the interaction between centuries of land management and the area's distinctive climate, steep slopes and dramatic topography.

The diverse mosaic of habitats support a rich range of wildlife; from Jacob's ladder to lapwing, from dipper to mountain hare. Many are locally, nationally and even globally rare. Wildlife is an integral part of the Peak District experience for residents and visitors, young and old, the expert and the curious.

Lying at the southern tip of the Pennines, the Peak District National Park is at a crossroads, where the uplands of the north-west meet the lowlands of the south-east. With many species at the edge of their ranges, the mix of species is unique. The bilberry bumblebee, once widespread across the north and west of England, is still found on the bilberry moorlands of the Dark and South West Peak. The iconic 'mountain blackbird', or ring ouzel, is thriving in the Peak District, its most south-easterly breeding area. The rare leek-coloured hawkweed, previously thought to be globally extinct, was rediscovered along the Monsal Trail in 2017.

Visit the Dark Peak and explore iconic expanses of blanket bog, moorland and heathland, interspersed with flushes and springs. Fringed by upland oak woodlands and grasslands rich in colourful waxcap fungi, these uplands are bisected by the streams and rivers that feed the many local reservoirs. Stop to watch rare upland birds like golden plover through binoculars or lie back to see a sea of fluffy white cotton grass bobbing in the breeze against a bright blue sky.

A trip to the White Peak reveals precious and vulnerable ash woodlands, ponds and clear-flowing streams, limestone heath, lead mine remains and species-rich grasslands. Walk through the steep-sided valley of Lathkill Dale during spring and be surrounded by flower-rich grassland and the instantly recognisable song of the skylark. Picnic at Cheedale and be transfixed by the rhythmic bobbing of a dipper or hear the familiar plop of a water vole launching itself into the river.

Explore the South West Peak and find habitats similar to the Dark Peak, but in a much more intimate mosaic. Smaller blocks of moorland fringed with rush pastures, hedges, rivers and farmland. Listen out for the 'go back, go back' cry of a red grouse or the burbling song of a curlew. Look closely and spot an elusive camouflage-striped snipe emerging from the bog or a short-eared owl swooping over the moors.

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

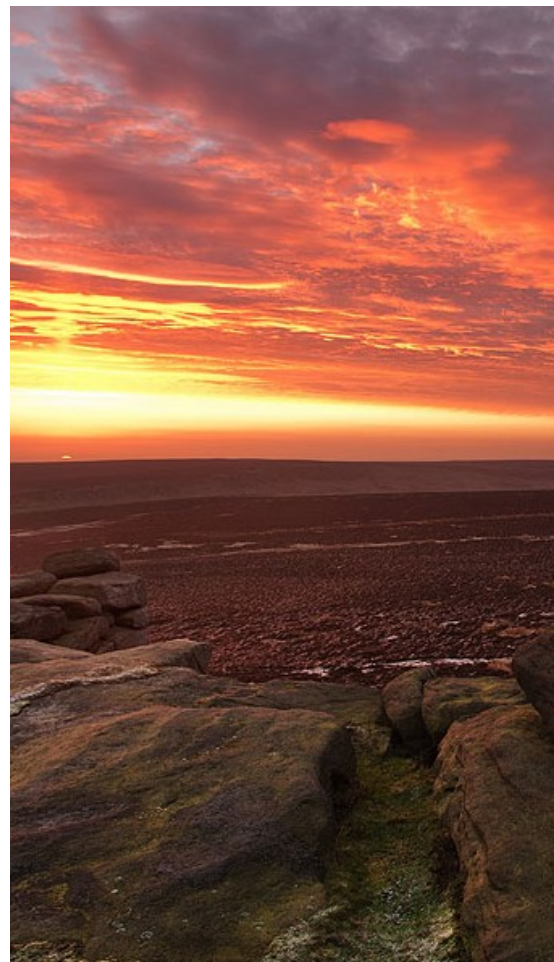
The Peak District National Park is an accessible backdoor wilderness allowing millions of people to find a welcome sense of tranquillity.

For generations, working people have escaped from towns and cities to visit the Peak District National Park and enjoy its tranquillity. Being immersed in tranquil, undeveloped places allows people to step outside their busy lives and be refreshed. It improves mental and physical wellbeing and is one of the most sought-after qualities of the countryside.

As modern life offers fewer opportunities for tranquillity, the Peak District National Park's tranquil places are all the more important. They offer a powerful sense of timelessness and escape, with the relative peace and quiet in stark contrast to the hustle and bustle of the surrounding cities. This contrast is why the Peak District National Park is so special. It retains its distinctly tranquil and undeveloped character, despite being one of the most popular, accessible and well-known areas in England. And its close proximity to the cities means many millions of people are able to benefit from its relative tranquillity.

This tranquillity is experienced in many ways. For some, it is about quiet appreciation of natural wonders. Standing on the summit of Black Hill as the sun sets provides a rare opportunity to find solace in an open landscape away from the distractions of modern living. Being surrounded by the sounds of bubbling water, rustling leaves and evocative bird song on a quiet day at Padley Gorge can bring peace to a busy mind. Stepping into the cool, atmospheric confines of Lud's Church on a hot summer's day can be a profound experience. Watching the dark night skies at Minninglow is a world away from the bright lights of nearby urban neighbourhoods, inspiring people to marvel at our place in the universe, just as our ancestors have for thousands of years.

For others it is about the relative tranquillity of the Peak District National Park's villages and towns. These can be a world away from inner-city life, with many people finding serenity in the narrow streets, characterful buildings and small shops. This glimpse into a rural way of life feels, for many, like stepping into another time.



Stanage Edge
Photo: Chris Gilbert

Special quality 4: Landscapes that tell a story of thousands of years of people, farming and industry



Millstones at High Neb, Stanage
Photo: Chris Gilbert

People visiting, working and living in the Peak District National Park today are immersed in a lived-in landscape that has been shaped by people for thousands of years. Here, human activity can be traced back for more than 300,000 years, with caves revealing the tools used and animals hunted by our Palaeolithic ancestors. With one of the richest concentrations of prehistoric monuments in the country, explorers can glimpse the lives of past communities, their lost traditions and ancient beliefs displayed through stone circles, burial mounds and hillforts.

Some of the diverse cultural heritage is prominent within the landscape, from the Bronze Age Nine Ladies stone circle to the eleventh century Peveril Castle and the great estate houses of Chatsworth, Haddon Hall and Lyme Park in their iconic parkland settings. Generations of farmers have created a rich tapestry of surviving farmsteads, unique field patterns and historic dry stone walls that criss-cross the landscape. Past industry has left quarries, mills, weirs, railways and limekilns, many of which can be explored today. Approach the dark silhouette of Magpie Mine, visible on the skyline, and discover the remains of a lead mine that has stood here for over 300 years.

Trade and transport routes, vital to people and industry throughout the years, have also left their marks on the landscape. Waymarked turnpike roads, packhorse routes and saltways are still visible. The historic green lanes now used for recreation were once main travelling routes. Cycle the Tissington Trail and follow a Victorian railway route that transported Peak District minerals and produce from farms, cottage industries and mills to the rest of the nation. Travel the long, straight road between Ashbourne and Buxton and marvel that this was a route used by Roman legionaries. Walk ancient tracks like the Long Causeway and trace the footsteps of medieval ancestors.

The landscape itself bears witness to these past lives, having been transformed by people. The Peak District National Park's famous grassy dales and open moorland have been largely created by people and their industry; moulded by over 10,000 years of woodland clearance and thousands of years of agricultural development. Subsequent industries supporting generations of local people have further shaped the landscape, leaving distinctive imprints in managed woodlands, mine shafts, meadows, quarry faces and lead rakes. Many of these have become unique habitats.

This transformation continues today with valuable woodland, grassland and moorland habitats being restored through landscape-scale projects.

Special quality 5: Characteristic settlements with strong communities and traditions

Generations of life are reflected in the diversity of the Peak District National Park's buildings, whether agricultural or industrial, religious or social, domestic or educational. Together, these create the characteristic settlements typical of the area, with manor houses, churches, schools, farmhouses, inns, shops and industrial buildings of all sizes, from large mills and factories to small smithies and workshops. The settlements range from loose, linear communities of farmsteads and paddocks to nineteenth century planned estate villages. They have a rich history, with many mentioned in the Domesday Book of 1086.

The settlements and communities have evolved alongside industry. The area has been farmed for thousands of years and many farmsteads have medieval origins, with some dating back to former royal and private forests. Industries have shaped the character of settlements through weavers' cottages, terraced workers' houses, mills, smithies and workshops. Large landowning families have also given some communities their iconic character, such as the Chatsworth Estate and Edensor village.

Today's surviving historic places are a rare connection to a unique past; painting a picture of people's lives in the Peak District National Park. These traditional settlements built by communities to meet local needs create the unique character of the place, with their distinctive grouping and use of locally available stone – limestone in the White Peak and gritstone in the Dark Peak. Walk through scattered medieval farmsteads in Abney or discover ancient villages of labourer's cottages like Bradwell and feel connected to the lives of those who lived and worked here in the past. Explore Bakewell with its Anglo-Saxon church founded in 920 and famous five arched bridge from 1200 and marvel at the ingenuity of our ancestors.

These distinctive historic places have a sense of community with local people feeling pride in the area and connected to its history. Today's communities are involved in everything from conservation projects and producing future village plans to providing community transport. Community initiatives like Bamford's community-owned Anglers Rest and the community-led Calver Weir Restoration Project show how local communities continue to shape the area. Many cultural traditions continue today, with crowds of local people and visitors attending events like Tissington well-dressing, Edale fell race, Castleton Garland Day and Winster Pancake Run. Such traditions link together local communities, past and present.

Many stories and products are associated with Peak District National Park settlements. Visit Eyam to learn how seventeenth century locals isolated themselves to stop the Bubonic Plague spreading. Go sightseeing in Castleton and explore its caves, including the Blue John and Treak Cliff caverns where the famous Blue John gemstone is found. Try a Bakewell pudding, which local legend attributes to an inexperienced cook's attempt at a jam tart.



Castleton

Special quality 6: An inspiring space for escape, adventure, discovery and quiet reflection



Climbers at Stanage Edge
Photo: Chris Gilbert

The Peak District National Park is bordered on all sides by major towns and cities. It is within an hour's travel for around 16 million people, providing a rural oasis in stark contrast to its urban neighbours.

Although today many visitors take public access to the moors and hills of the Peak District National Park for granted, prior to 1949 the majority had no public access. People were passionate about exploring Kinder Scout and the moors in the north and east of the Peak District, so it became the stage for annual protests such as the mass ramblers' demonstrations at Winnats Pass and Cave Dale from 1928 and the famous Kinder Mass Trespass in 1932. These protests and demonstrations lead ultimately to the 1949 National Parks and Access to the Countryside Act which established national parks as places of escape and enjoyment, with the Peak District National Park being the first on April 17th 1951.

Today it provides a vital space that nurtures physical and mental wellbeing. Escape the daily routine and find activities to suit all ages and abilities, with a third of the Peak District National Park being open access land, over 1,300 miles of rights of way and a network of accessible routes or 'miles without stiles'. Plan scenic family bike rides away from the traffic on old railway routes. Reflect on the day's experiences while relaxing in picturesque villages, country cafes and traditional public houses. Walk in one of the UK's best-loved, most accessible places, where networks of walking routes have been developed over generations by some of the oldest rambling groups in the country. Accept a challenge by walking the hugely popular Pennine Way, which begins in Edale.

People looking for outside adventure are spoilt for choice. Enjoy a night sleeping under the stars at one of the many campsites. Satisfy that inner adrenaline junkie by paragliding above breathtaking landscapes, climbing world famous crags, scrambling over boulders or potholing through subterranean limestone labyrinths. Be immersed in the landscape while horse-riding along ancient bridleways, mountain-biking on rocky descents or fly fishing on fast-flowing rivers.

The Peak District National Park is somewhere for visitors to discover more about wildlife, geology, history and rural life through exploration, visitor centres, school trips, volunteering and guided walks. It is an unrivalled setting to escape the pressures of everyday life and recharge drained batteries motivating people to enjoy a healthy, active lifestyle.

Special quality 7:

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

It is clear that people who visit, live or work in the Peak District National Park directly benefit from it. Yet many of its benefits go beyond its boundary to positively impact the UK and the rest of the world, including people who may never visit the area or may be unaware of its existence.

Protecting national park landscapes on a large scale enhances natural resources and allows vital benefits such as flood prevention, clean water provision and food production to function more naturally. Scale enhances the benefits that can be provided by an area, enabling them to flow beyond its boundaries. Such public benefits originate in the landscape, but many have been shaped by people through industry, land management and farming.

The Peak District National Park is a refuge for many species that used to be widespread, like the small heath butterfly, water vole, curlew and a range of hay meadow plants. Climate change will make this role ever more important. Increasing temperatures, changing habitats and unpredictable weather will force wildlife to move in search of suitable homes. Protected areas like the Peak District National Park where wildlife can thrive are vital to sustaining resilient habitats, particularly as they may then repopulate other areas in the future.

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. The landscape character flows beyond the Peak District National Park's boundary, creating a valued setting and positively impacting the surrounding areas. Turn on a tap in Sheffield and drink water that originated in the Peak District National Park's hills and was filtered by its uplands. Take a deep breath in Buxton and breathe clean air produced by the Peak District National Park's vegetation. Live downstream and benefit from a reduced risk of flooding due to the Peak District National Park's upstream habitats, which store and slow the flow of water.

These positive impacts also flow beyond the UK. Climate change is predicted to affect the everyday lives of billions of people, but by absorbing and storing millions of tonnes of carbon, especially in the peat on our moorlands, the Peak District National Park's habitats can help to lessen these future impacts by increasing climate change resilience. As part of a global network of protected landscapes, the Peak District National Park plays a crucial role in protecting the vital ecosystems that will 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 that extend well beyond its boundary to the whole planet.



Howden Reservoir
Photo: Chris Gilbert

Section 6: The Areas of Impact of the Peak District National Park Management Plan

Introduction

The six areas of impact are those themes where our actions have the potential to add the greatest value to existing work or to drive forward bold new agendas. They are the focus of the National Park Management Plan, with deliverable actions for each area of impact. The areas of impact reflect our current priorities in managing the National Park to achieve our vision. They should be read as an integrated set, rather than in isolation. Each area of impact is implemented through the actions contained in the Delivery Plan, as detailed in section 7. The delivery plan will be reviewed annually to include actions developed throughout the life of the plan and to ensure it remains responsive to the external environment.

Areas of Impact

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

Area of Impact 1: Preparing for a future climate

Vision element: An enhanced diverse, working and cherished landscape

What does this mean and why does it matter?

Climate change is the greatest long-term threat to our upland landscapes. It has the potential to change the features that make up the National Park's natural beauty, wildlife and cultural heritage. Climate change will modify the Peak District National Park's special qualities and alter the opportunities for the public to enjoy them. It will also 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 help to mitigate the effects of climate change by creating and maintaining resilient landscapes. Resilient landscapes consist of fully functioning ecosystems that allow nature and people to adapt to climate change. This will aid wildlife and 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 special qualities.

Greenhouse gases contribute to climate change. 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 impact on the landscape. Biomass burners need regular access for large vehicles. Therefore, we will work with the landscape and with 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 the special qualities of the Peak District National Park.

Although "preparing for a future climate" is an area of impact in its own right, it is recognised that other areas within the plan will make a contribution towards achieving it. For example, preparing for climate change may involve

offering financial incentives to farmers to enable them to assist with the development of more resilient habitats, restoring and managing our moorlands in a way that sequesters carbon, minimises the risk of fire and enables moorland birds to thrive. In this way, the Moors for the Future work contributes very significantly to increasing the storage and new capturing of carbon in the fabric

of the peat. Establishing a landscape monitoring system will help us to understand what change is taking place across the landscape, some of which could be as a result of climate change. Finally, projects in the uplands also help reduce downstream flooding and improve water quality by moderating the rate of storm water run-off and reducing sediment/carbon loads.

What we will do:

1.1 Reduce the effects of climate change on the special qualities

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

Traditional Peak District National Park management has tried to adapt to changes to keep the National Park relevant to society. We need to look to the future and decide what we must do differently in light of what we know about the potential 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. Climate change may reduce the ability of Peak District National Park habitats to store carbon and nurture wildlife. Increased surface run-off will increase soil erosion and result in sediment and 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 an 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 or public transport instead of driving.



Derwent River Flood in Baslow

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

Vision element: An enhanced diverse, working and cherished landscape

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 conserving and enhancing 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 environmental and public 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 inadequate 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 pay farmers and land managers to conserve and enhance the special qualities of the Peak District National Park.

Farming and land management 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 special 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 special landscapes.

The immediate key challenge for ensuring a future for farming and land management is securing future land management support schemes. This underpins the whole future of farming and land management. However, even when measures have been put into place to secure this, there are two further challenges for the future – ensuring succession for farming and supporting appropriate farm diversification.

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 that 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.

Many farmers started their career with the intention of purely farming; now many are finding diversification is essential. This requires additional knowledge, skills and time. In addition, starting a new venture brings new risks. Therefore, we need some innovative support to secure viable farm businesses.



Photo: Chris Gilbert

What we will do:

2.1 Secure future land management support schemes

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

We will encourage 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 new and innovative support schemes and new ways of working which care for and enhance the special qualities of the Peak District National Park.

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 while still delivering 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.

2.2 Ensure that the management of the uplands conserves and enhances the special qualities of the Peak District National Park

We will ensure management of the uplands is sustainable by delivering positive environmental, social and economic outcomes.

Why?

The Peak District National Park is renowned for its upland landscapes. Its blanket bogs, upland heaths, clough woodlands and rocky outcrops provide habitats for many species. They provide the setting for recreational activities. They support the economy by providing jobs for the tourist and land management sectors. They also provide benefits to society such as flood alleviation and carbon sequestration.

This is relevant to the Peak District National Park because 37% of its 555 square miles is upland moor. In order to conserve and enhance these areas we need to focus on ensuring responsible enjoyment, managing fire risk and increasing the variety and abundance of moorland birds, including under-represented birds of prey. Partnerships such as the Local Access Forum, Fire Operations Group and Moors for the Future have made progress over the

past five years but there is further work to be done.

For example, in 2017 there was widespread disappointment at the survey results published by the Peak District Birds of Prey Initiative which showed that peregrine failed to breed in the Dark Peak for the first time since they recolonised the Peak District in 1984 and hen harriers continue to be sparse and sporadic. This partnership initiative was set up to develop collective action to help improve the conditions for birds of prey in this area. Recent steps include working more directly with local landowners, shoot owners, agents and gamekeepers with the intention of achieving healthy and sustainable moorlands and populations of birds of prey on the moorlands. And welcomed is the police's continued support to tackle illegal activity of any type within the Peak District National Park.

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

Vision element: An enhanced diverse, working and cherished landscape

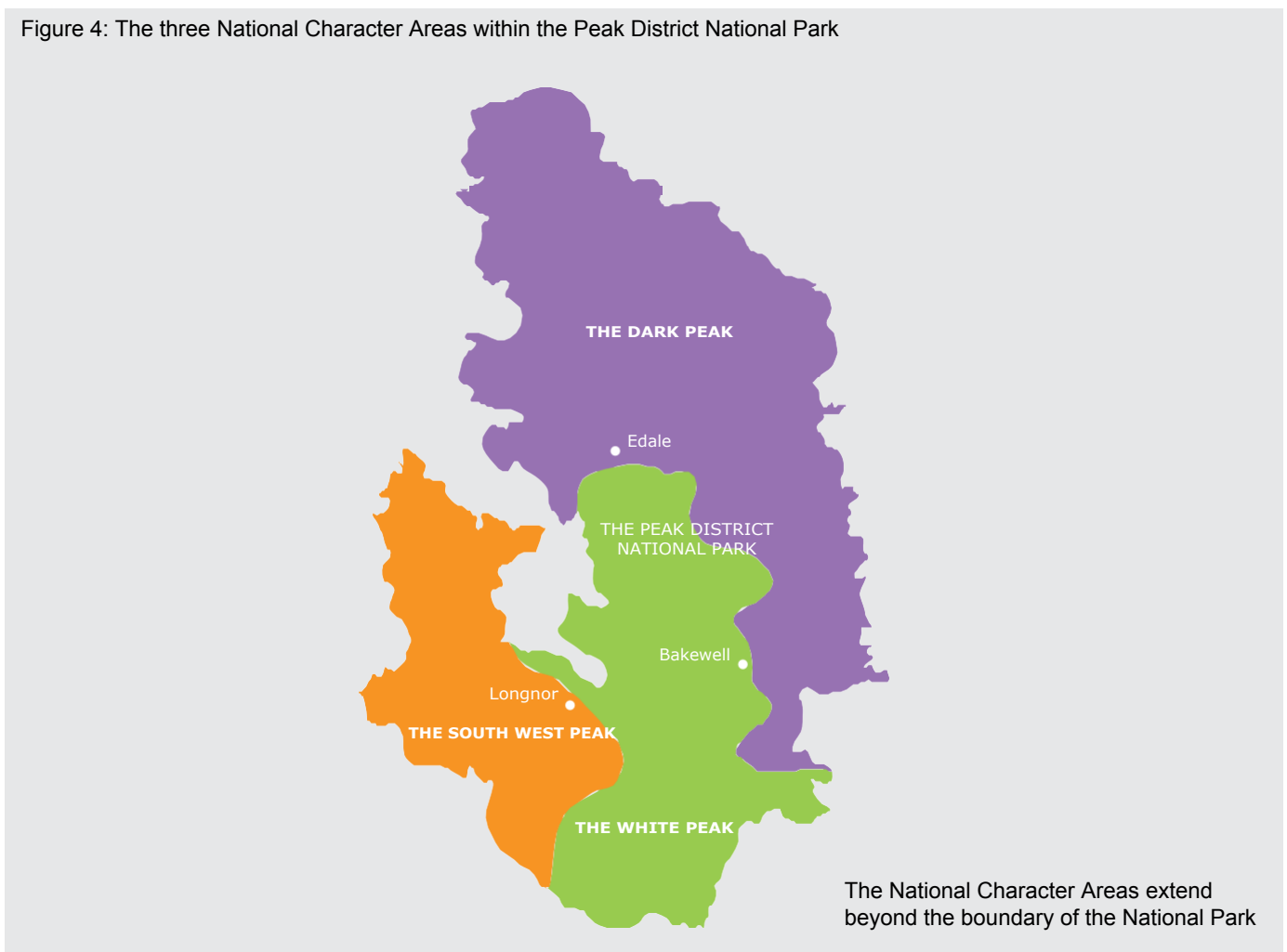
What does this mean and why does it matter?

The Peak District National Park's contrasting landscapes are one of its special qualities. They each require management. The 2010 Making Space for Nature report called for more, bigger, better and joined up ecological networks to enable nature to thrive. The most effective way to do this is to focus on restoring, conserving and enhancing the locally, nationally and internationally important habitats that make up the natural beauty of the Peak District National Park. 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. There are established or emerging partnerships that work within the National Character Areas of the National Park – these are the Moors for the Future Partnership, the South West Peak Partnership and the White Peak Partnership. Please see Figure 4 for a diagram of the three National Character Areas as far as they lie within the National Park.

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.

Figure 4: The three National Character Areas within the Peak District National Park



What we will do:

3.1 Establish monitoring at a landscape scale

We want to 'join up' and develop our monitoring work. This will deliver a clear picture of any 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?

The Peak District National Park mostly lies within three National 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.

3.2 Establish a White Peak partnership

We will develop a wide-ranging partnership in the White Peak area of the Peak District National Park with a clear vision, plan and delivery 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 natural beauty, wildlife and cultural heritage of the White Peak. However, whilst the White Peak has a developing landscape partnership, it needs to develop a full strategy and action plan, and start to deliver this.

The White Peak and Dark Peak are quite different. Limestone geology dominates the White Peak. The Government calls for more, bigger, better and 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. Farmers and landowners need 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 from ash dieback disease.

There is a rich human history in the White Peak, with centuries of farming and industry creating a higher density of settlements compared to the rest of the Peak District National Park. Characteristic dry stone walls, farmsteads, scattered field barns, lead rakes, dew ponds and ridge and furrow field patterns tell the story of how people have interacted with this limestone landscape for generations. There is still more to be discovered, with many opportunities for people to better understand and support these cultural treasures.

3.3 Maintain existing landscape scale delivery

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

Why?

There has been much work undertaken in the Dark Peak to restore the quality of its moorlands. They provide a dramatic landscape and a globally rare habitat. The aim of this work is to restore and conserve the ecological integrity of the blanket bog whilst raising awareness of the multitude of benefits that moorlands provide including carbon sequestration, flood alleviation and recreational opportunities.

Wild fires and atmospheric pollutants from past coal fired industry have largely destroyed the living surface of blanket bogs, altered species composition and brought about the most degraded upland environment across Europe. The loss of essential Sphagnum bog mosses and the degradation of upland peat have reduced the benefits from all of the vital ecosystem services such as drinking water quality and flood risk management. There is a need to ensure that moorland management delivers sustainable environmental, social and economic outcomes. In addition, there is the continuing absence of healthy breeding populations of birds of prey which needs to be addressed.

The Moors for the Future Partnership has confronted an exceptional challenge over the past 15 years working to bring this entire landscape into good ecological condition, restoring the benefits it delivers. Following

the UK's departure from the European Union, significant funding structures for the partnership are likely to end. We need to secure new funding sources to ensure that these environmental gains can continue. These landscapes will need more work over the next 30 years to ensure their continued recovery.

The South West Peak is a landscape of contrasts comprising a mosaic of habitats that support internationally and regionally important species such as curlew, lapwing and snipe. Despite the best efforts of many these continue to be vulnerable and therefore at risk. Cultural heritage features such as field barns and boundaries are prominent in the landscape but in need of restoration and protection. This fragile landscape provides benefits to people as it collects and filters water, stores carbon and provides a place to live, work and enjoy.

The South West Peak Landscape Partnership has a vision and a comprehensive set of objectives and projects set to deliver the vision over an initial five year period. New sources of funding will need to be secured before current programme funding ends. This will ensure the further development of objectives and projects to continue the delivery of the agreed vision without losing momentum.



Photo: Tom Harman

Area of Impact 4: A National Park foreveryone

Vision element: A sustainable, welcoming and inspiring place for all

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 beauty, wildlife 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.

We would like to ensure that ease of access to the National Park is a component of an enjoyable visit. Widening connections with the Peak District National Park brings many benefits. People will become healthier through physical activity in the outdoor environment. Experiencing cultural heritage and the natural world can enrich lives. Local people will also benefit. They too, will get a wider range of recreation and access services. We want to ensure that a sustainable tourism industry flourishes in order to sustain a healthy local economy. Increasing awareness of the Peak District National Park to people who do not know it exists and removing barriers for people who do not currently visit is the first step of providing this. If new people feel able to visit, there is a positive impact on the local economy. Once people have an awareness of the National Park and feel they are able to visit, there is an opportunity to increase their understanding of the special qualities of the National Park. This will assist in ensuring that events are at an appropriate scale and that people behave responsibly when visiting, as they understand their impacts on the fragile environment. This is covered in more detail in the next area of impact.

The Peak District National Park is one of the UK's most well-known and best loved visitor destinations. The location means that it receives high volume low spend tourism. For tourism to better support the local economy we want high quality unique experiences to connect people to the National Park's special qualities.



Photo: Chris Gilbert

What we will do:

4.1 Overcome physical barriers to access

We will improve access to the Peak District National Park to enable everyone to enjoy its special qualities.

We will 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. Appropriate access into and within the Peak District National Park will be encouraged.

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 undertaking physical activity in an outdoor environment improves health and mental wellbeing. This is particularly important for the vulnerable and people from poorer backgrounds. Physical 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. The rate of mental ill health is also on the rise in the UK with an estimated one in four people affected by it. With the prescription of anti-depressants at record levels there is now increasing acceptance of the role nature and place can play in determining people's mental health.

4.2 Overcome perceived barriers to access

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

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

Why?

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 or the relevance of the visitor experience to them. 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 5: Encouraging enjoyment with understanding

Vision element: A sustainable, welcoming and inspiring place for all

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.

Promoting opportunities to enable the enjoyment and understanding of the special qualities of the Peak District National Park is a statutory purpose of the National Park. Achieving this is fundamental to the future existence of the Peak District National Park. Understanding that its special qualities are at risk from a range of pressures can help reduce those pressures and increase people's enjoyment. 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 and concern for its future is a shared one.

What we will do:

5.1 Balance opportunities for enjoyment with conserving a fragile environment

We want the enjoyment of the Peak District National Park to be at a scale and quality 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 can 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. Equally, visitors can put undue pressures on fragile landscapes and these must be guarded against.



Improving understanding
Photo: Chris Gilbert

What we will do:

5.2 Ensure shared responsibility

We want everyone 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 as well its natural and cultural heritage. We want people to have a better understanding of the value of the special qualities and to support ways to minimise their impacts.

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. We want to encourage visitors to the Peak District National Park to feel they can contribute to its future through a programme of visitor giving and volunteering.

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 its natural beauty, wildlife, cultural heritage, other users and the local communities. By welcoming and inspiring people, and informing their thinking, we can help them to have a positive impact on the special qualities.

What we will do:

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

We want more people to understand and value the benefits that society derives from the Peak District National Park.

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?

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 the 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. Building people's connection with the landscape and the products and services it provides can help to sustain the special qualities of the National Park.

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

Vision element: Thriving and sustainable communities and economy

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 live in an amazing landscape full of natural beauty, wildlife and cultural heritage which are all closely connected and interdependent. The attractive landscape and picturesque villages draw people to settle in the area.

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 with a potential reduction in working age people and an increase in elderly people. In addition, younger people who wish to remain in their communities should feel able to stay. 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 belonging. Yet, with an aging population and fewer people wishing or able 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.

What we will do:

6.1 Improve access to services

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

We will 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. We want to support local communities and business.

We will work to deliver a Peak District National Park-wide enhanced broadband service, delivered in innovative ways with communities, that enables communities and businesses to access services.

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.

What we will do:

6.2 Support the provision of locally needed housing

We will 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.

We will work together in the active delivery of affordable housing appropriate to the needs of local people. We want to support community-led housing initiatives that recognise the importance of delivering affordable homes with the community at the heart of the development process.

We want to attract appropriate levels of inward investment from Government and others that reflects the cost of building affordable homes in the Peak District National Park.

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 a continuing need for affordable housing in some parts of the Peak District National Park. Furthermore demographic evidence suggests that there are changes taking place which affect 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.

In the National Park, planning policies must focus on the exceptional release of land in order to conserve the undeveloped rural character of the area. Exceptions housing typically focusses on the most acute issues of housing affordability. However, it does not always address the wider housing needs of a community, which some see as necessary for vibrant and thriving communities. We need to review our policies to consider the changing

demographic pressure and consider whether there are new needs that must be addressed for the best planning of the area and to ensure we continue 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.

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

We want to enable and support businesses to thrive especially where they are committed to conserving and enhancing the special qualities of the Peak District National Park on which so many livelihoods rely.

We want an environment where new businesses can be established and existing businesses can modernise and evolve while conserving and enhancing the special qualities of the Peak District National Park and enriching the communities that live within it.

Why?

For many people businesses form an essential part of their experience of the National Park, from large landed estates to small cafes and village shops. We are particularly supportive of businesses which promote opportunities for the understanding and enjoyment of the special qualities of the area by the public and see this as a vital component of the National Park's performance. We particularly welcome opportunities for high value low impact employment within sustainable locations which supports National Park purposes.

Due to the close proximity of neighbouring towns the Peak District National Park is a net exporter of commuters with about twice as many people regularly leaving the area for work as entering it. Retaining an element of locally based employment is important to the provision of services and the character of local communities. Working with partners we are supportive of efforts to provide appropriate opportunities for local businesses within the National Park.



The Old Cheese Shop - Hartington
Photo: EQM



Section 7: The Delivery Plan

Section 6 of this management plan outlined the areas of impact where we believe we can have the greatest impact. The areas of impact outlined the focus of this management plan and provided some more detailed intentions for each of these – the ‘what we will do’. The ‘what we will do’ is for all collective organisations and partners that have an interest in the Peak District National Park, as the management plan is a plan for the place.

In places it has been impossible to define specific targets; these will emerge as an outcome from preliminary work. It is our intention however, to be ambitious in our achievements, to make a significant difference as far as we can.

This section sets out the actions that partners working together are going to implement in order to help achieve the intentions that are in each of the areas of impact. The same numbering has been used in the delivery plan as in section 6, so that it is easy to cross refer between the areas of impact and the actions that follow.

Although the management plan is a five year document, the delivery plan is not a static element, as we must be able to reflect the changing environment and take advantage of opportunities as they arise over the next five years. We need to ensure that it is up to date, and that we can add in new actions as others are delivered. This will ensure that we maintain the necessary partnership momentum in every area of impact. Therefore, this section of the management plan will be updated as necessary on an annual basis.

It is not the intention of the plan to duplicate or outline what others are already doing but to add value by focusing the partners’ attention on the main priorities for action. Therefore the Delivery Plan does not catalogue all current activity that supports national park purposes and omission should not be seen as negative.

Summary of our Intentions

To reduce the effects of climate change on the special qualities, we will know which special qualities are most affected by climate change, and focus action on reducing these impacts.

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

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

To establish monitoring at a landscape scale we will produce a repeatable and robust survey methodology and undertake monitoring by the end of the plan.

To develop a White Peak partnership we will develop a strategy and start implementing an agreed action plan to deliver a wildlife and cultural heritage rich landscape, which delivers a wide range of public goods and services,

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

To overcome physical barriers to access we will create a programme to develop a sustainable visitor economy that encourages the Peak District National Park to be a welcoming place for all. By 2023 we will be encouraging a wider range of people to enjoy the Peak District National Park at an appropriate scale and adding value to the visitor economy.

To overcome perceived barriers to access we will produce a consistent message that all partners use that encourages more under-represented groups to

visit the National Park. To enable all marketing bodies to target the full potential audience and working with and in the local communities to encourage them to visit.

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

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

To develop an awareness and understanding of the benefits of the Peak District National Park, we will consider a revised approach to the promotion of the Peak District brand so we establish a provenance which is coherent and effective at promoting the link between business development, the special qualities and the unique offer of the Peak District National Park

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

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

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

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

The Peak District National Park Management Plan 2018 – 2023

Our Delivery Plan

Area of Impact 1: Preparing for a future climate					
Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Intention 1.1: Reduce the effects of climate change on the special qualities	Undertake a climate change vulnerability assessment on the special qualities of the National Park and produce a mitigation/adaption plan setting out priority actions. Seek resources with partners to implement the priority actions.	National Park Authority	National Trust, Derbyshire County Council, Sheffield City Council, Staffordshire County Council, Derbyshire Dales District Council, High Peak Borough Council, Staffordshire Moorlands Borough Council, Cheshire East Council, Oldham Borough Council, Kirklees Council, Derby City Council, Barnsley Metropolitan Borough Council, Wildlife Trusts, Friends of the Peak District, Natural England, Environment Agency, Marketing Peak District & Derbyshire	Vulnerability assessment produced in 2020. Identify mitigation actions & priorities 2020-2021. Establish / determine delivery partnership 2021. Start implementing mitigation/adaptation plan.	Know which special qualities are most affected by climate change, focus action on reducing these impacts.

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

Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Intention 2.1: Secure funding for future land management to benefit all	<p>The Land Managers Forum to work with key private and public sector partners to build on the work of National Parks England.</p> <p>“Future of Farming in National Parks” and describe a future support system for the Peak District National Park, which will deliver a full range of public goods, using the White Peak as an example.</p>	Land Managers Forum	Land Managers Forum Members, Local Access Forum, Local Nature Partnership.	<p>Develop an acceptable support package proposal by 2019/2020.</p> <p>To have a new support package available from 2023.</p>	To create an ideal future farming and land management payment scheme in the Peak District National Park which helps to conserve and enhance the special qualities..
Intention 2.2: Ensure that the management of upland moors delivers environmental, social & economic benefits	<p>That the proposals from the Moorland Working Group are implemented. These will focus on:</p> <ol style="list-style-type: none"> 1. Visitor engagement 2. Fire risk 3. Resilient sustainable moorland 4. Moorland birds 	Natural England	<p>Significant moorland owners, shooting tenants and game keepers, Moors For The Future, Derbyshire Wildlife Trust, RSPB, British Association for Shooting and Conservation, Local Access Forum, Fire Operations Group, Peak District Land Managers Forum, The National Trust., National Park Authority, The Moorland Association,</p>	<p>Land Managers Forum sub group to be established to focus on resilient sustainable moorland (Sponsor NE).</p> <p>Bird survey in 2018 to confirm population trends.</p> <p>To review the work of the Bird of Prey initiative and implement effective measures to address bird of prey issues. 2019</p>	<p>Restore populations of birds of prey to at least the levels present in the late 1990s, with the addition of hen harrier as a regularly successful breeding species.</p> <p>Further targets and outcomes to be developed as the working groups progress.</p>

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

Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Intention 3.1: Establish monitoring at a landscape scale	We will have agreed and established a system of monitoring at a landscape scale encompassing landscape, wildlife and cultural heritage.	National Park Authority	Wildlife Trusts, Natural England, universities, Historic England, county and district councils, Local Nature Partnership, Moors for the Future Partnership, Friends of the Peak District.	Establish the objectives of monitoring in 2018. Produce a robust methodology for monitoring in 2019. Undertake monitoring from 2019.	A repeatable and robust survey methodology established and monitoring undertaken by the end of the plan. Actions identified where results are available.
Intention 3.2: Develop a White Peak partnership	We will have a White Peak Partnership that is delivering agreed priority actions.	Rotating Chair: Derbyshire Wildlife Trust, Natural England, Environment Agency, National Park Authority, Historic England & National Trust	Farmers and land managers, Forestry Commission, parish councils	To be set as work progresses through the partnership steering group and wider partners.	To develop a strategy and start implementing an agreed action plan to deliver a wildlife and cultural heritage rich landscape, which delivers a wide range of public goods and services

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

Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Intention 3.3: Maintain existing landscape scale delivery	Develop a clear long term vision, plan and have funding in place for the Dark Peak and South Pennines to 2050.	Moors For The Future Partnership: National Trust, Peak District National Park Authority, RSPB, Natural England, United Utilities, Yorkshire Water, Severn Trent Water, Environment Agency, Pennine Prospects	Partnership members	Undertake long-term monitoring to inform the vision. 2018-19 - Start planning for the water industry's Asset Management Plan 7 delivery in 2020-2025. 2027 - Ensure Southern Pennines and Dark Peak meet delivery items of Water Framework Directive.	The percentage of blanket bog in the Dark Peak and South Pennines in improved ecological condition; 30% of Blanket Bog across the Southern Pennines to be in state 6 by 2050 90% of Dark Peak Blanket Bog moved out of state 2 by 2023, (bare peat to be revegetated) 25% of the Southern Pennine Blanket bogs to be moved out of state 2 by 2023. (measure used is the 6 states of peat from the Moorland Managers Guidance)
	Develop a clear future plan and funding to develop and continue landscape scale delivery on the South West Peak.	SWP Partnership: Peak District National Park Authority, Staffordshire Wildlife Trust, Cheshire Wildlife Trust, The Farming Life Centre, RSPB, Support Staffordshire	Natural England, Environment Agency, Historic England, Cheshire East Council, Staffordshire County Council, Nature Peak District, Severn Trent Water, United Utilities	Put in place phase 2 arrangements for the partnership by end of December 2021.	Secure new sources of funding to further deliver on the agreed vision.

Area of Impact 4: A National Park for everyone

Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Intention 4.1: Overcome physical barriers to access	Create a programme to develop a sustainable visitor economy that encourages the Peak District National Park to be a welcoming place for all.	Marketing Peak District and Derbyshire,	Sheffield City Council, Staffordshire County Council, Derbyshire Dales District Council, High Peak Borough Council, Staffordshire Moorlands Borough Council, Cheshire East Council, Oldham Borough Council, Kirklees Council, Derby City Council, Barnsley Metropolitan Borough Council, water companies, Local Access Forum, National Trust, RSPB, Chatsworth House, National Park Authority, Derbyshire County Council, Local Nature Partnership, Parishes.	<p>Consolidate the existing data about visitor behaviour and perceptions.</p> <p>Develop a partnership approach to integrated visitor hubs/ gateways to embrace accessibility for all to the National Park whilst supporting responsible visiting and reducing impact of visitors.</p> <p>Produce and adopt Recreation Hubs Supplementary Planning Document Adopted SPD 2020.</p> <p>Develop a brand led approach to the promotion of the Peak District National Park linked to the development of a high quality sustainable tourism industry.</p>	By 2023 we will be encouraging a wider range of people to enjoy the Peak District National Park at an appropriate scale and adding value to the visitor economy.
Intention 4.2: Overcome perceived barriers to access	A consistent message that all partners use that encourages more under-represented groups to visit the National Park. To enable all marketing bodies to target the full potential audience and working with and in the local communities to encourage them to visit.	National Park Authority	MOSAIC, county councils, Visit Peak District, Natural England, Marketing Sheffield, Marketing Manchester, Enjoy Staffordshire, Visit Peak District and Derbyshire, National Trust, Historic England, Barnsley Metropolitan Borough Council, Inspiring Generations, John Muir Trust, Parishes.	<p>Establish baseline data on non-visitor profile by 2019.</p> <p>Assess what we offer against the potential optimum demand and amend where sustainable.</p> <p>Promote through engagement with target audiences.</p>	Set targets for the % increase in under-represented audiences to be achieved by 2023.

Area of Impact 5: Encouraging enjoyment with understanding

Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Intention 5.1: Balance opportunities for enjoyment with conserving a fragile environment	As part of a reviewed brand refresh the countryside code in partnership that all partners promote and disseminate consistently and coherently.	Marketing Peak District and Derbyshire, National Trust, Water companies, National Park Authority	National Farmers Union, Country Landowners Association, Moorland Association, Parish Councils, Local Access Forum, Inspiring Generations, Peak District Educators Group, significant land owners, Derbyshire County Council, Sheffield City Council, Staffordshire County Council, Derbyshire Dales District Council, High Peak Borough Council, Staffordshire Moorlands Borough Council, Cheshire East Council, Oldham Borough Council, Kirklees Council, Barnsley Metropolitan Borough Council, Peak District Land Managers Forum, Natural England, Derbyshire Police	Partner event to analyse issues to be dealt with by the code by 2019. An assessment of the effectiveness of this action.	A refreshed Countryside Code underpinning a Peak District brand which all relevant partners promote equally and consistently.

Area of Impact 5: Encouraging enjoyment with understanding (continued)

Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Intention 5.2: Ensure shared responsibility	Review and develop current arrangements for events management in the Peak District.	National Park Authority	National Trust, Natural England, parish councils, Derbyshire County Council, Sheffield City Council, Staffordshire County Council, Derbyshire Dales District Council, High Peak Borough Council, Staffordshire Moorlands Borough Council, Cheshire East Council, Oldham Borough Council, Kirklees Council, Barnsley Metropolitan Borough Council, Peak District Local Access Forum, Highways England, event organisers	<p>Convene partner meeting to discuss issues in 2018.</p> <p>An assessment of the effectiveness of changes on the participants, local communities and the environment.</p> <p>Review all the event management systems available.</p>	To effect changes in event management practice.

Area of Impact 5: Encouraging enjoyment with understanding (continued)

Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Intention 5.3: Develop an awareness and understanding of the benefits of the Peak District National Park	Utilising the valuable work of 'Inspired by the Peak District' and the Peak District Environmental Quality Mark (EQM) consider a revised approach to the promotion of the Peak District brand so we establish a provenance which is coherent and effective at promoting the link between business development, the special qualities and the unique offer of the Peak District National Park.	Marketing Peak District	EQM Community Interest Company, Marketing Peak District and Derbyshire, Sheffield City Council, Derbyshire Dales District Council, High Peak Borough Council, Staffordshire Moorlands Borough Council, Cheshire East Council, Oldham Borough Council, Kirklees Council, Barnsley Metropolitan Borough Council, National Park Authority, Local Economic Partnership Business Peak District, National Park Authority	Convene a group to explore potential by the end of 2019.	A refreshed branding initiative in place by 2019 that adds value and promotes a quality standard.

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

Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Supporting thriving and sustainable communities and economy	Define what is meant by thriving and sustainable communities, in the context of the National Park Management Plan.	National Park Authority	Rural Action Derbyshire, Peak Park Parishes Forum, Friends of the Peak District, Derbyshire County Council, Staffordshire County Council, Cheshire East Council, Sheffield City Council, Derbyshire Dales District Council, High Peak Borough Council, Staffordshire Moorlands District Council, Oldham Borough Council	Definition produced and agreed by 2020.	A practical definition of a thriving and sustainable community which can help inform future work.
Intention 6.1: Improve access to services	Work with providers to improve broadband and mobile connectivity across the National Park in line with the UK's Next Generation Access (NGA) standards.	Barnsley MBC, Derbyshire County Council, East Cheshire Council, Kirklees MBC, Staffordshire County Council, Sheffield City Council, Oldham MBC	District councils, National Park Authority, significant land owners, significant businesses, broadband and mobile suppliers, Business Peak District	Obtain data on future predicted gaps in mobile and broadband provision. Work with suppliers to find imaginative solutions for the final 5%. For example, community fibre partnerships.	We have an overall picture of the current state and gaps, plus the future target for broadband provision for the Peak District National Park. We use this to secure better access across the National Park, with an ambition of providing NGA standard services to every property within the Peak District National Park.

Area of Impact 6: Supporting thriving and sustainable communities and economy (continued)

Intention	Action	Sponsoring partner	Supporting partners	Milestones and dates	Target / Outcome
Intention 6.2: Support the provision of locally needed housing	Work through the National Park Management Plan Advisory Group Housing Sub-Group to address the local need for appropriate housing in the National Park.	National Park Authority	Derbyshire Dales District Council, High Peak Borough Council, Staffordshire Moorlands District Council, Peak District Rural Housing Enabler, Parish Councils.	Establish a new estimate of strategic housing need. Define the opportunities for meeting affordable housing need through exception sites, brownfield and enhancement.	A package to deliver against the need for local affordable housing.
Intention 6.3 Enable local businesses to thrive in a way that is compatible and, wherever possible, enhances the special qualities of the Peak District National Park	Assist the development of businesses in conjunction with relevant bodies. Linking business support, grant aid, planning and economic development.	Marketing Peak District and Derbyshire, D2N2, Growth Hub,	National Park Authority, LEADER (EU funding for rural economic development), Local Economic Partnership, Business Peak District, local businesses, Sheffield City Region, Derbyshire County Council, High Peak Borough Council, Staffordshire Moorlands District Council, Derbyshire Dale District Council, Cheshire East Council, Sheffield City Council	Convene a group to explore potential by the end of 2019 and take forward action.	Thriving and sustainable businesses in the National Park.

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8. PERFORMANCE REVIEW 2017/18 (A197/HW)

Purpose of the report

1. Members are asked to approve the overall structure, content and focus of the 2018/19 Performance and Business Plan, prior to bringing together all sections of the Plan for publication by the statutory deadline of 30 June 2018.

Key issues include:

The 2018/19 Performance and Business Plan is:

- A report of the Authority's performance over the past 12 months against our 2017/18 plan and success measures
- The priority focus for the third 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 performance review element of the 2018/19 Performance and Business Plan as described in the table at paragraph 9 and accompanying Appendices.**
 2. **To approve the Corporate Risk Register and Year 3 targets for 2018/19.**
 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 3: Our organisation).

Background

5. The Defra Grant Memorandum also clearly states that the National Park Management Plan "is the overarching strategic document for the Park to which all other park plans and strategies should relate in setting the vision, objectives and frame for all policy and activity pursued by the Authority".
6. In December 2015, the Authority approved the 2016-2019 Corporate Strategy. This sets the Authority's contribution to the National Park Management Plan and provides the direction for the 2018/19 Performance and Business Plan.
7. 2017/18 was year two of our Corporate Strategy.
8. The Performance and Business Plan 2018/19 represents a look back at our performance over the past 12 months and a look ahead to the focus for the next 12 months – the third

and final 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 18 May will be given verbally at the Authority meeting).

Elements of 2017-18 Plan	Current status of work	Comment if any
Foreword by Chair and Chief Executive	Completed and attached at Appendix 1	
Introduction – our strategic approach	Completed and attached at Appendix 2	Updated extract from last year's Plan, based on Corporate Strategy
Look Back: 2017-18 Performance Review	Attached at Appendix 3	Appendix 3 has been considered by ARP on 18 May. A verbal update will be given on any feedback from that committee discussion.
Look Forward: a) Our 2018/19 Priority Actions to achieve year three of our 2016-2019 Corporate Strategy b) Our 2016-2019 Corporate Indicators and 2018/19 targets c) 2018/19 Corporate Risk Register	a) Agreed by Members at ARP Committee, 2 March 2018 b) Draft attached at Appendix 4 c) Attached at Appendix 5	Appendices 4 and 5 have been considered by ARP on 18 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 2018 d) Organisational Structure e) Performance Management Framework	<ul style="list-style-type: none"> • Mainly existing information that will be inserted in the final Plan. • The Chief Finance Officer will produce a) using information from the 2017/18 outturn and final accounts preparation. 	

10. There is a period of 1 week following the Authority meeting to allow for Members to provide any further comments on detail to the Senior Strategy Officer - Research (Holly Waterman at holly.waterman@peakdistrict.gov.uk).

11. The statutory deadline for publication of the document is 30 June and it will be available on the Authority's website by that date. Paper copies will be made available. A wide range of key stakeholders will be informed of publication.

Proposals

12. Members are asked to:

- a) Approve the overall structure and content of the 2018/19 Performance and

Business Plan as described in the table at paragraph 9, as a reflection of the work completed during 2017/18 and a focus for the work to be undertaken and measured over the next 12 months.

- b) Delegate completion of details to the Chief Executive, to allow publication by the statutory deadline of 30 June.
- c) Note that there will be further editing and presentation changes to the final document, 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.
- 16. **Background papers** (not previously published) – None

Appendices:

Appendix 1: Foreword

Appendix 2: Introduction – Our Strategic Approach

Appendix 3: 2017/18 Performance Review

Appendix 4: Corporate Indicators and 2018/19 Targets

Appendix 5: 2018/19 Corporate Risk Register

Report Author, Job Title and Publication Date

Holly Waterman, Senior Strategy Officer – Research, 17 May 2018

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Foreword

Each year our Performance and Business Plan reports on progress and shares priorities for the year ahead. This year's plan closes the second year of our Corporate Strategy and sets out how we will implement the third and final year of our Corporate Strategy.

In January 2018, the Government published '*Green Futures: our 25 year plan to improve the environment*', with an ambition to leave the environment in a better state than they found it to pass onto the next generation.

As we enter 2018/19, we are in a good shape to continue our work to speak up for and nurture the Peak District National Park for all to enjoy forever. We have designed the organisation to be fit for the future. The combined knowledge and expertise of our staff, members and volunteers who care for the 555 square miles of the National Park, alongside our independent and reasoned voice, help us work together with the many land managers, communities and partners who enjoy, live in and work in the National Park. By working together, we can collectively care for the qualities of the Peak District National Park that keep it special for future generations.

Our focus for 2018/19 continues to be to champion what is special about the Peak District National Park, to grow engagement and support for our work and to be a business partner of choice. We will continue to develop the potential of the organisation as well as responding to external opportunities and challenges, such as Brexit.

2018 sees the 15 year anniversary of the Moors for the Future Partnership, the first year anniversary of the South West Peak Partnership and the agreement of a vision for the White Peak Partnership. This means there will now be a landscape partnership covering each National Character Area in the National Park. Work to secure future enhancement of our landscapes post-Brexit is therefore of utmost importance.

2019 is the 70th anniversary of the legislation that set up national parks in the UK and will be the Government's year of action on the environment. Connecting people with the National Park promotes the nation's wellbeing and, as Britain's first and original national park, we are looking at what our contribution will be to the people of the nation for the next 70 years.

Our refreshed National Park Management Plan 2018-2023 will be confirmed this year and will set the ambitions for ourselves and our partners. We will use this plan as we develop our future corporate strategy for 2019-2024, so we do what we can to turn this into a reality. We ask communities and partners to work with us on this.

Thank you to all for your valued contributions 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. For many people, it is the first upland reached when 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.

As the **Peak District National Park Authority**, our mission is "To speak up for and care for the Peak District National Park for all to enjoy forever". This role is as important today as it was when the Peak District National Park was designated as a national park 67 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 UK's original national park, designated on 17 April 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 2016-19; 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 2018/19 priority actions. The Strategy is how we 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. Our Corporate 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** – so 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:

- 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 Business Plan

Our Business Plan that follows sets out:

- The priority actions that we want to achieve by the end 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 upcoming year.
- The Corporate Risk Register for the upcoming year detailing what we see as our organisational risks over the next 12 months. These will be monitored and mitigated against quarterly.

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Cornerstone 1: Our assets		
Our Focus:	2017-18 priority actions	Progress (RAG)
1. Reduce the size of our property portfolio and retain what we need	a) We will have reviewed, and be on target with, disposals of our woodlands and minor properties.	GREEN
2. Ensure that the Trails, Stanage, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts	b) 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.	AMBER
3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective		
4. Increase the value of our brand and its reach		

Corporate Indicator	Target 2017-18	Status at year end
6. Percentage of assets that meet the standards set for:		
a) Maintenance	Baseline	All high priority condition surveys completed and 17 medium priority completed. Work has begun on implementing works to address the defects recognised in the surveys. Progress is slightly slower than anticipated due to staff shortages and difficulty in re-recruiting to the post.
b) Environmental performance	Baseline	Data collection will begin in 18/19

Overall status and overview of year's progress:

The management of our assets – within considerable budget constraints – has been very successful. From an income perspective the assets listed above have delivered to targets. The biggest challenge is meeting the maintenance needs and development targets to ensure the assets can continue to deliver the directional shifts. In the case of the Trails, the maintenance gap is now considerable enough for the PDNPA to flag up potential health and safety concerns – for the public and staff. Mitigating actions such as creating an income from Millers Dale Station have been slow and are still not guaranteed. Where there has been success has been in the disposal programme, which has met its targets and delivered significant cash flow into the capital fund.

The brand asset development work has seen a step change in the pace and profile of our roll out. Actions have included revised and improved content (online and offline), significant increases in reach (traditional and new media) and innovative product development. A fully rounded brand narrative to inform our tone of voice, service development, behavioural messaging is yet to be developed.

Key achievements include:

- Woodland and minor property sales in line with plan.
- Increased season at North Lees campsite due to product innovation.
- Continued management excellence at Warslow Moors – income and conservation.
- Social media reach into the millions.
- Approval for the development plan for Millers Dale station buildings.

Cornerstone 2: Our services

Our Focus:	2017-18 priority actions	Progress (RAG)
5. Deliver our services in a customer focused way	c) We will have an extended paid-for advice service for conservation.	AMBER
6. Ensure clear policies are in place through facilitated and effective engagement and communication	d) We will have partners indicating their commitment to Special Qualities.	GREEN
7. Ensure appropriate regulatory action	e) We will be communicating the clear value of our performance on enforcement.	GREEN

Corporate Indicator	Target 2017-18	Status at year end
7. Proportion of planning appeals allowed	<30%	35% (20 appeal decisions, 8 allowed, but 2 split decisions)
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%	a) 100% b) 64% c) 73% d) 100%
9. a) Number of enforcement cases resolved	30 per quarter/120 per annum	122
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%	85%
10. Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	Not surveyed in 2017-18
b) Parish councils	>70%	Survey Parish Day
c) Residents	38%	47%*
d) Pre-application advice	>75%	Not Surveyed in 2017-18
11. a) Number of complaints received	<20	14
11. b) % complaints dealt with in accordance with agreed deadlines	90%	92%
11. c) Satisfaction with first and second lines of enquiry (planning)	baseline	75%

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

Overall status and overview of year's progress:

The examination into the Development Management policies starts on 22 May 2018. This follows Public consultation on these changes in November, which finished in January 2018. The Authority has been advised that it may be designated for special measures based on its appeal performance

on major developments. The Director of Conservation and Planning has responded to say that the figures do not reflect the Authority's performance as they do not include minerals and waste applications and the overall number of applications and appeals is low, so single appeal decisions can significantly change the percentage figure; a reply is awaited. The NPMP update work is on track, with the final consultation having closed in April 2018. The Authority's Monitoring and Enforcement work continues at a high level, but within targets.

Key achievements include:

- Charging for advice was extended to cultural heritage in April 2017 and work on an integrated conservation advice service progressed during the year, with the aim of making the Authority's data and information more accessible and usable.
- Performance on the determination of major applications was well above target, but for minor and other applications it was below target.
- Consultation on the National Park Management Plan commenced in January and finishes in May, following the Authority's approval of a consultation draft. There was widespread support for the special qualities and the areas of impact, and we have added some further intentions to some of the areas of impact, with some changes to the wording.
- The Planning Liaison Officer organised a successful agents' meeting in February and Parish Council training in March. Planning training was provided to Parish Councils, with training on Cultural Heritage planned for April. A monthly Parish Bulletin is being produced by the Planning Liaison Officer. A survey of agents and the pre-application advice service is planned for 2018-19.
- The Policy and Communities team continued to work with communities, including Saddleworth on proposals for a site near Greenfield and the Neighbourhood Plan and with further work on the Bakewell Neighbourhood Plan, which is proceeding to a referendum. The community Facebook page and Community Grant scheme has been launched and is proving to be successful.
- The target for resolving enforcement enquiries cases was exceeded 2017-18. 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 to address the backlog.
- Of the complaints referred to the Ombudsman, no maladministration was found.

Cornerstone 3: Our organisation

Our Focus:	2017-18 priority actions	Progress (RAG)
8. Develop and maintain appropriate standards of corporate governance	f) We will have implemented the new governance framework requirements as a public body.	GREEN
9. Implement our medium term financial plan	g) 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.	GREEN
10. Develop key business processes underpinning the Corporate Strategy	h) We will have a single corporate register of the data we hold across the organisation.	GREEN

Corporate Indicator	Target 2017-18	Status at year end
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	The External Auditor has confirmed that the Authority's Annual Governance Statement for 2016/17 complies with the guidance issued.

Overall status and overview of year's progress:

During 2017/18 all the essential governance and financial business as usual operational activities to ensure the Authority continues to run smoothly were undertaken in addition to a great deal of work being initiated to develop the organisation. This development work included the Peak District National Park Management Plan 2018/23 and the Authority's Corporate Strategy 2019/24. All the priority actions for 2017/18 were successfully completed and the corporate indicator was achieved.

Key achievements include:

- During the first quarter of 2017/18, an Annual Governance Statement (AGS) was prepared and provided to KPMG (the Authority's External Auditors) for review. During Quarter 2 it was reported to the Audit Resources and Performance Committee (ARP) on 21 July 2017 that KPMG had confirmed that the Authority's AGS for 2016/17 complies with the guidance issued by CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives).
- A report recommending amendments to the ARP Committee's Terms of Reference to adopt the latest best practice governance guidance was considered by the Authority and approved at a meeting on 7 July 2017.
- Our Members' Representative Roles have been aligned with the National Parks 8-point plan published by the Department for Environment, Food and Rural Affairs (DEFRA) and were appointed to at the Annual General Meeting (AGM) on 7 July. We also welcomed a new Secretary of State Member to the Authority who has been through our induction programme.
- A Members Appointments Panel process was put in place to assist decision making at the AGM and a review of representation of Members on Outside Bodies was undertaken and approved and these roles were appointed to at the AGM.

- The members Strategic Advisory Group (SAG) was replaced by a Members Forum open to all Members which it is hoped will address a number of issues identified in the 2016 Member Survey.
- The Authority's 2016/17 financial accounts were presented to the ARP committee on 19 May 2017. KPMG reviewed the accounts and it was reported at the ARP Committee on 21 July 2017 that the Authority's external auditors had issued an unqualified audit opinion.
- KPMG have also completed their work to consider whether the Authority has suitable arrangements in place to ensure it takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes. For 2016/17, KPMG concluded that the Authority had arrangements in place to secure economy, efficiency and effectiveness and have issued an unqualified value for money opinion. This was reported to the ARP committee on 21 July 2017.
- A report relating to the Authority's Environmental Management Performance was approved by the ARP Committee on 15 September 2017. The Authority's performance continues to improve and a 24.9% reduction in carbon emissions has been achieved since the 2009/10 baseline year. The ARP Committee agreed that new targets will be established for the period from 2019 to 2024.
- Members approved the Authority's 2017/18 Performance and Business Plan on 26 May 2017. The plan was published on the Authority's website prior to the statutory deadline of 30 June 2017 and performance was being monitored quarterly.
- The 2017/18 Internal Audit plan was approved by Members on 19 May 2017. The plan was based upon an assessment of strategic, financial, regularity and operational risks. On 19 January 2018, the ARP Committee considered a report from the Authority's Internal Auditors on Risk Management. The report considered the arrangements in place for risk identification, monitoring and reporting and the overall conclusion was that the current procedures provided "High Assurance". High Assurance is the highest level of assurance that can be awarded.
- To support the creation of a single register of corporate data, specific officers have been identified in all service areas. These officers are being designated as Information Asset Owners (IAO). Training sessions are being provided and a framework has been developed to capture the data required to construct the corporate data register. New online courses are being created to raise awareness and provide training to employees who capture and process personal or confidential information.
- A Resource Management Meeting held on 19 July 2017 approved a business case to progress a large scale property maintenance programme to address the backlog of works across the Authority's property portfolio. The works will address all of the urgent items arising from condition surveys completed on high priority sites. It is anticipated that the programme will be completed in 2018/19.
- A report providing details of the Local Government Ombudsman (LGO) Annual Review of complaints for the period 1 April 2016 to 31 March 2017 was presented to the ARP Committee on 15 September 2017. The report did not raise any concerns about the Authority's performance.
- On 3 October a workshop to engage partners in the development of the delivery plan for the 2018/2013 - National Park Management Plan (NPMP) was held at Thornbridge Hall. An update on the development of the new NPMP, including feedback on the recent consultation exercise was formally provided to the Authority on 6 October 2017. On 2 February 2018, the Authority approved the publication of the Peak District National Park Management Plan, including the partnership delivery plan, for final consultation.
- A Resources Management Meeting (RMM) approved an updated Business Continuity Plan for the Authority on 17 October 2017 which takes into account changes in the organisation's structure and the use of new technology. The new Plan also provides for a PDNPA Emergency Response Team

to be temporarily hosted at a neighbouring Authority's offices should access not be possible to Aldern House.

- The heavy snow that fell during February and March 2018 provided an opportunity to test the Authority's updated business continuity arrangements. Following the event a lessons learnt report was prepared to identify what worked well and what actions could be taken in similar circumstances to improve the Authority's response in order to reduce the impact upon service delivery.
- On 20 October, a workshop was held with Members to identify and agree the Authority's Corporate Priorities for 2018/19. The updated Corporate Priorities were shared with Members at a subsequent workshop and Members formally approved the 2018/19 Corporate Strategy Priority Activities on 16 March 2018.
- A member workshop focusing on the financial health of the Authority took place on 24 November and covered annual revenue budgeting and large scale capital projects. The associated funding, accounting frameworks, approval processes and reporting timetables were also covered. Members subsequently approved the Authority's 2018/19 Budget on 2 February 2018 and Treasury Management Policy and Investment Strategy on 16 March 2018.
- RMM approved a report and associated action plan which seeks to prepare the Authority to meet the challenges of the forthcoming General Data Protection Regulations (GDPR). The plan includes the assignment of key roles and the provision of training using a new on-line system called ELMS which is a joint initiative with other national park authorities.
- In November, the ARP committee considered the annual report of the Due Diligence Panel and the items that had been dealt with during the last twelve months were noted.
- Following an analysis of the Property Support Team's draft work programme, RMM agreed in December to allocate temporary additional resources to the team in order to support planned development work across the Authority in 2018/19.
- On 19 January 2018, the ARP Committee approved the External Auditors plan to audit the Authority's 2017/18 financial accounts and produce their value for money assessment. During March 2018 work commenced on the production of the Authority's 2017/18 Annual Governance Statement.
- The Members' Learning and Development Annual report and programme of events for 2018 was approved by the Authority with a target of 20 hours learning and development activity per Member.
- The Authority approved the appointment of an Independent Person in December 2017 to review the Members' Allowance Scheme. The impact of recent HMRC notifications relating to the taxation treatment of mileage and subsistence payments is currently being considered. Work on the review commenced in March 2018 and a report will be considered by the Authority prior to the Annual General Meeting in July 2018.

Cornerstone 4: Our people

Our Focus:	2017-18 priority actions	Progress (RAG)
11. Ensure the Authority shape is fit for the future	i) 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.	GREEN
12. Retain, develop and recruit the right people in the right place at the right time, with the right resources	j) We will know the workforce profile in each service against the following areas:- - Skills resilience and gaps - Knowledge resilience and gaps - Hard to fill roles.	GREEN
13. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters	k) 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.	GREEN

Corporate Indicator	Target 2017 – 18	Status at year end
13. Employee engagement – based on new Staff Survey	Baseline from Staff Survey in March 2017	64% (survey response)
14. Implement recommendations of the 2016-17 Investors in People assessment	Delivery of Action Plan	Delivered through the “People Matter – Action Plan” September 2017
15. Sickness levels*: a) % of total time lost due to sickness	a) 2.3% quarterly 2.15% annually	Q4 2.55% Annual 1.34%
b) Hours per FTE	b) 11.1h quarterly 44.4h annually	Q4 12.59h Annual 38.19h
c i) Absence: sickness frequency rate **	c i) 25% quarterly 100% annually	Q4 24.86% Annual 96.66%
ii) Absence: individual sickness frequency rate (reported at year-end) ***	ii) No target	Q4 21.85% Annual 49.50%
d) Value of total time lost (expressed as pay cost)	d) £26,750 quarterly £107,000 annually	Q4 £30,306 Annual £68,165
16) Staff turnover	ACAS standard to be used (Range 9-15%)	Q4 3% Annual 14%

* 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:

Following a comprehensive staff survey the “People Matter – Action Plan” was developed to address the issues that had been identified. Progress in implementing the action plan has been monitored

regularly by the Senior Leadership Team, Staff Committee and Unison representatives. During 2017/18 work continued to develop new and update existing workforce related policies and procedures to bring them up to date with current best practice. All the 2017/18 Corporate Strategy Priority Actions were successfully completed.

Key achievements include:

- In June 2017, the Senior Leadership Team approved a framework and related processes for the development of a comprehensive workforce plan. The plan is being developed in conjunction with Heads of Service and now forms an integral part of the Authority's service planning and performance management processes
- On 5 February 2018, a Resource Management Meeting (RMM) approved the adoption of a framework and guidance document relating to the employment of apprentices within the Authority. The opportunity to create an apprenticeship is now considered whenever a vacancy arises and RMM subsequently approved a team restructure which incorporated the creation of a new apprenticeship post.
- In line with the Authority's updated business planning framework and associated timetable the Joint Performance & Achievement Review (JPAR) process commenced in December 2017. The JPAR documentation and guidance notes were also revised to collect additional information to support the development of the Authority's workforce plan.
- The Authority's Internal Auditors undertook a review of the JPAR framework and related documentation and their report was presented to the Audit, Resources and Performance (ARP) Committee on 19 January 2018. It was noted that the arrangements for managing risk were good, with few weaknesses identified and a "Substantial Assurance" rating was awarded.
- Officers are supporting a multi-national park authority benchmarking exercise which is focusing on workforce issues and employment policies and practices. The results will inform the development of the Authority's workforce plan.
- Consultation commenced in May 2017 with employees, Staff Committee and Unison representatives relating to a proposed restructuring within the Commercial Development and Outreach Directorate (CD&O). On 1 August 2017 RMM approved the proposed restructure and staff in the CD&O Directorate, UNISON and Staff Committee representatives were informed. Work is currently underway to populate the new structure.
- Following the 2017 Staff Survey, which was completed in March 2017, a Working Group with representatives from each Directorate, Staff Committee and Unison was formed to develop an action plan to address the issues identified in the survey. The "People Matter - Action Plan" was agreed with PDNPA Staff Committee and Unison representatives on 6 September and circulated to all staff on 11 September 2017.
- Joint performance reviews of the People Matter - Action Plan have been undertaken by the Senior Leadership Team and representatives of Unison and Staff Committee. It was noted that overall implementation progress has been good and many new initiatives introduced have proven useful.
- The Local Government Association has been engaged to develop an "Employee Benefits Package" which it is envisaged will support staff retention and future recruitment exercises. As part of this work, a Market Supplement Policy for the Authority has been developed and during Q2 consultation took place with the Senior Leadership Team, Operational Leadership Team and the staff who are currently in receipt of a market supplement in addition to Staff Committee and Unison

representatives. The new policy was approved by the Authority at a meeting held on 6 October 2017.

- A review of the Authority's current Disciplinary processes and related management guidance has commenced. Any proposed changes will be the subject of appropriate consultation with staff, staff committee and Unison representatives in due course.
- Resilience Coaching Sessions aimed at supporting individuals through change were offered to all staff. The take up has been good and the development sessions were delivered in Quarter 3.
- A review of the Authority's compliance against the Investors in People (IIP) standard was undertaken in Quarter 3. The inspection report subsequently received is very complimentary about the organisation's general approach and confirmed the Authority's IIP successful reaccreditation against the standard for a further eighteen months.
- The Health and Safety Committee considered changes to the Authority's Health and Safety policy relating to intent, delivery and governance on the 9 October. The new policy seeks to identify all existing health and safety procedures and includes the date of the last review and a nominated individual lead officer. At a meeting of the Local Joint Committee, held on 2 February 2018, it was agreed to adopt the updated Health and Safety Policy. The Senior Leadership Team agreed the scope of a comprehensive review of the Authority's occupational health and safety arrangements on 19 March 2018.
- In order to respond to changes in tax and operational arrangements all staff were informed in December 2017 of proposed changes relating to the use of vehicles and revisions to the Authority's Travel and Subsistence scheme. Following an extensive consultation exercise with staff, Unison and Staff Committee representatives the proposed changes were approved by RMM on 6 March 2018 and implemented at the beginning of April 2018.
- The Local Joint Committee (LJC) provides an important role in the consultation arrangements involving the Authority's Members and employees. The LJC agreed on 2 February 2018 to review their constitution and functions to encourage greater participation and engagement. A report setting out proposed changes will be considered in 2018/19.

Directional Shift 1: The Place and the Park, on a Landscape Scale		
Our Focus:	2017-18 priority actions	Progress (RAG)
14. The Dark Peak	l) We will define, and have support for, our strategic direction for Stanage North Lees within the wider landscape.	GREEN
15. The SW Peak	m) 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
16. The White Peak	n) 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
17. The Whole Park	o) We will be offering an integrated conservation service to land managers.	AMBER

Corporate Indicator	Target 2017-18	Status at year end
1. Stage of development of Landscape scale partnership programmes a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	Stage of development a) Mature Partnership b) 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 Moors for the Future Partnership has been successful in a bid to the DEFRA Peatland Fund, being awarded over £3million, and continues to deliver restoration on the ground, working with partners and landowners. The South West Peak Landscape Partnership is now actively in the delivery stage. The White Peak Partnership has set out a clear governance structure and has established task and finish groups for key tasks. Questions about agri-environment schemes and the wider Rural Development Programme, the EU Environment Programme, EU environmental protection and EU designated sites remain unresolved. The Government launched its 25 Year Plan to Improve the Environment, which outlines the proposed steps to achieve its ambition to leave the environment in a better state than we found it. DEFRA consulted on "The future for food, farming and the environment"; we continue to actively seek to influence future policy and support systems for the delivery of public benefits by the uplands and protected landscapes.

Key achievements include:

The Dark Peak

- The Authority continues to work with partners, including the Moorland Association, to encourage land management and visitor management practices that will help moorland birds, particularly birds of prey. Discussions have continued with the Moorland Association, Authority officers and Natural England officers on four key areas: visitor engagement, moorland fires, sustainable and resilient moorland management and moorland birds. A second event to look at progress on these is planned at Chatsworth for May 2018.

- Fundraising for the Breeding Bird Survey project has been successful with funding from Natural England and matched funding from project partners to a total value of £140,000. Surveying is due to begin in April 2018.
- The Moors for the Future Partnership bid to Defra's capital grant scheme for the restoration of peatland was successful and was awarded over £3m for the Moor Carbon project. This will run until 2021 and deliver carbon benefits across the South Pennine and West Pennine Moors.

South West Peak

- The South West Peak (SWP) HLF-funded Landscape Partnership is now in its second year of delivery and has been promoting its work and objectives via events, news releases and social media posts. The Institute for Apprenticeships has re-examined the Countryside Worker standard which has now gained approval and a contract has been entered into with a training provider for the SWPLP Countryside Worker and Farm Worker.
- SWP Farm Link Workers have successfully liaised with around 70 landowners to gain access for a field survey for the Working for Waders project, engaging with farmers, promoting the work of the partnership and discussing conservation issues relating to wading birds.
- The SWP Landscape Partnership is now attracting a significant number of new volunteers.

White Peak

- The White Peak Partnership Steering Group has agreed the terms of reference and work plan. A White Peak Vision and supporting summary is due to be launched in 2018. Stakeholder project ideas were shared and prioritised at the White Peak Partnership workshop in November 2017. A task and finish group has been established to develop a strategy and then prioritise proposed projects and funding bids. The Brexit task and finish group has looked at the White Peak as an example of how a future support system could address local circumstances whilst operating under a national framework.

Stannage North Lees and Sheffield Moors Masterplan

- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan. The HLF funded Sheffield Lakeland Partnership began its development phase in 2017 and expects to move into delivery in October 2018; the Authority supports the Partnership, which largely operates on the fringes of the National Park.

Whole National Park

- Officers have been involved in discussions with other national parks and partners to consider a response to the Defra consultation on "The future for food, farming and the environment" and we continue to actively seek to influence future policy and support systems for the delivery of public benefits by the uplands and protected landscapes. The Peak District Land Managers Forum has set up a Brexit sub-group to develop a set of principles and greater detail of how a future Environmental Land Management Scheme might look for the White Peak. This group has worked closely with the White Peak Brexit group.
- A pilot Traditional Building Restoration grant scheme has been launched by Natural England, Historic England and five upland national parks including the Peak District. The scheme has a

limited budget and is only available in the five national parks who have been involved in its development. There has already been significant interest in the Peak District.

- Work progressed on the development of an integrated conservation service, with a small project team meeting to set out and progress actions.
- The Authority considered two trans-Pennine proposals. Firstly, the Authority objected to proposals for upgrades to the A628 as they were likely to increase significantly traffic on the A628 and A57, and secondly, we raised concerns over the Transport for the North (TfN) Strategic Transport Plan as it did not give sufficient assurance that schemes would ensure proper consideration of National Park interests. In December TfN announced that the full Trans-Pennine tunnel was not being progressed due to high costs, and that a shorter tunnel with major upgrades within the National Park is the preferred option; this is likely to result in major development in the National Park, which can only be allowed in exceptional circumstances and if it is to the highest standard of environmental quality and design. Officers continue to work with TfN and Highways England on Trans-Pennine road proposals.

Directional Shift 2: Connect people to the place, the park		
Our Focus:	2017-18 priority actions	Progress (RAG)
18. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support	p) We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one.	AMBER
19. Improve access to the National Park for less represented audiences, in particular young people under 25	q) We will have identified the best channels through which to engage young people.	GREEN
20. Improve access to the National Park for less represented audiences, in particular people with health inequality	r) We will have identified the best channels through which to engage people living with health inequality and identified funding sources.	AMBER
21. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters	s) 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.	AMBER

Corporate Indicator	Target 2017-18	Status at year end
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	19,846 (+5% vs. 2015-16)	21,798
b) people living with health inequality (particularly mental wellbeing)	Baseline	1,703
c) volunteers (expressed as volunteer days)	10,003 (+5% vs. 2015-16)	6,795

Overall status and overview of year's progress:

Engaging young people remains a strength for the PDNPA, particularly through formal education channels where we have once again exceeded our target. If the young people accessing PDNPA-owned and managed assets are taken into account, the reach of this particular target audience exceeds 140k.

Reaching large volumes of people experiencing health challenges has been much harder. By its very nature this group is difficult to engage – in fact, the health inequalities are the key driver for this lack of engagement. At the same time, the 'prescription' – proactive and reactive – of time spent in the PDNP is not embedded in the philosophy nor the budgets of practitioners or policymakers. Work has therefore begun on attempting to meet this outcome on a national-scale, engaging public health bodies and central government department with targets on well-being and health. As with young

people, our estimates of the number of people with health inequalities who have accessed PDNPA assets is c100k.

The PDNPA continues to benefit from the support of c600 volunteers of whom c240 are active. This resource continues to enable us to meet our targets in terms of outreach and conversation. The opportunity to widen this impact is being actively pursued including investment in new volunteer management software.

Engaging financial supporters continues at a relatively low level. Donations have equated to c0.2% of total PDNPA income for some years and 2017-18 has seen no increase in this ratio. This year, we have embarked on a joint venture fundraising campaign with the British Mountaineering Council (BMC) using its charitable arm to stimulate donations from two iconic access routes across the PDNP – this following our test of this approach in 2016-17. We have also signed up to be the voluntary donation beneficiary of the Eroica Britannia festival. Work to examine the value of creating our own charity to tackle the stubborn lack of growth in giving has continued throughout the year. The working group, comprising officers and members, set up specifically to test the concept will be presenting its findings and recommendations to the Authority in May.

Key achievements include:

- Young people engaged through formal education beat its target.
- Young people engaged at PDNPA assets exceeded 140k.
- Volunteer systems investment secured and implemented; programme to build impact across the organisation underway.
- A £10k donation was secured, largely through the efforts of the Access & Rights of Way team, from the Ramblers Association for the 'Mend our Mountains' joint venture. The money was channelled through the BMC charity to ensure maximum efficiency and value.
- The Charity Working Group completed its work to schedule.

Directional Shift 3: Visitor experiences that inspire and move

Our Focus:	2017-18 priority actions	Progress (RAG)
22. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour	t) 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.	GREEN
23. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for	u) We will have an access service delivering a responsive service and have a programme of: <ul style="list-style-type: none"> - Site based maintenance and improvements for key visitor locations. - Prioritised action on regulation. - Engagement with people, recognising and valuing access in the Peak District National Park. 	GREEN
24. Provide quality new experiences that will generate new income to fund the place	v) We will be maximising the impact of the refresh to all our Visitor Centres to support: <ul style="list-style-type: none"> - Enhanced customer service engagement. - Income generation. - Fundraising. - Promoting understanding. 	AMBER

Corporate Indicator	Target 2017-18	Status at year end
3. Brand awareness and understanding among existing audiences and potential supporters:		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	a) Research Commissioned	Completed and findings fed into Charity Working Group and 2019-24 corporate planning process
b) % who understand PDNP potential benefits/ services	b) >90%	63%
c) % who feel positive towards the PDNP	c) >90%	100%
d) % who are willing to support the PDNP	d) >90%	85%
4. Customer satisfaction with the PDNP experience	>90%	100%

Overall status and overview of year's progress:

Understanding audience attitudes continues as a key element of our work. Whether this is measured at the point of contact with PDNPA assets or via more traditional market research, the results are similar.

There is a good awareness of the PDNP as a special or designated place, but understanding of its benefits, the role of the Authority and the costs to maintain or enhance its specialness are low. Crucially, this translates into relatively fixed level of voluntary financial support. Similarly, this also means we cannot exploit the PDNP's brand asset value.

The Access & Rights of Way programme – supported through the active engagement of the local access forum – was approved. This includes maintenance, monitoring and, where appropriate, regulation. The skilful handling of Traffic Regulation Orders – in line with statutory powers and best practice consultation – continues to be a key strength. The pressure on resource (alongside reputational and financial risk) that regulatory action places on the Authority requires us to adopt this approach with caution. Continued effort is placed on engaging audiences with voluntary behavioural actions.

The investment programme in our visitor centres is beginning to bear fruit – in terms of income and promoting understanding. The successful completion and launch of the Castleton project boosted corporate confidence in the PDNPA's ability and right to make such improvements. Feedback from a wide range of audiences and stakeholders – including local residents and businesses – has been positive. The lower than planned level of property support resource has meant the refurbishment programme has progressed more slowly than expected.

Key achievements include:

- Successful completion and launch of the remodelled Castleton Visitor Centre following a £300k investment.
- Cycle hire service has continued to deliver growth in sales while maintain customer satisfaction levels.
- Overall customer satisfaction levels have remained high.
- Completed first full brand equity research exercise revealing significant opportunities and challenges to realising both the brands full potential and voluntary donation aspirations.

Directional Shift 4: Grow income and supporters

Our Focus:	2017-18 priority actions	Progress (RAG)
25. Increase our income from giving	w) We will have defined our brand positioning to support our Corporate Strategy on fundraising development, income generation and outreach.	AMBER
26. Achieve our commercial programme income targets	x) We will have implemented changes to our car park management and effectively communicated them.	AMBER
27. Develop / establish sponsorship relationships	y) We will have approved short and long term plans for Millers Dale.	GREEN
28. Secure external funding for major programme and partnership delivery		

Corporate Indicator	Baseline 2015-16	Target 2017-18	Status at year end		
5. Amount and proportion of income by source:		5. a) Commercial increase: 5% by 2018-19 5. b i) Donations increase: 50% by 2018-19 2. d iii) Donations increase: 50% by 2018-19	Actual & (Proportion)	vs. last year	vs. plan
a) Commercial	£2,162,394 (17.8%)	No target	2,129,405	98%	
i) Conservation & Planning	£362,909	No target	343,223	95%	
ii) Commercial Devpt & Outreach	£1,610,618	£1,664,306	1,640,780	102%	99%
iii) Corporate Strategy & Devpt	£188,867	No target	145,402	77%	
b) Donations	£40,255 (0.3%)	No target	24,168	60%	
i) Donations (exc. legacy)	£34,230	£45,640	24,168	71%	53%
c) External funding*	£3,584,952 (29.5%)	No target	5,361,511	150%	
d) Defra grant*	£6,364,744 (53.4%)	No target	6,474,218	102%	
e) Total income	£12,152,345	No target	13,989,302	115%	
2. d) Non-trading income supporters (donors)					
i) Number of donations	Baseline	No target	107		
ii) Average value of donations	Baseline	No target	£203.74		
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually by (17/18)	107		
iv) Average value of donations (exc. legacy)	Baseline	No target	£203.74		

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

Corporate Indicator	2015-16 (Baseline Actual)	2016-17 (Actual)	2016-17 (Target Income generation Per annum)	2017-18 (Actual)	2017-18 (Target Income generation Per annum)	2018-19 (Target Income generation Per annum)
5. Amount and proportion of income by source:						
a) Commercial Total	£2,162,394	£1,985,213	No Target	£2,129,405	No Target	No Target

a) Commercial i) Conservation & Planning	£362,909	£323,708	<i>No Target</i>	£343,223	<i>No Target</i>	<i>No Target</i>
a) Commercial ii) Commercial Devpt & Outreach	£1,610,618	£1,567,657	£1,637,462	£1,640,780	£1,664,306	£1,691,150*
a) Commercial iii) Corporate Strategy Devpt	£188,867	£93,849	<i>No Target</i>	£145,402	<i>No Target</i>	<i>No Target</i>
b) Donations Total	£40,255	£57,238	<i>No Target</i>	£24,168	<i>No Target</i>	<i>No Target</i>
b) Donations i) Exc Legacy	£34,230	£47,238	£39,935	£24,168	£45,640	£51,345**
c) External Funding	£3,584,952	£5,803,737	<i>No Target</i>	£5,361,511	<i>No Target</i>	<i>No Target</i>
d) DEFRA Grant	£6,364,744	£6,364,744	<i>No Target</i>	£6,474,218	<i>No Target</i>	<i>No Target</i>
e) Total Income	£12,152,345	£14,210,932	<i>No Target</i>	£13,989,302	<i>No Target</i>	<i>No Target</i>

* (5% from baseline)

** (50% from baseline)

Corporate Indicator 2. d) Non-trading income supporters (donors)	2015-16 (Baseline Actual)	2016-17 (Actual)	2017-18 (Actual)	2017 Vs Last Yr	2018-19 (Target per annum)
i) Number of donations	None / new indicator	152	107	70%	<i>No Target</i>

ii) Average value of donations	None / new indicator	£377	£203.74	54%	No Target
iii) Number of donations (exc. legacy)	None / new indicator	151	107	71%	227 (50% from baseline)
iv) Average value of donations (exc. legacy)	None / new indicator	£313	203.74	65%	No Target

Overall status and overview of year's progress:

The donations and trading income picture is a mixed one. The Authority has experienced growth alongside shortfalls. Some of the contributing factors (good and bad) were in the Authority's control; others were external (exceptional and in line with trends).

In terms of voluntary donations the most significant amount of resource has been invested in the Charity Working Group. This provided a group comprising four members plus officers from the finance, legal and democratic services teams the space to bring their expertise and scrutiny to bear on a charity vehicle concept proposed, in line with the Giving Strategy approved by the Authority in early 2016, by the Commercial Development & Outreach Directorate. Officers from that directorate have provided a range of inputs including evidence from other national parks, charities and audience research alongside potential investment and governance scenarios for the Working Group to review over the last 12 months. The work was completed in Q4 and the Working Group will meet in Q1 of 2018-19 to finalise the report requested by the Authority for its full meeting in May. The backdrop to this decision is the year-end performance of -47% vs Plan; -49% vs. last year and -29% vs. 2014-15 baseline levels. The reason behind this drop is not clear nor whether it represents a trend or one-off. We have not reduced any outbound stimulus (although it must be noted the Authority has never undertaken any significant marketing in this area). The lack of any donor data means we cannot identify trends, however the purchase of a CRM (customer relationship management) system will allow an effective database and supporter communication plan to begin to be developed in 2018/19. On the plus side we have secured a significant donation (£10,000) stimulated by via the Access and RoW Team from the Ramblers' Association to the Mend our Mountains campaign. Similarly, the significant legacy reported in Q3 is making steady progress through the system and should be realisable as a financial donation in the second half of 2018-19. Cumulatively, however, the picture is better: -16% vs. plan and 2018-19 will include donations from Eroica, Mend our Mountains and, potentially, the property legacy.

Commercial income is just below (-1%) target for the year (+5% vs. last year), driven largely by the closure of Castleton Visitor Centre to facilitate refurbishment, unavoidable delays with the refurbishment of Bakewell Visitor Centre and the impact of this year's exceptional weather closures. Cycle hire has performed well and exceeded income targets which go some way toward off-setting the Visitor Centre shortfall. Warslow Moors Estate has achieved its budget target for the year but a higher level of income (from rents) could have been achieved if sufficient resources had been available in the Property Support Team. The addition of camping pods has contributed to North Lees Campsite exceeding its income expectations. Income from Surprise View car park and refreshment

concession has also exceeded expectations. Income from our other pay and display car parks has been below target in general. This is assumed to be due to poor weather over the winter but also as a result of damaged/stolen machines at some sites. Unforeseen delays in implementing our revised parking charges have been disappointing but it is hoped that the planned changes will come onto effect early in 2018/19.

Taken in the round, and set against to wider business trends, this is a robust performance and shows the resilience of our offer. With a full trading year in 2018-19 for all our businesses, plus planned product and merchandising development we should be able to bring actual back on track. Cumulatively, trading income levels stand at -3% vs. Plan.

Key achievements include:

- Holding trading income to just -1% vs. Plan and +5% vs last year despite significant challenges.
- Cycle Hire, North Lees Campsite, Warslow Moors continued strong financial performances.
- A CRM system has been procured and will be populated and used to manage relationships in 2018-19.
- ARP Committee agreed short and long-term plans to develop Millers Dale Station. Phase 1 is currently underway and will be considered by planning committee in July.

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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. 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>Stage of development of landscape scale partnership programmes</p> <p>4 stages of development have been identified:</p> <ol style="list-style-type: none"> 1. Vision 2. Strategic Plan 3. Operational Plan 4. Mature Partnership (with longevity of revenue funding) <p>Landscape Scale Partnerships:</p> <ol style="list-style-type: none"> a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership 	<p>Stage of development</p> <ol style="list-style-type: none"> a) Mature Partnership b) Strategic Plan c) Vision d) Vision 	<p>Stage of development</p> <ol style="list-style-type: none"> a) Mature Partnership b) Strategic Plan c) Vision d) Strategic Plan for Stanage North Lees 	<p>Stage of development</p> <ol style="list-style-type: none"> a) Mature Partnership b) Strategic Plan c) Vision d) Vision 	<p>Stage of development</p> <ol style="list-style-type: none"> a) Mature Partnership b) Operational Plan c) Operational Plan d) tbc

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>Number of people experiencing the benefits of the Peak District National Park from our target audiences of:</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) 1,000 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>Brand awareness and understanding among potential supporters</p> <p>a) % who know about the PDNP (and compared with other comparator organisations/causes)</p> <p>b) % who understand PDNP potential benefits/services</p> <p>c) % who feel positive towards the PDNP</p> <p>d) % who are willing to support the PDNP</p>	<p>a) New</p> <p>b) New</p> <p>c) New</p> <p>d) New</p>	<p>a) Baseline</p> <p>b) Baseline</p> <p>c) Baseline</p> <p>d) Baseline</p>	<p>a) Research Commissioned</p> <p>b) >90%</p> <p>c) >90%</p> <p>d) >90%</p>	<p>a) Data Collected on awareness, understanding and loyalty</p> <p>b) >90%</p> <p>c) >90%</p> <p>d) >90%</p>
4	Customer satisfaction with the PDNP experience	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	Year 1 of Strategy	Year 2 of Strategy	Year 3 of Strategy
	2015-16	2016-17 Target	2017-18 Target	2018-19 Target
5				
Amount and proportion of income by source:				
1. Commercial *	1) £2,162,394 (17.8%)	1) n/a	1) n/a	1) n/a
a. Conservation & Planning	a. n/a	a. n/a	a. n/a	a. n/a
b. Commercial Devpt & Outreach	b. £1,610,618	b. £1,637,462	b. £1,664,306	b. £1,691,150
c. Corporate Strategy & Devpt	c. n/a	c. n/a	c. n/a	c. n/a
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 (2016/17) to the end of the corporate strategy represents a growth of £53,688 over 2 years (£26,844 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	Percentage of assets that meet the standards set for: a) Maintenance b) Environmental performance	New	No Baseline Available	No Baseline Available	Define methodology

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	Proportion of planning appeals allowed	24%	<30%	<30%	<30%
8	Proportion of planning applications determined in a timely way 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	Number of enforcement cases resolved	a) 124	a) 120 (30 per quarter)	a) 120 (30 per quarter)	a) 120 (30 per quarter)
9b	% of enforcement enquiries (excluding Minerals and Waste Enquiries) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	b) New	b) >80%	b) >80%	b) >80%
10	Customer satisfaction with Planning Service 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%	a) tbc b) tbc c) > 38% d) > 75%
11a	Number of complaints received	a) 14	a) < 20	a) < 20	a) < 20
11b	% complaints dealt with in accordance with agreed deadlines	b) 86%	b) >90%	b) >90%	b) >90%
11c	Satisfaction with first and second lines of enquiry	c) New	c) Baseline	c) >75%	c) >75%

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	Audit conclusions showing satisfactory governance arrangements in place	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 March 2017	Baseline from Staff Survey in March	No staff survey planned
14	Implement the recommendations of the 2016 – 17 Investors in People assessment	New	Prioritised 3 Year Action Plan to be agreed	Delivery of Action Plan	Complete 3 Year Action Plan
15	a) Sickness levels: % of total time lost due to sickness (expressed as hours)	New	ACAS standard to be used	a) 2.3% quarterly 2.15% annually	a) 2.3% quarterly 2.15% annually
15	b) Hours per FTE	New	b) 11.1h quarterly 44.4h annually	b) 11.1h quarterly 44.4h annually	b) 11.1h quarterly 44.4h annually
15	c) Average number of times absent per employee	New	c i) 25% quarterly 100% annually	c i) 25% quarterly 100% annually	c i) 25% quarterly 100% annually
15	d) Value of total time lost (expressed as pay cost)	New	d) £26,750 quarterly £107,000 annually	d) £26,750 quarterly £107,000 annually	d) £26,750 quarterly £107,000 annually
16	Staff turnover	15%	ACAS standard to be used (Range 9-15%)	ACAS standard to be used (Range 9-15%)	ACAS standard to be used (Range 9-15%)

IMPACT	High	<u>closely monitor</u> 5. Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50 (Outcome/delivery risk)	<u>manage and monitor</u> 7. Lack of capacity in the Property Support team to develop and maintain our asset base (Outcome/delivery risk) 8. Failure of the Birds of Prey initiative to deliver (Reputation risk, Outcome/delivery risk)	<u>significant focus and attention</u> 2. Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside Stewardship (Outcome/delivery risk)
	Medium	<u>accept but monitor</u>	<u>management effort worthwhile</u> 1. Adverse exchange rate movements for Moorlife 2020 European funding (Financial risk, Delivery risk) 3. Failure to inspire people to give to the Peak District National Park Authority (Financial risk, Outcome/delivery risk) 4. 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 (Outcome/delivery risk) 9. Failure to realise opportunities in the 25-Year Environment Plan (Outcome/delivery risk)	<u>manage and monitor</u> 6. Being a 'poorly performing' Authority based on DCLG measures – specifically major applications appeal performance (Reputation risk, Financial risk)
	Low	<u>accept risks</u>	<u>accept but review periodically</u>	<u>accept but monitor</u>
	Low		Medium	High
LIKELIHOOD				

Our 2018/19 Corporate Risk Register has been developed through an assessment of the risks to achieving Year 3 of our 2016-2019 Corporate Strategy. This included reviewing:

- 2017/18 corporate risks remaining at amber or red at the 2017/18 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.

9. PEAK DISTRICT NATIONAL PARK CHARITY VEHICLE

1. Purpose of the report

The purpose of this report is to seek approval to establish a charity to support the corporate objective of diversifying income as part of the Commercial Development and Outreach plan.

2. Recommendations

- 1. To establish The Peak District National Park Trust as a charitable incorporated organisation (CIO) in accordance with the proposals set out in the report;**
- 2. To approve the use of Authority resources, as set out in Appendix 3 of the report, to establish the charity and support its operation for an initial period of 3 years;**
- 3. To appoint Members to a Shadow Board and delegate authority to the Director of Commercial Development and Outreach, in consultation with the Shadow Board, the Head of Law and the Head of Finance, to set up and register the charity in accordance with the proposals set out in the report; and**
- 4. To request that the charity trustees and/or appropriate Authority officers provide an annual report to the Authority and quarterly reports to the Authority's Audit Resources & Performance Committee in line with established corporate performance reporting timetable and procedures.**

How does this contribute to our policies and legal obligations?

3. It contributes to National Park purposes and the corporate objectives of growing engagement, support and income.

Background

4. The principle to create a charity vehicle to support the organisation's engagement, supporter and income development ambitions was established in the Giving Strategy presented to the Peak District National Park Authority (PDNPA) and approved by Members in March 2016.
5. The concept was also set out as an element of the Commercial Development & Outreach Plan (which underpinned the creation and structure of the Commercial & Outreach Development Directorate). This was presented to Members at Strategic Advisory Group meetings in October and November 2016.
6. A detailed report, setting out the rationale for, risks and potential structure of a charity vehicle, was considered by the Authority March 2017. At this meeting the Director of Commercial Development and Outreach was authorised to progress the development of a Charitable Trust, in consultation with the Head of Law and Head of Finance. The Authority also established a Member Working Group and asked that a report setting out the charitable objects, governance and potential investment by the Authority be brought to a future Authority meeting for final approval. The Member Advisory group was duly established as the Charity Working Group with a remit to report recommendations to the Authority in May 2018.

7. The Charity Working Group comprised four Members (including the Chair of ARP Committee) and was supported by the Director of Commercial Development & Outreach, Head of Marketing & Fundraising Development, Fundraising Development Manager, Head of Finance/CFO, Head of Law/Monitoring Officer plus an officer from each of the legal, finance and democratic services teams. The remit of the Working Group can be seen in Appendix 1.
8. The Group met five times and considered the following inputs:
 - South Downs National Park Authority – legal and officer evidence (written and oral);
 - North York Moors National Park – officer evidence (written and oral);
 - Dartmoor National Park Authority – member and officer evidence (written and oral);
 - National Parks Partnership (NPP) – non-executive and executive evidence (written and oral);
 - National Parks UK (NPUK) – Income Growth Working Group (written and oral);
 - Derbyshire Wildlife Trust, Woodland Trust, Guide Dogs, Canal & Rivers Trust, Nurture Cumbria, Yorkshire Dales Millennium Trust – desk market and competitor analysis;
 - Investment scenarios;
 - Derbyshire Council for Voluntary Service – advice on structures/set up;
 - Audience research by independent research agency DJS Research; and
 - Informal market testing among existing and potential stakeholders including Friends of the Peak District and Peak Park Trust.

The key insights from these inputs are set out below:

- Of the 15 UK National Parks 5 have established a charity to support income growth for their Parks by maximising support through donations, legacies and sponsorship and providing access to funding streams and tax benefits which are only available to registered charities.
- A further 3 National Park Authorities are exploring charitable models.
- National Parks Partnerships has established a charitable vehicle to support its fundraising and supporter ambitions. It has chosen a CIO structure to meet objectives around agility and lowest administration costs.
- North York Moors National Park Trust: staff support and associated costs to kick-start fundraising are provided by the Authority. The Authority CEO is the chair of Trustees. Activity for the first few years will be focused on fundraising and partnership building.
- South Downs National Park Trust: The South Downs National Park Authority and The South Downs National Park Trust are working together to establish a financially stable, independent charity to support the South Downs National Park's Partnership Management Plan. To help establish the charity, the SDNPA became a founding patron of the charity, providing staff resources and overheads to establish the charity's governance, operations and fundraising. This was on the basis that the charity's trustees work in partnership with the Authority and contribute to the delivery of the Partnership Management Plan.
- Developing a committed giving scheme requires significant upfront investment. Charities that have successfully done this have long operating histories, high profiles and multiple income streams.
- Headline findings from the audience research carried out by independent agency DJS Research were:
 - Respondents generally agreed that the public may need to support projects facing cuts in government funding. Three quarters of residents

- and visitors agree that this is the case.
- The initial reaction to the proposed charity is positive, especially among residents (74%) and visitors (77%).
 - Two thirds of residents and visitors would consider donating to a Peak District National Park charity.
 - Half of residents and 44% of visitors would consider giving their time to support a Peak District National Park charity.
9. The Charity Working Group has provided a valuable forum for Members and officers to bring views and expertise to bear on the task of understanding the potential value of a charity vehicle in meeting the PDNPA's corporate objectives on income growth and diversification. Given that the proposal of the Working Group is to establish a charity, it is recommended that a Shadow Board is created with support from the Director of Commercial Development & Outreach and colleagues to carry out the work to finalise the charity objects, register the charity, and recruit trustees.

Why a charity?

10. The concept of a charity followed a review, undertaken as part of the creation of the Commercial and Outreach Development Plan (and directorate), of the income generation opportunities for the PDNPA and the National Park to:
- tackle the decline in the level of the Defra-awarded National Park Grant (NPG); and
 - enable the PDNPA to achieve its engagement objectives (and protect its regulatory and conservation objectives).
11. The scale of the income need/ambition has been characterised as returning to the kind of income levels provided by the NPG at the start of this decade. At each budget approval committee during the current corporate plan period, presentations to Members by the CFO have set out the drop, in real terms, of the NPG:
- 'The welcome protection in the new Spending Review settlement follows a period of year on year reductions in National Park Grant from 2010-11 up to 2015/16, leaving our National Park Grant in 2017/18 at a cash level £1.8m below its 2010/11 figure, or in real terms, taking account of inflation over the period, a £3.6m cut, with the Grant now at approximately 65% of its previous spending power in 2010/11'.*
12. The review process to create the commercial and outreach development plan (and directorate) revealed that limited extra income – and more importantly surpluses – could be derived from the PDNPA's trading activities. Even with aggressive marketing and improvements to current product/service offers, revenue growth could be in the order of c£250k over five years. Operational input costs would need to rise to deliver some of this growth. Added to this, there is limited scope of potential trading developments driven by the power of competence which requires activities to be in support of the further understanding of the benefits and qualities of the PDNP. To support its strategic objective of growing support and income, therefore, the PDNPA decided it would need to diversify its income streams and in particular target significant growth in fundraising, an activity within the Authority's power of competence. The establishment of a charity was proposed to help deliver on that objective.
13. But why a charity? Why not simply ask individuals, high net-worth donors, corporations, trusts and foundations to donate directly to the Authority? The simple answer for some of those target audiences is that they can only donate to a charity. For others it is a case that they will not or, at the least, find it very difficult to understand why they should donate to a central government-funded body. A charity offers a clearer simpler message to donors; it removes a potential obstacle in the giving process.

Existing donations

14. It is clear that the Authority can attract voluntary income – the question is whether it is the right or best vehicle to meet fully the future income aspirations set out above? The Authority has been receiving donations over the last few years at an average value of between c£20-25k per year (c0.2% of its total income). If the Authority and its excellent work – which has been going on for over 20 years – is such an attractive proposition one would have expected a steady rise in donations over such a protracted period. The corporate risk of ‘failing to inspire people to give’ therefore is long-standing and remains high (impact and likelihood).
15. It might be that the Authority has been operating in the voluntary income arena against the backdrop of a cluttered, competitive and increasingly connected world where more charities, campaign groups and individuals are clamouring for attention in the spheres of conservation, culture and heritage. It has not, during this period, been driving an overt programme to stimulate donations nor has it had the expertise, infrastructure and systems to support such a programme in place. It could also be the result of the rapid multiplication of communication channels moving the concept of ‘people power’ from simply slogan status to standard operating procedure. At the same time, organisations with longer fundraising histories and more experience have been constantly improving how to generate data-driven donations rather than passively accepting the challenge (and impact) when another proposition enters the market. Finally, the Charity Brand Index, a benchmark of the top UK charities in terms of awareness, perceptions and attractiveness to donors, indicates that giving patterns are relatively entrenched and the barriers to entry relatively high. If these are the reasons for the relative flat-lining of donations, then the rationale for creating a new, specially-designed vehicle that can compete in this environment is a strong one.
16. It should be noted that the advent of a charity would not result in the Authority ceasing activity to ask directly for support. The donation pages of the PDNPA’s website would remain as would its donation points at key assets such as car parks and visitor centres. It would be a case of widening its reach and reducing barriers to potential audiences willing to support. The potential opportunities for a Peak District National Park charity developed for this report include this continuation of donations direct to the PDNPA. Appendix 2 sets out how this would work in diagrammatic form.

Audience research

17. In addition to the environmental and internal analysis, we have also asked the market directly. Headline findings relating to visitors and residents are contained in paragraph 8. This research, conducted by a Market Research Society accredited research consultancy indicated clearly that a charity would provide a good platform from which to make the case for support. The core elements of a charity – a single-minded proposition delivered with emotion to create that all-important ‘smile in the mind’ – would provide a far more powerful fundraising platform than an Authority. The latter is not understood nor seen (and in some senses quite rightly) as the soft-but-effective conduit to channel cash to a good cause. A charity would offer a compelling case for support, focusing on people’s love for the Peak District National Park in general and particular interests such as wildlife, heritage or conservation. Outside of this market research, informal enquiries with stakeholders (for example, Peak Resort) also indicated a desire and support for the creation of such a body and some barriers to supporting an Authority.

Benefits of a charity

18. In addition to its attractiveness in the market, a charity would provide/enable:
 - an effective vehicle to access charitable sources of income currently closed (or difficult to access) to the Authority;
 - enable the application of 25% Gift Aid to donations, tax relief for donors and

legacy givers, maximising the efficiency of fundraising budgets (tax relief for charities is estimated to be worth £3.77bn a year, the main ones being business rates relief, Gift Aid and VAT relief, while reliefs for individuals are worth £1.47bn – *source NCVO*);

- Increased sponsorship/partnership opportunities;
- Transparency of donations, assuring supporters that the donations are going to specific causes;
- Registration with the Fundraising Code of Practice to be seen to encourage and manage donations ethically;
- Ability to actively target campaigns at legacy donations;
- Simplicity of messaging with supporters via effective CRM solution;
- Registration with fundraising schemes such as Give as you Live which require a charity number; and
- Potential discounts (such as CRM solutions) which require charity status.

Proposal

19. The proposed formal title for the charity is:

The Peak District National Park Trust (PDNPT)

The title is deliberately similar to that of the place and the Authority. It is possible that a public-facing brand name for the charity could be created for marketing purposes.

20. The proposed structure for the charity is:

A Charitable Incorporated Organisation (CIO)

A relatively new form of corporate structure exclusively available to charities, it is a form of corporate charitable entity which will automatically have charitable status and is least resource intensive.

21. A CIO provides:

- Single registration with the Charity Commission only and therefore the most streamlined registration and annual reporting requirements;
- A legal personality which can enter into legal contracts in its own name, as likely to be required for receipt of corporate donations, and may itself enter into delivery contracts which may be required to support investment activities;
- Protection for charity trustees who do not carry personal responsibility for the affairs of the charity (although they must of course act in accordance with wider legislation); and
- Strong governance arrangements and operations through approved constitution.

22. A CIO avoids:

- Dual registration with Companies House as would be required for a charitable company with duplicate annual reporting requirements;
- Dual annual return to Companies House and Charity Commission;
- Direct liability of trustees where an unincorporated Trust or Association was considered;
- Complex multiple partner agreements where incorporated entities have to act as intermediaries in establishing legal agreements; and
- Risk of incompatibility of charitable structure with criteria/requirements of potential corporate donors.

23. The proposed charity must be separate in law from the Authority. The aims of the charity will be broader than those of the Authority and its reach will extend beyond the (regulatory) boundary of the Peak District National Park, although it is expected that the

money raised would largely be spent within the Park (and most certainly to its benefit). As mentioned above the charitable objects that define the scope of the charity and the governing documents (constitution) would be developed in such a way to maximise their complementarity to the Authority so that the two organisations are mutually supportive. This should ensure that competition and/or duplication are avoided and the interests of the Peak District National Park, the Authority and the public are best served.

Governance

24. The charity will be an independent body, separate from the Authority. The Authority will have no control over the way the charity is governed. It will be responsible for operating its own bank account, completing its own legal and statutory returns and holding its own meetings. It is proposed that, in the first instance, the charity will be based at the Aldern House office. Once the charity is registered with the Charity Commission it will exist as an independent body and the Authority cannot undo the decision to set up the charity. The charity will only cease to be a charity where it is dissolved in accordance with the provisions of its constitution. This is because a CIO's existence as an incorporated body and its status as a charity go hand in hand. On dissolution, the charity would cease to exist. This would be a decision for the trustees of the charity, acting in their capacity as members. On dissolution, any remaining assets would not be returned to the Authority and would have to be used or transferred to another body with similar charitable purposes.

Trustees

25. The charity would be governed by its trustees, proposed to be between seven and nine. They must act only in the best interests of the charity and for the public benefit. They must not allow any external commitments or loyalties to influence their actions as charity trustees. Where this is a possibility, a conflict of interest may arise and must be dealt with in accordance with the charity's constitution and any conflict of interest policy. It is proposed that the trustees would be a mix of PDNPA Members and independent trustees to ensure the independent nature of the charity. However, there must be a majority of independent trustees and it should be noted that the Charity Commission has the power to impose a trustee ratio should it consider necessary to preserve the charity's independence. A majority of independent trustees is necessary to form a quorum in the event that those trustees who are also Members of the Authority are unable to participate in a decision due to a conflict of interest. Therefore, it is important to understand what amounts to a conflict of interest for the purposes of charity law and governance. If the Authority is to have a power to appoint any trustees (which is not ideal from the point of view of the CIO being independent of the Authority) then the number they appoint should be a minority.
26. It is proposed, up to the point of registration, to establish a 'shadow board' comprising Members of the current Charity Working Group (supported by the Director of Commercial Development and Outreach, Head of Marketing & Fundraising, Head of Law and the Fundraising Development Manager). This board would oversee development work including agreeing the charitable objects and activities, agreeing the constitution and agreeing independent trustees. Once the new charity has been set up and registered, the charity's board will take over from the 'shadow board' and be responsible for the running of the charity.

Charitable Purposes and Objects

27. 'Charitable Objects' is the term used to describe and identify the purpose for which a charity has been set up. These objects need to be broad and flexible as, once accepted by the Charity Commission, they are difficult to alter.

28. The Charities Act 2011 defines a charitable purpose, explicitly, as one that falls within 13 descriptions of purposes and is for the public benefit. To best benefit the Peak District National Park, its communities and wider audiences, the proposed charitable objects would be consistent with (but not identical to) the PDNPA Corporate Plan, the PDNP Management Plan and National Park Purposes and Duty.
29. A charity's purposes should make it clear (Charity Commission wording):
- what outcomes the charity is set up to achieve;
 - how it will achieve these outcomes;
 - who will benefit from these outcomes;
 - where the benefits extend to; and
 - clearly demonstrate public benefit.
30. It is proposed that the charitable purposes for the PDNPT in principle should:
- Benefit local communities, visitors and the general public;
 - Build on and enhance the special qualities of the PDNP;
 - Carry out activities that are in line with and supportive of the PDNP Management Plans and PDNPA Corporate Plans;
 - Operate in the wider Peak District i.e. not to be restricted by a precise 'regulatory' boundary; and
 - Have no geographical restrictions on trading.
31. The precise wording of charitable objects will need to be developed further using Charity Commission agreed templates and input from trustees. Greater definition and detail can be then be added when the constitution of the charity is developed. However, in the short term it is proposed that the following are the proposed PDNPT objects (set out under the appropriate Charity Commission headings of accepted purposes in bold):
- A. The advancement of environmental protection or improvement**
Promote and encourage for public benefit the conservation, protection and improvement of the Peak District National Park's landscapes and cultural heritage.
- B. The advancement of education**
Promote better understanding of the Peak District National Park, its special qualities and potential benefits.
- C. The advancement of health or the saving of lives**
Promote opportunities for recreation that are compatible with the place.
Provide opportunities for contemplation and reflection through contact with nature.
Assist those less able to enjoy the Peak District National Park.
Provide facilities for recreation or other leisure time occupations in the interests of the social welfare of individuals who have need of such facilities by reason of their age, disability, financial hardship or social and economic circumstances, or to members of the public at large, with the object of improving their conditions of life.
- D. The advancement of citizenship or community development**
Provide opportunities for learning through experience and training.
Support rural regeneration activities compatible with the special nature of the environment.
- E. The advancement of the arts, culture, heritage or science**
Promote and raise awareness of the Peak District National Park's cultural heritage including, but not limited to, literature and traditions.

Operations

32. It is proposed that initial activity is focused on three activities: profile-raising, campaign creation and partnership building. The PDNPT will need to create a 'public face' in order to invite donations, seek sponsorship and legacies. This will include working with external organisations to identify any complementary activity and potential partnerships.
33. A key activity from the outset will be creating and nurturing a close relationship between the Authority and the charity that will enable and ensure the two organisations remain mutually supportive in purpose and activity, while remaining free to have constructive relationships with other parties.
34. It is proposed that the charity would not – and the objects reflect this – engage in any political campaigning nor focus exclusively on any one aspect or area of the Peak District National Park. Discussions have taken place, and will continue to do so, with the Friends of the Peak District charity to reassure its membership that the proposed activities of the Trust are sufficiently differentiated.

Investment

35. The potential investment by the Peak District National Park Authority is set out in Appendix 3.
36. There has been significant investment of Member and officer time to this point, but no direct costs. It is estimated that over the recommended initial three years of support for the charity, the PDNPA would invest c£150k of staff time (c£50/annum) and c£50k direct costs (c£16.5k/annum). This is likely to be at the top end, particularly if the Authority agrees to the proposed CIO structure which would require lower administration support levels. The direct costs would be funded from budget approved in the Giving Strategy report (March 2016).
37. It was agreed that the charity vehicle would not start with a committed giving proposition. These are very investment heavy in the initial years and require a significant level of brand awareness. The focus will be on discrete appeals/campaigns. For the purposes of planning, it has been assumed there would be initially one major campaign per year of c£40-70k in scale targeting infrastructure/conservation or learning improvements. This suggests the charity could operate in its early stages on a cost:income ratio for staff time which compares very favourably with the current estimated staff cost:income ratio (excluding direct marketing costs) for work on stimulating donations to the Authority.
38. The Charity Working Group recommendation is also based on the planning assumption that if the charity vehicle was able to get away a campaign/year at the scale set out above, the potential for a committed giving scheme would increase alongside the confidence to increase the scale of the appeals and/or create more joint ventures.
39. Finally, the indicative investment levels are just that – designed to enable the Charity Working Group to help Members understand the extent of the Authority's resource risk – as opposed to a fully-costed operational business plan. The Charity Working Group recognised that the reality will be that the officers listed as leading the fundraising will continue to stimulate donations for both entities – in fact all their current work is designed to create the environment for such asks – and as such the cost:income ratios of both should benefit.
40. The initial operating resource requirements will require significant commitment from the Director of Commercial Development & Outreach, Head of Marketing & Fundraising, Fundraising Development Manager and Fundraising Support Officer. In fact, c90% will

be from the Commercial & Outreach Development directorate. Input from other Authority officers would be identified as appropriate. The Fundraising Development Manager would support the board of trustees. There will likely be a commitment of staff time from the Authority CEO, particularly in an ambassadorial capacity. It is likely that, from time-to-time, resources will be needed to buy in expertise in specialist areas.

41. An operational programme of work will be developed by the Director of Commercial Development & Outreach and Marketing & Fundraising Development colleagues, agreed by the trustees and reported to the Authority and ARP Committee as set out previously. There are potential funding pots which may support the charity set up process. These will be explored once the decision to set up the charity has been taken.
42. Support from IT and customer service colleagues has been discussed and agreed. This would include appropriate support covering CRM systems, telephone enquiries, data capture and digital. HR will be capturing the proposed time commitment and responsibilities on the records of appropriate officers.
43. In the longer term staff could be seconded from the Authority to the charity or even employed directly. An appropriate Service Level Agreement could be established to cover charges from PDNPA business support staff. It is possible that when funds allow, staff time and support costs for the administration of the charity could become operating costs funded from income received.

Distribution of Funds

44. As an independent charity the distribution of funds will be a matter for decision by the Trustees, to fulfil the objects of the charity.
45. The charity would be extremely likely to distribute funds via the PDNPA or other partner organisations as they will be best placed to deliver activities and projects that meet the objects of the Peak District National Park Trust.

Next Steps

46. Work to be carried out by the Shadow Board:
 - Appoint trustees.
 - Hold a first meeting of trustees, prior to Trust registration to agree charitable objects, constitution, governance documents.
 - Set up bank account.
 - Register with the Charity Commission.
 - Begin work on operational, fundraising and communications plan.

Are there any risks that members should be concerned about?

Financial:

47. Risk: Limited short to medium-term risk to the PDNPA's donation levels due to the noise/competition created by the establishment of the charity.
Mitigation: PDNPA will continue to solicit direct donations in line with current operations.
Risk rating: Potential Impact – Low; Potential Likelihood – Low
48. Risk: Limited short to medium-term risk to the PDNPA's finances from the pursuing the initiative as it is proposed that the Authority covers set up and initial running costs.
Mitigation: The potential level of direct costs is relatively low due to the proposed structure of the charity. The costs have already been allocated in the Given Strategy budget (approved March 2015). Expenditure would be subject to standard PDNPA budget scrutiny.

Risk rating: Potential Impact – Low; Potential Likelihood – Low

49. Risk: An independent third party sets up a charity vehicle creating clutter and competition. This has financial risk (lower income and/or poorly directed income) and reputational risk (audience confusion, lack of message management and perceptions of inactivity or even incompetence).
Mitigation: Communications and engagement plan to limit impact.
Risk rating: Potential Impact – High; Potential Likelihood – Medium/Low.

Reputational:

50. Risk: Charity vehicle, through it's 'independent status', undertakes activities not aligned to statutory purposes, NP management plan or PDNPA corporate plans.
Mitigation: Proposed governance, objects and the charity's vehicle's own need to develop and sustain a positive reputation.
Risk rating: Potential Impact – Low-Medium; Potential Likelihood – Low.
51. Risk: Lower than expected income levels coupled with potential new entrants and/or greater activity by established players could lead to reputational damage to PDNPA through perceptions of inactivity, lack of strategic thinking, poor asset management.
Mitigation: Communications and engagement plan to limit impact.
Risk rating: Potential Impact – High; Potential Likelihood – Medium.

Sustainability:

52. None further than those set out in the original report. The charity would operate within the environmental management framework expected of partners.

HR & Equality:

53. There are no HR impacts and no implications on the 9 protected characteristics in the Equality Act 2010 from establishing the charity as the entity would not, at this stage, have nor be recruiting staff.

54. Background papers (not previously published)

Commercial Development and Outreach Plan - Reports to Strategic Advisory Group in October and November 2016.
Business Case: Charity Vehicle Establishment – Report to Resources Management Team on 31 January 2017.
Audience Research carried out by DJS Research in 2017/18.

55. Appendices

Appendix 1 - Charity Working Group Remit
Appendix 2 - PDNPA-PDNPT Fundraising Process
Appendix 3 - Potential investment
Appendix 4 - FAQs

Report Author, Job Title and Publication Date

Simon Malcolm, Director of Commercial Development & Outreach, 17 May 2018

APPENDIX 1. Charity Working Group - Remit

Background

The Peak District National Park Authority is looking to widen and increase its non-trading income streams. One potential initiative to support this objective is the creation of a charitable vehicle. At the 17 March 2017 Authority meeting, it was decided that a working group comprising members and officers be established to review and provide oversight of this work.

Brief

Using the 'Giving Strategy' (presented and approved at the 18 March 2016 Authority meeting) and the 'Peak District National Park Charity' report (presented at the above Authority meeting) as a foundation, the group will review the potential value and risks to the Peak District National Park Authority of establishing a charity, and set out the objects, governance structure, name, investment and income targets should the group deem a charity vehicle provide a significant benefit to achieving the PDNPA's corporate income diversification/growth objective.

Group make-up

Members: Cllr Andrew McCloy (Chair – Audit, Resources & Performance Committee), Frances Beatty, Zahid Hamid (Member Representative – Promoting Understanding), Cllr Colin McClaren.
Officers: Simon Malcolm, Debbie Read, Sarah Slowther, Andrea McCaskie (plus team reps), Philip Naylor (plus team reps).

Key areas for investigation/output

- Propensity (by supporter segment) to support a charity vs. Peak District National Park Authority (external insight).
- Charity marketplace (external insight).
- Potential risks/downsides for Peak District National Park Authority (internal analysis).
- Potential value for Peak District National Park Authority (internal analysis).

- Potential governance structure including objects, incorporation, trustee make-up etc.
- Potential names for the charity vehicle.
- Potential Peak District National Park Authority investment (actual and in-kind) over 3-5 years.
- Potential income (by supporter segment) of charity vehicle over 3-5 years.
- Establishment of roadmap and milestones including stakeholder engagement.

Meetings

- Meeting 1 – clarification of brief, existing knowledge/expertise (team), existing insight (market).
- Meeting 2 – review projected income/expenditure plan (Giving Strategy).
- Meeting 3 – revise potential income/expenditure plan based on insight/analysis of propensity to give to 'charity' or 'authority'.
- Meeting 4 – review potential investment levels from Authority in charity – set up + operation.
- Meeting 5 – finalise recommendation to proceed or not, and if to proceed, on what basis.

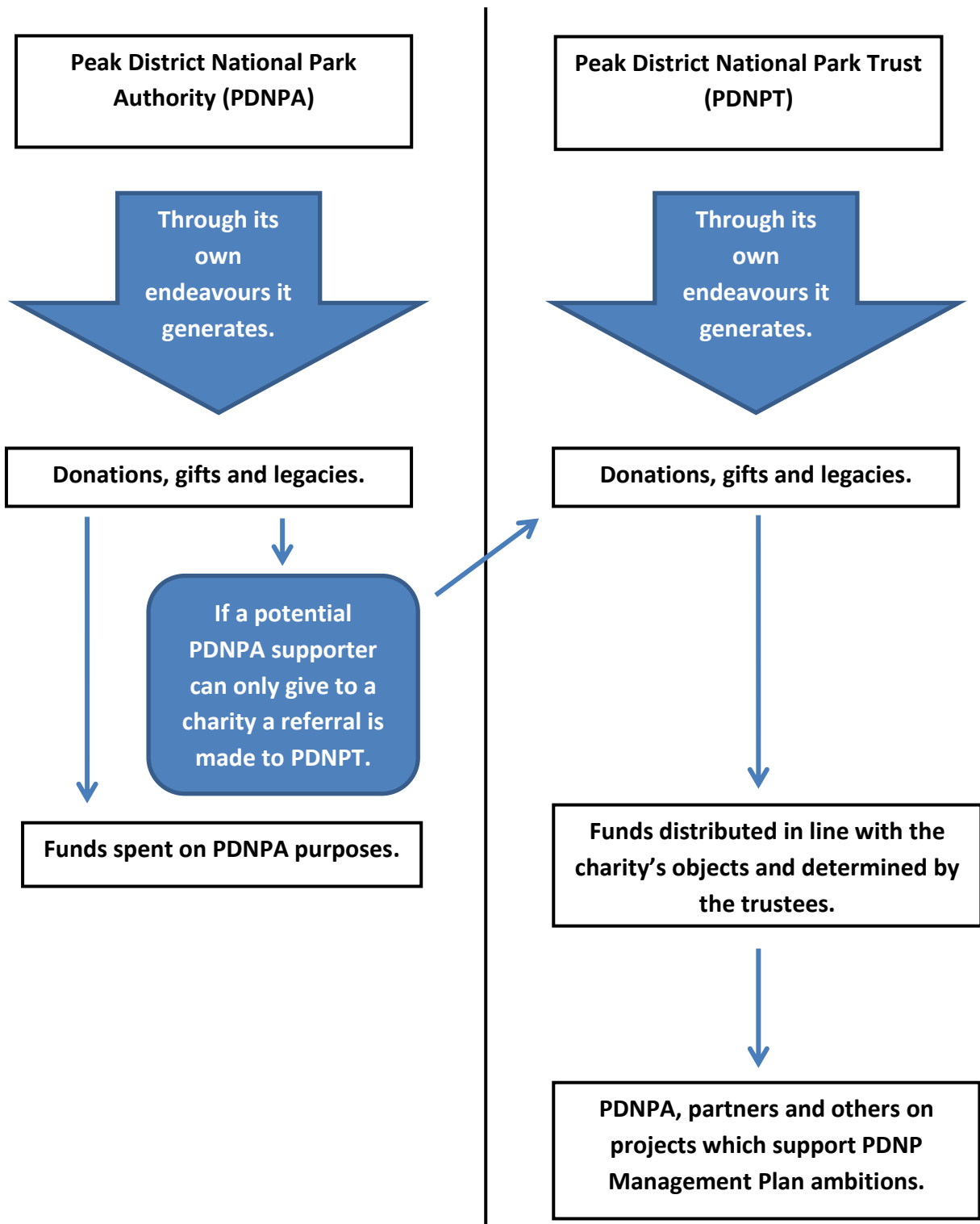
Timeframe:

- Target to have meetings to take place between end of April and end of November.

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APPENDIX 2

Voluntary Income - the relationship between the Peak District National Park Authority and the Peak District National Park Trust



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Appendix 3. Potential Investment by PDNPA in PDNP charity.

INVESTMENT ITEM	Year 1	Year 2	Year 3	Year 4	Year 5
Governance	750	700	700	700	700
Working capital	5,000				
Legal					
PDNPA Officer	0	0	0	0	0
<i>Direct - external legal advice, registration fees</i>	5,000				
Finance					
PDNPA Officer	6,500	6,500	6,500	6,500	6,500
<i>Direct - external accountancy support</i>					
IT					
PDNPA Officer - N/A	0	0	0	0	0
<i>Direct - equipment, software, connectivity, database</i>	4,500	500	500	500	500
PDNPA Officer (<i>Director of Commercial Development - 15% reducing to 5%</i>)	12,000	4,000	4,000	4,000	4,000
PDNPA Officer (<i>Head of Marketing & Fundraising Development - 20% reducing to 10%</i>)	10,000	10,000	5,000	5,000	5,000
PDNPA Officer (<i>Fundraising Development Manager - 50%</i>)	13,000	13,000	13,000	13,000	13,000
PDNPA Officer (<i>Fundraising Support Officer - 50%</i>)	6,500	6,500	6,500	6,500	6,500
PDNPA Officer (<i>Marketing & Communications Manager - 5%</i>)	2,000	2,000	2,000	2,000	2,000
PDNPA Officer (<i>Digital/Design Officer - 5%</i>)	2,000	2,000	2,000	2,000	2,000
PDNPA Officer (<i>Visitor Experience & Outreach Dev, Conservation etc. - 5%</i>)	2,500	2,500	2,500	2,500	2,500
PDNPA Officer (<i>CBST - 10%</i>)	3,500	3,500	3,500	3,500	3,500
<i>Direct marketing costs (design, print, media, distribution)</i>	10,000	10,000	12,500	15,000	17,500
TOTAL DIRECT INVESTMENT	25,250	11,200	13,700	16,200	18,700
TOTAL IN-KIND INVESTMENT	58,000	50,000	45,000	45,000	45,000

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PEAK DISTRICT NATIONAL PARK CHARITY VEHICLE - SUPPLEMENTARY QUESTIONS

Q1	Why do we need a charity?
A1	<p>The principle to create a charity vehicle is to support the Authority's engagement, supporter and income development ambition. The concept followed a review, undertaken as part of the creation of the Commercial and Outreach Development Plan (and directorate), of the income generation opportunities for the PDNPA and the National Park to:</p> <ul style="list-style-type: none"> • tackle the decline in the level of the Defra-awarded National Park Grant (NPG); and • enable the PDNPA to achieve its engagement objectives (and protect its regulatory and conservation objectives). • To have a charitable vehicle to respond to opportunities that are currently closed to the Authority
Q2	Why does a charity have any benefit over simply using the Authority's existing fundraising routes to drum up more support from high net-worth donors, corporations, trusts, foundations and individuals?
A2	<p>For some of the suggested target audiences, they can only donate to a charity. For others it is a case that they will not or, at the least, find it very difficult to understand why they should donate to a central government-funded body.</p> <p>A charity offers a clearer simpler message to donors; it removes a potential obstacle in the giving process.</p> <p>In addition a charity status would facilitate:-</p> <ul style="list-style-type: none"> • an effective vehicle to access charitable sources of income currently closed (or difficult to access) to the Authority; • enable the application of 25% Gift Aid to donations, tax relief for donors and legacy givers, maximising the efficiency of fundraising budgets (tax relief for charities is estimated to be worth £3.77bn a year, the main ones being business rates relief, Gift Aid and VAT relief, while reliefs for individuals are worth £1.47bn – source NCV0); • Increased sponsorship/partnership opportunities; • Transparency of donations, assuring supporters that the donations are going to specific causes; • Registration with the Fundraising Code of Practice to be seen to encourage and manage donations ethically; • Ability to actively target campaigns at legacy donations; • Simplicity of messaging with supporters via effective Customer Relationship Management (CRM) solution; • Registration with fundraising schemes such as Give as you Live/Earn which require a charity number; and • Potential discounts (such as CRM solutions) which require charity status
Q3	Have you considered that some people may want to continue to support the Authority and not a separate Charity?
A3	<p>The agreement to set up a charity would not result in the Authority ceasing activity to ask directly for support. The donation pages of the PDNPA's website would remain, as would its donation points at key assets such as car parks and visitor centres. It would be a case of widening its reach and reducing barriers to potential audiences willing to support.</p>
Q4	Who has been involved so far?
A4	<p>A report was taken to Authority in March 2017. Members recommended establishing a working group with member representatives to look in detail at the feasibility of a charity. As a result the Charity Working Group was set up in March 2017. It comprised</p> <ul style="list-style-type: none"> • Four Authority Members (including the Chair of ARP Committee) • PDNPA Director of Commercial Development & Outreach • PDNPA Head of Marketing & Fundraising Development • PDNPA Fundraising Development Manager • PDNPA Head of Finance/CFO

PEAK DISTRICT NATIONAL PARK CHARITY VEHICLE - SUPPLEMENTARY QUESTIONS

	<ul style="list-style-type: none"> • PDNPA Head of Law/Monitoring Officer • Plus officers from each of the legal, finance and democratic services teams.
Q5	Have you had input from any other sources?
A5	<p>The Charity Working Group has considered the following inputs:</p> <ul style="list-style-type: none"> • South Downs National Park Authority – legal and officer evidence (written and oral); • North York Moors National Park – officer evidence (written and oral); • Dartmoor National Park Authority – member and officer evidence (written and oral); • National Parks Partnership (NPP) – non-executive and executive evidence (written and oral); • National Parks UK (NPUK) – Income Growth Working Group (written and oral); • Derbyshire Wildlife Trust, Woodland Trust, Guide Dogs, Canal & Rivers Trust, Nurture Cumbria, Yorkshire Dales Millennium Trust – desk market and competitor analysis; • Investment scenarios; • Derbyshire Council for Voluntary Service – advice on structures/set up; • Audience research by independent research agency DJS Research; • Informal market testing among existing and potential stakeholders including Friends of the Peak District, Peak Resort and Peak Park Trust; and • A skills audit of the working group members highlighted a breadth of experience in setting up, developing, working with/for charities, recruiting and supporting charity trustees.
Q6	What is the proposed structure for the charity? Why?
A6	<p>The proposed structural set up for the charity would be as a Charitable Incorporated Organisation (CIO). This is a relatively new form of corporate structure exclusively available to charities, it is a form of corporate charitable entity which will automatically have charitable status and is least resource intensive.</p> <p>A CIO provides:</p> <ul style="list-style-type: none"> • Single registration with the Charity Commission only and therefore the most streamlined registration and annual reporting requirements; • A legal personality which can enter into legal contracts in its own name, as likely to be required for receipt of corporate donations, and may itself enter into delivery contracts which may be required to support investment activities; • Protection for charity trustees who do not carry personal responsibility for the affairs of the charity (although they must of course act in accordance with wider legislation); and • Strong governance arrangements and operations through approved Memorandum and Articles of Association/Constitution. <p>A CIO avoids:</p> <ul style="list-style-type: none"> • Dual registration with Companies House as would be required for a charitable company with duplicate annual reporting requirements; • Dual annual return to Companies House and Charity Commission; • Direct liability of trustees where an unincorporated Trust or Association was considered; • Complex multiple partner agreements where incorporated entities have to act as intermediaries in establishing legal agreements; and • Risk of incompatibility of charitable structure with criteria/requirements of potential corporate donors.
Q7	What will the Charity's purpose/objectives be?
A7	<p>It is proposed that the purposes for the charity in principle should:</p> <ul style="list-style-type: none"> • Benefit local communities, visitors and the general public; • Build on and enhance the special qualities of the PDNP; • Carry out activities that are in line with and supportive of the PDNP Management Plans and PDNPA Corporate Plans; • Operate in the wider Peak District i.e. not restricted by a precise 'regulatory' boundary;

PEAK DISTRICT NATIONAL PARK CHARITY VEHICLE - SUPPLEMENTARY QUESTIONS

	<ul style="list-style-type: none"> • Have no geographical restrictions on trading. <p>The precise wording of charitable objects will need to be developed further using Charity Commission agreed templates and input from trustees.</p>
Q8	Will the Authority lose control over donations?
A8	<p>The charitable objects that define the scope of the charity and the governing documents would be developed in such a way to maximise their complementarity to the Authority so that the two organisations are mutually supportive.</p> <p>The proposed charitable objects would be consistent with (but not identical to) the PDNPA Corporate Plan, the PDNP Management Plan and National Park Purposes and Duty.</p> <p>The purpose of a charity is to attract additional donations/income for the Park rather than re-direct the existing donations the Authority attracts.</p>
Q9	Who will run/control the charity?
A9	<p>The charity would be governed by a number of Trustees, proposed to be between seven and nine. They must act to further the aims of the charity and will have powers and duties to run it and, where appropriate, make day-to-day decisions. It is proposed that the trustees would be a mix of PDNPA Members and others as appropriate to ensure the independent nature of the charity.</p>
Q10	What role will the Trustees play?
A10	<p>The role of the Trustees will be as with any charitable organisation; with ultimate responsibility for governing the charity and directing how it is managed and run.</p>
Q11	How will the charity distribute its funds?
A11	<p>As an independent charity the distribution of funds will be a matter for decision by the Trustees, to fulfil the objects of the charity.</p> <p>The charity would be extremely likely to distribute funds via the PDNPA or other partner organisations as they will be best placed to deliver activities and projects that meet the objects of the charity.</p>
Q12	This will presumably cost a lot to set up, and run. How is this being funded?
A12	<p>There has been significant investment of Member and officer time to this point, but no direct costs.</p> <p>It is estimated that over the recommended initial three years of support for the charity, the PDNPA would invest c£150k of staff time (c£50/annum) and c£50k direct costs (c£16.5k/annum). This is likely to be at the top end, particularly if the Authority agrees to the proposed CIO structure which would require lower administration support levels. The direct costs would be funded from budget approved in the Giving Strategy report (March 2016).</p>
Q13	What is the risk of reputational damage to the Authority should something go wrong?
A13	<p>The proposed charity must be separate in law from the Authority.</p> <p>Final and reputational risks have been considered with mitigating activities against each risk. There are no high impact and high likelihood risks.</p>
Q14	There are already charities in the Peak District National Park carrying out similar work. Why set up another?
A14	<p>There are conservation charities focussing on specific issues and locations within the Peak District National Park, which the charity will work in partnership with as appropriate. However there is no existing charity which is Peak District National Park wide, specifically existing to develop support for projects which conserve and enhance the National Park and/or to share the special qualities and cultural heritage with a wide audience and a variety of landowners.</p>

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10. STATEMENT OF COMMUNITY INVOLVEMENT

1. Purpose of the report

To inform members about the process and consultation that has taken place leading to the proposed revision of the Statement of Community Involvement.

Recommendation:

1. That Members adopt the revised Statement of Community Involvement.

2. Background

The preparation of the Statement of Community Involvement (SCI) is a statutory requirement from the Planning and Compulsory Purchase Act 2004. It explains how the National Park Authority will involve individuals, local communities and stakeholders in planning processes. Once the SCI is adopted, all planning policy documents and the determination of planning applications must conform to the engagement processes described in the SCI.

The SCI was first prepared in 2006 and was reviewed in 2012. The document should be reviewed every 5 years and therefore, in line with these requirements, we are reviewing the document again.

The overall style and length of the SCI remains largely unchanged since it was first reviewed in 2012. A review of the 2012 SCI was mainly required to take account of legislative changes, changes to organisations' names and contact information, and changes to internal procedures. However the Authority has also used the review as an opportunity to adapt the SCI to improve communication with Parish and Town Councils and to update items that were previously incorrect/missing in the 2012 SCI. In particular, it is proposed to:

- Ensure that the Authority notifies the relevant Town or Parish Council that a planning application has been withdrawn.
- Direct those that have commented on a planning application (with the exception of Town and Parish Councils) to the Authority's website to view the Decision Notice/Officer report rather than sending them a copy of the Decision Notice.
- Ensure that Town and Parish Councils receive a copy of the Decision Notice for all applications that occur in their area, rather than just those that are contrary to their recommendation. (This change reflects what is currently done by the Authority).
- Include sections on the Brownfield Land Register, Permission in Principle and Technical Details Consent.
- Add Barnsley, Oldham and North East Derbyshire Councils to the locations where Development Plan Documents will be deposited; these Councils were previously excluded from the list.
- Make reference to anonymous comments and state that the Authority will not take these into account.
- Amend the Neighbourhood Planning section to make reference to the requirement that *'more than 50% of voters agree'* rather than *'50% of voters agree'* to reflect legislation.

- Include a map showing the location of the libraries where Development Plan Documents are deposited.
- Amend the categorisation of planning applications to reflect legislation.
- Expand 'Table 3' (Consultation Guidelines for Planning Applications) to include Lawful Development Certificates, departures, EIA applications, and developments affecting a Public Right of Way. Conservation Area Consents have been deleted following their withdrawal by Central Government and Listed Building Consent and Advertisement Consent have been placed in separate boxes.
- Include information regarding the broadcasting of Planning Committee meetings and the subsequent 'listen again' function, as well as changes to legislation that allow members of the public to record, photograph, film etc. open meetings.

3. **Proposals**

The proposed SCI is attached as **Appendix 1**. The intention is to encourage as many people and organisations as possible to get involved in the planning processes. However, a reasonable balance must be achieved between the need for speed in preparation and decision-making, and the resources available to the Authority. The methods set out in this document aim to achieve this.

Drafts of the SCI have been subject to two rounds of consultation. The first, undertaken between November and December 2017, targeted Town and Parish Councils, planning agents, the Peak Park Parishes Forum and a small number of statutory consultees. The second, undertaken between March and May 2018 targeted Town and Parish Councils, constituent and neighbouring authorities, other non-statutory consultees including planning agents, and statutory consultees. Details of the responses received and subsequent amendments made to the SCI are shown in the Consultation Statements at **Appendices 2 and 3**.

Only a small number of responses were received; 5 during the first consultation and 8 during the second consultation. The majority of the responses were supportive of the Revised SCI, with only some minor additions requested to be added to the text.

Some responses led to changes being made to the Draft SCI, including notifying Parish and Town Councils when an application is withdrawn; making the term 'member site inspections' clearer; and adding text to the Neighbourhood Plans section regarding when a Plan crosses Local Planning Authority boundaries.

Other requested changes (i.e. the use of site notices, notifying Parish & Town Councils of Prior Notification applications, retaining invalid applications on the Authority's website, and sending Decision Notices via email) were noted and considered, but did not result in a change to the Revised SCI or a change in the Local Planning Authority's procedures. The reasons for these decisions are outlined in the Consultation Statements (see **Appendices 2 and 3**).

Are there any corporate implications members should be concerned about?

4. **Financial:**

Provision has been made in the budget for the costs of making the SCI available to the public at a number of constituent Authority offices and libraries around the National

Park and on the Authority's website, and placing an adoption Notice in the local press. Town and Parish Councils will be sent a copy of the adopted version.

5. Risk Management:

Having an up-to-date SCI is one of the soundness tests for the preparation of Development Plan Documents, hence reduces the risks at the examination stage. It is important to be able to demonstrate how the standards have been taken into account in the planning processes.

6. Sustainability:

None

7. Consultees:

Brian Taylor
John Scott

8. Background papers (not previously published)

None

9. Appendices

Appendix 1: Revised Statement of Community Involvement, May 2018

Appendix 2: Summary of Comments Received, January 2018

Appendix 3: Summary of Comments Received, May 2018

Report Author, Job Title and Publication Date

Ailsa Berry, Policy Planner, 17 May 2018

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REVISED

STATEMENT OF COMMUNITY INVOLVEMENT

May 2018

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This and other Development Plan Documents can be made available in large copy print, audio cassette, Braille or languages other than English. If you require the document in one of these formats please contact: Brian Taylor, Head of Policy and Communities, Peak District National Park Authority at the address above, Tel: (01629) 816303, or email: brian.taylor@peakdistrict.gov.uk.

May 2018

PEAK DISTRICT NATIONAL PARK AUTHORITY

REVISED

STATEMENT OF COMMUNITY INVOLVEMENT

May 2018

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1. Introduction

- 1.1 Planning shapes the places where people live, work and spend their leisure time, and the Government recognises that it is right that people should be able to take an active part in the process. A key objective of the planning system is to encourage more meaningful community and stakeholder involvement. By developing partnerships with local communities, groups and individuals, they can be encouraged to contribute to the development of visions for their area.
- 1.2 The National Park Authority is also a Local Planning Authority. The Authority wants to encourage as many people and organisations as possible to get involved in the development of planning policies and the determination of planning applications. However, this needs to be balanced with the need to prepare plans and make decisions in a timely way, and within the resources available to the Authority. The Authority believes a reasonable balance is achieved by the methods set out in this document. As well as its own corporate guidance and adopted strategies, the Authority will take account of links to documents prepared by other Authorities and partnerships.

What is the Statement of Community Involvement?

- 1.3 This Statement of Community Involvement (SCI) explains how the National Park Authority will involve individuals, local communities and stakeholders in the preparation and revision of planning policy documents and the determination of planning applications.
- 1.4 Once adopted, all the Authority's planning documents will in future be prepared, and planning applications considered, in accordance with the SCI's requirements.

The National Park Context

- 1.5 The Peak District National Park Authority has two statutory purposes, which were confirmed in the 1995 Environment Act:
 - To conserve and enhance the natural beauty, wildlife and cultural heritage of the area; and
 - To promote opportunities for the understanding and enjoyment of its special qualities by the public.
- 1.6 In pursuing these purposes, the National Park Authority also has an associated statutory duty to seek to foster the social and economic well-being of its local communities. Section 62(2) of the Act places a general duty on all relevant Authorities to have regard to these purposes. This background, together with the Peak District National Park Authority's location across different regions and different local government boundaries (as seen on the following map), means that a complex and widespread range of consultees is necessary.

Constituent and Neighbouring Local Authority Areas and the Regions



Responsibilities

- 1.7 The Authority gives high priority to community involvement and stakeholder engagement across all its activities and actions. Responsibility for preparing planning policy documents lies within the Policy & Communities Service, and planning applications are handled by the Development Management Service. Both Services are assisted by officers from other relevant disciplines across the Authority.

Monitoring and Review

- 1.8 The SCI was first prepared in 2006 and was reviewed in 2012. It will continue to be formally reviewed every 5 years, when we will consider:
- Whether the procedures set out in this document have achieved a representative level of public involvement;
 - Whether there have been any significant changes in priorities or resources; and
 - Whether these factors should trigger an earlier review of the SCI.

Involving the Community and Stakeholders

- 1.9 The planning system is often complex and can be difficult to understand, but it can affect everybody who lives in the National Park, works here, or visits it for leisure and recreation purposes. Providing information on planning applications and encouraging peoples' involvement in policy preparation and decision-making plays a vital part in increasing understanding of, and support for, the planning responsibilities of the National Park Authority.
- 1.10 The Authority acknowledges the importance of understanding our stakeholders and their interests and perspectives (i.e. other Authorities, government agencies, groups and organisations, Parish, Town and community councils, farming and land management interests, commerce and employment bodies). Engagement can be tailored to suit the different needs of all these groups. The Authority wants to increase effective involvement, and will employ a range of techniques including community and neighbourhood planning, public meetings and exhibitions, and workshops with groups living and working in the National Park.
- 1.11 There are sectors of the community who in the past have been under-represented in the planning process. These include young people, black and minority ethnic people, people with disabilities, and the elderly. The Authority will seek to involve those who do not normally get involved, and identify issues that may be of interest to specific groups in the community. Whenever individuals or groups make informal approaches to the Authority seeking involvement or discussion on plan review matters, officers will seek to meet and discuss their particular concerns, and they will be invited to receive future correspondence.
- 1.12 There is also a range of consultation undertaken by other Authorities and bodies which cover the National Park. For example, the National Farmers' Union, Business Peak District and Local Enterprise Partnerships (LEPs) involve businesses and Local Authorities aiming for an integrated approach to business development, housing and planning.

Parish Councils and Meetings

- 1.13 The Planning Service & Parishes Accord was agreed in November 2011 and outlines the Authority's commitment to Parish Councils and Meetings, and what the Parishes will do in return. (A copy of the Parishes Accord is contained at Appendix 1).
- 1.14 Whilst the Planning Service & Parishes Accord is still followed by both parties, two changes have occurred since 2011, namely:
- The Authority now sends a copy of the Decision Notice to the Parish Council/Meeting in which the application site is located, not just those that are determined contrary to the Parish's recommendation, but the Officer's report is no

longer attached. The Officer's report can be found on the Authority's website if the Parish wishes to look in detail at the assessment that has been taken.

- Information is no longer provided to Parishes through 'Parish Speak' or by updates between additions from the Service or the Chair of Planning. Instead, Parish Bulletins are used.

Using the Results of Consultation

1.15 All comments received by the Authority will be recorded, read carefully and taken into account, whether in relation to the preparation of planning policy documents or the determination of planning applications. Anonymous comments however will be disregarded by the Authority.

Customer Service

1.16 The Authority aims to provide an effective and efficient high standard of service to everybody, and will always strive to meet customer service standards as set out in the Customer Service Charter (see Appendix 5). The Charter will be used alongside this SCI and other statutory requirements.

Plain English

1.17 The Authority will attempt to remove jargon from its processes and publications wherever possible, but there is sometimes a need to use legal or technical language and phrases. A glossary of terms is at Appendix 6.

2 PART A: PLANNING POLICY

- 2.1 Changes to the planning system have been implemented by the Government through the Localism Act (2011) and the National Planning Policy Framework (2012). At the time of preparing this review, the National Park has adopted strategic policies in the Core Strategy and is preparing a Development Management Policies document that is likely to be adopted later this year. Through a future review, it is envisaged that the planning policies in the two documents will be brought together into a single Local Plan document for the National Park. The Authority will apply the same commitment to wide consultation and involvement in whatever format strategic and local planning takes in the future.
- 2.2 The Authority's Local Development Scheme (LDS) sets out a timetable for the preparation of planning policy documents. The current LDS is available from the Authority or on the website www.peakdistrict.gov.uk.
- 2.3 The LDS identifies the following documents:
- **Core Strategy DPD (adopted 2011)** – This sets out the vision, objectives and spatial strategy for the National Park, and the primary policies for achieving the vision.
 - **Development Management Policies DPD (expected adoption later this year)** – This will contain policies which will ensure that development meets certain criteria and contributes to the achievement of the Core Strategy.
 - **Proposals Map (expected adoption later this year)** – This will illustrate the spatial application of the planning policies and proposals on an Ordnance Survey base map.
 - **Supplementary Planning Documents** – These provide guidance to support policies in the Core Strategy and Development Management Policies DPD, to be used in assessing planning applications.
- 2.4 All of these documents must be subject to public participation and consultation during their preparation.
- 2.5 The Authority is also required to produce Sustainability Appraisal, Strategic Environmental Assessment and Habitats Regulations Assessment reports. These consider the social, environmental and economic effects of the options and policies proposed in the Core Strategy and Development Management Policies documents and any subsequent review. These are also subject to public consultation.
- 2.6 The following documents also inform part of the plan preparation process, but are not subject to public participation:
- **Background survey and evidence documents** – These contribute to the evidence base of policies and proposals.
 - **Annual planning policy Monitoring Report (AMR)** – This sets out the progress in producing documents in the LDS and implementing policies, the actions needed to meet targets, and any changes needed.
- 2.7 All of the documents referred to above are available to view on the Authority's website.

Localism and Neighbourhood Planning

2.8 The Localism Act (2011) encourages the preparation of Neighbourhood Plans and Neighbourhood Development Orders. These can become part of the Development Plan. They set the context for some planning decisions, but must be in line with the Authority’s own planning policies, have regard to national policy, and be compatible with EU obligations. A Parish Council or neighbourhood forum can initiate and undertake neighbourhood planning. Where a Neighbourhood Plan crosses Local Planning Authority boundaries, there will be a lead Authority designated as the main point of contact. The Authority will provide technical or practical support to help produce the plan. The process for preparing a Neighbourhood Plan or Neighbourhood Development Order is as follows:

- 1. A Parish Council or neighbourhood forum state they wish to produce a Neighbourhood Plan or Neighbourhood Development Order. The National Park Authority provides advice and assistance.
- 2. The Parish Council or neighbourhood forum submits a draft plan or a Development Order to the National Park Authority to determine conformity.
- 3. Independent examination triggered and organised by the National Park Authority.
- 4. Examiner’s report recommends the:
 - a) The draft is submitted to referendum; or
 - b) Modifications need to be made and agreed by both sides then submitted to referendum; or
 - c) The order is refused.
- 5. Referendum organised by ‘relevant council’ (District Council not the National Park Authority).
- 6. If more than 50% of voters agree, the National Park Authority must adopt and treat the Neighbourhood Plan or Neighbourhood Development Order as part of the Development Plan for the area.

Duty to Cooperate

2.9 The ‘Duty to Cooperate’ under the Localism Act (2011) requires Councils and public bodies *“to engage constructively, actively and on an ongoing basis”* to develop strategic policies on issues such as housing, minerals and infrastructure. The Authority will maintain close contact on cross-boundary issues with all 11 constituent Authorities and three adjoining Authorities around the National Park (see Appendix 2 for the full list of Authorities).

Involving the Community and Stakeholders

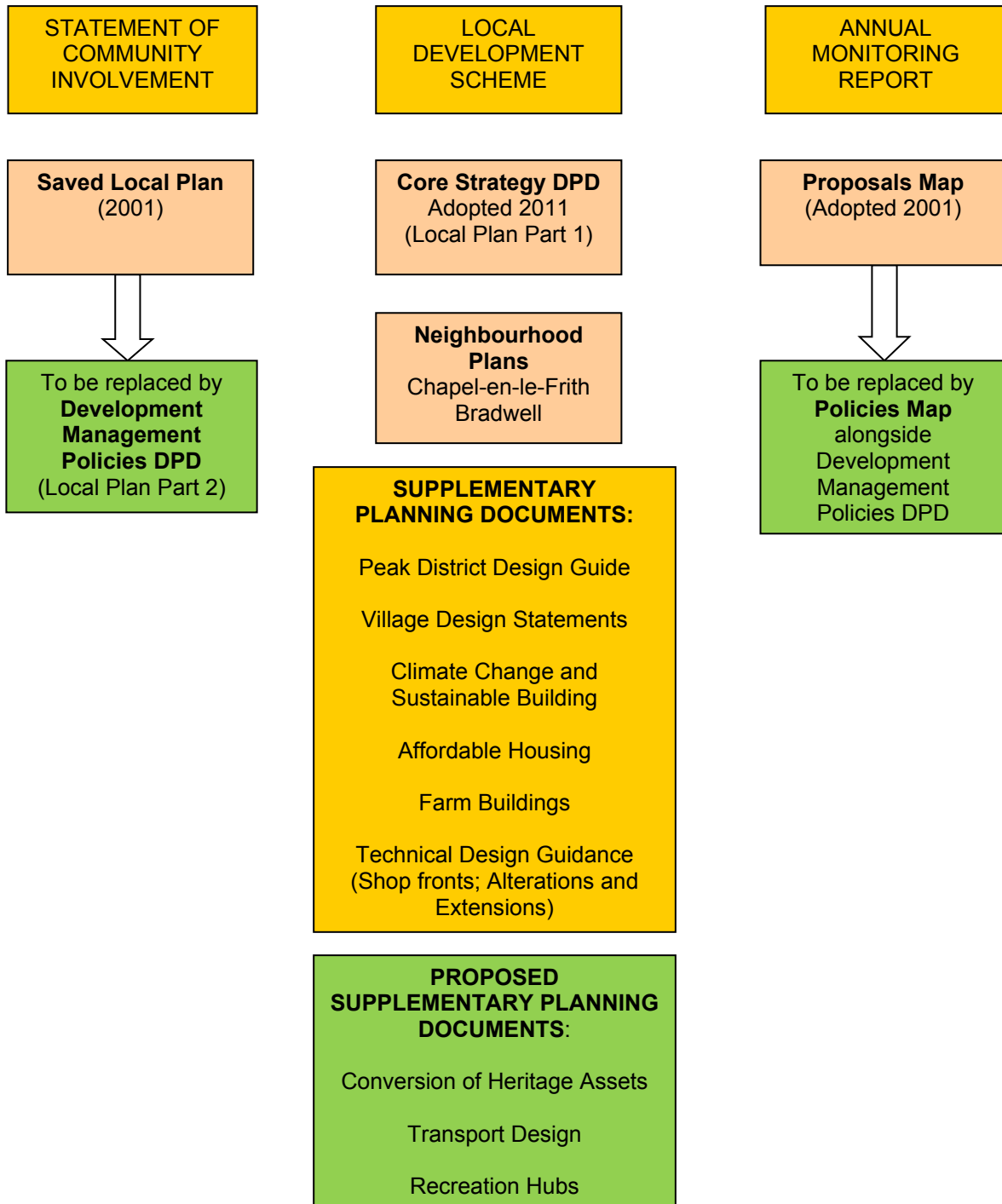
2.10 The Authority is committed to involving as many people and groups as possible in forming its planning policies for the National Park, within the resources available. Any person or organisation interested in the planning of the National Park is encouraged to get involved and make comments.

2.11 The Authority aims to engage the community and stakeholders by following these principles:

- Creating a process that involves as many interests as possible, and makes reasonable attempts to access the views of hard to reach groups, whilst allowing scope for detailed debate with a smaller number of key stakeholders;
- Employing a variety of engagement techniques, tailored to the different needs of local communities and stakeholders;
- Informing and involving people from an early stage, which is important to confront difficult issues and reduce the likelihood of objection as a document develops;
- Positively seeking opportunities to meet and involve people at all stages in the process;
- Where possible, combining consultation exercises with other documents, and where appropriate, with other Authorities' consultation events, to improve the process and make the best use of resources;
- Giving sufficient advance warning of key events and consultation periods by using advertising, publicity and media effectively;
- Being welcoming and accessible, with meaningful and user-friendly language and documents;
- Being innovative and consistent with the use of electronic systems, offering accessible channels of information, and developing the ability for online contributions to be made;
- Making Planning Officers available to meet groups or individuals to discuss specific needs or concerns; and inviting contact in person or by phone, voicemail, email and post; and
- Being accountable: open and clear in terms of what is being asked for, what has been said, and how responses have been used.

2.12 This SCI does not name all those groups whom the Authority intends to engage with in the plan-making process, but provides guidance on the types of people and bodies the Authority will involve (see Appendix 2). The Authority will do its best within available resources to identify and engage with all interested groups at appropriate stages in the preparation of relevant documents. The Authority maintains a separate planning policy consultation list, updated on a continuing rolling basis, which includes all the Authorities, agencies, organisations, bodies and individuals that the Authority will consult. Groups and organisations can be added to the list at any time.

SUMMARY DIAGRAM OF THE PEAK DISTRICT NATIONAL PARK AUTHORITY'S DEVELOPMENT PLAN DOCUMENTS



	Adopted Development Plan Documents (DPDs)
	Local Development Documents
	Other Scheduled Documents in the LDS

Opportunities for Involvement in the Preparation of Planning Policy Documents: Development Plan Documents

2.13 As with the production of the Core Strategy and Development Management Policies DPDs, there will be opportunities to get involved in the preparation of other Development Plan Documents, such as the future review of the Local Plan. The different stages involved in this process are as follows:

Pre-Production Stage

The officer team gathers evidence on aspects of social, economic and environmental characteristics of the National Park relevant to the document being prepared. Statutory consultees and other relevant stakeholders from the list at Appendix 2 will be invited to contribute to this work, and to test early thoughts and opportunities.

Consultation on the Issues and Preferred Options Document

This document will set out the issues and the reasons for selection of preferred options, and a summary of the alternatives that were considered. There will be a 12-week consultation period which will be advertised on the website and in a press notice.

Statutory consultees, local communities and other relevant stakeholders from the list at Appendix 2 will be consulted by email or letter. Public meetings/exhibitions and workshops will be arranged where appropriate. Documents will be placed on the website, and copies will be available to read at the Authority's office, and in a number of constituent Authority offices and libraries within and adjoining the National Park (see Appendix 3). Representations can be made by post, email or on-line via the Authority's website.

All representations will be acknowledged. All comments (other than anonymous comments) will be considered in finalising documents for publication, and will be discussed with respondents if necessary to clarify or consider in more detail. A summary of representations and the Authority's responses will be prepared and made available on the website.

Publication of the Draft Plan

The draft plan and supporting documents will be offered for an 8-week consultation period, which will be advertised on the website and in a press notice. A Statement of Consultation will be prepared, describing how the requirements of the SCI have been met, and summarising all previous representations and the Authority's responses.

At this stage comments can only be made on the 'soundness' of the plan. Statutory consultees and other relevant stakeholders, and everybody who responded at the Preferred Options stage, will be consulted by letter or email. The documents will be placed on the website, and copies will be available to read at locations as before. Representations can be made by post, email or on-line via the Authority's website. All representations other than anonymous comments will be acknowledged.

Submission

The draft plan will be submitted to the Secretary of State with supporting documents including a Statement of Representations which were received at the final consultation stage. A press notice will be prepared. All documents will be placed on the website and copies will be available to read at locations as before.

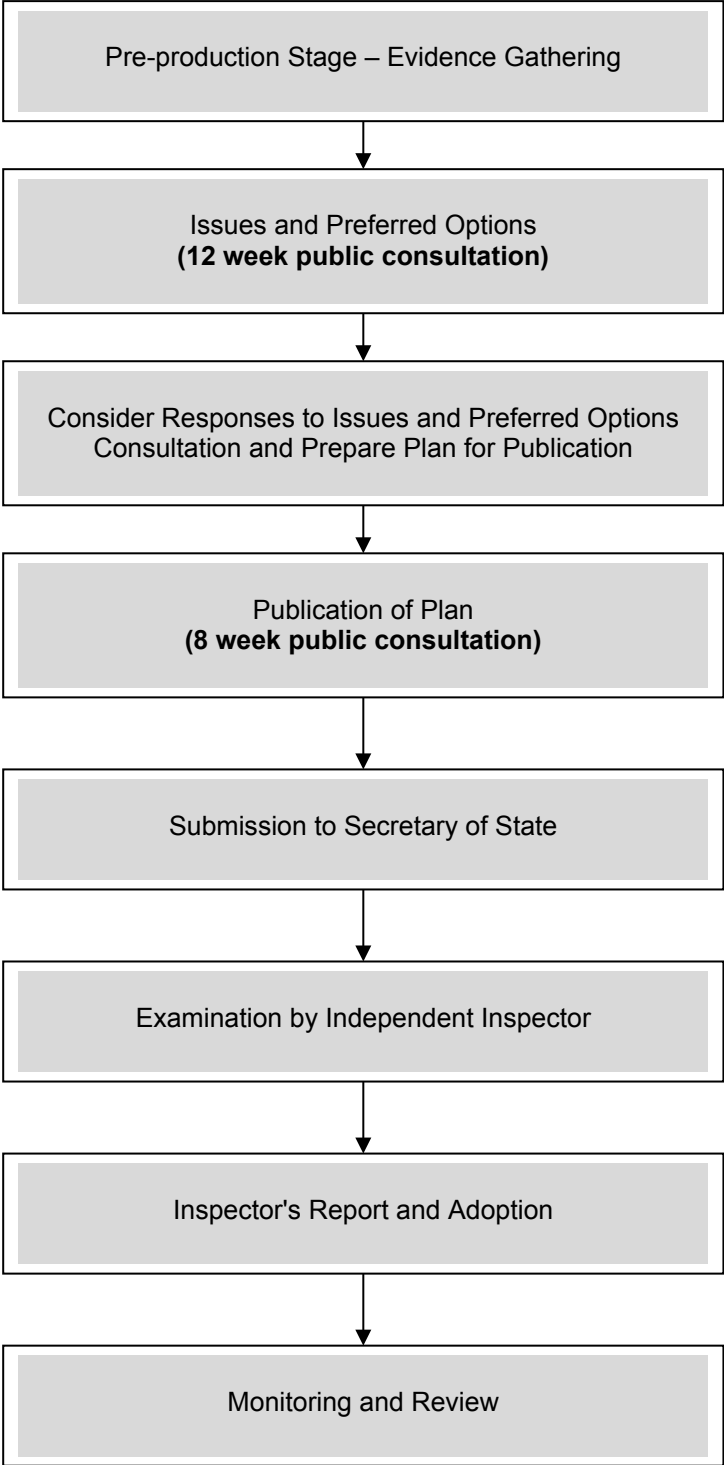
Public Examination

An Independent Inspector appointed by the Secretary of State will consider representations on the submission document and its 'soundness'. The date, time and place of the Examination hearings will be advertised in the local press and on the website. Anyone can attend the hearing to listen to proceedings and those people who made representations on the submission draft will be able to speak at the hearing if they requested to do so. After the Examination, the Inspector will produce a report with recommendations. There is no opportunity for further amendment or public involvement.

Adoption

The Authority will adopt the plan, which may incorporate changes suggested by the Inspector. This will be advertised in the press and on the website, and the plan will be available on the website, to read at locations as described before, and for purchase at a reasonable charge. Consultees, and anybody else who responded at any stage throughout the process, will be notified of its adoption.

2.14 The following diagram shows the stages in the preparation of Development Plan Documents (DPDs):



Opportunities for Involvement in the Preparation of Planning Policy Documents: Supplementary Planning Documents

2.15 Consultation on the preparation of Supplementary Planning Documents (SPDs) will follow a similar approach as for Development Plan Documents but with less extensive consultation requirements and no Examination. Opportunities to get involved in the SPD process are as follows:

Pre-production Stage

The officer team gathers information and evidence. Relevant stakeholders from the list at Appendix 2 (those who in the Authority’s opinion are affected by the subject matter of the SPD) will be invited to contribute to this work.

Consultation on a Draft SPD

The draft SPD will be prepared. There will be an 8-week consultation period, which will be advertised on the website and in a press notice. Documents will be placed on the website, and copies will be available to read at the Authority’s office, and in a number of constituent Authority offices and libraries within and adjoining the National Park (see Appendix 3). Relevant stakeholders from the list at Appendix 2 will be consulted, and public meetings/exhibitions may be held if appropriate.

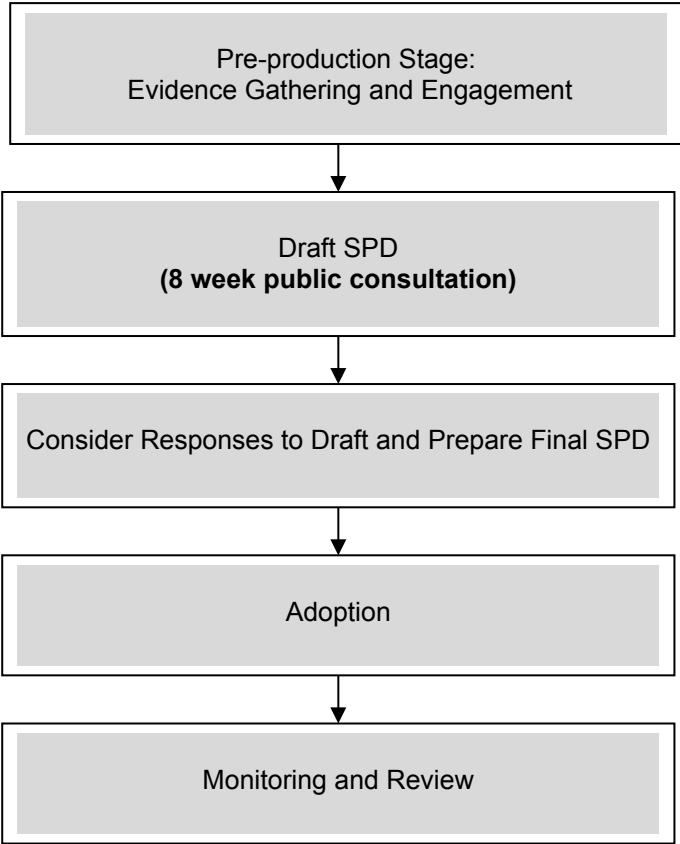
Considering Representations on a Draft SPD

All representations (other than those that are anonymous) will be acknowledged. Comments will be considered in preparing the final version of the SPD, and will be discussed if necessary to clarify or consider in more detail. A summary report of all responses and how the Authority has complied with the Statement of Community Involvement will be prepared and made available on the website and in paper form.

Adoption

The Authority will advertise on the website and in the press that the SPD has been adopted. The document will be placed on the website, and copies will be available to read at locations as previously outlined and for purchase at a reasonable charge. Relevant stakeholders, and anybody who responded at any stage of the process, will be notified of its adoption.

2.16 The following summary diagram shows the stages in the preparation of Supplementary Planning Documents (SPDs):



2.17 After planning policy documents are adopted, the Authority will work with stakeholders and the community to make things happen and to achieve its purposes.

Table 1: Methods of Involvement to be used in Preparing Planning Policy Documents

Type of Engagement	Method	Benefits	Limitations	Target Groups	Resource Implications
Availability of documents	<p>Consultation documents available at all stages to read or purchase at National Park office.</p> <p>Copies available to read at constituent Authority offices and libraries.</p> <p>Paper copies available at reasonable charge.</p> <p>Other formats available on request.</p>	<p>Information accessible locally to a wide range of readers.</p> <p>Documents explain how people can respond to consultation.</p>	<p>Limited to office hours.</p> <p>Some people do not visit libraries or Council offices.</p>	<p>General public with no usual involvement in planning.</p> <p>Interest groups, developers and planning agents.</p>	<p>Staff time in Policy & Communities and Customer Service Teams.</p> <p>Cost of production of paper copies.</p> <p>Cost of postage or delivery.</p>
Website	<p>Documents available on the Authority's website www.peakdistrict.gov.uk with details of process and progress.</p> <p>Email link to Policy & Communities Service.</p>	<p>Always available.</p> <p>Can access at home or work.</p> <p>Information can be updated regularly.</p> <p>Responses can be emailed directly to officers.</p>	<p>Disadvantages those without access to a computer.</p> <p>Some areas have poor broadband capability.</p> <p>Website needs to be kept updated.</p>	<p>General public, interest groups, developers and planning agents.</p>	<p>Staff time in Policy & Communities Team with IT support.</p>
Availability of officers	<p>Contact with officers invited by telephone, email and letter.</p> <p>Officers can meet stakeholders and members of the public at the National Park office by appointment.</p>	<p>Range of contact opportunities at any stage in the plan preparation process.</p> <p>Allows people to express their views and talk to Planning Officers.</p>	<p>Limited to office hours.</p>	<p>All groups and individuals.</p>	<p>Staff time in Policy & Communities Team.</p>

Type of Engagement	Method	Benefits	Limitations	Target Groups	Resource Implications
Emails or letters	<p>We will use emails as our main method of consultation; letters will only be used where electronic consultation is not possible.</p> <p>Statutory consultees and a comprehensive list of stakeholders will be consulted on the preparation of the Development Management Policies documents and any future Local Plan review.</p> <p>Relevant stakeholders will be consulted on the preparation of Supplementary Planning Documents.</p>	<p>Wide coverage can be achieved.</p> <p>Consultation list can be easily expanded.</p> <p>Can target specific groups - responses can help to identify key interests and groups.</p>	<p>Consultation list needs to be continually updated.</p> <p>Email consultation via large documents is cheaper but not always well received.</p>	Statutory consultees, interest groups, developers and planning agents.	<p>Staff time in Policy & Communities Team.</p> <p>Cost of postage reduced by using email where possible.</p>
Media (local press, radio etc)	<p>The Peak Advertiser and other local newspapers will carry the necessary statutory notices at all stages.</p> <p>Press releases may be issued at major stages of process, to encourage local media to cover the process and issues.</p>	<p>Reaches a wide cross-section of people. The Peak Advertiser is currently free and delivered to all households in some parts of the National Park.</p> <p>Advises when and where documents can be inspected, and formal period for response.</p> <p>Opportunity to report back on responses received.</p>	<p>Large number of newspapers which cover different parts of the National Park.</p> <p>Not everyone reads the local press.</p>	General public, including those outside the National Park.	<p>Staff time in Policy & Communities and Communications Teams.</p> <p>Cost of notices.</p>
Questionnaires/surveys	Can be used in early stages of plan preparation to gather information.	<p>Gathers evidence and information.</p> <p>Can be online or postal.</p>	Feedback needs analysing, therefore time delay.	Can target specific groups.	Staff time and cost of software packages.

Type of Engagement	Method	Benefits	Limitations	Target Groups	Resource Implications
Public meetings, exhibitions & shows	<p>Public meetings or exhibitions will be organised at venues around the National Park during plan preparation.</p> <p>May use pre-arranged events such as Agricultural Shows for exhibitions.</p>	<p>Raises awareness of plan preparation process.</p> <p>Reaches people who may not normally get involved.</p> <p>Visual display of information.</p> <p>People can express their views and talk to Planning Officers.</p> <p>Selected venues in different parts of the National Park.</p>	<p>Suitably located and accessible venues may be hard to find.</p> <p>Resource intensive.</p>	Local interest groups, general public.	<p>Preparation of display material.</p> <p>Attendance by Authority Members and Planning Policy Officers, as appropriate.</p> <p>Cost of room hire.</p>
Workshops, forum meetings & focus groups	<p>Workshops and meetings will be held with key stakeholders from the early stages of plan preparation.</p> <p>Regular forum meetings e.g. housing, transport, land managers.</p> <p>Targeted meetings may be necessary for hard-to-reach groups.</p>	<p>Enables direct contact between interested parties and Planning Officers.</p> <p>Early discussion may reduce potential conflict at later stages.</p>	Resource intensive.	<p>All groups.</p> <p>Can be targeted at hard to reach groups.</p>	<p>Attendance by Authority Members and Planning Policy Officers as appropriate.</p> <p>Cost of room hire.</p>
Leaflets and brochures	<p>Particularly appropriate at early stages in preparation e.g. Issues and Preferred Options.</p> <p>Possible explanatory leaflets on application of policy once adopted.</p>	<p>Raises awareness of plan preparation process and development of policy in response to comments.</p> <p>Reaches people who may not normally get involved.</p>	Resource intensive.	General public with no usual involvement in planning.	Staff time and cost of preparation and delivery.

Type of Engagement	Method	Benefits	Limitations	Target Groups	Resource Implications
Contact with Town & Parish Councils and Meetings	<p>Annual Parish Council's Day can include items relating to plan preparation.</p> <p>Parish Bulletin sent to all Parish Councils and Meetings.</p> <p>Officers can attend Parish Council meetings if requested.</p> <p>Community-led planning will be fully considered as part of the plan making process.</p> <p>Regular meetings with Peak Park Parishes Forum.</p>	<p>Raises awareness of plan preparation process and provides updates on progress.</p> <p>Opportunity to talk to Planning Officers.</p> <p>Informs Authority of Parish and community aspirations.</p>	Requires time resource of attendees during daytime or evening.	Town and Parish Councils and Meetings	Attendance by Authority Members, senior managers and Policy & Communities Team.
National Park Authority staff and Member events	Workshop meetings at early stages in plan preparation process, focussing on topics including housing, farming etc.	<p>Raises awareness and understanding of plan preparation and process amongst Authority staff and Members.</p> <p>Input from range of professional interests.</p>	Requires time resource of attendees.	National Park Authority staff and Members.	Attendance by Authority Members and Officers.
'Park Life'	<p>Free magazine sent to all residents in the Park twice a year; copies also available in Information Centres and at the National Park Authority's main office.</p> <p>Articles can explain and update on plan preparation.</p>	<p>Raises awareness of plan preparation.</p> <p>Provides updates on progress.</p>	Timing not always convenient to stages in plan process.	All residents and visitors.	Prepared by Communications Team.

Table 2: Summary of Methods to be used in Preparing Planning Policy Documents

Document	Formal Written Consultation	Media	Leaflets and Brochures	Community and Stakeholder Meetings	Town and Parish Councils	'Park Life' Newsletter
Statement of Community Involvement	√	X	X	On request	√	X
Core Strategy	√	√	Possibly	√	√	√
Development Management Policies	√	√	Possibly	√	√	√
Proposals Map	√	√	Possibly	On request	√	√
Future Review of Local Plan	√	√	Possibly	√	√	√
Supplementary Planning Documents	√	√	Possibly	Targeted	Relevant Parish Councils	Possibly
Monitoring Report	X	X	Possibly	Targeted	On request	Possibly

Appendix 1: Planning Service & Parishes Accord

This document outlines our commitment to Parishes from the Planning Service, and also what the Planning Service would like in return from Parishes.

The Planning Service will:

- Allow 28 days for Parish responses to planning application consultations.
- Whenever possible allow eight weeks for Parish consultation responses on matters other than planning applications.
- Consult the Parish on amendments to a planning application when these are considered to be substantial and warrant further public consultation.
- In the event of an application being determined contrary to the recommendations of the Parish representations, attach a copy of the Planning Officer's report to the copy of the Decision Notice sent to that Parish Council/Meeting.
- Endeavour to use electronic means of communication and access to information whenever possible.
- Provide planning information/articles to Parishes through 'Parish Speak', with updates between editions from the Service or the Chair of Planning.
- Provide planning training events to Parish representatives by arrangement with the Peak Park Parishes Forum.
- Respond to requests from Parishes or groups of Parishes to provide speakers on general planning and enforcement issues.

Parishes will:

- Respond to planning application consultations within the 28 days allowed by the Authority and endeavour to reply within the national minimum deadline of 21 days.
- Ensure that consultation responses give reasons based on material planning considerations for the Parish view.
- Inform the Planning Service of possible breaches of planning.
- Endeavour to use electronic means of communication whenever possible.
- Notify the Authority of changes in Parish Clerk and contact address and other details.

Appendix 2: Consultees for Planning Policy Documents

The following list is a guide to the types of stakeholders who will be consulted, as appropriate, in the course of preparing planning policy documents. This is not intended to be a comprehensive list of names, which may soon become out of date; the Authority maintains a full consultation list of all the Authorities, agencies, organisations, groups and individuals that it will consult, to which individuals or organisations can be added to on request.

The Authority has a statutory obligation to consult a number of Authorities, organisations and bodies during the preparation of Development Plan Documents, if it considers they may have an interest. These statutory consultees are indicated by an * in the list below.

Constituent (11*) & Adjoining (3*) Local Authorities

Derbyshire, Staffordshire, Derbyshire Dales, High Peak, Staffordshire Moorlands, North East Derbyshire, Cheshire East, Oldham, Kirklees, Barnsley and Sheffield Councils (with particular reference to their responsibility for matters such as education, highways and transport, and housing provision); and Tameside, Stockport and East Staffordshire as adjoining Councils

Parish Councils and Parish Meetings

Parish Councils and meetings whose areas lie partly or wholly within, or adjoin, the National Park (131)*; Parish Council Associations

Government Departments and Agencies

Secretary of State for Transport*; Natural England*; Environment Agency*, Historic England*; Homes and Communities Agency*

Community and Voluntary Sector

Including Rural Community Council, Council for Voluntary Services (CVS)

Farming and Land Management

Including landowners' and livestock associations; National Farmers Union (NFU); Forestry Authority; Peak District Land Management Forum; major estates and landowners

Wildlife and Biodiversity

Including RSPB; County Wildlife Trusts; local field, bird, animal and butterfly groups

Conservation of the Built Environment

Including national and local civic, conservation and historic societies; Historic Buildings Trusts

Cultural Heritage

Including local, regional and national archaeological organisations; East Midlands Arts; County Museums Services

Sport and Recreation Interests

Including Sport England; Ramblers' Association; local and national recreation and user groups; Local Access Forum

Utilities

Relevant gas and electricity providers*; sewage and water undertakers*; communications and telecommunications companies*

Health and Emergency Services

Primary Care Trusts*, Police, Fire and Rescue*

Access and People with Disabilities

Regional and local organisations representing people with disabilities

Tourism and Accommodation Interests

Including local and regional tourist organisations; Destination Management Partnerships; accommodation and attraction providers

Transport Interests

Including companies and organisations providing rail, road and public transport services and infrastructure; freight transport interests; drivers' associations

Commerce and Employment Interests

Local Enterprise Partnerships; Local Strategic Partnerships; Business Link; local Chambers of Commerce & Industry; local and regional business and trade groups

Housing Interests

Including Housing Associations; Home Builders Federation; Peak District Housing Forum

Minerals and Waste Interests

Including local mineral operators; national mineral and waste organisations; The Coal Authority*

Racial and Ethnic Groups

Bodies representing the interests of different groups within or visiting the National Park

Religious Groups

Bodies representing the interests of different religious groups in the National Park

Lobby Groups

Including Campaign for National Parks; Friends of the Peak District

National Park Authorities (15)**Members of Parliament (10) and Members of European Parliament (5)****Individuals**

Contact will be maintained with all those who express an interest in the preparation of a Development Plan Document.

Please note: This list is not exhaustive and also relates to successor bodies where re-organisations occur.

Appendix 3: Where Planning Policy Documents can be Viewed

Copies of planning policy documents and notices will be available to view, and response forms can be obtained, at the Authority's main office:

Peak District National Park Authority, Aldern House, Baslow Road, Bakewell, Derbyshire, DE45 1AE
Tel: (01629) 816200

And at the following constituent Authorities' offices:

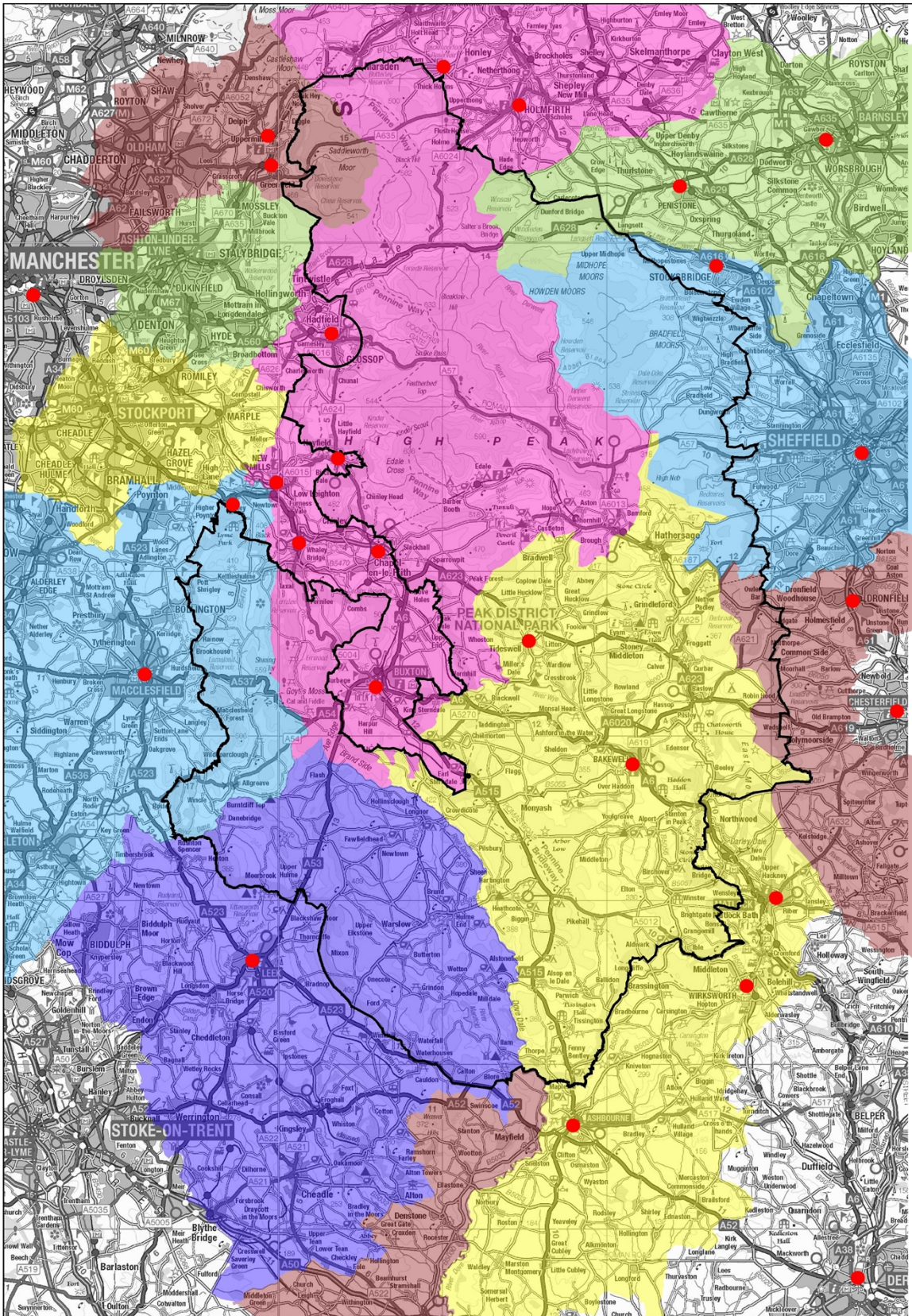
- **Barnsley Metropolitan Borough Council**, Wellington House, Wellington Street, Barnsley, S70 1WA Tel: (01226) 773555
- **Cheshire East Council**, Town Hall, Market Place, Macclesfield, Cheshire, SK10 1EA
Tel: (0300) 123 5500
- **Derbyshire Dales District Council**, Town Hall, Bank Road, Matlock, Derbyshire DE4 3NN
Tel: (01629) 761100
- **High Peak Borough Council**, Buxton Town Hall, Market Place, Buxton, Derbyshire, SK17 6EL Tel: (0345) 129 7777
- **Kirklees Metropolitan Borough Council**, Civic Centre, 3 Market Street, Huddersfield, HD1 2YZ Tel: (01484) 221000
- **Oldham Metropolitan Borough Council**, Civic Centre, West Street, Oldham, OL1 1UT
Tel: (0161) 770 3000
- **North East Derbyshire District Council**, 2013 Mill Lane, Wingerworth, Chesterfield, Derbyshire, S42 6NG Tel: (01246) 231111
- **Sheffield City Council**, 1 Union Street, Howden House, Sheffield, S1 2SH
Tel: (0114) 273 4567
- **Staffordshire Moorlands District Council**, Moorlands House, Stockwell Street, Leek, Staffordshire, ST13 6HQ Tel: 0345 605 3010

The following public libraries in and around the National Park will also hold copies of documents, statutory notices and response forms:

Ashbourne	Disley	Macclesfield	Stocksbridge
Bakewell	Dronfield	Manchester	Tideswell
Barnsley	Glossop	Matlock	Uppermill
Buxton	Greenfield	Meltham	Whaley Bridge
Chapel en le Frith	Hayfield	New Mills	Wirksworth
Chesterfield	Holmfirth	Penistone	
Derby	Leek	Sheffield	

The locations of the above libraries are shown on the following map.

Map showing Library Locations where Planning Policy Documents can be Viewed



3. PART B: PLANNING APPLICATIONS

- 3.1 Every year the Peak District National Park Authority receives around 1,100 applications for Planning, Advertisement and Listed Building Consent, Non-Material Amendments, Discharge of Conditions, Prior Notifications, and Lawful Development Certificates. The Authority aims to make decisions on these applications openly, impartially, with consistency, sound judgement, and for justifiable reasons.
- 3.2 All Planning Authorities are expected to deal with applications as efficiently as possible. The statutory time limits are usually 16 weeks if an application is subject to an Environmental Impact Assessment, 13 weeks for applications for major development, and 8 weeks for all other types of development. The Authority is committed to involving all interested parties in the decision making process, but must balance this with the need for efficient and timely decision-making and the demands on staff and other resources. Appropriate levels of involvement are set out below which reflect the nature of the planning application.

Type and Scale of Applications

- 3.3 Whether something needs planning permission or not depends upon whether it is 'development' under the Planning Acts. Some types of work need planning permission, whilst others are classed as 'permitted development' and do not need planning permission but can require prior notification.
- 3.4 Information about the planning process, including advice on how to submit an application and whether a proposal requires planning permission can be found on the Authority's website at: www.peakdistrict.gov.uk/planning/advice.
- 3.5 In respect of consultation requirements, planning applications are categorised in the following ways:
- Major Development: All applications relating to the winning and working of minerals or the use of land for mineral-working deposits. All applications for waste development. Developments of 10 or more dwellings or, where the number of dwellings is not given in the application, a site area of 0.5 hectares or more. For all other uses (offices/light industrial/retail): a development where the floorspace to be built comprises 1,000 sq m or more, or where the site area is 1 hectare or more.
 - Minor Developments: Developments of between 1-9 dwellings, providing the site is under 0.5 hectares. For all other uses (offices/light industrial/retail): a development where the floorspace to be built comprises up to 999 sq m or the site is under 1 hectare in size.
 - 'Other' Developments are those that don't fall within either of the above categories and include householder applications, change of use with no operational development, adverts, Listed Building extensions/alterations/demolitions, Certificates of Lawfulness, Prior Notifications, telecommunications developments etc.
- 3.6 Some specific types of 'permitted development' must be formally notified to the Authority in advance (i.e. prior to commencing) via the prior notification procedure, and depending on the type of development the Authority has either 28 days or 56 days in which to call for a formal application. This 'prior notification' procedure applies to: certain changes of use, agricultural development, forestry development, telecommunications development, tree felling, hedgerows and demolition work.

Opportunities for Involvement in the Process of Obtaining Planning Permission

3.7 All proposals seeking planning permission follow a similar process, as outlined below:

Pre-Application Discussions

Guidance on what types of development require planning permission is available from the Authority's Customer & Business Support Team and on the Authority's website. A 'Do I Need Planning Permission?' service is available, for which there is no charge. There is also a chargeable pre-application advice service for those developments that require planning permission. Full details and forms are available to download at www.peakdistrict.gov.uk/planning/advice. Applicants are encouraged to have pre-application discussions with the Authority, and to undertake their own discussions with interested parties and neighbours, particularly for larger scale or complex schemes.

Consulting with Others

Neighbouring owners or occupiers are notified according to statutory requirements and the Authority's agreed protocol (see Table 3). In cases which do not have direct neighbour notification, the Authority publicises applications with a yellow site notice placed on or near the site, giving 21 days for comment. In addition, some applications, such as those affecting Listed Buildings or Public Rights of Way, are advertised in the local press and have a separate site notice. All relevant statutory consultees and interested parties are consulted (see list at Appendix 4). All third party comments made in writing (other than anonymous comments) will be acknowledged and taken into account before any decision is made. Comments can be made by letter, email or via the Authority's website.

Assessing the Application and Making a Recommendation

The Planning Officer normally visits the site and the application is assessed against the Authority's planning policies, comments made during the consultation period, and any other material considerations. If changes to the proposals are needed, the Planning Officer will contact the applicant or agent. Where significant amendments are proposed, interested parties/those most affected are normally re-consulted.

A report will be written which recommends either approval or refusal and gives the reasons why. If it recommends approval, it may include conditions.

Making a Decision

Applications which are straightforward and consistent with policies are usually decided by the senior planning managers under delegated powers prescribed in the Authority's Standing Orders.

Major applications, 'departures' (those which go against policy), or those that fall within the requirements of the Authority's Standing Orders are considered by Members at Planning Committee.

Applications will be approved, approved with conditions, refused, or can be withdrawn by the applicant/agent. In cases where Planning Committee Members resolve to make a decision contrary to the Planning Officer's recommendation, the application may be deferred to a subsequent meeting to allow officers time to prepare a further report, setting out planning policy and other considerations to ensure that the final decision is sound.

The dates of Planning Committee and other Authority meetings can be obtained from the Authority's main office or on the website.

At the Planning Committee, applicants or agents can speak in support of the application. Objectors and supporters can also speak about an application through the public participation scheme (see paragraphs 3.14 – 3.17).

Applications may be referred to a site visit by Members at a formal meeting or by officers if they consider that a Member site visit is the most appropriate means of ensuring that Committee Members get a clear understanding of the proposal and the issues raised (see paragraph 3.18 below).

Informing of Decisions

Applicants or agents are usually sent a decision letter within 3 working days of the decision being made. The Decision Notice will also be made available on the Authority's website. People who have commented or have been consulted are directed to the Authority's website to view the decision. Parish Councils/Meetings will be sent a copy of the Decision Notice for a site that is located within their area or will be notified if an application is withdrawn.

Appealing Against a Decision and Complaints

Applicants have a right of appeal to a Planning Inspector appointed by the Secretary of State. All comments received through the planning application process (with the exception of anonymous comments) are sent to the Planning Inspector and, depending on the type of appeal, an opportunity may be provided by the Planning Inspector for further comments to be made either in writing or in person. There are no third party rights of appeal.

Complaints about the way the application was dealt with can be raised through the Authority's complaints procedure.

Consultations on Planning Applications

3.8 *'The Town and Country Planning (Development Management Procedure) (England) Order 2015, Schedule 4: Consultations before the Grant of Permission'* specifies statutory consultees on planning applications including public agencies such as the Environment Agency, Natural England and Government Departments (see Appendix 4).

3.9 In addition, the Authority notifies neighbours, interested parties and relevant organisations when applications are submitted, depending on the type and location of the application. Table 3 is the Authority's agreed protocol for direct notification to neighbours of planning applications. Please note these are guidelines and the Authority has discretion to undertake extra direct neighbour notification, if required.

Table 3: Protocol for Direct Notification to Neighbours of Planning Applications

Type of Application (see paragraph 3.5)	Notification Requirements
Major Development, Applications accompanied by an Environmental Impact Assessment (EIA), Departure to the Development Plan, Development affecting a Public Right of Way	All owners or occupiers will receive a letter telling them about a planning application if their building is within 20 metres of any part of the application site. A site notice will also be placed on or near the site, as required by law. We will also advertise these applications in the relevant local newspaper.
Minor Development	All owners or occupiers will receive a letter telling them about a planning application if their building is within 20 metres of any part of the application site. If there are no such neighbours, a site notice will be placed on or near the site.
Other Development, including Householder Development	All owners or occupiers will receive a letter telling them about a planning application if their building is within 10 metres of any part of the application site. If there are no such neighbours, a site notice will be placed on or near the site.
Listed Building Consent	All owners or occupiers will receive a letter telling them about an application if their building is within 10 metres of any part of the application site. A site notice will also be placed on or near the site, as required by law.
Advertisement Consent	Whilst there is no statutory requirement for an Authority to publicise applications for advertisement consent, the Authority will notify all owners or occupiers by letter telling them about an application if their building is within 20 metres of any part of the application site. If there are no such neighbours, a site notice will be placed on or near the site.
Lawful Development Certificates	No statutory requirement to consult.

3.10 Site notices will be placed on or near the site for all applications where letters have not been sent to people in neighbouring properties. This will usually be in isolated locations where there are no immediate neighbours.

Commenting on a Planning Application

3.11 A weekly list of valid planning applications received is published on the Authority's website, and all the information received with an application is available online. Information on planning history files is also available for public inspection by appointment at Aldern House, Bakewell; in some cases it is also available on the Authority's website.

3.12 Anyone is entitled to make comments on a current planning application. Comments must be made in writing by post, email or via the Authority's website, must not be

anonymous and must be based on 'material planning considerations' such as design and appearance, impact on the landscape, overlooking, loss of privacy etc. Advice on material considerations can be found on the Planning pages of the website. All third party comments (other than those that are anonymous) will be acknowledged. Any comments received will become public documents and may be viewed by the applicant or any other member of the public on our website. Any anonymous comments received however will be disregarded by the Authority.

Delegation of Decision Making to Officers

3.13 The 'Making a Decision' box in paragraph 3.7 above describes the delegation arrangements for planning applications. More information on delegated powers is outlined within the Authority's Standing Orders which are available from the Authority and on the Authority's website.

Public Speaking at Authority Meetings

3.14 Public speaking at Authority meetings is not a statutory right nor is it intended to give an opportunity for speakers to participate in the Committee debate. The aim is to allow applicants and the public to inform Members, taking into account that most speakers have already made written submissions. Following consultation, the Authority believes that the current procedure offers a good balance, which permits informed debate within an effective decision-making framework.

3.15 The Authority's Public Participation Scheme (available on the website) allows any person to make representations, ask questions, make a statement, and present deputations and petitions. The procedure requires notice to be given by noon two working days before the meeting. The speaker is allowed 3 minutes to make the representation. Notice can be given by letter, telephone, voicemail, email, or in person at Aldern House, Bakewell. The Chair of the meeting has discretion to allow a speaker to answer questions or clarify points raised by Members following the representation and during the debate.

3.16 By participating in the meeting, speakers are giving consent to their contributions being recorded, published and retained at the discretion of the Authority. Authority meetings, including the Planning Committee, are now broadcast live via the website. Such meetings can also be listened to at a later date via the 'listen again' function on the website.

3.17 Under the Local Audit and Accountability Act 2014, the Authority permits any member of the public to record and report on open meetings of the Authority and its Committees using text, sound, video, film or photographs without the prior consent of the Authority.

Planning Committee Member Site Inspections

3.18 Member site inspections are undertaken by those that sit on the Authority's Planning Committee and are made up of County, District, City or Borough Council elected Members together with those appointed directly by the Secretary of State. A site inspection is used to gain a better understanding of a proposal or of unauthorised development. As the site inspection is not a public meeting, it is not intended to give the applicant, agent or third parties an opportunity to make representations. The reason for referral to site inspection is made explicit, and is generally on the basis of the need to view the site and its setting/context. Applicants, agents, statutory consultees and other people may be invited to attend site inspections at the Chair's discretion but are only allowed to answer questions of fact from officers or Members.

Brownfield Land Register, Permission in Principle and Technical Details Consent

- 3.19 The Brownfield Land Register provides up-to-date and consistent information on sites that the Local Planning Authority considers to be appropriate for residential development and meets specific criteria, namely:
- The site must be at least 0.25 hectares or can support at least 5 dwellings.
 - It must be suitable for development.
 - It must be available for residential development.
 - It must be achievable (i.e. likely to take place within 15 years).
- 3.20 The Authority's Brownfield Land Registry can be found at <http://www.peakdistrict.gov.uk/planning/brownfield-land-register>.
- 3.21 The Brownfield Land Register is split into two parts:
- **Part 1** comprises all brownfield sites the Local Planning Authority considers appropriate for residential development.
 - **Part 2** comprises those sites granted 'Permission in Principle'.

Permission in Principle

- 3.22 Sites put on Part 2 of the Brownfield Land Register will (subject to the necessary publicity, notification and consultation – see Regulations 6-13 of The Town & Country Planning (Brownfield Land Register) Regulations 2017) trigger a grant of Permission in Principle (PIP). PIP relates only to the location, land use and amount of development. Conditions cannot be imposed on the decision. There is no right of appeal if the Authority does not choose to put a site onto Part 2 of the Register.

Technical Details Consent

- 3.23 Following a grant of Permission in Principle, the site must obtain Technical Details Consent (TDC) before development can proceed. TDC must be applied for within 5 years of the site gaining Permission in Principle. The consultation procedures for TDC will mirror the approach taken for planning applications, as detailed in Table 3. A decision notice will be issued by the Authority setting out any conditions/reasons for refusal and a s106 legal agreement can be sought, if necessary. TDC can be appealed on grounds of non-determination, refusal or against any condition imposed.
- 3.24 For more information on Brownfield Land Registers, Permission in Principle and Technical Details Consent please visit: <http://www.peakdistrict.gov.uk/planning/brownfield-land-register>

Table 4: Community and Stakeholder Involvement in the Determination of Planning Applications

Stage	Who is involved and how?	Benefits	Consultation period	How are comments assessed?	Feedback
<p>Pre-application</p> <p>Guidance notes and policies are available on the website and at the NP office.</p> <p>Discussion by a developer with the National Park Authority, interested parties and neighbours.</p>	<p>A 'Do I Need Planning Permission?' service is free and available by contacting the Authority by telephone or email.</p> <p>A charged for pre-application advice service is available where written advice can be provided and in certain instances a meeting/site visit can be arranged with a Planning Officer/Conservation Officer.</p> <p>The Authority encourages the developer to contact and involve individuals or groups about their proposals prior to submitting a planning application.</p> <p>Statutory agencies, internal consultees and constituent Authorities will be involved where appropriate.</p>	<p>Confirms whether a development is acceptable in principle, and resolves matters that might otherwise lead to refusal.</p> <p>Improves the quality of a subsequent application and clarifies the format and level of detail required to support it.</p> <p>Ensures those most directly affected by a proposal have a chance to give their views directly to a developer at an early stage.</p> <p>Avoids unnecessary objections at a later stage, and delays in the registration of applications.</p>	<p>No formal period.</p>	<p>Comments made will be used by the applicant to inform submission proposals.</p>	<p>At the discretion of the developer.</p>
<p>Submission & consideration of application</p> <p>Formal application made and fee paid to National Park Authority.</p>	<p>Letters/emails sent to statutory consultees (see Appendix 4), relevant Parish Councils and where necessary, adjoining neighbours, advising of receipt of application.</p> <p>A site notice is posted and/or an advert is placed in the local press in accordance with the Authority's agreed protocol (see Table 3).</p> <p>A weekly list of applications received is available on the Authority's website.</p>	<p>Seek comments from statutory consultees and stakeholders.</p> <p>Informs interested parties that an application has been submitted.</p> <p>Invites people to inspect the plans and make written comments.</p> <p>Advises receipt of revised plans for significant amendments.</p>	<p>21 days to comment on a planning application (Parish Councils are given 28 days).</p> <p>14 days to comment on revised plans.</p>	<p>Comments from statutory consultees are considered in relation to government advice and material planning considerations.</p>	<p>Representations are detailed in committee reports and Officer delegated reports, which are available to view at the Authority's main office by appointment and on the website.</p>

Stage	Who is involved and how?	Benefits	Consultation period	How are comments assessed?	Feedback
<p>Submission & consideration of application Continued</p> <p>A site visit is usually undertaken, comments received are considered and an assessment is made.</p> <p>Negotiations can take place with the agent/ applicant and revised plans may be submitted.</p> <p>Applications are determined under delegated powers or by Planning Committee, unless the application is withdrawn by the agent/ applicant.</p>	<p>Planning applications are available to inspect on the website and by appointment at the Authority's main office.</p> <p>Copies of applications and plans can be obtained, subject to a copying charge.</p> <p>A letter/email is sent to all interested parties advising of receipt of significant revised plans.</p> <p>Delegated reports are available to view on the Authority's website.</p> <p>Reports to Committee are available for public inspection on the website and at the Authority's main office a week prior to the meeting.</p> <p>The Committee report is sent to the relevant Parish Council or Meeting.</p> <p>Details are provided on the website and a leaflet is available explaining the committee process for the public.</p> <p>Opportunity to attend and/or speak at Committee in accordance with the agreed protocol (available to view on the website).</p>	<p>Encourages people to stay in contact to ascertain when and how applications will be determined.</p> <p>The public nature of committee meetings ensures transparency of decision making and understanding of the process.</p> <p>Speaking at committee meetings allows views to be put to Members directly.</p>		<p>Representations of objection or support are a material consideration in assessing and determining an application.</p> <p>Comments received can be used to seek improvements and changes to the proposal, where appropriate.</p>	<p>Minutes of committee meetings are available to view at the Authority's main office and on the website.</p> <p>Committee meetings are open to the public.</p>

Stage	Who is involved and how?	Benefits	Consultation period	How are comments assessed?	Feedback
<p>Post-determination</p> <p>A decision notice is issued including any conditions or reasons for refusal.</p>	<p>A copy of the decision notice/withdrawal letter is sent to the relevant Parish Council.</p> <p>Those who commented on the application (other than Parish Councils) are directed to the Authority's website to view the decision.</p> <p>A copy of the weekly list of decisions is available on the website, and at the Authority's main office.</p>	<p>Advise interested parties of the decision taken on a planning application.</p>	<p>N/A</p>	<p>N/A</p>	<p>Parish Councils are sent a copy of the decision notice/withdrawal letter.</p>
<p>Appeal</p> <p>If an application is refused, the applicant can lodge an appeal with the Planning Inspectorate.</p>	<p>A letter/email is sent to all interested parties, adjoining neighbours and relevant Parish Councils, advising them that an appeal has been lodged.</p> <p>A letter/email is sent to all interested parties advising them of the arrangements for a Hearing or Public Inquiry.</p>	<p>Informs people that an appeal has been lodged, and advises them of how to make their views known or how to participate.</p> <p>Gives the date, time and location of a Hearing or Public Inquiry should they wish to attend/participate.</p>	<p>N/A</p>	<p>Representations are assessed by the Planning Inspector in deciding whether to allow or dismiss the appeal.</p>	<p>Interested parties may request to the Planning Inspectorate to be kept informed and sent copies of the Inspector's report/decision.</p>

Appendix 4: Statutory Consultees on Planning Applications

Based on the Town and Country Planning (Development Management Procedure) (England) Order 2015 and other legislation, the statutory bodies that we have to consult in respect of relevant planning applications are:

- Canal and River Trust
- Coal Authority
- Civil Aviation Authority (CAA)
- Department for Transport
- Environment Agency
- Historic England
- Garden History Society
- Health and Safety Executive
- Highways England
- Local Planning Authorities and Local Highway Authorities
- Natural England
- National Amenity Societies (including Ancient Monuments Society, Council for British Archaeology, Georgian Group, Society for the Protection of Ancient Buildings, Victorian Society and Twentieth Century Society)
- NATS Holdings (National Air Traffic Services) and operators of Officially Safeguarded Civil Aerodromes
- Rail Network Operators
- Sport England
- Theatres Trust

Appendix 5: Customer Service Charter

The Authority aims to provide an effective and efficient high standard of service to all our customers and sets out the standards that you can expect from us, as well as what we expect from you:

All our staff will:

- Be polite, friendly, open and honest
- Treat you with respect
- Treat you fairly and equally
- Explain what will happen
- Keep you informed and explain if there will be a delay
- Carry identification
- Be clean, tidy and appropriately dressed for our job

If you telephone us we will:

- Be prompt in answering calls
- Tell you who you are speaking to
- Try to deal with your enquiry within 2 working days

If you write, fax or email us we will:

- Acknowledge your email within 24 hours
- Reply to you within 15 working days
- Use plain language

If you visit us, we will:

- Always be pleasant and put you at ease
- We will make you feel welcome
- Reduce waiting times to a minimum
- Provide a courteous, helpful and responsive service
- Keep our reception areas, clean, warm and comfortable

If we visit you, we will:

- Always have identification and inform you of the nature of our visit

What we expect from you:

- We will not tolerate rude or abusive behaviour towards any of our staff

Appendix 6: Glossary

Annual Planning Policy Monitoring Report (AMR): This assesses the implementation of the Local Development Scheme and the extent to which policies in planning policy documents are being successfully implemented.

Brownfield Land Register: The Brownfield Land Register provides up-to-date and consistent information on sites that the Local Planning Authority considers to be appropriate for residential development and meets specific criteria.

Core Strategy: Sets out the long-term spatial vision for the Local Planning Authority area, and the spatial objectives and strategic policies to deliver that vision. The Core Strategy is a Development Plan Document (DPD).

Development Plan Documents (DPDs): All proposals for development in the Peak District National Park must comply with policies in the Development Plan. This is currently made up of the Core Strategy DPD (adopted October 2011), and some remaining 'saved' policies in the Local Plan (2001). The Local Plan has already been partially replaced, and the remaining parts will be subsequently replaced by the Development Management Policies DPD and a replacement Proposals Map.

Development Management Policies DPD: A suite of criteria-based policies which are required to ensure that all development within the area meets the spatial vision and spatial objectives set out in the Core Strategy. This will replace the 'saved' policies in the Local Plan (2001).

Local Development Scheme (LDS): Sets out the programme for preparing Development Plan Documents.

Permission in Principle: Sites put on Part 2 of the Brownfield Land Register will trigger a grant of Permission in Principle (PIP). PIP relates only to the location, land use and amount of development. A further Technical Details Consent is required before work can commence.

Proposals Map: The adopted Proposals Map illustrates on a base map the spatial application of some of the policies. It must be revised so that it always reflects the up-to-date planning policies for the area. Changes to the adopted Proposals Map will accompany a Development Plan Document.

The Regulations: The Town and Country Planning (Local Development) (England) Regulations 2004, amended in 2008 and 2009.

Soundness: The 'soundness' of a Development Plan Document, and objections to it, must be considered when it is submitted to an independent Planning Inspector for Examination. 'Soundness' includes assessing whether the document has been prepared in the right way using the right procedures, and if it broadly conforms with national planning guidance.

Strategic Environmental Assessment (SEA): A formal environmental assessment of policies, plans and programmes, as required by the European 'SEA Directive' (2001/42/EC).

Supplementary Planning Documents (SPD): Provide supplementary/more detailed information in respect of the policies in the Development Plan Documents (i.e. the Core Strategy and Development Management Policies DPDs). They usually cover a specific topic/subject area (e.g. climate change, barn conversions, design guidance etc.) They are not subject to independent examination by the Planning Inspectorate.

Sustainable Community Strategy: Local Strategic Partnerships and Local Authorities (but not the National Park Authority) must prepare Sustainable Community Strategies, with the aim of improving the social, environmental and economic well-being of their areas. The Strategies are intended to coordinate the actions of local public, private, voluntary and community sectors.

Sustainability Appraisal (SA): A tool for appraising policies to ensure that they reflect sustainable development objectives (i.e. social, environmental and economic factors), which must be undertaken for Development Plan Documents, and sometimes for Supplementary Planning Documents.

Technical Details Consent: Following a grant of Permission in Principle, the site must obtain Technical Details Consent (TDC) before development can proceed.

5. CONTACTS

If you require further information on the Peak District National Park Authority, the Statement of Community Involvement or Development Plan Documents, you can visit the Authority's website at www.peakdistrict.gov.uk

Contact the Planning & Communities Service on:

Email: policy@peakdistrict.gov.uk

Telephone: (01629) 816303

Contact the Development Management Service on:

Email: customer.service@peakdistrict.gov.uk

Telephone: (01629) 816200

Our address is:

Peak District National Park Authority
Aldern House
Baslow Road
Bakewell
Derbyshire
DE45 1AE

PLANNING AID

The Authority recognises that its officers are not always best placed to work with community groups, and that some people prefer to seek independent advice. Planning Aid is a service provided by the Royal Town Planning Institute that maintains a 'Planning Aid Direct' web resource which is free to use, or an email 'Advice Service' that offers fifteen minutes of free professional advice via email. In some circumstances, Planning Aid can offer bespoke support for eligible individuals or groups who can receive further advice through a network of professional volunteers, who give their services free of charge to those who are unable to afford professional fees.

Email: advice@planningaid.rtpi.org.uk

Peak District National Park Authority: Review of Statement of Community Involvement Consultation Statement

Responses to Pre-Consultation Stage November/December 2017

Response From	Summary of Comment	How Comment was Addressed in Document
Bamford with Thornhill Parish Council	<p>The following are small things but would be useful improvements:</p> <ul style="list-style-type: none"> • The current PDNPA practice of sending us Decision Notices by Royal Mail is both slow and expensive. It would be much better if the process was changed to simply emailing us to tell us the Decision Notice is now displayed on the website. • A regular frustration we have is that we spend time at a Parish Council meeting discussing an application, only to discover subsequently that it has been withdrawn 2 or 3 days prior to our meeting but no-one had told us. If there could be a culture of advising parishes promptly when an application is withdrawn, that would eliminate this waste of effort at Parish Council meetings. 	<ul style="list-style-type: none"> • Town & Parish Councils who have opted for electronic communication receive a link to the Decision Notice via email rather than post. If you would like to receive correspondence (including Decision Notices) via email then please contact us to change how you receive correspondence. No change to the SCI is required. • Agree that Parish Councils should be notified as soon as an application is withdrawn. This change has resulted in a change to the SCI.
Great Hucklow Parish Council	<ul style="list-style-type: none"> • The Parish Council supports this document specifically point 1.11 as the needs of young local residents are of particular concern in our Parish. 	<ul style="list-style-type: none"> • Comment welcomed. No change required to the SCI.
Environment Agency	<ul style="list-style-type: none"> • As the EA are included as part of our statutory consultation requirements for planning applications and planning policy and this is indicated within this document then we have no concerns or comments to make. 	<ul style="list-style-type: none"> • Comment welcomed. No change required to the SCI.

Natural England	<ul style="list-style-type: none">• We regret we are unable to comment, in detail, on individual Statements of Community Involvement.	<ul style="list-style-type: none">• Noted.
Historic England	<ul style="list-style-type: none">• I can advise that Historic England welcomes the draft SCI in its current format and has no issues to raise in respect of content.	<ul style="list-style-type: none">• Comment welcomed. No change required to the SCI.

Peak District National Park Authority: Review of Statement of Community Involvement Consultation Statement

Responses to Consultation Stage - March to May 2018

Response From	Summary of Comment	How Comment was Addressed in Document
Wardlow Parish Council's Chair	<ul style="list-style-type: none"> • Why continue with this in view of loss of EU funding? • And after asking for further clarification: 'How can you make a long-term plan when there is all the uncertainty regarding EU funding and the effect on Government funding. But I you must at least say this is how we plan today (sic).' 	<ul style="list-style-type: none"> • The SCI is a statutory planning document that all Local Planning Authorities need to produce and isn't affected by EU or Government funding.
Environment Agency	<ul style="list-style-type: none"> • We have no comments to make. 	<ul style="list-style-type: none"> • Noted.
Stanton-in-Peak Parish Council	<ul style="list-style-type: none"> • Inconsistencies are occurring on the advertising of planning applications via public notification (yellow notice). Due to the remote nature of some properties within the PDNP, many members of the public are unaware of planning proposals. Many Parishes have the same issue and therefore a solution needs to be found. A suggested approach is that when the planning app documents are issued to each Parish, yellow notices can be included. Details can be affixed close to the property concerned by the Parish Council or by advertising on the Parish Notice Boards. The current ad-hoc system is creating a bad view of the planning process leading to questions of why some applications are advertised and others that appear 'immune to scrutiny' and slip through the public transparency system. 	<ul style="list-style-type: none"> • How different applications are publicised by the Local Planning Authority is outlined at Table 3 of the SCI. • The Local Planning Authority typically notifies neighbours by letter, but in isolated locations where there are no neighbouring properties, a site notice is erected. Site notices are also used when they are prescribed by the Town & Country Planning (Development Management Procedure) (England) Order 2015 (e.g. for Listed Building Consent). • The site notice, if one is required, is erected by the Planning Case Officer when they undertake a site visit. The Planning Officer is required to erect the

	<ul style="list-style-type: none"> The changes suggested after the pre-consultation stage indicate that withdrawn applications will be advised to the Councils. There are also issues with 'invalid' applications. These are being removed from the PDNPA website which is a public record. Whilst it is accepted that applications can become invalid for a variety of reasons and also at any point in the planning process. They are however a matter of public record and the PDNPA should be treating them as such, therefore they should be retained on the public accessible website with all the public/statutory consultee responses as these have been submitted and should not be removed from public view. 	<p>site notice '<i>on or near the land to which the application relates</i>'. It is the responsibility of the Planning Officer to erect the notice to ensure that it has been done in compliance with the Development Management Procedure Order and the SCI; done in a timely manner that does not affect the overall decision deadline; is erected correctly so that it does not result in complaints to the Local Government Ombudsman; and that the correct date is published.</p> <ul style="list-style-type: none"> A Parish Council, if it so chooses, could advertise an application on their notice board or canvas local residents if they consider that a wider audience than that which is notified by the Local Planning Authority should be aware of an application. No change required. Only 'valid' applications are displayed on the Authority's website. This is an automated action of the Authority's computer system. In the unfortunate event that an application becomes 'invalid' after initially being made 'valid', the application would either be made 'valid' again once the required information has been submitted or withdrawn. If an application becomes 'valid' once more, the consultation procedure would start again
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		<p>and a new 8, 13 or 16 week determination date would be provided. All comments and documents previously received would be displayed on the website. If an 'invalid' application is subsequently withdrawn, the documents and comments previously received would be displayed on the Authority's website alongside the withdrawn decision letter.</p> <ul style="list-style-type: none"> • Not displaying 'invalid' applications on the Authority's website stops people spending unnecessary time examining drawings and writing comments on applications that may not come to fruition and do not require any further input at that point in time. • No change required.
Oldham Council	<ul style="list-style-type: none"> • Oldham Council is pleased that the SCI recognises the need for Duty to Cooperate to address strategic matters and lists Oldham Council in Appendix 2. • Under Localism and Neighbourhood Planning, this section could also reflect that when a neighbourhood plan is being prepared which crosses Local Planning Authority boundaries there will be a lead Authority designated as the main point of contact. 	<ul style="list-style-type: none"> • Noted. • Noted and agree that this should be included within the SCI. Update SCI accordingly.
Calver Parish Council	<ul style="list-style-type: none"> • Parish Council's (or at least Calver Parish Council) to be consulted on "Prior notification submissions" in future as well as routine planning application matters. 	<ul style="list-style-type: none"> • Prior Notification applications have a short timeframe for issuing a decision (some as short as 28 days) and failure to issue a negative decision by the Local Planning Authority in the required timeframe leads to the automatic granting of permission. Due to the short timeframes involved it is

		<p>not possible to notify Parish Councils of these types of application, nor is there a statutory duty to do so.</p> <ul style="list-style-type: none"> • A different approach to consultation cannot be provided for just one Parish Council. • No change required.
Historic England	<ul style="list-style-type: none"> • No issues to raise in respect of content. 	<ul style="list-style-type: none"> • Noted.
Staffordshire Historic Buildings Trust	<ul style="list-style-type: none"> • The Trust welcomes the proposed changes, many of which should ensure more effective two-way communication between the Authority and the people and organisations of the area. • The extent to which the document has avoided jargon is impressive. On a minor point, however, we wonder whether the phrase 'member site inspections' (3.18 on p31) may not be entirely clear to the general reader, for whom the word 'member' does not necessarily have the specific resonance that it does for those who work for or closely with the Authority. 	<ul style="list-style-type: none"> • Noted. • Noted and agree that this could be clarified. Update the SCI accordingly.