Public Document Pack

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

Our Ref: A.1142/2398

Date: 14 May 2020

NOTICE OF MEETING

Meeting: **National Park Authority**

Date: **Friday 22 May 2020**

Time: **10.00 am**

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

(Joining instructions will be sent to Authority Members separately)

SARAH FOWLER
CHIEF EXECUTIVE

STAY ALERT! **CONTROL THE VIRUS** **SAVE LIVES**

In response to the Coronavirus (Covid-19) emergency restrictions, all meetings of the Authority and its Committees will take place using video conferencing technology.

You can watch our meetings live on YouTube using the following link:

https://www.youtube.com/user/peakdistrictnpa/live

Members of the public who have given notice may still speak at this meeting for three minutes. Please call 01629 816352 for more information.

Link to meeting papers:

https://democracy.peakdistrict.gov.uk/ieListDocuments.aspx?MId=2398

AGENDA

1.   Apologies for Absence

2.   Minutes of previous meeting held on 13 March 2020 *(Pages 5 - 10)*

3.   Urgent Business

4.   Public Participation
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.

5.   Members Declarations of Interest
Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.

ITEMS FOR INFORMATION

6.   Authority Chair Update   5 mins

7.   Chief Executive's Report (SLF) *(Pages 11 - 12)*   5 mins

ITEMS FOR DECISION

8.   Internal Audit 2019/20 Annual Report (DH) *(Pages 13 - 36)*   20 mins
Appendix 1

9.   Outturn Report (A.137/22/PN) *(Pages 37 - 56)*   40 mins
Appendix A

Appendix B

Appendix C

Appendix D

THE MEETING WILL BE ADJOURNED FOR A SHORT BREAK

10.   2019/20 Year End Performance Report, 2019-20 Performance and Business   40 mins
Plan and 2020/21 Corporate Risk Register *(Pages 57 - 150)*
Appendix 1a

Appendix 1b

Appendix 2

Appendix 3

Appendix 4

Appendix 5

11.   Amendments to Standing Orders - Virtual meetings (JS) *(Pages 151 - 164)*   15 mins
Appendix 1

Appendix 2

THE MEETING WILL BE ADJOURNED FOR A SHORT BREAK

12.   Second Report of the Governance Review Working Group *(Pages 165 -*   30 mins
196)
Appendix 1

FOR INFORMATION

13.   Trans-Pennine Tunnel Study and A628 Upgrade (JRS) *(Pages 197 - 200)*   10 mins

Duration of Meeting

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

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

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

Agendas and reports

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

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected on the Authority's website.

Public Participation and Other Representations from third parties

In response to the Coronavirus (Covid -19) emergency our head office at Aldern House in Bakewell has been closed. Therefore all meetings of the Authority and its Committees will take place using video conferencing technology. Public participation is still available using a telephone connection Anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Director of Corporate Strategy and Development to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website http://www.peakdistrict.gov.uk/looking-after/about-us/have-your-say or on request from the Democratic and Legal Support Team 01629 816362, email address: democraticandlegalsupport@peakdistrict.gov.uk.

Written Representations

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

Recording of Meetings

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

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

General Information for Members of the Public Attending Meetings

In response to the Coronavirus (Covid -19) emergency our head office at Aldern House in Bakewell has been closed. Therefore all meetings of the Authority and its Committees will take place using video conferencing technology.

To: Members of National Park Authority:

Chair: Cllr A McCloy
Vice Chair:

Cllr D Chapman	Mr P Ancell
Cllr J Atkin	Cllr W Armitage
Mr J W Berresford	Cllr P Brady
Cllr M Chaplin	Cllr C Farrell
Cllr C Furness	Cllr A Gregory
Prof J Haddock-Fraser	Mr Z Hamid
Cllr A Hart	Cllr Mrs G Heath
Mr R Helliwell	Cllr I Huddlestone
Cllr B Lewis	Cllr C McLaren
Cllr Mrs K Potter	Cllr V Priestley
Miss L Slack	Mr K Smith
Cllr P Tapping	Cllr R Walker
Mrs C Waller	Cllr G D Wharmby
Ms Y Witter	Cllr B Woods

Constituent Authorities
Secretary of State for the Environment
Natural England

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

MINUTES

Meeting:	**National Park Authority**
Date:	Friday 13 March 2020 at 10.00 am
Venue:	The Board Room, Aldern House, Baslow Road, Bakewell
Chair:	Cllr A McCloy
Present:	Cllr D Chapman, Mr P Ancell, Cllr W Armitage, Mr J W Berresford, Cllr P Brady, Cllr M Chaplin, Cllr C Farrell, Cllr A Gregory, Prof J Haddock-Fraser, Cllr A Hart, Mr R Helliwell, Cllr I Huddlestone, Cllr C McLaren, Cllr V Priestley, Mr K Smith, Cllr P Tapping and Ms Y Witter
Apologies for absence:	Cllr J Atkin, Cllr D Birkinshaw, Cllr C Furness, Mr Z Hamid, Cllr Mrs G Heath, Cllr B Lewis, Cllr Mrs K Potter, Miss L Slack, Cllr R Walker, Mrs C Waller, Cllr G D Wharmby and Cllr B Woods.

14/20   MINUTES OF PREVIOUS MEETING

The minutes of the last meeting of the Authority Meeting held on 14 February 2020 were approved as a correct record.

15/20   URGENT BUSINESS

There were no items of urgent business.

16/20   PUBLIC PARTICIPATION

There was no public participation.

17/20   MEMBERS DECLARATIONS OF INTEREST

There were no Member declarations of interest.

18/20   AUTHORITY CHAIR'S UPDATE

The Chair reported the following items:

- Defra Group Chairs meeting – the Chair had attended this meeting in London and it had included representatives from Natural England, Environment Agency and National Park Authorities. The meeting had discussed issues including the Landscapes Review and climate change. In particular Defra had positively received the Landscapes Review and would like to take it forward. Also COP 26,

the 26th UN Climate Change Conference of the Parties being hosted by the Government in November at Glasgow, was discussed. The National Park Authority representatives had urged Defra to use National Parks as case studies/good examples of how protected areas are taking forward the climate change and sustainability message. National Park Chairs will try to progress this via National Parks UK. Defra are very keen to make the link between climate change and biodiversity to look for nature based solutions and National Parks could help to take this forward.

- Climate Change Summit hosted by Derbyshire County Council – the Chair had attended this summit held on 3 March and had signed a pledge to support Derbyshire County Council to achieve zero carbon by 2050. Other Members who had attended the event included Mr James Berresford, Prof Janet Haddock-Fraser, Cllr David Chapman and Cllr Barry Lewis.

- Over Haddon Community Event – the Chair had attended a community event at Over Haddon, on 6 March, looking at sustainability and he had spoken on how the Authority and communities can work together on this issue. He had also passed on details of other groups that could help including Hope Valley Climate Action Group who were coming to give a presentation to Members today during their Members' Forum meeting.

19/20 CHIEF EXECUTIVE'S REPORT (SLF)

Members noted the Chief Executive's report which included confirmation of the National Park Grant settlement for 2020/21 and updates on current work and issues both nationally and within the National Park.

The Chief Executive gave a verbal update on plans to deal with any disruption to National Park work by the Coronavirus. The Authority was following current advice from the Government and was regularly updating both staff and Members by email. The Authority's Scheme of Delegation had emergency powers to enable the Chief Executive to make decisions and the Authority had a business continuity plan in place. Preparations had been made for remote working when required but the Authority could not hold virtual committee meetings as current legislation did not allow for this. If any Member meeting needed to be cancelled this would be communicated as soon as possible. The Chief Executive stated that the Authority was emphasising the current preventative advice of good hygiene. She advised Members to keep a regular check on emails for updated information.

In response to Members' queries the Chief Executive stated that they were considering the possible effects on income streams and how to overcome them, including the Government's Bellwin scheme of emergency financial assistance to local authorities.

RESOLVED:

To note the report.

20/20 TREASURY MANAGEMENT POLICY STATEMENT AND ANNUAL TREASURY MANAGEMENT AND INVESTMENT STRATEGY (A1327/PN)

Members considered the report which requested approval of the over-arching Treasury Management Policy Statement and the Annual Treasury Management and Investment Strategy.

In introducing the report the Chief Finance Officer highlighted the following issues:

- An amendment to the accounting standard for leases for which an extra half million had been identified to accommodate this.

- In providing financial services to the Peak District National Park Foundation the Authority will borrow funds from the Foundation in return for the same investment rate earned by the Authority through its Investment Strategy with North Yorkshire County Council.

- The recent Bank of England cut in interest rates could mean a shortfall of up to £50,000 but this will be reviewed at mid-year.

In response to Members' queries the Chief Finance Officer stated that the reduction in finance from revenue estimated for 2022/23, shown in paragraph 6 of Appendix 2 of the report, was due to the use of reserves for one off projects and he would email a fuller explanation to Members after the meeting. He also answered a query regarding ethical investment.

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

RESOLVED:

1. **That the Authority approves the Treasury Management Policy Statement in Appendix 1 of the report.**

2. **That the Authority approves 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).**

21/20   INTERNAL AUDIT REPORT BLOCK 2 2019/20 (A1362/7/PN)

The Chief Finance Officer introduced the report which gave details of four areas covered under the Internal Audit Report Block 2 and these were:

- Main Accounting – High Assurance
- Performance Management – High Assurance
- Income Generation – Substantial Assurance
- Information Security Compliance Check – Substantial Assurance

With regard to the recommendations of the report on Income Generation the Director of Commercial Development and Engagement stated that plans for a Commercial Strategy were in place and it would be produced within 6 months.

RESOLVED:

That the internal audit reports for the four areas covered under Block 2 for 2019/20 be received (in Appendices 1 – 4 of the report) and the agreed actions considered.

22/20   AMENDMENT TO STANDING ORDERS - PART 7 DELEGATION TO THE CHIEF EXECUTIVE

Members considered the report which proposed additions to the Delegation to the Chief Executive in part 7 of Standing Orders with regard to the Conservation of Habitats and Species Regulations 2017, following a recommendation from the Authority's Planning Committee.

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

RESOLVED:

To amend the Scheme of Delegation to the Chief Executive set out in part 7 of Standing Orders to authorise the Chief Executive:-

a) To determine whether an appropriate assessment is required under regulation 63 of the Conservation of Habitats and Species Regulations 2017 (as amended)

b) To carry out appropriate assessments under regulations 63 and 64 of the Conservation of Habitats and Species Regulations 2017 (as amended) including, without limitation, to require further information, to carry out consultations (and for that purpose to determine whether the opinion of the general public should be taken) and to have regard to any representations received.

23/20   PEAK DISTRICT NATIONAL PARK: NATIONAL PARKS SUPPORTING HEALTH AND WELLBEING FOR ALL (SW)

Sarah Wilks, Head of Engagement, gave a presentation on the report which gave details of the work of the National Parks England's Supporting Health and Wellbeing task and finish group. The task and finish group had now become the Health and Wellbeing Strategic Steering Group. She highlighted opportunities and challenges for the Authority including partnership working.

Members queried recommendation 2 and asked that it be made clearer.

Members welcomed and praised the report but expressed concern over how actions could be implemented. Partnership working would be needed and discussions with Councils within the National Park may be useful.

The Head of Engagement noted Members' comments and the need for partnership working and resources.

11.14 Cllr D Chapman left the meeting.

 It was noted that the audience plan would be made clearer within the next 2 months and that some actions were already being progressed. Members would be kept up to date via further reports.

The recommendation with an amended recommendation 2 was moved and seconded. The motion was put to the vote and carried.

RESOLVED:

1. **To confirm support for the universal offer and action plan around prevent, restore, excel and the Peak District National Park Authority following this template to focus health and wellbeing actions.**

2. **To support further national advocacy through National Parks England to align the NHS 10- year plan with the National Parks England offer as set out in the report.**

3. **To consider what the next steps for Members might be to build and develop support for health and wellbeing work in the Peak District National Park.**

The meeting ended at 11.34 am

This page is intentionally left blank

7. **CHIEF EXECUTIVE'S REPORT (SLF)**

1. **Purpose of the report**

    To up-date members of key items since the previous Authority meeting

2. **Recommendation**

    1. **For members to note the report**

3. **Key Items**

    COVID-19 – On 23rd March 2020 the Prime Minister made it clear we are facing a national emergency as we tackle the coronavirus outbreak. He clearly and starkly spelled out what all of us need to do; stay at home, protect the NHS, and save lives. We have responded and, while most of our services remain in operation, we have shifted the whole organisation's way of operating to remote working. This means that our National Park Authority offices are closed and we have closed our visitor facilities, including visitor centres, cycle hire centres and car parks. Our staff are working at home, unless undertaking essential safety tasks, which they are doing in line with strict government guidance. During this time meetings of the Authority and the Programmes and Resources Committees will take place through video conferencing. These meetings will be broadcast live on YouTube and can be viewed using the following link: **View live meetings on YouTube**. Meetings of the Planning Committee have been suspended so the Chief Executive is using her Emergency Delegation to make planning decisions that cannot wait until Committee meetings resume. Details of any decisions that will be made under this delegation will be published 5 working days before the decision is to be made to allow you to make representations. We also took the unprecedented move to ask those who do not live in, or work on essential services in, the Peak District to stay away. This is because it was absolutely critical for our Peak District communities, businesses, farmers and key workers within the National Park that we all take these measures extremely seriously; ensuring that we do not put undue and unnecessary pressure on often limited local services and emergency personnel.

    On 10th May 2020 the Prime Minister set out the governments to steps to ease these restrictions, including allowing unlimited outdoor exercise and driving to do this. We continue to ask the majority of staff to work from home. We are currently reviewing what this means for staff who are unable to work from and how we can offer a COVID-19 safe office environment to work in and what this means for our outdoor related work. It is no surprise that as the nation takes the first steps in easing the 'lockdown' many will turn to our national parks as a place of sanctuary. Whilst we may need our national parks at this time, we remain precariously balanced with the current risks to everyone from Covid-19. This is why we have taken steps to appeal to anyone seeking to travel to the Peak District National Park that before their journey they carefully consider their own wellbeing and that of the Peak District's many small communities - and be aware that the vast majority of facilities including hospitality businesses will not be open for a little while yet. Continuing to use local parks and outdoor areas close to home can continue to provide the crucial breathing space for them and for us, to ensure the Peak District can be a safe and welcoming place to visit in the weeks to come. In this way we can ensure we don't place undue pressure on public highways, emergency access or key workers and that we limit the impacts on our residential towns and villages wherever possible.

    As well as taking action ourselves, we are working closely with our partners. We are connected into Derbyshire Local Resilience Forum (LRF) and with our fellow National Parks and with the Department for Environment, Food and Rural Affairs.

We have weathered many challenges in our almost 70 year history and, when the time is right, we will once again welcome everyone to this place which so many millions of us love and hold dear.

You can keep up to date with our response to the changing situation via our website: [Coronavirus (COVID-19) Update: Peak District National Park](#)

Long service awards – I have had the opportunity to give four long service awards since the Authority meeting in February 2020.

Working nationally – the 10 English National Park Authorities continue to work collectively on delivery plans for the four key areas of: Being National Parks for everyone; Being leaders in nature recovery; Shaping the future of farming; Leading in tackling the climate emergency. Defra remains keen to ensure the recommendations of the Landscapes Review are assessed and the agenda moved along and have invited me to join them as an expert adviser to support this work. This is a unique opportunity to help shape the way forwards for our national landscapes.

Working with partners locally - #PeakDistrictProud - a range of partners across the National Park have come together to launch and collectively promote the Countryside Code for the Peak District National Park with refreshed images and clear messages on *Protect* the invisible, *Respect* the environment and *Enjoy* your access.

Investors in People action plan - An important area of work we had in train was developing our organisational values - the core ethics, behaviours or principles we will abide by no matter what. Those values that set us apart and distinguish what it means to us to work here. We were ready to launch our new values just before the coronavirus pandemic struck. They had been developed from the hard work of our Investors in People Delivery Group, which includes a representative from every service, using feedback from consultation exercises with staff, volunteers and our Members.   I am pleased to share with you these values:

- **Care :** *We care for the Peak District National Park, the people we work with and all those we serve. It's at the heart of everything we do.*

- **Enjoy** : *We take pride in what we do and feel good about our contribution.*

- **Pioneer** : *We were born of pioneers. We will continue to explore opportunities to inspire future generations.*

These values, supported by this set of simple and clear behaviours, will become embedded in everything we do.   We hope they will serve us well.

4.   Appendices

None

Report Author, Job Title and Publication Date

Sarah Fowler, Chief Executive, 13 May 2020

8. <u>**INTERNAL AUDIT 2019/20 ANNUAL REPORT (DH)**</u>

1. **Purpose of the report**

This report asks Members to consider the Internal Audit 2019/20 Annual Report.

Key Issues

- **The overall opinion of the Head of Internal Audit on the framework of governance, risk management and control operating in the Authority is that it provides Substantial Assurance. No reliance was placed on the work of other assurance bodies in reaching that opinion.**

- **There are no significant control weaknesses which, in the opinion of the Head of Internal Audit, need to be considered for inclusion in the Annual Governance Statement.**

- **However, the opinion is qualified in light of the current coronavirus pandemic and the impact of this on the Authority.**

- **Out of 7 areas reviewed in 2019/20 4 areas received an opinion of 'High' assurance and 3 "Substantial".**

2. **Recommendation(s)**

1. **To note and accept the 2019/20 Annual Report from the Internal Auditors as set out in Appendix 1.**

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

As identified in the Annual Governance Statement, the Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority.

The Internal Audit reports therefore make a significant contribution to the Authority as an agile and efficient organisation by assisting us in developing our organisation so we have a planned and sustained approach to performance at all levels by developing and maintaining appropriate standards of corporate governance and developing key business processes underpinning the Corporate Strategy.

4. **Background**

The Accounts and Audit Regulations 2015 require that the Authority undertakes an adequate and effective system of internal audit of its accounting records and its system of internal control in accordance with proper practices.

5. **Proposals**

Members are asked to consider the Internal Audit 2019/20 Annual Report. The report contains the Head of Internal Audit's overall assurance opinion, and a summary of the key findings in each area audited during the year.

Ian Morton, Assistant Director – Audit Assurance, Veritau will be at the meeting to present the report and answer Members questions.

Are there any corporate implications members should be concerned about?

6.   **Financial:**
The cost of the Internal Audit Service contract is found from within the overall Finance budget.

7.   **Risk Management:**
The Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority.

8.   **Sustainability:**
There are no implications to identify.

9.   **Equality:**
There are no implications to identify.

10.   **Background papers (not previously published)**
None

Appendices

Appendix 1: Internal Audit annual report for year ended March 2020

Report Author, Job Title and Publication Date

David Hickman, Director of Corporate Strategy and Development, 13 May 2020

Peak District National Park Authority

Internal Audit Annual Report

2019-20

Assistant Director –
Audit Assurance: Ian Morton
Head of Internal Audit: Max Thomas

Circulation List: Members of the National Park Authority
Director of Corporate Strategy & Development
Chief Finance Officer (S151 Officer)

Date: 22/5/2020

Background

1   The work of internal audit is governed by the Accounts and Audit Regulations 2015 and the Public Sector Internal Audit Standards (PSIAS). In accordance with the PSIAS, the Chief Audit Executive (Head of Internal Audit) must provide an annual internal audit opinion and report that can be used by the organisation to inform its Annual Governance Statement. The annual internal audit opinion must conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.

2   During the year to 31 March 2020, the Authority's internal audit service was provided by Veritau.

Internal Audit Work Carried Out 2019/20

3   During 2019/20, internal audit work was carried out across the full range of activities of the Authority.   Internal audit work included:

Financial Systems – providing assurance on key areas of financial risk. This provides assurance to the Authority that the control environment is effective and the risks of loss are minimised.

Information Systems – providing assurance on information management and data quality.

Operational Systems - providing assurance on operational systems and processes which support service delivery.

Governance / Risk Management - providing assurance on governance arrangements and systems to manage risks to the achievement of corporate objectives.

Follow up – providing assurance that the agreed actions from previous years' reports are being properly implemented.

4   No special investigations were carried out during the year.

5   Appendix A summarises the internal audit work carried out during the year and the opinion given for each report. Appendix B provides details of the key findings arising from our internal audit work and appendix C provides an explanation of our assurance levels and priorities for management action.

Professional Standards

6   In order to comply with Public Sector Internal Audit Standards (PSIAS) the Head of Internal Audit is required to develop and maintain an ongoing quality assurance and improvement programme (QAIP). The objective of the QAIP is to ensure that working practices continue to conform to the required professional standards. The results of the QAIP should be reported to senior management and the Audit and Review Committee along with any areas of non-conformance with the standards. The QAIP consists of various elements, including:

(a) maintenance of a detailed audit procedures manual and standard operating practices;

(b) ongoing performance monitoring of internal audit activity;

(c) regular customer feedback;

(d) training plans and associated training and development activities;

(e) periodic self-assessments of internal audit working practices (to evaluate conformance to the Standards).

7   External assessments must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organisation. An external assessment was last carried out in November 2018. The assessment showed that the service was conforming to the required professional standards.

8   A copy of the current QAIP is attached at appendix D. The results of the quality assurance process help to demonstrate that the service continues to generally conform to the Public Sector Internal Audit Standards.

Audit Opinion and Assurance Statement

9   In connection with reporting, the relevant professional standard (2450) states that the Chief Audit Executive (CAE)[1] should provide an annual report to the board[2]. The report should include:

(a)   details of the scope of the work undertaken and the time period to which the opinion refers (together with disclosure of any restrictions in the scope of that work)

(b)   a summary of the audit work from which the opinion is derived (including details of the reliance placed on the work of other assurance bodies)

(c)   an opinion on the overall adequacy and effectiveness of the organisation's governance, risk and control framework (ie the control environment)

(d)   disclosure of any qualifications to that opinion, together with the reasons for that qualification

(e)   details of any issues which the CAE judges are of particular relevance to the preparation of the Annual Governance Statement

[1] The PSIAS refers to the Chief Audit Executive. This is taken to be the Head of Internal Audit.
[2] The PSIAS refers to the board. This is taken to be the National Park Authority.

(f)   a statement on conformance with the PSIAS and the results of the internal audit Quality Assurance and Improvement Programme.

10   The overall opinion of the Head of Internal Audit on the framework of governance, risk management and control operating in the Authority is that it provides **Substantial Assurance**. No reliance was placed on the work of other assurance providers in reaching this opinion, and there are no significant control weaknesses which need to be considered for inclusion in the Annual Governance Statement.

11   The opinion is however qualified, in light of the current coronavirus pandemic and the impact of this on the Authority. The opinion at paragraph 10 is based on internal audit work undertaken, and completed, prior to emergency measures being implemented as a result of the pandemic. These measures have resulted in a significant level of strain being placed on normal procedures and control arrangements. The level of impact is also changing as the situation develops. It is therefore not possible to quantify the additional risk arising from the current short term measures or the overall impact on the framework of governance, risk management and control.

Appendix A

Table of 2019/20 completed audit assignments

Audit	Status	Assurance Level
Contract Management	Completed	High Assurance
Business Continuity	Completed	High Assurance
Planning	Completed	Substantial Assurance
Main Accounting	Completed	High Assurance
Performance Management	Completed	High Assurance
Information Security Compliance Check	Completed	Substantial Assurance
Income Generation	Completed	Substantial Assurance

Appendix B

Summary of Key Issues from audits completed in 2019/20

System/Area	Opinion	Area Reviewed	Reported to Authority	Comments	Management Actions Agreed & Follow-Up
Contract Management	High Assurance	The audit provided assurance to management that schemes are completed in line with the frameworks in place, and monitoring of schemes is appropriate and evidenced.	October 2019	**Strengths** All contracts were found to be procured in line with the Authority's procurement guidelines. A flexible approach is taken for high value conservation works to ensure best value for money. Monitoring of schemes was found to be proportionate to the scale of works completed. **Weaknesses** There is no formal guidance to ensure contract management tasks are performed to a proportionate level.	Processes to be improved to include formal guidelines for reporting requirements. Conservation Contracts Managers are to monitor and review process in May 2020.
Business Continuity	High Assurance	The audit provided assurance to management that	October 2019	**Strengths** There are appropriate	Service level Business Impact Assessments will be completed as part of

System/Area	Opinion	Area Reviewed	Reported to Authority	Comments	Management Actions Agreed & Follow-Up
		essential business processes have been identified, and there are comprehensive Business Continuity plans in place which are regularly monitored and kept up to date.		arrangements in place to reduce the impact of disruption to normal working conditions. There is a corporate Business Continuity plan which covers all directorates within the Authority. The plan is reviewed at least once a year. It is also activated once every 2 years and a lessons learnt report is created. The ICT disaster recovery plan was tested in 2018 to obtain assurance that the ICT networks could be restored following a network outage. **Weaknesses** CIPFA and ISACA recommends that organisations should complete a business impact assessment of all services to ensure there are no points of failure.	the next review period for the Business Continuity Plan. The provisions for volunteering will be reviewed and updated as part of the next Business Continuity Review process.

System/Area	Opinion	Area Reviewed	Reported to Authority	Comments	Management Actions Agreed & Follow-Up
				Only some service departments have this. The Authority's Business Continuity plan also does not cover the co-ordination of volunteers.	
Planning	Substantial Assurance	The audit provided assurance to management that planning applications were being processed in line with statutory deadlines. Where applications are extended, refused or withdrawn, justifiable the reasons are documented, and the process for recording and retaining information is followed consistently.	October 2019	**Strengths** All planning applications tested had been validated in an appropriate time scale. Applications that are refused have justifiable reasons. The reasons are documented consistently and the appropriate records retained. **Weaknesses** Evidence of agreeing extensions to statutory deadlines is not stored on the HUB consistently. Requests to withdraw applications are also not	Extensions of time are to be agreed in writing and stored on the HUB. If there is a capacity to record rolling extensions of time in the awaited replacement for M3, this will be used in due course. All withdrawn applications will be documented in writing including the reasons for withdrawal and agreement of the applicant.

System/Area	Opinion	Area Reviewed	Reported to Authority	Comments	Management Actions Agreed & Follow-Up
				stored centrally on the HUB or categorised consistently. There is no standardised process in place for recording this information.	
Main Accounting	High Assurance	The objective of the audit was to ensure that; bank reconciliations are performed on a regular basis and authorised, suspense accounts are maintained accurately and cleared regularly, and journals are recorded and authorised correctly. The audit also reviewed the working papers maintained to monitor capital expenditure.	March 2020	**Strengths** Bank reconciliations are carried out weekly by the Finance Assistant and signed off by the Senior Finance Officer. Monthly reconciliations, as a secondary control, are performed and authorised by the Head of Finance. The suspense accounts for Payroll and VAT are cleared monthly, other areas are cleared on an ad hoc basis All suspense account are cleared by year end closedown. Journals reviewed as part of the testing are recorded accurately and appropriately authorised.	

System/Area	Opinion	Area Reviewed	Reported to Authority	Comments	Management Actions Agreed & Follow-Up
				Accurate working papers were identified for the 2018-19Capital Accounts Summary.	
Performance Management	High Assurance	The objective of the audit was to ensure that an appropriate performance management framework is in place, and that all KPI's are defined and performance is reviewed appropriately on a regular basis.	March 2020	**Strengths** The performance management framework is in place which displays task performance every 5 years, annually, bi-annually and quarterly. There is also a quarterly report cycle outlining the specific tasks to be performed. A data dictionary is in place for every KPI measured by the authority. Each has an owner, a data owner and a data administrator. KPI's are RAG rated and performance is reviewed on a regular basis. Where information is more easily accessible, performance is reviewed on a more frequent basis. A commentary of process by	There will be a complete data dictionary and methodologies for the 4 outstanding KPIs ahead of quarter 4 KPI recording in April 2020.

System/Area	Opinion	Area Reviewed	Reported to Authority	Comments	Management Actions Agreed & Follow-Up
				the KPI owner was found to be included in quarterly performance reports. **Weakness** Some KPIs did not have completed methodologies for their calculation stated in the data dictionary.	
Information Security Compliance Check	Substantial Assurance	The objective of the audit was to assess the extent to which data and assets were being held securely within Aldern House. This included hard copy personal and special category information as well as electronic items such as laptops and removable media.	March 2020	**Strengths** The quantity of unsecured sensitive and personal documentation found on desks has reduced significantly. Only 1 document was identified which included low level personal data but no special category data. **Weaknesses** A confidential waste bin was accessible as it did not have a securely locked lid. Some members of staff are still not being security conscious and do not	The lock on the confidential waste bin was found to be broken and will be repaired or replaced. The users whose devices were found will be reminded about the policy. A more general reminder will be sent out to all staff about locking cupboards. The temporary storage room containing work wear will be locked and the key will be held by the appropriate team until a permanent location is found.

System/Area	Opinion	Area Reviewed	Reported to Authority	Comments	Management Actions Agreed & Follow-Up
				ensure assets are securely stored or locked overnight. A room containing a large quantity of work wear was also accessible by any member of staff.	
Income Generation	Substantial Assurance	The objective of the audit was to ensure that appropriate governance arrangement are in place and that new commercial opportunities to generate sustainable income for the Peak District National Park Authority are being explored.	March 2020	**Strengths** The Foundation has a signed constitution outlining how it will be governed. There is a board of seven trustees. 3 are appointed by the PDNPA and 4 are recruited based on their fundraising experience. Relationships that have a financial value of £5,000 or more, will be reviewed by a Due Diligence Panel. This ensures a fair and consistent vetting of prospective sponsorship or giving proposals. **Weakness** There is no authority wide	A commercial strategy will be developed between the Director of Commercial Development & Outreach and the Chief Finance Officer.

System/Area	Opinion	Area Reviewed	Reported to Authority	Comments	Management Actions Agreed & Follow-Up
				commercial strategy in place. This would help the authority to achieve the overall target level of sustainable gross income.	

Appendix C

Audit Opinions and Priorities for Actions

Audit Opinions	
Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.	
Our overall audit opinion is based on 5 grades of opinion, as set out below.	
Opinion	**Assessment of internal control**
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions	
Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

VERITAU

INTERNAL AUDIT QUALITY ASSURANCE AND IMPROVEMENT PROGRAMME

1.0   Background

Ongoing quality assurance arrangements

Veritau maintains appropriate ongoing quality assurance arrangements designed to ensure that internal audit work is undertaken in accordance with relevant professional standards (specifically the Public Sector Internal Audit Standards). These arrangements include:

- the maintenance of a detailed audit procedures manual

- the requirement for all audit staff to conform to the Code of Ethics and Standards of Conduct Policy

- the requirement for all audit staff to complete annual declarations of interest

- detailed job descriptions and competency profiles for each internal audit post

- regular performance appraisals

- regular 1:2:1 meetings to monitor progress with audit engagements

- induction programmes, training plans and associated training activities

- attendance on relevant courses and access to e-learning material

- the maintenance of training records and training evaluation procedures

- membership of professional networks

- agreement of the objectives, scope and expected timescales for each audit engagement with the client before detailed work commences (audit specification)

- the results of all audit testing and other associated work documented using the company's automated working paper system (Galileo)

- file review by senior auditors and audit managers and sign-off of each stage of the audit process

- the ongoing investment in tools to support the effective performance of internal audit work (for example data interrogation software)

- post audit questionnaires (customer satisfaction surveys) issued following each audit engagement

- performance against agreed quality targets monitored and reported to each client on a regular basis

- regular client liaison meetings to discuss progress, share information and evaluate performance

On an ongoing basis, samples of completed audit files are also subject to internal peer review by a Quality Assurance group. The review process is designed to ensure audit work is completed consistently and to the required quality standards. The work of the Quality Assurance group is overseen by a senior audit manager. Any key learning points are shared with the relevant internal auditors and audit managers. The Head of Internal Audit will also be informed of any general areas requiring improvement. Appropriate mitigating action will be taken (for example, increased supervision of individual internal auditors or further training).

Annual self-assessment

On an annual basis, the Head of Internal Audit will seek feedback from each client on the quality of the overall internal audit service. The Head of Internal Audit will also update the PSIAS self assessment checklist and obtain evidence to demonstrate conformance with the Code of Ethics and the Standards. As part of the annual appraisal process, each internal auditor is also required to assess their current skills and knowledge against the competency profile relevant for their role. Where necessary, further training or support will be provided to address any development needs.

The Head of Internal Audit is also a member of various professional networks and obtains information on operating arrangements and relevant best practice from other similar audit providers for comparison purposes.

The results of the annual client survey, PSIAS self-assessment and professional networking are used to identify any areas requiring further development and/or improvement. Any specific changes or improvements are included in the annual Improvement Action Plan. Specific actions may also be included in the Veritau business plan and/or individual personal development action plans. The outcomes from this exercise, including details of the Improvement Action Plan are also reported to each client. The results will also be used to evaluate overall conformance with the PSIAS, the results of which are reported to senior management and the board[3] as part of the annual report of the Head of Internal Audit.

External assessment

At least once every five years, arrangements must be made to subject internal audit working practices to external assessment to ensure the continued application of professional standards. The assessment should be conducted by an independent and suitably qualified person or organisation and the results reported to the Head of Internal Audit. The outcome of the external assessment also forms part of the overall reporting process to each client (as set out above). Any specific areas identified as requiring further development and/or improvement will be included in the annual Improvement Action Plan for that year.

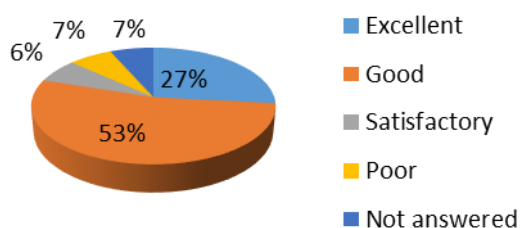[3] As defined by the relevant audit charter.

2.0   Customer Satisfaction Survey – 2020

Feedback on the overall quality of the internal audit service provided to each client was obtained in March 2020.   Where relevant, the survey also asked questions about the counter fraud and information governance services provided by Veritau. A total of 136 surveys (2019 – 171) were issued to senior managers in client organisations. 15 completed surveys were returned representing a response rate of 11% (2019 - 12%). The surveys were sent using Survey Monkey and the respondents were required to identify who they were. Respondents were asked to rate the different elements of the audit process, as follows:
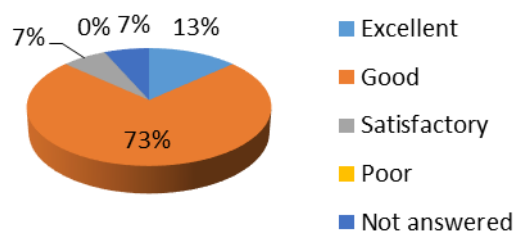
- Excellent (1)
- Good (2)
- Satisfactory (3)
- Poor (4)

Respondents were also asked to provide an overall rating for the service. The results of the survey are set out in the charts below:

Quality of audit planning / overall coverage

Excellent: 27%
Good: 53%
Satisfactory: 6%
Poor: 7%
Not answered: 7%

Provision of advice / guidance

Excellent: 13%
Good: 73%
Satisfactory: 7%
Poor: 0%
Not answered: 7%

Staff - conduct / professionalism

Excellent: 67%
Good: 20%
Satisfactory: 13%
Poor: 0%
Not answered: 0%
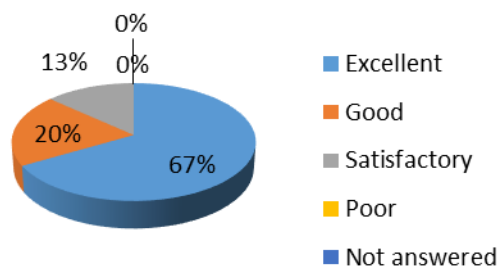
Ability to establish positive rapport with customers

Excellent: 53%
Good: 33%
Satisfactory: 7%
Poor: 7%
Not answered: 0%
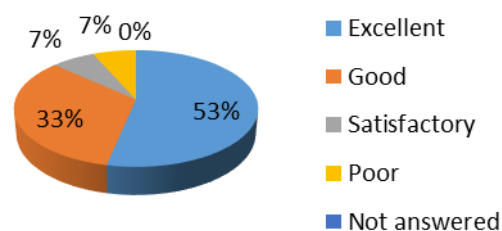
Knowledge of system / service being audited

Excellent 20%
Good 67%
Satisfactory 6%
Poor 7%
Not answered 0%
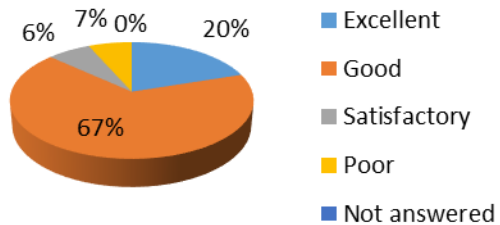
Minimising disruption to the service being audited

Excellent 33%
Good 47%
Satisfactory 7%
Poor 0%
Not answered 13%
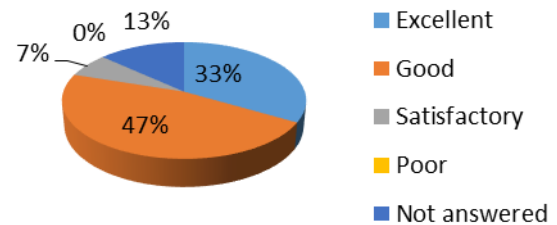
Communicating issues during the audit

Excellent 27%
Good 60%
Satisfactory 13%
Poor 0%
Not answered 0%
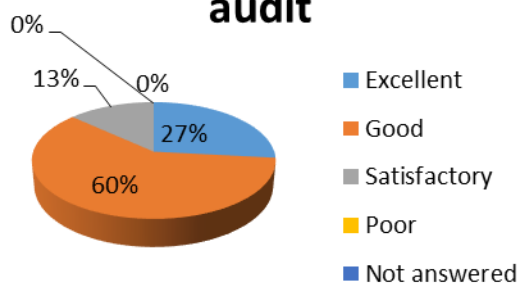
Quality of feedback at end of audit

Excellent 33%
Good 47%
Satisfactory 7%
Poor 0%
Not answered 13%
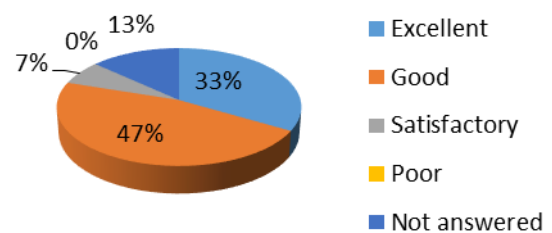
Accuracy / format / length / style of audit report

Excellent 27%
Good 46%
Satisfactory 20%
Poor 0%
Not answered 7%
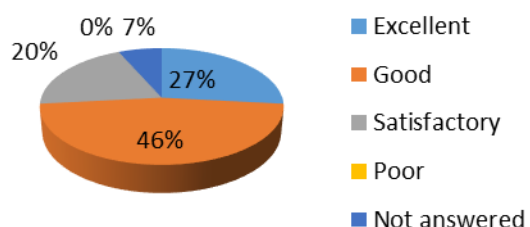
Relevance of audit opinions / conclusions

Excellent 20%
Good 54%
Satisfactory 13%
Poor 0%
Not answered 13%
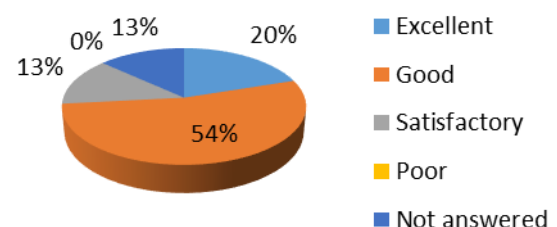
Overall rating for Internal Audit service
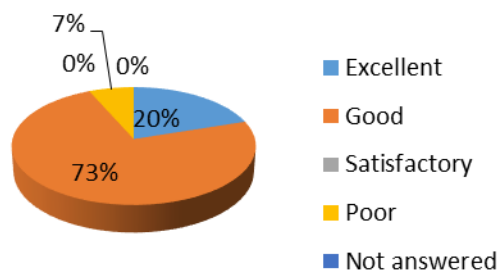
The overall ratings in 2020 were:

	2020		**2019**	
Excellent	3	20%	11	55%
Good	11	73%	6	30%
Satisfactory	0	0%	3	15%
Poor	1	7%	0	0%

The feedback shows that the majority of respondents continue to value the service being delivered.

3.0   Self-Assessment Checklist – 2020

CIPFA prepared a detailed checklist to enable conformance with the PSIAS and the Local Government Application Note to be assessed. The checklist was originally completed in March 2014 and has since been reviewed and updated annually. Documentary evidence is provided where current working practices are considered to fully or partially conform to the standards. In April 2019, CIPFA published a modified version of the checklist and this has been used to complete the latest self-assessment. The revised checklist includes some additional guidance on what constitutes compliance, and amalgamates a number of relevant checklist areas.

The current working practices are considered to be at standard. However, a few areas of non-conformance have been identified. These areas are mostly as a result of Veritau being a shared service delivering internal audit to a number of clients as well as providing other related governance services. None of the issues identified are considered to be significant and the existing arrangements are considered appropriate for the circumstances and hence require no further action.

The table below showing areas of non-compliance has been updated to reflect the new checklist.

Conformance with Standard	**Current Position**
Where there have been significant additional consulting services agreed during the year that were not already	Consultancy services are usually commissioned by the relevant client officer (generally the s151 officer). The

Conformance with Standard	Current Position
included in the audit plan, was approval sought from the audit committee before the engagement was accepted?	scope (and charging arrangements) for any specific engagement will be agreed by the Head of Internal Audit and the relevant client officer. Engagements will not be accepted if there is any actual or perceived conflict of interest, or which might otherwise be detrimental to the reputation of Veritau.
Does the risk-based plan set out the respective priorities of audit work?	Audit plans detail the work to be carried out and the estimated time requirement. The relative priority of each assignment will be considered before any subsequent changes are made to plans. Any significant changes to the plan will need to be discussed and agreed with the respective client officers (and reported to the audit committee).
Are consulting engagements that have been accepted included in the risk-based plan?	Consulting engagements are commissioned and agreed separately.
Does the risk-based plan include the approach to using other sources of assurance and any work that may be required to place reliance upon those sources?	An approach to using other sources of assurance, where appropriate is currently being developed (see below).

4.0   External Assessment

As noted above, the PSIAS require the Head of Internal Audit to arrange for an external assessment to be conducted at least once every five years to ensure the continued application of professional standards. The assessment is intended to provide an independent and objective opinion on the quality of internal audit practices.

An external assessment of Veritau internal audit working practices was undertaken in November 2018 by the South West Audit Partnership (SWAP). SWAP is a not for profit public services company operating primarily in the South West of England. As a large shared service internal audit provider it has the relevant knowledge and expertise to undertake external inspections of other shared services and is independent of Veritau.

The assessment consisted of a review of documentary evidence, including the self-assessment, and face to face interviews with a number of senior client officers and Veritau auditors. The assessors also interviewed audit committee chairs.

A copy the external assessment report is available on request.

The report concluded that Veritau internal audit activity generally conforms to the PSIAS[4] and, overall, the findings were very positive. The feedback included comments that the internal audit service was highly valued by its member councils and other clients, and that services had continued to improve since the last external assessment in 2014.

5.0   Improvement Action Plan

The external assessment identified a number of areas for further consideration and possible improvement. An action plan was developed to address these areas. One action remains to be completed, as follows:

Recommendation	Current Position
Whilst reliance may be placed on other sources of assurance, the self-assessment brought attention to the fact that there has not been an assurance mapping exercise to determine the approach to using other sources of assurance. Completion of such an exercise would ensure that work is coordinated with other assurance bodies and limited resources are not duplicating effort. (Attribute Standard 2050).	This work is ongoing. Other potential sources of assurance have been identified for each client. This information is now being used to develop more detailed assurance mapping. A standard methodology and approach is also being developed.

In 2019/20, the quality assurance group reviewed internal processes for undertaking and recording testing of internal controls. The review identified that testing methodologies were generally good, were relevant to the controls being tested and that appropriate conclusions were being reached. However, improvements were needed to the documentation of testing in some areas. The review also found some cases where the use of data analytics should have been considered, rather than relying on sample testing. This could have improved the level of assurance obtained and provided more useful data for the client. Further training will be delivered to the internal audit teams, covering these areas, in 2020/21.

The following areas will also continue to be a priority in 2020/21:

- Further development of in-house technical IT audit expertise

- Investment in new data analytics capabilities

We also plan to review the audit opinions used for reporting to ensure they remain aligned with best practice.

---

[4] PSIAS guidance suggests a scale of three ratings, 'generally conforms, 'partially conforms' and 'does not conform'. 'Generally conforms' is the top rating.

6.0   Overall Conformance with PSIAS (Opinion of the Head of Internal Audit)

Based on the results of the quality assurance process I consider that the service generally conforms to the Public Sector Internal Audit Standards, including the *Code of Ethics* and the *Standards*.

The guidance suggests a scale of three ratings, 'generally conforms, 'partially conforms' and 'does not conform'. 'Generally conforms' is the top rating and means that the internal audit service has a charter, policies and processes that are judged to be in conformance to the Standards. 'Partially conforms' means deficiencies in practice are noted that are judged to deviate from the Standards, but these deficiencies did not preclude the internal audit service from performing its responsibilities in an acceptable manner. 'Does not conform' means the deficiencies in practice are judged to be so significant as to seriously impair or preclude the internal audit service from performing adequately in all or in significant areas of its responsibilities.

9.   2019-2020 OUTTURN (A.137/22/PN)

Purpose of the Report

1.   This report explains the outturn for 2019/2020 and seeks approval of the necessary appropriations to or from reserves, together with approval of unspent funds and overspends to be carried forward into the 2020/21 financial year.

Key Issues

- The 2019/20 financial year accounts need to be signed by the Chief Finance Officer by the 31st May 2020 with audited accounts published by 31st July 2020.

- In order to meet the deadline for the accounts it is suggested that if Members feel unable to approve all the recommendations it is proposed that the sums affected should be allocated temporarily to the slippage reserve (or other reserve where appropriate), subject to Members' further decision.

- In an accounting adjustment, between reserves only, £304,000 of resources previously approved by Members for allocation into priority areas (in line with Authority Minute 20/16) has been transferred from the General Reserve to the Matched Funding Reserve so that the General Reserve properly reflects un-earmarked contingency funds; this is why the General Reserve shows a reduction from the 2018/19 level shown in Appendix D.

- Subject to a number of possible minor adjustments and final confirmation of the figure, the general reserve is protected at its current level (taking account of the adjustment above) and there is an overall surplus of £481,900, which is recommended to be allocated as a contingency, following the requirements outlined in the bullet point below on the Coronavirus emergency, and also covered further in paragraph 8 of this report.

- The National Park Grant for 2019/20 was the final and fourth year of the "protected" Spending Review period, with an increase of 1.72% from the previous year.

- The exceptionally wet weather during 2019/20 has had an impact on our trading services' achieving income targets.

- At midyear review stage there were no major concerns reported, but it was noted that maintenance works at visitor centres, replacement tills, and the desirability of finding funds to raise the visitor centre specific reserve from its nil balance to a modest £25,000 were recommended by the Resources Management Meeting and were approved for virement by the Chair and Vice Chair of the Performance and Resources Committee. This was financed by virement from savings in the vehicle fleet through the operation of older vehicles and savings in planning fee advertising costs. It was noted that there was still a risk that Visitor centres and Cycle Hire centres were not likely to achieve their budget targets.

- There are significant concerns over the impact of the Coronavirus emergency on income in the 2020-21 year. The effect of this emergency was also felt in March, the last month of the 2019-20 financial year, when the visitor year starts in earnest. Estimates of the financial impact on the Authority will depend on the extent to which income across trading services is eventually effected in the months of lockdown, mitigated by any savings possible. Savings are limited as many of the costs, including staff, are fixed in nature. The Authority has

furloughed staff who are directly income funded and who are unable to work during this period, in order to claim the 80% of wages covered by the Coronavirus Job Retention Scheme. Estimates of the impact are covered in more detail in paragraph 8 of this report.

- Defra have indicated that dealing with the Coronavirus impact should be a priority for use of National Park Grant over and above National Park purposes, and the extent to which Defra are able, or indeed intend, to support the impact on the Authority is unclear other than through the current National Park Grant. It is considered prudent therefore to find contingency sums from this outturn, as a priority over and above the usual slippage and specific reserve requests. Therefore a sum of £481,900 is recommended as emergency support, which will be held in a contingency reserve as the impact becomes clearer. In previous years, the funding used to create the Coronavirus contingency reserve would have been available to support the delivery of outcomes identified in the Corporate Strategy 2019/24. The consequential impact upon the delivery of planned Corporate Strategy outcomes will be assessed during 2020/21 and reported to Members. Some Specific reserve requests are also recommended for approval, for services which will be able to use them as a first call on any income deficits they face in 2020-21. The remaining recommended slippage requests and specific reserve requests, in support of budget-holders achieving their business plans, are also contained within Appendix C.

- The Authority's reserve position is otherwise maintained at the levels shown in Appendix D for three main purposes:-

  1) allowing a degree of one-off resilience to cope with existing challenges and liabilities, to safeguard National Park policies without immediately requiring resources to be found from diminished revenue budgets.

  2) helping to underwrite the consequences of adverse variances against budget in times of greater uncertainties in trading income , and also uncertainty over National Park Grant for future years, especially given the fact that Defra have been unable to commit to inflation protection for 2020-21, and there remains uncertainty over future years beyond that.

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

  The Chartered Institute of Public Finance and Accountancy (CIPFA) publishes advice to Local Authorities (LAAP Bulletins) on what approach an Authority should take in its reserve policies to achieve its statutory finance responsibilities, and these considerations have informed the Authority's reserve structures and approach.

Recommendation

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

How does this contribute to our policies and legal obligations?

3.   The Accounts and Audit Regulations 2015 require the Chief Finance Officer to sign the annual accounts by the 31st May. This report has been written therefore to allow the Authority to agree recommendations on the movement of funds to and from reserves, which will need to be incorporated into the annual accounts. The accounts are required

to be audited and signed off by 31st July. The consequence of this is that the Chief Finance Officer will need to prepare and certify the accounts by 31st May. The outturn information in this report is based on the budget report agreed in February 2019.

4.   There were periodic budget monitoring meetings of the Senior Leadership Team with the Head of Finance together with the three appointed Budget Monitoring Members at key stages of the year. Variances from the agreed budget and forecasts are discussed during this meeting, together with updates on the anticipated level of reserves and movements in the budget arising from in-year committee resolutions.

Background

5.   The approved budget for 2019/20 was based on the level of National Park Grant confirmed by Defra on January 21st 2016, which confirmed a £111,357 (1.72%) increase to the agreed level of National Park Grant, as part of a protected settlement up to 31st March 2020 in line with the current Spending Review period. As part of coping with the resource reductions in the previous Comprehensive Spending Review Members had previously approved a total of £2,378,000 of savings/income in the 2010/11-2015/16 years, and the 2016/17 budget approved a further £602,000 of savings which were already in hand.

6.   The March 2019 Authority meeting approved the Chief Finance Officer's report under the Prudential Code for Capital Finance, setting prudent borrowing limits for the 2019/20 year of £2.0m. In August 2006, in accordance with Services Committee Minute 41/05, the Authority borrowed £697,000 to finance the Aldern House Project, and in December 2009 £500,000 for the replacement of vehicles (Minute 22/08 in March 2008): total debt of £1,197,000. No further external borrowing has taken place to date, and the total outstanding external debt at 31st March 2020, after repayments to date, is now £419,942. Repayments are made half yearly and are a fixed amount, with a proportion covering the interest payable, and the remainder, in increasing proportion over the repayment period, repaying the original capital sum. A number of further borrowing approvals have been agreed since then totalling £1,897,045; these have been financed internally from internal cash balances. Those outstanding and hence current are:-

Committee / RMT Minute	Date	Approval	Reason	Annual charge to budget	Ending
ARP 41/12	20/07/2012	£108,812	Aldern House Biomass boiler	£8,000	2032/33 (20 years)
N/A Head of Service	16/05/2012	£9,247	Replacement vehicle Learning Team (now adopted as a general pool car following staff move to Aldern House)	£1,311	2019/20 (7 years)
RMT 70/12	31/07/2012	£19,480	Litter Service vehicle replacement (from lease to owned)	£2,770	2019/20 (7 years)
RMT 63/12	31/07/2012	£98,506	Borrowing for landlord elements of Big Fernyford Farm refurbishment	£5,758	2037/38 (25 years)
ARP 11/15	23/01/2015	£60,000	Showers and camping facility improvements at North Lees campsite	£4,583	2030/31 (15 years)
ARP 18/16	04/03/2016	£330,000	Castleton Visitor Centre re-modelling	£19,791	2037/38 (20 years)

RMT 17/16	09/05/2016	£40,000	2 additional Camping Pods	£2,057	2031/32 (15 years)
RMT 42/16	01/11/2016	£21,000	Replacement vehicle for volunteer service	£2,715	2023/24 (7 years)
RMT 01/17	10/01/2017	£90,000	Tenancy Refurb. - 2 properties	c. £5,000	2031/32 (15 years)
RMM 32/17	01/08/2017	£145,000	Tenancy Refurb – 1 property	c. £7,125	2041/42 (25 years)
RMM 38/17	04/10/2017	£75,000	Pool car replacements	c. £6,100	2023/24 (7 years)
ARP 21/18	16/03/2018	£370,000	Millers Dale Phase 1	c. £21,360	2043/44
RMM 14/18	30/07/2018	£110,000	Tenancy refurbishment Warslow Estate	c. £6,317	2044/45
ARP 4/19	18/01/2019	£450,000	Vehicle replacements	c.£58,000	2025/26

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

7.   The Budget Monitoring Group met during the year and as usual paid close attention to trading income, that being the least controllable element within baseline budgets. There were no significant areas of concern which merited reporting to Committee during the year, although it was noted that Visitor Services income was below budget and the outturn was likely to be an overspend.

Base Rates remained at 0.75% for most of the year up to March 2020, and investment receipts have improved slightly from the previous year. The actual interest rate earned decreased slightly from 0.95% at the beginning of the year to 0.87% at the end of the year. Interest earned was £70,966 (£60,671 last year). Interest rates were however reduced to the lowest ever recorded in March 2020, to 0.1%, so the interest rate earned in 2020-21 will be much lower.

8.   At the outturn stage it is sometimes possible to make temporary resource allocations, based on actual results. The current year's outturn shows that there are likely to be extra funds available for allocation, after taking account of slippage requests and specific reserve requests, subject to confirming final accounting provisions. The table illustrates how these "outturn" resources have varied in the past few years:-

	2019-20	2018-19	2017-18	2016-17
Midyear Review allocation	81,000	32,000	95,000	0
Surplus for reallocation	481,900	345,000	0	34,000
Slippage approved	658,350	850,162	1,147,550	799,189

It is proposed that this surplus is allocated to a newly formed Covid emergency reserve, as explained below, subject to Members' approval of this approach to coping with the emergency in financial terms.

The main financial impact is loss of income from trading and other income sources, predominantly in 2020-21 (see table below). The position for 2019-20 has been established in this report, and any impact on 2019-20 has been coped with in the outturn figures. The estimated impact is based on broad analyses of past income

achieved. The opportunity costs of lost income (e.g. sponsorship, donations and the loss of excellent trading through exceptional April and May weather for example) are not included but will still be felt.

It is proposed to attempt to finance the income shortfall in two phases, the first phase covering the April to June period. This will be supported from the Covid emergency reserve, together with any government help from announced packages, if available.

The second phase, covering July – October, will be dealt with by considering what 2020-21 revenue budget resources can be avoided; by understanding what our actual income achieved during the April to June period is for areas which have been able to continue (e.g. planning and some rentals); and also by using our increased knowledge of what post-lockdown activity in income related activities can be achieved during this second quarter. We will also look at whether some of this can be supported from other earmarked reserves. It is not possible to be more specific at this stage.

The Authority's revenue budget has been pared down considerably following the year on year cuts from 2010, and remaining budgets are mainly staff costs or are generally fixed in nature, so a short term response to COVID by reconsidering these allocations is not always possible, however it is likely that it will be necessary to consider what commitments may be capable of being deferred.

The main problem of any further drawdown from earmarked reserves is that these resources will need to be replaced as a further forward pressure, as the funds are set aside for the specific purposes they are earmarked for, many of which are commitments or obligations.

An indicative summary of the impact is shown below. The figures are likely to represent the maximum risk, and cover the full year; both scenarios which it is hoped can be avoided, but it is clear that there will still remain a substantial financial impact. It should be noted that there is still the possibility that we may have a problem with funding c £468,000 of project staff later in the year, if these project staff are unable to perform project work and reclaim their salary costs. Currently we are working on the basis at least in the first two quarters, that this will not be a problem for the funding bodies, but the figures have been included below as a possible problem later on.

£,000	April	May	June	July-October	Nov-March	Total
Net income loss – trading services	210	159	97	543	313	**1,322**
Net income loss – planning service	26	34	23	90	103	**276**
Project staff if costs not accepted by funders if not achieving full outputs				208	260	**468**
Total	**236**	**193**	**120**	**841**	**676**	**2,066**
CJRS scheme estimate*	(57)	(57)	(57)			**(171)**
Business Rate Relief*	(53)					**(53)**
Actual income achieved	(?)	(?)	(?)	(?)	(?)	(?)

Other Savings	(?)	(?)	(?)	(?)	(?)	(?)
Net Cost as known currently	**126**	**136**	**63**	**841**	**676**	**1,842**
Phase 1 Covid reserve drawdown	(126)	(136)	(63)	(157)		**(482)**
Possible Unfinanced Cost (full year)	**0**	**0**	**0**	**684**	**676**	**1,360**

*assuming repaid by HMRC and local authorities if eligible

9.   Resource Management Meeting (RMM) discussed the outturn figures and slippage recommendations on the 12th May.

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

Reserve Levels (Appendix D)

(a)   General Reserve: The General Reserve exists to accommodate unforeseen circumstances and is approximately £350,000.

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

The external auditors consider the adequacy of the Authority's reserve levels as part of their overall audit opinion and it is an important component of their financial viability assessment.

(b)   Specific Reserves: The level of specific reserves overall has remained at the same broad level (excluding the proposed Covid reserve). The reserves are being operated in accordance with agreed policies, allowing services to draw from and add to their reserves in line with their longer term programmes, especially in relation to tackling backlog maintenance of properties occupied. This can be seen from the mix of proposals to and from the reserves.

(c)   Capital Reserve: The Capital Receipts reserve started the year at £1,363,897, and there were sale receipts during the year of 1 further woodland and the disposal of 1 vehicle. The net receipts from these sales are added to the Reserve, increasing the reserve by £4,107, in line with the approved Capital Programme and needed to sustain that expenditure programme. The reserve was also used to support previously authorised Trails Structures work (Minute 51/16) totalling £35,550, and capital works at Pump Farm of £43,516 (ARP Minute 13/18), expenditure totalling £79,111.

(d)   Slippage Reserve: This Reserve operates differently from the other reserves in the sense that the funds do not remain within the reserve, if they are required in the following year: basically the amount of slippage approved in Appendix C is temporarily held on the balance sheet on 31st March, and is then immediately allocated into the budgets upon committee approving the slippage amount if the funds are required in the next financial year. There is a balance between allowing sensible use of slippage between years to manage commitments prudently with due regard for value for money, and not allowing slippage to be too high with monies not being spent in-year. The level of slippage fluctuates year on year and

the 2019/20 level is lower partly because of the need to create and finance the Covid emergency reserve.

(e)   Matched Funding Reserve:
      This reserve was created to protect funds committed to partnership projects. The Authority's annual contributions to these projects tend to be allocated on a straight line basis across the years of the project to facilitate budget planning, and the actual expenditure pattern is often very different between years: this, together with the accounting requirement to allocate partner income to expenditure proportionately to the contributions originally determined in the application means that unspent Authority funds committed to the projects in contracts with funding bodies need to be ring-fenced and carried forward to match expenditure, when required in future years, in order to fulfil the commitment. This reserve has also been used to ring fence funds approved for re-allocation, of which £600,000 are committed, but remain to be allocated. The reserve level is likely to be sustained at quite high levels until these re-allocated funds are fully spent. The reserve also contains the exchange rate earmarked contingency for the Moorlife 2020 project.

Revenue Account & Services

11.   Appendix A, Column F, shows the final budget surplus or deficit arising from each service, after appropriations to and from reserves and slippage requests have been taken into account, and is useful to refer to along with the comments below, which only pick out the larger variances.

(a)   *The Planning Service fee-based planning applications in £ terms were £37,000 below the previous year, and £49,000 below budget estimate. The service budget was helped by much higher vacancy savings than usual, with a net surplus of £25,000.*

(b)   *The Moors for the Future core team achieved a £14,000 surplus which it is proposed is carried forward to help balance the 20-21 year's target.*

(c)   *The Engagement Rangers' budget benefitted from a significant reduction in fuel and maintenance costs in the vehicle fleet, following changes in the use of vehicles, coupled with vacancy savings.*

(d)   *The Warslow estate drew funds down as planned from the capital reserve and the condition survey allocation) to support refurbishment of Reapsmoor Chapel and the conversion of the barn at Pump Farm to create an estate office. The Chapel also used the bequest kindly left to the Authority by Sheila Streek.*

(e)   *The Minor Properties budget included the capital project to re-configure Ashford Store for use as a base by the CMPT team following its relocation from Millers Dale, funded from the investment allocation.*

(f)   *The North Lees estate exceeded its 93% full cost recovery target and is able to propose a small contribution to its Specific Reserve which will help to cope with income loss from the campsite in 2020-21 through closure. This was due to a number of positive factors, including net income from the campsite above budget of £10,000, and very strong income from Surprise View car park (£24,000 above budget).*

(g)   *Conversely, the "non-Estate car park budget" did not achieve its budgeted income across car parks not associated with the main estates or Trails portfolio; and the associated toilets budget incurred extra costs for essential repairs and extra cleaning due to sickness. The overspends are partially covered by a drawdown of*

£27,000 from the Specific Reserve.

(h) The Conservation and Maintenance of Property Team over-achieved its income target by £24,000 whilst carrying vacancy savings, leading to a surplus of £42,000 at year end.

(i) The Trails' budget achieved a surplus of £59,000 arising from a combination of higher concession income, car park fees and lower non-pay expenditure. £36,000 of Trails infrastructure work was financed from the capital fund in line with the committee authority of September 2016 (Minute 51/16).

(j) Visitor centre sales had a strong start to the year but then tailed off in the second half of the year, with March also affected by the centre closures, leaving sales £21,000 below 2018/19 levels; and with the budget target being very demanding, income levels ended the year £74,000 below budget. Part of the ambitious income target was to help towards maintenance at the centres, and some of these costs were averted, with the budget was supplemented by virement at Midyear stage to help with replacement till costs, and remedial / maintenance costs at Castleton, Edale and Bakewell. A £25,000 allocation to the Specific Reserve at year end was also funded. However despite these extra allocations, because of the income shortfall, the budget just about balanced, with no surplus left to appropriate to the reserve.

(k) The Cycle Hire Service had a difficult year and its income ended the year £18,000 below 2018/19 levels, and £31,000 below budget. £10,000 of this related to March closure. This was exacerbated by pay and non-pay budgets also being overspent, leading to a £71,000 overspend. This has been absorbed in the overall outturn, as the specific reserve will be required to help towards the income loss in 2020-21 from continued closure. A significant disappointment is the fact that the exceptional April and May weather would have led to these income shortfalls being partially recovered, if it were not for the Covid emergency.

(l) The ICT service manages the revenue and capital budgets together, depending on requirements, in combination with the use of the specific reserve; this year software purchases required more capital budget, which was supplied partly from savings in the revenue budget and partly drawing from the ICT reserve.

(m) The Corporate Strategy team slippage requests are mainly for ring-fenced funds towards the climate change vulnerability assessment and carbon management projects.

(n) There were vacancy savings in the Property Support Unit.

(o) The Legal Services funds ring-fenced for legal actions which were not required in 2019/20 are usually carried forward into the Minerals and Legal Reserve. The level of the Reserve allows the Authority to make strong responses in defence of its policies. This year as a one-off the funds have been released to the Covid reserve.

(p)   The corporate overhead recovery fund is managed by the Director of Corporate Strategy and Development and collects the agreed recharges levied against all externally funded projects based on staff in post, which support the extra demands placed on Corporate Support Services (finance, legal, IT, HR, property) as a result of these activities, which are very significant in financial terms and draw a heavy demand on support service resources. The demands are assessed by the Director and commitments – mainly additional temporary staffing - have been agreed for 2020/21 onwards, hence the proposed sum is requested as slippage to help meet the agreed demands in 2020/21 and 2021/22. It is in the nature of this fund that the charges to projects occur in advance of the supporting allocations so there is usually a timing difference between the income being received in the fund, and the subsequent expenditure. The Director has reviewed the level of commitments and support required and proposes a one-off allocation from this fund to the covid reserve.

(q)   The Projects in Appendix A are separately shown away from the "core" budgets as they all rely on either Partnership or external grant funding and are ring-fenced for those purposes. The expenditure on these projects can be substantial and the Authority's cash contribution – often small in relation to the grant funding - is shown in the budget, or may be represented by in-kind contributions. If a project is entirely externally funded / has in-kind contributions, then the budget will show as zero – and also the outturn position (i.e. net expenditure) will be zero, illustrating that the gross expenditure has been fully balanced by the external income. Although this is the most appropriate presentation in respect of the overall impact on the budget, its does not of course show the actual expenditure of each project. Projects with expenditure over £150,000 have all been approved by ARP (or its predecessor) Committee; the smaller projects over £50,000 are approved by Resource Management Meeting in line with Standing Orders. If Members wish to see more analysis the Head of Finance will provide detailed breakdowns on request. The comments section of Appendix A highlights the principal funder and the total expenditure of the larger projects.

12.   The current policy on under and overspends at year end is longstanding and was confirmed by the original Resources Committee on 19 July 2002 and is as follows:

•   overspends are carried forward and found from service budgets the following year unless there are extenuating circumstances

•   For underspends or surpluses remaining at year end, budget holders may bid for slippage (where commitments have already been made) or where specific reserves exist, for the balance to be appropriated to these reserves.

•   All other underspends or surpluses are allocated to general reserve.

13.   The RMM has reviewed the circumstances surrounding any overspends, and is content that where these have occurred, they are capable of being contained within overall service or divisional responsibilities, or dealt with corporately without impact on reserves, and no recommendations are put forward for these overspends to be carried forward and retrieved from next year's service budgets.

14.   The following appendices are provided to give a full analysis of the outturn:

Appendix A
A variance analysis which highlights the individual service under or overspends, together with the impact of the proposed slippage and reserve requests on the overall figures – based on over and underspends from Appendix B. Column F shows the final balance of surpluses and deficits, with the total surplus or deficit at the bottom being the impact on the general fund. It should be noted that an "underspend" may arise from

additional income earned above budget.

Appendix B
The outturn in the form in which budget responsibility is allocated and monitored during the year. This Annex is used as the basis for RMM decisions on over and underspends, as it reflects directorate and service head budget responsibilities. A full analysis of income and expenditure by service/function and by type of income and expenditure is available on request to the Head of Finance.

Appendix C
C (i) lists the recommended slippage requests put forward by service heads and Directors for carry forward of unspent funds into the 2020/21 budget. C (ii) lists the recommended appropriations to or from specific reserves. C (iii) contains the overspends proposed to be carried forward against the 2020/21 service or project budget, if any.

Appendix D
Shows the level of the Authority's cash reserves, after all the above adjustments.

15. There may be some late adjustments arising from final provisions and system reconciliations, any final changes in the figures between this report and the final position will be reported to Members in the accounts report.

Proposals

16. In terms of the Authority's overall financial position, the outturn for the 2019/20 is as presented, and the actions recommended in Appendix C are regarded as an appropriate way of managing the Authority's resources across financial years.

17. Reserve levels have been maintained at the levels required to meet statutory requirements, to provide a prudent level of provision for substantial asset liabilities, and to give strong support to our planning policies in the legal process; they represent limited and temporary one-off sources of funds which allow the Authority to maintain stability of National Park outcomes into the medium term.

Are there any corporate considerations Member should be concerned about?

18. **Financial:** The issues have been covered in the report.

19. **Risk Management:**

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

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

This outturn report and the recommendations arising from it are considered to be evidence of the effectiveness of these processes as they relate to the 2019/20 financial year.

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

       Consultees

21.   The outturn was discussed and agreed by the Resource Management Meeting (RMM) on the 12th May.

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

       Full income and expenditure analysis

       Appendices

       Appendix A   - 2019/20 Variance Analysis

       Appendix B   - 2019/20 Outturn by services within divisional headings

       Appendix C   - Slippage and reserve requests

       Appendix D   - Reserve Levels

       Report Author, Job Title and Publication Date

       Philip Naylor, Head of Finance / Chief Finance Officer, 13 May 2020

This page is intentionally left blank

		Col A	Col B	Col C	Col D	Col E	Col F	Col G
		(Overspend)	Underspend	Capital - (overspend) underspend	Slippage requests	Appropriations (to) from reserves	Final Surplus (Deficit)	Main Cause of Variance / Comments
					App C i	App C ii		
Conservation and Planning								
Rural Economy	Gp.	(9)	0				(9)	-
Natural Environment	CNE	0	5			5	10	-
Cultural Heritage	CAR	0	10		(9)		1	-
Moors for the Future core costs	RMF	0	14		(14)		0	-
Planning Service	PDC	0	25				25	vacancy savings exceeding lower fee levels
Transport Policy	PTT	0	28		(28)		0	earmarked for Edale explorer and publication costs
Policy Planning	PPP	0	9				9	-
		(9)	**91**	**0**	**(51)**	**5**	**36**	
Commercial Development & Outreach								
Engagement Rangers	Gp.	0	105	(6)	(15)	9	93	vehicle fuel & maintenance savings and vacancies
Visitor Experience (V.E.)	HWA	(8)	0				(8)	-
V.E: Access & Rights of Way	RRU	0	11				11	-
V.E: Footpaths & Pennine Way	GP.	(2)	0				(2)	-
V.E: Edale Centre premises costs	HWE	(6)	0				(6)	-
V.E: Warslow Estate	CEW	0	19	(150)		131	0	Reapsmoor chapel /Pump Farm capital projects
V.E: Eastern Moors Estate	CEE	0	2				2	-
V.E: North Lees Estate	CEN	0	12			(12)	0	-
V.E: Minor Properties	CEM	(43)	0			38	(5)	Ashford Store reconfigured for CMPT team
V.E: Non-Estate Recreation facilities	Gp.	0	11				11	-
V.E: Non-Estate Car Parks	CEP	(22)	0			3	(19)	-
V.E: Non-Estate Toilets	CET	(24)	0			24	0	-
V.E: Woodlands	JAA	0	5	4		(4)	5	-
V.E: CMPT Team	CED	0	46		(4)		42	vacancy savings
V.E: Rural Surveyors	HWB	(16)	0				(16)	extra staff costs to support asset management plan
V.E: Trails	CEQ-Z	0	59	(67)		8	0	Trails infrastructure funded from Capital Fund
V.E: Visitor Centres	RVC	(2)	0	0		0	(2)	Covid impact prevents specific reserve allocation
V.E: Cycle Hire	CEB	(71)	0				(71)	higher costs during year; Covid impact in March
Fundraising	RFU	0	32		(19)		13	
Communications	RII	0	72		(35)		37	vacancy savings
Design	RDE	0	17				17	vacancy saving
		(193)	**391**	**(219)**	**(73)**	**196**	**102**	
Corporate Strategy & Development								
Information Management	AIT	0	15	(25)		4	(6)	-
Aldern House HQ	AHQ	(10)	0	0		15	5	condition survey work funded from investment allocation
Customer & Business Support	AIC	0	13				13	Vacancy savings
Corporate Strategy	PPM	0	101		(43)		57	ring fenced funds for climate change and vacancy savings
Property Support Unit	Gp.	0	32				32	
Finance	AFS	0	12				12	-
Legal Services	ALE	0	44				44	lower costs for external legal advice
-Committee & Member Services	Gp.	0	9				9	
Human Resources	APE	(13)	0				(13)	apprentice levy costs and temporary staff costs
Corporate Management	ACS	(1)	0	0		(0)	(1)	-
-Corporate Overhead Recovery	ABQ	0	368		(231)		138	Charges received from projects with commitments c/f
		(24)	**594**	**(24)**	**(274)**	**18**	**290**	
Projects - externally funded								
Conservation & Planning Projects								
Ecton Mine Project	VBE	0	0				0	£3,000 expenditure
Longdendale Landscape	VBI	0	0				0	Ofgem grant aided project
Longdendale Trails	VBO	0	0				0	Ofgem grant aided project £18,000 expenditure
Underground Designation	VBU	0	0				0	
Defra ELMS project	VBD	(1)	0				(1)	Defra pilot project £15,000 expenditure
Farmsteads	VBZ	0	0				0	
South West Peak	VSW	(33)	0			33	0	South West Peak HLF funded £738,000 expenditure
Village & Communities Officer	VMC	0	33		(33)		(0)	Partnership funding £38,000 expenditure
Rural Enabling	VME	(0)	0				(0)	Partnership funding £9,000 expenditure
Brownfields	VMG	0	44		(44)		0	DHCLG funding £27,000 expenditure
Moors for the Future (MFF)	VC6	(9)	0		(5)		(14)	Partners/govt/water co/NT contracts £194,000
MFF - Private Lands	VM2	(0)	0				(0)	Natural England funded £220,000 expenditure
Moorlife 2020	VM3	(2)	0				(2)	European funded £3,324,000 expenditure
Moorlife Partners	VM4	0	0				0	Moorlife Partners funded £243,000 expenditure
Moor Carbon	VM5	0	0				0	Defra funded £468,000 expenditure
Edale Station	VGL	0	0				0	car park machine collection for partner authority
Commercial Dpvt. & Outreach Projects								
Fire Operations Group	VYA	0	35		(35)		0	Partnership funding £32,000 expenditure
Access Fund	VFH	0	13		(13)		0	external donations
Events Website	VFJ	0	7				7	
Leisure Walks	VYD	0	0				0	Derbyshire County Council funded £3,000 expenditure
Mend Our Mountains	Gp.	0	21		(21)		(0)	British Mountaineering Council donations
Pedal Peak Business Initiative	VZJ	(6)	0				(6)	final £6,000 expenditure
Moorland Discovery	VEF	(3)	0				(3)	joint project with National Trust £35,000 expenditure
Better Outside	VEH	0	7		(7)		(0)	£5,000 expenditure joint funded project
Endeavour	VEJ	0	4		(4)		0	Heritage Lottery funded project funds c/f
Upper Derwent Partners	VYB	0	67		(67)		0	Derwent Valley partnership funding c/f
Corporate Projects								
Visit England	VDE	0	0				0	Visit England funded £201,000 expenditure
Asset Mgt Revenue Account	VDY	0	56				56	Capital minimum revenue provision & holding a/c
Matched Funding Appropriations	VDX	0	30			(29)	1	Provisions & accruals holding a/cs;
		(54)	**319**	**0**	**(231)**	**4**	**38**	
		(281)	**1,395**	**(243)**	**(628)**	**223**	**466**	
			80		(30)	(50)	0	contingencies and matched funding in 19/20 not allocated
						(482)	(482)	transfer to COVID reserve
			16				16	surplus in investment interest receipts
		(281)	**1,491**	**(243)**	**(658)**	**(309)**	**0**	

This page is intentionally left blank

Peak District National Park Authority 2019/20 Outturn £,000   APPENDIX B

Rounding errors may occur

		Col A	Col B		Col C	Col D	Col E
		Total Budget 2019/20	Outturn		Overspend	Underspend	Variance %
Conservation and Planning							
Rural Economy	Gp.	335	344		(9)	0	(3%)
Natural Environment	CNE	182	177		0	5	3%
Cultural Heritage	CAR	269	258		0	10	4%
Moors for the Future core costs	RMF	95	81		0	14	15%
Planning Service	PDC	570	545		0	25	4%
Transport Policy	PTT	135	107		0	28	21%
Policy Planning	PPP	151	142		0	9	6%
		1,737	**1,656**		**(9)**	**91**	**5%**
Commercial Development & Outreach							
Engagement Rangers	Gp.	830	725		0	105	13%
Visitor Experience (V.E.)	HWA	51	59		(8)	0	(16%)
V.E: Access & Rights of Way	RRU	126	115		0	11	8%
V.E: Pennine Way	GP.	0	2		(2)	0	100%
V.E: Edale Centre premises costs	HWE	51	56		(6)	0	(11%)
V.E: Warslow Estate	CEW	(74)	(94)		0	19	(26%)
V.E: Eastern Moors Estate	CEE	26	24		0	2	9%
V.E: North Lees Estate	CEN	(59)	(72)		0	12	(21%)
V.E: Minor Properties	CEM	0	43		(43)	0	100%
V.E: Non-Estate Recreation facilities	Gp.	(3)	(14)		0	11	(392%)
V.E: Non-Estate Car Parks	CEP	(72)	(51)		(22)	0	30%
V.E: Non-Estate Toilets	CET	101	125		(24)	0	(24%)
V.E: Woodlands	JAA	48	44		0	5	10%
V.E: CMPT Team	CED	180	134		0	46	26%
V.E: Rural Surveyors	HWB	66	83		(16)	0	(25%)
V.E: Trails	CEQ-Z	135	76		0	59	44%
V.E: Visitor Centres	RVC	233	235		(2)	0	(1%)
V.E: Cycle Hire	CEB	(61)	11		(71)	0	118%
Fundraising	RFU	100	68		0	32	32%
Communications	RII	290	218		0	72	25%
Design	RDE	18	1		0	17	94%
		1,986	**1,788**		**(193)**	**391**	**10%**
Corporate Strategy & Development							
Information Management	AIT	584	569		0	15	3%
Aldern House HQ	AHQ	208	218		(10)	0	(5%)
Customer & Business Support	AIC	439	426		0	13	3%
Corporate Strategy	PPM	370	270		0	101	27%
Property Support Unit	Gp.	232	199		0	32	14%
Finance	AFS	293	281		0	12	4%
Legal Services	ALE	276	232		0	44	16%
-Committee & Member Services	Gp.	271	261		0	9	3%
Human Resources	APE	216	229		(13)	0	(6%)
Corporate Management	ACS	481	482		(1)	0	(0%)
-Corporate Overhead Recovery	ABQ	77	(291)		0	368	477%
		3,446	**2,876**		**(24)**	**594**	**17%**
Capital							
Estate Properties	Gp.	106	256		(150)	0	(142%)
Forestry Capital	ZAD	0	(4)		0	4	100%
Other Visitor Experience Capital	Gp.	24	91		(67)	0	(274%)
Engagement Capital	Gp.	0	6		(6)	0	100%
Fleet Management	ZGA	19	18		0	0	1%
IT Capital	Gp.	65	90		(25)	0	(38%)
		214	**457**		**(248)**	**4**	**(114%)**
Projects - externally funded							
Conservation & Planning Projects							
Ecton Mine Project	VBE	0	0		0	0	-
Longdendale Landscape	VBI	0	0		0	0	-
Longdendale Trails	VBO	0	0		0	0	-
Underground Designation	VBU	0	0		0	0	-
Defra ELMS project	VBD	0	1		(1)	0	-
Farmsteads	VBZ	0	0		0	0	-
South West Peak	VSW	6	39		(33)	0	(545%)
Village & Communities Officer	VMC	72	39		0	33	46%
Rural Enabling	VME	5	5		(0)	0	-
Brownfields	VMG	54	9		0	44	82%
Moors for the Future (MFF)	VC6	0	9		(9)	0	-
MFF - Private Lands	VM2	0	0		(0)	0	-
Moorlife 2020	VM3	5	7		(2)	0	(46%)
Moorlife Partners	VM4	0	(0)		0	0	-
Moor Carbon	VM5	0	(0)		0	0	-
Edale Station	VGL	0	(0)		0	0	-
Commercial Dpvt. & Outreach Projects							
Fire Operations Group	VYA	40	5		0	35	88%
Access Fund	VFH	14	0		0	13	99%
Events Website	VYC	0	(7)		0	7	100%
Leisure Walks	VYD	0	0		0	0	-
Mend Our Mountains	Gp.	20	(1)		0	21	105%
Pedal Peak Business Initiative	VZJ	0	6		(6)	0	100%
Moorland Discovery	VEF	15	18		(3)	0	(19%)
Better Outside	VEH	8	1		0	7	84%
Endeavour	VEJ	4	0		0	4	100%
Upper Derwent Partnership	VYB	38	(29)		0	67	177%
Corporate Projects							
Visit England	VDE	5	5		0	0	-
Asset Mgt Revenue Account	VDY	54	(2)		0	56	103%
Matched Funding Appropriations	VDX	0	(30)		0	30	100%
		341	**76**		**(54)**	**319**	**78%**
Total		**7,725**	**6,854**		**(528)**	**1,399**	**11%**

Page 51

This page is intentionally left blank

(i) Slippage Requests recommended for carrying forward into next year's service budgets   **£0 - pounds**

Conservation and Planning

Contribution to Edale Explorer and marketing support	27,600
Cultural Heritage conservation officer post extra hours & consultancy support	3,930
Cultural Heritage interpretation and surveys	5,200
Moors for the Future surplus core funds carried forward	14,200
	50,930

Commercial Development & Outreach

Fundraising administration support	11,500
Fundraising support to the FoundatiOn carried forward	4,181
Peak District Proud social media and geo-target marketing	7,500
Engagement service Health & Safety, training and replacment shed at Edale	8,020
Engagement service volunteers	6,780
Vacancy savings to fund visitor welcome signage at Moorland Centre & cycle oute maps for Parsley Hay	3,600
vacancy savings & allocation for fundraising support c/f for communications work in 2020/21	24,050
Basic Health & Safety training (driving / trailers / chainsaws/ strimmers etc) for CMPT team	3,858
	69,489

Corporate Strategy & Development

Climate Change vulnerability assessment	30,800
Outsourced work for completion of the second Carbon Management Plan project and carbon budget calculator	12,350
Vat contingency c/f to set against likely irrecoverable VAT in 2020-21	30,000
corporate overhead allocated to support service pressures arising from projects 19/20 onwards	230,660
	303,810

Capital

	0
	0

Projects

Clif Bar sponsorship funds earmarked for Peat Depth Survey	5,000
Brownfields site officer funding c/f financed by DHCLG	44,000
Partner funding for field projects including Fire Operations Group, Better Outside, Endeavour projects	46,224
Joint partner funds ring-fenced for Derwent Valley projects	67,406
Income from donations to Access Fund & Mend our Mountains c/f and retained for purposes of donation	38,229
Village project funds - Community planning and neighbourhood grants ringfenced	33,262
	234,121

TOTAL SLIPPAGE REQUESTS	**658,350**

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

Appropriation from Aldern House Reserve	-9,011
Appropriation to Warslow Reserve	7,700
Appropriation from Restricted Reserves (bequests: Sheila Streek) for Reapsmoor Chapel refurbishment	-36,020
Appropriation from Restricted Reserves (bequests: Graham Attridge/Alan Beardsley/Cyril Bennett)	-2,892
Appropriation to Restricted Reserves (bequests: J Disney)	33,157
Appropriation to North Lees Reserve	12,345
Appropriation from Car Park & Associated facilities Reserve	-27,000
Appropriation to Trails Reserve	27,300
Appropriation from ICT Reserve	-3,500
Appropriation to COVID Emergency Reserve	481,900
Appropriation to Matched Funding Reserve - South West Peak matched funding not used in 19/20	50,000
Appropriation from Matched Funding Reserve - Ashford store, Aldern House, data cleansing, Reapsmoor Chapel, Brunts Barn	-113,587
Appropriation from Matched Funding Reserve - South West Peak matched funding	-32,689
Appropriation from Restoration Bond repaid (Slinter Mining Co.)	-4,225
Appropriation from capital reserve - Trails (ARP Minute 51/16); essential capital Min 124/15; Pump Farm ARP13/18	-79,111
Appopriation to capital reserve - vehicle sales; woodland sales	4,107
	308,474

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

	0

This page is intentionally left blank

Movement on Reserves and Reserve Levels

	Opening Balance 01/04/19	Agreed use 2019/20	contingencies / not allocated / 18/19 overspends clawed back	extra interest receipts above/(below) budget	App B Col D Impact of underspends / income at year end	App B Col C Impact of overspends at year end	App C (ii) Further Reserve requests	App C (i) Slippage requests	Closing Balance 31/03/20
General Fund	657,402	(304,000)	80,000	18,379	1,399,101	(528,104)	(308,474)	(658,350)	355,953
Capital Reserve	1,363,897						(75,004)		1,288,893
	2,021,299	(304,000)	80,000	18,379	1,399,101	(528,104)	(383,478)	(658,350)	1,644,846
Specific Reserves									
Car Parks & Facilities	36,901						(27,000)		9,901
Trails Reserve	419,910						27,300		447,210
Aldern House	84,549						(9,011)		75,538
ICT	199,816						(3,500)		196,316
Warslow	0						7,700		7,700
Design	42,106								42,106
Visitor Services	0								0
Woodland	23,140								23,140
Cycle Hire	90,771								90,771
Vehicle Maintenance	18,009								18,009
Planned Maintenance	21,545								21,545
Minerals & Legal	539,959								539,959
Restructuring	61,052								61,052
North Lees	101,946						12,345		114,291
Minor Properties	18,045								18,045
COVID Reserve	0						481,900		481,900
Conservation Acquisitions	19,000								19,000
	1,676,749	0	0	0	0	0	489,734	0	2,166,483
Matched Funding	1,271,341	263,100					(96,276)		1,438,165
Slippage Reserve	1,280,998	(888,162)						658,350	1,051,186
Restricted Funds	118,968						(9,980)		108,988
	6,369,355	(929,062)	80,000	18,379	1,399,101	(528,104)	0	0	6,409,668

---

10.   2019/20 YEAR END PERFORMANCE REPORT, 2019/20 PERFORMANCE AND BUSINESS PLAN AND 2020/21 CORPORATE RISK REGISTER (A91941/HW)

1.   **Purpose of the report**

This report provides Members with a set of performance monitoring information for review and approval. Firstly, the end of Quarter 4 2019/20 performance information (January to March 2019), which reviews performance at the end of the first year of our 2019-24 Corporate Strategy. Secondly, the key elements of the 2019/20 Performance and Business Plan. Finally, the year-end position for the 2019/20 Corporate Risk Register and proposed Corporate Risk Register for 2020/21.

2.   **Key Issues**

- **Corporate Performance** at 2019/20 year end (Appendix 1b):
  - o 19 of our indicators are on target (green) and 12 have performance issues (red). Actions have been identified to address these issues.
  - o 44 of our strategic interventions are on target (green) and 12 have performance issues (red). Actions have been identified to address these issues.

- **2019/20 Performance and Business Plan** draft content (Appendix 2):
  - o This year's Performance and Business Plan is the first for this Corporate Strategy period, so the document is being re-designed.
  - o The majority of content has already either been signed off by Members or is included within the other reports presented today:
    - a. The 'Look Back' section replicates the year-end corporate performance as presented in Appendix 1b
    - b. Members have already signed off the 'Look Forward' section that gives KPIs and targets for 2020/21 at Authority on 14 February 2020 (minute 12/20)
    - c. The 'Look Forward' Corporate Risk Register section is presented in Appendix 4.
  - o That leaves two additional sections requiring Members' approval today: the 'Foreword' and 'Introduction' given in Appendix 2.

- **2019/20 Corporate Risk Register** status at year-end:
  - o Three risks have moved in their rating:
    - a. 'Adverse exchange rate movements for Moorlife 2020 European funding' has moved from medium to high likelihood (now red)
    - b. 'Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP' has moved from medium to high impact (now red)
    - c. 'Failure of a poorly maintained trails structure e.g. bridge, tunnel' has moved from high to medium impact (now green)
  - o Four risks remain as high risk:
    - a. 'Adverse exchange rate movements for Moorlife 2020 European funding'
    - b. 'Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats'

c. 'Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP'

d. 'Failure to develop nature recovery networks in the Peak District National Park'.

- **Proposed 2020/21 Corporate Risk Register**:
  - o Eight risks from the 2019/20 risk register have been retained.
  - o One new risk has been added:
    - a. 'Impact of the coronavirus pandemic on delivery of planned Corporate Strategy outcomes, the Authority's financial position, staff wellbeing and how we maintain the #PeakDistrictProud message of 'care, respect and enjoy' for all audiences within and outside the National Park both during lockdown and as we come out of it'
  - o Five risks are seen as high risk: the four red risks from Q4 plus the new risk for 2020/21 outlined above.

- **Complaints and information requests** for 2019/20:
  - o 19 complaints were received in 2019/20, 4 in Quarter 4.
  - o 26 Freedom of Information requests were dealt with in 2019/20, 13 in Quarter 4
  - o 25 Environmental Information Regulations requests, 2 in Quarter 4.

- As requested by Members at Q2, we have included an Executive Summary of the performance report which comprises only the chief executive and directors' summaries from the main performance report (this is Appendix 1a). We have also added an additional summary of our response to coronavirus and the impacts of the pandemic on the Authority to date. This follows the Chief Executive's summary in both Appendix 1a and 1b.

Recommendations

3. **1.** **That the Q4 and year end performance report, given in Appendix 1b, is reviewed and any actions to address issues agreed.**

2. **That the Performance and Business Plan content in Appendix 2 is approved and completion of details is delegated to the Chief Executive, to allow publication by the statutory deadline of 30 June.**

3. **That the 2019/20 year end corporate risk register given in Appendix 3 is reviewed and the status of risks accepted.**

4. **That the start of year 2020/21 corporate risk register given in Appendix 4 is reviewed and the proposed risks agreed.**

5. **That the status of complaints, Freedom of Information and Environmental Information Regulations requests, given in Appendix 5, is noted.**

How does this contribute to our policies and legal obligations?

4. Performance and risk management contributes to the fourth outcome in our corporate strategy: *The PDNPA is an agile and efficient organisation.* Monitoring the indicators

and strategic interventions for 2019/20 is part of our approach to ensuring we are progressing against our Performance and Business Plan and, if needed, mitigating action can be taken to maintain and improve performance or to reprioritise work in consultation with staff and Members.

Background

5.   The visual representation for performance data remains on a traffic light system, using:
- **green** – the strategic intervention or indicator is on target
- **red** – variance from target where some significant issues may need addressing

Please note there is no amber at year end.

6.   In addition, a commentary is provided in Appendix 1b for each corporate strategy outcome, including any issues and action being taken to address the issues. An overall Chief Executive's commentary is also included as well as additional coronavirus commentaries.

7.   The Authority's risk management policy and supporting documentation was approved by Authority on 19 January 2018 (minute 7/18) and is reviewed annually as part of the Authority's review of the Code of Corporate Governance. In line with these arrangements, Appendix 3 shows the status of the corporate risks at year end and Appendix 4 shows the proposed corporate risks for the start of 2020/21.

8.   Appendix 5 shows the status of the complaints received in this quarter and the report on Freedom of Information and Environmental Information Regulations requests. All remain at a low level.

9.   Information is given so that Members of Authority, in accordance with the scrutiny and performance management brief of the committee, can review the performance of the Authority and the risks being managed corporately.

Proposals

10.   Members are asked to review and agree the Quarter 4 and year end performance report as detailed in Appendix 1b.

11.   Members are asked to approve the Performance and Business Plan content given in Appendix 2 and delegate completion of details to the Chief Executive.

12.   Members are asked to review the Corporate Risk Register 2019/20 status in Appendix 3.

13.   Members are asked to review the Corporate Risk Register 2020/21 status in Appendix 4 and agree the proposed risks.

14.   Members are asked to note the status of complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) enquiries in Appendix 5.

Are there any corporate implications members should be concerned about?

15.   This report gives Members an overview of the achievement of targets in the past quarter and includes ICT, financial, risk management and sustainability considerations

where appropriate. There are no additional implications in, for example, Health and Safety.

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

Appendices

1. Appendix 1a: Executive Summary: Quarter 4 and year end Performance Report for 2019-20
2. Appendix 1b: Quarter 4 and year end Performance Report for 2019-20
3. Appendix 2: Performance and Business Plan 2019/20 draft content
4. Appendix 3: Quarter 4 and year end 2019-20 Corporate Risk Register status
5. Appendix 4: Proposed start of year 2020-21 Corporate Risk Register
6. Appendix 5: Quarter 4 and year end 2019-20 Complaints, Freedom of Information (FOI) and Environmental Information Regulations (EIR) enquiries

Report Author, Job Title and Publication Date

Holly Waterman, Senior Strategy Officer - Research, 13 May 2020

Quarter 4 Performance Report for
Year 1 of the Corporate Strategy (2019-20)

Quarterly overview by Chief Executive

RAG status of KPIs: Red = 12, Green = 19, not reported this quarter = 1
RAG status of strategic interventions: Red = 12, Green = 44, not reported this quarter = 1

This report sets out our Q4 and end of Year 1 progress towards the Corporate Strategy Key Performance Indicators. Since our Q3 report, we have taken the opportunity to use the Members Forum to update members on our landscape-scale work, including our outline plans for woodland planting, and we have presented to Members a refreshed Asset Management Plan and future budget for 2020/21. Our intention was also to share with Members our audience engagement plan, but this has been delayed and, subject to the impact of Covid-19, we hope to bring it to members in Q2 of 2020/21.

This report highlights that we have made good progress across our landscape enhancement, audience and community engagement work and in being an agile and efficient organisation. However, we have not met all of our KPIs this year. It has taken longer than we had anticipated this year to develop our plans for landscape monitoring and audience engagement – both are new and, in some cases, pioneering pieces of work where we have had to start from scratch with our data and information. In other cases, our KPIs are reliant on working with others across the National Park or in influencing and informing national policy. I remain confident that while these KPIs are red in this first year, the groundwork we are putting in place with our strategic interventions will put us in a good place to make a long term impact that is sustainable in achieving our outcomes.

We received confirmation this quarter of the funding allocated to us from Government, in the form of our National Park Grant, for the 2020/21 financial year. Our settlement for 2020/21 is £6,698,847. This is the same level of funding we received in 2019/20 and so does not take into account inflationary pressures on our budget. This is not what we had hoped for; however, we have prepared for it. We have identified £152k of baseline budget reductions from the list of proposed savings presented to Members at the February Authority to achieve a balanced budget for 2020/21.

The then Chairs of the English National Park Authorities have written to the new Secretary of State to highlight the exciting opportunity they have to invest in a new deal for national parks for the benefit of the whole nation. The Chief Executives are working to develop delivery plans in the four areas of collective working: for national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and being leaders in tackling the climate change emergency.

The last weeks of 2019/202 were significantly impacted by the coronavirus pandemic, necessitating a significant change in how we operate and a closing for now of all our face-to-face audience engagement and volunteering services. This impact has continued into Year 2 of the corporate strategy and will impact outcome delivery and income in 2020/21. At an appropriate time it will be important to review with Members this impact and future assumptions in our Corporate Strategy and Medium Term Financial Plan.

Overview of Covid-19 response and implications by Chief Executive and Directors

Overview by Chief Executive

On 23rd March 2020, the Prime Minister made it clear that we are facing a national emergency as we tackle the coronavirus outbreak. He clearly and starkly spelled out what all of us need to do: Stay Home, Protect the NHS and Save Lives.

We have responded and, while most of our services remain in operation, we have shifted the whole organisation's way of operating to remote working. This means that our National Park Authority offices are closed and we have closed our visitor facilities, including visitor centres, cycle hire centres and car parks. Our staff are working at home, unless undertaking essential safety tasks, which they are doing in line with strict government guidance. All volunteering activity ceased.

We also took the unprecedented move to ask those who do not live in, or work on essential services in, the Peak District to stay away. This is because it is now absolutely critical for our Peak District communities, businesses, farmers and key workers that we all take these measures extremely seriously; ensuring that we do not put undue and unnecessary pressure on often limited local services and emergency personnel. Members can keep up to date with our response to the changing situation via our website: [Coronavirus (COVID-19) Update: Peak District National Park.](#)

As well as taking action ourselves, we are working closely with our partners and are connected into the Derbyshire Local Resilience Forum (LRF). Our rangers are regularly patrolling the Peak District National Park under police instruction to engage with and advise people who are clearly not complying with government guidelines. In the majority of cases, people are responding in a positive way. We are finding this cross-partner working on patrols in the Peak District National Park (all led by the police) effective, with a significant drop in visitor numbers being seen. For example, visitor activity trackers at locations such as the popular Monsal Trail near Bakewell have been recording around a 90% drop in numbers, with the remaining volume expected to be some of the National Park's 38,000 residents taking recommended daily exercise. Through National Parks England, we are supporting Defra's response to the emergency and are advising on messaging for access to national parks and the countryside, as well as keeping them briefed on the actions we are taking locally.

The next critical step comes when the Government announces its plans to ease the current restrictions and we will support whatever measures are necessary as an organisation and with partners across the National Park.

We are looking to the future and recovery so we can be ready, when the restrictions lift, for our National Park to remain both a safe home and a welcoming place for others when once again we can enjoy it together. National parks can help guide the UK on a path to recovery. In 2019, across the globe a rising compassion and need for action emerged in climate change discussions, in supporting nature's recovery and our eyes opened to see a growing mental wellbeing crisis. National parks cover 10% of the country and so are places to start this recovery. So while we are currently engaging in a shielding process, encouraging visitors to avoid unnecessary travel and promoting government guidelines to Stay Home, Protect the NHS and Save Lives, we will be ready to welcome the nation again in a new compassionate, courageous campaign to protect our environment and respect the communities who care for it so we can all enjoy being connected to nature, beauty and history.

Overview by Director of Corporate Strategy and Development

When the Authority's administrative offices and operational sites were closed in March 2020, the Business Continuity Plan was initiated and arrangements made for the majority of staff to work remotely. I am pleased to report that all services within the Directorate have adapted well to the changes needed to meet Government requirements and, as far as possible, we have maintained our services and continued to support our colleagues throughout the Authority.

Supporting staff who are using ICT systems to work remotely from home, in larger numbers and for a longer duration than had previously been envisaged, has placed a lot of pressure on our Information Management Team. The team responded superbly to the challenge and have received a lot of thanks. Our Customer and Business Support Team have ensured enquiries from the public have been efficiently dealt with and have continued to provide essential support to our statutory planning function.

Throughout the pandemic, the HR team have been busy issuing guidance to staff and line managers. In addition, the team have been providing regular wellbeing information updates for all staff which have included links to additional online resources. The team have also led the work involved in preparing the Authority to use the Government's Job Retention Scheme and furloughing employees who are funded by commercial income.

Initially, the Finance Team's priority was to ensure that suppliers continued to be paid and, in the first two weeks of remote working, the team processed and paid invoices for goods and services amounting to nearly £1m. Due to the time of year, the team are also required to focus their attention on the 2019/20 financial year-end and start of year (2020/21) procedures. The team will be working hard to meet Government and External Audit deadlines.

The Democratic and Legal Support Team initiated the emergency delegation scheme to ensure the Authority could continue to make decisions and function effectively. The team have reviewed the new Coronavirus Act 2020 and associated regulations which permit the use of virtual meetings. The Legal Team have continued to support our statutory functions and dealt with the demand for Covid-19-related legal work, including advice on contracts, leases, licences etc. In addition, the Legal Team have prepared various guidance notes including a new procurement guide as a result of Covid-19.

The Strategy and Performance Team have continued to provide key performance information to staff and line managers and have supported our internal and external partnerships. The Property Team have ensured that essential access to our offices has been properly controlled to maintain staff health and safety requirements during the lockdown period and have considered and planned for the re-opening of our offices and operational sites.

Although it is too early to determine what the long-term impact of the pandemic will be on the delivery of the planned outcomes in the 2019/24 Corporate Strategy and upon the Authority in general, at the present time the key message is that we are working hard, albeit in a different way than before.

Overview by Director of Conservation and Planning

The work of the Conservation and Planning Directorate has largely continued during the period of lockdown, albeit with some significant changes, which will inevitably have an impact on performance and outcomes. All staff are working from home, with the Director going into Aldern House each Wednesday to help a small team of CBST staff to process and allocate planning applications.

Development Management: We received a letter from the Chief Planner at MHCLG on 23 March, asking planning authorities to maintain the planning system during lockdown and to be innovative in how they do this. We have managed to keep our planning system operating, with officers working from home, but not carrying out site visits. Some urgent enforcement visits have been made. New applications are being received and registered and decisions are being issued. The number of applications is still as pre-emergency levels, but it is anticipated that this will drop as instructions to agents/architects fall. We are agreeing extensions of time where necessary. As noted above, emergency delegation powers are being used and these replaced the April Planning Committee, with the Director making decisions in consultation with the Chair of Planning. The same process will be followed in May. Parish councils are being consulted by email where possible, with a small number still requiring hard copies. Appeals are still being dealt with.

Policy and Communities: All staff are working from home and their work is largely able to continue without significant disruption. There are some difficulties in lodging documents for public consultation as libraries and other public places are closed. The Hope Valley Explorer, which was initiated and managed by this service, has been cancelled for the 2020 season. The team are monitoring visitor numbers on the Monsal trail through electronic counters at Hassop station and the data shows that there was a significant drop in people using the trail at this point once lockdown was in place, after very high numbers on the preceding weekend. The numbers over the Easter weekend were approximately 10% of the normal Easter levels, probably reflecting use by locals rather than visitors. Numbers continue to be around this level, but with slight increases in recent weeks. The team are also monitoring road usage data from various counters around the National Park, which show a similar picture.

Landscape and Conservation: Again, this service is working remotely and is largely able to continue business as usual, although face to face contact with farmers and land managers is not possible. The work of the teams may be hampered in coming weeks if it is not possible to carry out time-critical site survey work. The teams continue to work with partners remotely, with meetings and workshops taking place online (for example, a South West Peak Landscape Partnership legacy workshop and involvement with National Parks England in the development of ELMS with Defra). The teams are considering how to assess the impact of the lockdown on the environment and wildlife.

Moors for the Future Partnership: The team was able to deliver most of their site work by the first week in April, when it is normally completed because of the imminent bird breeding season, delivering several weeks work in just a few days. Some work has been postponed, but the majority was delivered, with very little loss. Staff are now largely working from home. Work continues with partners in developing future projects, such as the Great North Bog, and on the future governance of the Partnership.

Overview by Director of Commercial Development and Engagement

The onset of Covid-19 business continuity was both swift and widespread, closing down all commercial, engagement and volunteering services within days. Employees, casual staff and volunteers have responded magnificently, adapting to very different working conditions with the majority of the directorate being able to work from home. Nevertheless, we do anticipate significant adverse impacts on revenue and delivery of Corporate Strategy and National Park Management Plan outcomes in Q1 and Q2 of next financial year as a minimum.

At the time of writing, our four visitor centres, North Lees Campsite, 46 car parks, 18 toilet facilities, four cycle hire centres and concessions are all closed with the furloughing of 43 employees and 40 casual staff. The Foundation ceased active fundraising and many of the projects they fund have been paused. All corporate social responsibility, learning and discovery and education programmes are closed. Volunteering activities have also been suspended across the organisation and all ranger hubs are closed. Lockdown compounded year end processing of invoices with increased workload on heads of service and team managers which enabled local businesses to be paid without delay. A fantastic cross-organisation effort.

Our trails, however, remained open along with public rights of way, access land, miles without stiles and green lanes for local residents to enjoy their daily exercise. Throughout the lockdown, rangers working under Derbyshire police instruction effectively patrolled hotspots monitoring people movements and informing and advising those who were not complying with social distancing. This became more difficult following the publication of the Crown Prosecution Service guidance in mid-April which compromised enforcement action the police could and were willing to take. In addition, some essential maintenance works continued with appropriate risk assessments and approval by SLT. In late April, planned maintenance work began on the Monsal Trail tunnels and works also restarted on Millers Dale Good Shed renovation in compliance with Government guidance and SLT approval.

Joined up messaging and communications is and has been vital to help protect staff, inspire confidence in our communities and also influence Defra and Government policy. The Marcomms team, all working remotely and supported by content from across the organisation, have been promoting the Stay At Home, Save Our NHS, Save Lives message across our digital media platforms. A more nuanced recovery message based on #peakdistrictproud (respect, protect, enjoy) is being planned when the time is right. The Marcomms team have also been working on other projects remotely with a focus on income generation, for example launching our improved online retail offer. The Engagement team have been active both locally and nationally, designing and transferring content onto digital platforms to help parents with teaching responsibilities.

Working alongside our strategic partners is critical to retain community, business and visitor confidence. All the directorate Heads of Service alongside those in Conservation and Planning are actively leading and contributing weekly to Derbyshire County Council local resilience forum cells, managing issues and increasingly planning for the reopening of our public facing services. I will be representing PDNPA views on the Strategic Recovery Group when it is activated.

To end on a positive, we believe absence makes the heart grow fonder and we look forward to welcoming everyone back in a way that encourages all to be #peakdistrictproud, and feel confident and safe from the measures we will have implemented through the recovery process. **The current situation will pass, but the Peak District will be there when all this is over and will need everyone's support more than ever.**

Outcome: **A sustainable landscape that is conserved and enhanced**

Q4 overview by Director of Conservation and Planning

During 2020, the Environment Bill and Agriculture Bill are expected to progress through Parliament and become Acts; both will have significant impacts on how the Authority delivers its purposes and duty. The Environment Bill introduces a process for 'Biodiversity Net Gain' into the planning system. The Environmental Land Management Policy consultation was launched in February 2020 with an initial response deadline of 5 May 2020. Due to Covid-19, the consultation has been paused and the revised timescale for responses is not yet known. We have seen continued uncertainty around a future system of agricultural support. Officers continue to work closely with other English national park authorities, National Parks England (NPE) and Defra to shape and influence the design of a future environmental land management scheme (ELMS); our Head of Landscape and Conservation is leading on this for NPE.

Defra is developing tests and trials for a new system and the contract for the delivery of the White Peak ELMS Phase 1 Test has begun. This focuses on testing whether National Character Area assessments can be used to prioritise public goods to be delivered under ELMS and how farmers and land managers can develop land management plans to deliver those public goods. Whilst the proposals set out in the ELMs policy consultation document are broadly in line with the proposals put forward by NPE, the English NPAs and the PDNPA, the details are not yet clear and crucially there is no certainty as to the level of funding for ELMs. The attractiveness of the future scheme in terms of its design, governance and payment rates will be critical to the level of take up.

The Authority's partner work on landscape scale projects continues with the Moors for the Future, South West Peak Landscape and White Peak Partnerships. Covid-19 meant that the delivery of some projects was brought forward at the end of the quarter, but most projects have been delivered as they were due to be completed by the start of the bird nesting season. Other projects will either be postponed or redesigned in consultation with partners and funders. Officers are discussing how we can assess the impact of the Covid-19 lockdown on biodiversity and wildlife – birds in particular. The Birds of Prey Initiative's report was published in Q4. This showed some good trends (e.g. goshawk), but numbers are still below the 1990 target figure. Discussions are taking place with the consultants who produced the Moorland Birds Survey report, which launched in October, but was withdrawn pending a further analysis of the results.

Work has progressed on setting out a brief and methodology for reviewing the Authority's Landscape Strategy and for landscape monitoring, integrating this with the assessment of special qualities. Cranfield University are carrying out a semi-automated approach to the sample repeat of the Countryside Commission's Monitoring Change in National Parks. A sample repeat of the Landscape Strategy Landscape Description Unit photos has been completed. Major new Countryside Stewardship agreements have been completed for North Lees/Stanage Estate and the Swallowmoss Moors on the Warslow Moors Estate. Jointly, these will attract revenue grant funding into the properties of over £65k per annum. A major capital grant of £300k has been secured for re-wetting the Swallowmoss Moors in the autumn of 2021 and 2022.

In Development Management, a number of long term absences and vacancies led to the suspension of the pre-application advice service for a period of 6 months from mid-February. Whilst this will inevitably have an impact on the service provided by the Development Management service and on the

income generated through pre-application fees, the Covid-19 emergency is likely to have a greater, nationwide impact. Steps have been taken to keep the planning system working in the National Park during the emergency, as requested by MHCLG.

Outcome: **A National Park loved and supported by diverse audiences**

Q4 overview by Director of Commercial Development and Engagement

I am proud to report the directorate has made solid progress in year 1 towards our corporate strategic outcomes. Year 1 has seen us establish clear baseline evidence on audiences; showing we are closer to some of our target demographics than previously thought. We are achieving **greater audience reach among under-represented groups** under this corporate strategy: our learning and discovery offer expanded through establishing 7 ambassador centres, upskilling local groups to deliver courses and reaching into new geographic areas (e.g. MOSAIC in the SW Peak accessing Stoke).

People's connection with the Peak District National Park and its special qualities continues to strengthen. In 2019/20 we saw a continued upward trend in 'reach' (individuals exposed to our messages)**.** In particular, our social media channels saw an average annual growth in followers of 23%, with monthly connections up to 1.5m people. Campaign-specific activity (e.g. Hope Valley Explorer, 2019 season) routinely reached in excess of 1m people across a mixed portfolio of media communications of online, print and broadcast.

We successfully launched #peakdistrictproud as a new digital campaign with our major landowner partners to revitalise the Countryside Code, promoting the message to respect, protect and enjoy your National Park. The launch reached over half a million people. Our voice has amplified across many strategic priorities including climate change with the conference hosted by the National Park Management Plan Advisory group, blogging from our chair and features within Parklife.

Enhancing and maintaining our historic buildings and landscapes are an important reason why people connect passionately with the Peak District National Park. New investments opened: Millers Dale café and Hulme End Cycle Hire, extending visitor touchpoints away from traditional hotspots. 10km of improvements to access and rights of way infrastructure (gates, signage and surfacing) were delivered through influencing local and highways authorities and landowners. £700k in grants were successfully secured (Millers Dale good shed development and Swallowmoss Moor) in addition to £260,000 investment to conserve and enhance traditional buildings notably on the Warslow estate, which support 80 tenants.

Active support provides valued resource to keep the National Park a special place for everyone. We are indebted to individuals, businesses, partners and volunteers who freely give their expertise, commitment and financial support. Gross revenue income of £120k was realised. Our charitable foundation, in its first year of operation, generated income of £80k and distributed money to a number of community projects. Income from visitor centres, cycle hire, food and beverage concessions, fees and charges and property rents showed solid performance. North Lees Campsite continues to perform well and our Countryside Maintenance and Projects Team exceeded its income target. Car park income increased but was lower than forecast due to sustained poor weather over the summer season. Income from hosting corporate social responsibility days continues to grow. Our success across the organisation securing grants remains strong with £6,439,909 grant income accounted for in 19/20 compared with £5,917,181 in 2018/19. Volunteers contributed **49,829 hours** in total with a value of £797,801, exceeding the annual target by 10%. This represents all volunteering across the organisation.

Year 2 strategic outcomes will focus on rebounding from Covid-19 as quickly as government guidance allows and relaunching people's connection with nature.

Outcome: **Thriving communities that are part of this special place**

Q4 overview by Director of Conservation and Planning

The Authority has continued to work with communities in the National Park, with a strong lead from the Policy and Communities Service working with teams in the Commercial Development and Engagement directorate. The Policy and Community Service has produced a draft Engagement Plan to direct and focus our work with communities. The Plan proposes early engagement on policy issues during 2020/21. Methods will include discussion with parishes and surveys using digital media. Issues will be informed by annual monitoring data, early evidence gathering, Parish Statements and related Statement of Communities report and the national context.

We have now produced a Parish Statement for every parish in the National Park, and we have consulted parishes on the statements. Over half have contributed positively to this process adding greater richness, accuracy and further detail about the place, leading in several cases to the creation of new community visions directly shaping the future of these special places. This will help to inform and guide our work on the Local Plan Review, development of our definition and understanding of 'thriving and sustainable communities', and the development of community plans by parishes and communities.

Our work with communities is progressing well; officers have worked with 41 communities to shape their place across the year, greatly exceeding expectations under this KPI. However, whilst officers have instigated a wide range and quality of community focussed interventions during the past year, this does not meet the figures assumed at the start of the year. In reviewing the range and effectiveness of the interventions, officers considered that a refocus on events that strongly promote environmental aims is a better use of our resources and leads to stronger outcomes for the National Park than purely striving for high numbers.

There continues to be a good response to community grants, with our funding helping to 'pump prime' some important local projects. We are in the final year of the committed grant, but funding has been allocated to continue this grant. Across 2019/20 projects have included Bollington Heritage Trails, Bakewell in Bloom & Flower Trail, Grindleford Allotment, Birchover Party, Warslow village hall boiler, Stoney Middleton Village Plan – materials and community event, Taddington Church Council, bird nesting projects, Bamford community society (lunch club) and support to Hope Valley Climate Action in undertaking air quality monitoring.

A Member Local Plan steering group has been established to work with and assist officers through the process of reviewing the Local Plan. During 2020/21 this will include advising on the issues to be developed for early engagement with communities, partners and the general public.

We continue to work with some parishes on Neighbourhood Plans, with Leekfrith and Bakewell now at a relatively advanced stage.

We have also continued to work with district councils and housing providers to determine levels of need for affordable housing in communities and to identify potential sites to meet this need. Several sites are currently under construction in Bakewell, Bradwell, Taddington and Winster to deliver 50 affordable local needs housing units.

An agile and efficient organisation

Q4 overview by Director of Corporate Strategy and Development

Although the final quarter of 2019/20 was latterly dominated by the Covid-19 pandemic (the Directorate response to which is described at the start of this report), a great deal was achieved during the year. The first quarter of each new financial year is always busy and 2019/20 was no exception. To ensure the Authority continues to operate effectively, a variety of essential governance, finance and performance related activities are undertaken. Our Financial Accounts for 2018/19, Annual Governance Statement and Performance and Business Plan were all completed by the statutory deadlines.

To support our aim to continuously improve, we were assessed against the latest Investors in People (IIP) standard and the IIP's Health and Wellbeing good practice award. In May 2019, the Authority successfully achieved both awards. During the summer, action plans for both awards were developed to seek further improvement. More recently, we have developed our organisational values of 'Care', 'Enjoy' and 'Pioneer' and identified a set of supporting behaviours that will be important in guiding us into the future. We hope they will serve us well during 2020/21 and beyond.

Following a review, a new structure for the Corporate Property Team was developed to ensure the right skills and experience to maintain the Authority's property portfolio. A new Corporate Property Asset Management Plan (2020-2024) was approved by Members on 14th February 2020. The Programmes and Resources Committee approved the scope for the Authority's climate change work and approved the creation of a Climate Change Members' Task Group. The Group will develop the Authority's thinking and response to climate change and act as an advisory body to the Committee.

We are currently leading a development project which aims to create shared information technology services. The project has progressed well and it is hoped it will provide a platform to share more services with other national park authorities in the future. The benefits to the Authority, from its investment in technology and new ways of remote working, were clearly evident when the Business Continuity Plan was put into effect in March 2020.

The Authority's Annual General Meeting was held on 5th July 2019 and eleven new Members were welcomed to the Authority. The initial induction for all new Members was completed during Q2. The work of the Member-led Governance Working Group has continued throughout the year and update reports have been provided to the Authority. It is planned that the work of the Group will be concluded during 2020/21.

The work undertaken by the Authority's Internal and External Auditors is a key part of our governance arrangements. The Authority achieved an unqualified opinion from our External Auditor, who confirmed that proper arrangements are in place for securing economy, efficiency and effectiveness in the use of our resources. Members also considered seven Internal Audit reports all of which provided a high or substantial level of assurance.

Members approved the Authority's Revenue Budget for 2020/21 in February 2020 and the Budget report included a forward look in terms of the Authority's Medium Term Financial Plan (MTFP). When the report was approved, no one could have foreseen the impact of the Covid-19 pandemic and at an appropriate time it will be necessary to review the impact on the planned strategic outcomes for 2019/24 and the assumptions in the Authority's MTFP.

Quarter 4 Performance Report for
Year 1 of the Corporate Strategy (2019-20)

Quarterly overview by Chief Executive

RAG status of KPIs: Red = 12, Green = 19, not reported this quarter = 1
RAG status of strategic interventions: Red = 12, Green = 44, not reported this quarter = 1

This report sets out our Q4 and end of Year 1 progress towards the Corporate Strategy Key Performance Indicators. Since our Q3 report, we have taken the opportunity to use the Members Forum to update members on our landscape-scale work, including our outline plans for woodland planting, and we have presented to Members a refreshed Asset Management Plan and future budget for 2020/21. Our intention was also to share with Members our audience engagement plan, but this has been delayed and, subject to the impact of Covid-19, we hope to bring it to members in Q2 of 2020/21.

This report highlights that we have made good progress across our landscape enhancement, audience and community engagement work and in being an agile and efficient organisation. However, we have not met all of our KPIs this year. It has taken longer than we had anticipated this year to develop our plans for landscape monitoring and audience engagement – both are new and, in some cases, pioneering pieces of work where we have had to start from scratch with our data and information. In other cases, our KPIs are reliant on working with others across the National Park or in influencing and informing national policy. I remain confident that while these KPIs are red in this first year, the groundwork we are putting in place with our strategic interventions will put us in a good place to make a long term impact that is sustainable in achieving our outcomes.

We received confirmation this quarter of the funding allocated to us from Government, in the form of our National Park Grant, for the 2020/21 financial year. Our settlement for 2020/21 is £6,698,847. This is the same level of funding we received in 2019/20 and so does not take into account inflationary pressures on our budget. This is not what we had hoped for; however, we have prepared for it. We have identified £152k of baseline budget reductions from the list of proposed savings presented to Members at the February Authority to achieve a balanced budget for 2020/21.

The then Chairs of the English National Park Authorities have written to the new Secretary of State to highlight the exciting opportunity they have to invest in a new deal for national parks for the benefit of the whole nation. The Chief Executives are working to develop delivery plans in the four areas of collective working: for national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and being leaders in tackling the climate change emergency.

The last weeks of 2019/202 were significantly impacted by the coronavirus pandemic, necessitating a significant change in how we operate and a closing for now of all our face-to-face audience engagement and volunteering services. This impact has continued into Year 2 of the corporate strategy and will impact outcome delivery and income in 2020/21. At an appropriate time it will be important to review with Members this impact and future assumptions in our Corporate Strategy and Medium Term Financial Plan.

<u>Index</u>

Overview of Covid-19 response and implications by Chief Executive and Directors

Overview by Chief Executive

On 23rd March 2020, the Prime Minister made it clear that we are facing a national emergency as we tackle the coronavirus outbreak. He clearly and starkly spelled out what all of us need to do: Stay Home, Protect the NHS and Save Lives.

We have responded and, while most of our services remain in operation, we have shifted the whole organisation's way of operating to remote working. This means that our National Park Authority offices are closed and we have closed our visitor facilities, including visitor centres, cycle hire centres and car parks. Our staff are working at home, unless undertaking essential safety tasks, which they are doing in line with strict government guidance. All volunteering activity ceased.

We also took the unprecedented move to ask those who do not live in, or work on essential services in, the Peak District to stay away. This is because it is now absolutely critical for our Peak District communities, businesses, farmers and key workers that we all take these measures extremely seriously; ensuring that we do not put undue and unnecessary pressure on often limited local services and emergency personnel. Members can keep up to date with our response to the changing situation via our website: Coronavirus (COVID-19) Update: Peak District National Park.

As well as taking action ourselves, we are working closely with our partners and are connected into the Derbyshire Local Resilience Forum (LRF). Our rangers are regularly patrolling the Peak District National Park under police instruction to engage with and advise people who are clearly not complying with government guidelines. In the majority of cases, people are responding in a positive way. We are finding this cross-partner working on patrols in the Peak District National Park (all led by the police) effective, with a significant drop in visitor numbers being seen. For example, visitor activity trackers at locations such as the popular Monsal Trail near Bakewell have been recording around a 90% drop in numbers, with the remaining volume expected to be some of the National Park's 38,000 residents taking recommended daily exercise. Through National Parks England, we are supporting Defra's response to the emergency and are advising on messaging for access to national parks and the countryside, as well as keeping them briefed on the actions we are taking locally.

The next critical step comes when the Government announces its plans to ease the current restrictions and we will support whatever measures are necessary as an organisation and with partners across the National Park.

We are looking to the future and recovery so we can be ready, when the restrictions lift, for our National Park to remain both a safe home and a welcoming place for others when once again we can enjoy it together. National parks can help guide the UK on a path to recovery. In 2019, across the globe a rising compassion and need for action emerged in climate change discussions, in supporting nature's recovery and our eyes opened to see a growing mental wellbeing crisis. National parks cover 10% of the country and so are places to start this recovery. So while we are currently engaging in a shielding process, encouraging visitors to avoid unnecessary travel and promoting government guidelines to Stay Home, Protect the NHS and Save Lives, we will be ready to welcome the nation again in a new compassionate, courageous campaign to protect our environment and respect the communities who care for it so we can all enjoy being connected to nature, beauty and history.

Overview by Director of Corporate Strategy and Development

When the Authority's administrative offices and operational sites were closed in March 2020, the Business Continuity Plan was initiated and arrangements made for the majority of staff to work remotely. I am pleased to report that all services within the Directorate have adapted well to the changes needed to meet Government requirements and, as far as possible, we have maintained our services and continued to support our colleagues throughout the Authority.

Supporting staff who are using ICT systems to work remotely from home, in larger numbers and for a longer duration than had previously been envisaged, has placed a lot of pressure on our Information Management Team. The team responded superbly to the challenge and have received a lot of thanks. Our Customer and Business Support Team have ensured enquiries from the public have been efficiently dealt with and have continued to provide essential support to our statutory planning function.

Throughout the pandemic, the HR team have been busy issuing guidance to staff and line managers. In addition, the team have been providing regular wellbeing information updates for all staff which have included links to additional online resources. The team have also led the work involved in preparing the Authority to use the Government's Job Retention Scheme and furloughing employees who are funded by commercial income.

Initially, the Finance Team's priority was to ensure that suppliers continued to be paid and, in the first two weeks of remote working, the team processed and paid invoices for goods and services amounting to nearly £1m. Due to the time of year, the team are also required to focus their attention on the 2019/20 financial year-end and start of year (2020/21) procedures. The team will be working hard to meet Government and External Audit deadlines.

The Democratic and Legal Support Team initiated the emergency delegation scheme to ensure the Authority could continue to make decisions and function effectively. The team have reviewed the new Coronavirus Act 2020 and associated regulations which permit the use of virtual meetings. The Legal Team have continued to support our statutory functions and dealt with the demand for Covid-19-related legal work, including advice on contracts, leases, licences etc. In addition, the Legal Team have prepared various guidance notes including a new procurement guide as a result of Covid-19.

The Strategy and Performance Team have continued to provide key performance information to staff and line managers and have supported our internal and external partnerships. The Property Team have ensured that essential access to our offices has been properly controlled to maintain staff health and safety requirements during the lockdown period and have considered and planned for the re-opening of our offices and operational sites.

Although it is too early to determine what the long-term impact of the pandemic will be on the delivery of the planned outcomes in the 2019/24 Corporate Strategy and upon the Authority in general, at the present time the key message is that we are working hard, albeit in a different way than before.

Overview by Director of Conservation and Planning

The work of the Conservation and Planning Directorate has largely continued during the period of lockdown, albeit with some significant changes, which will inevitably have an impact on performance and outcomes. All staff are working from home, with the Director going into Aldern House each Wednesday to help a small team of CBST staff to process and allocate planning applications.

Development Management: We received a letter from the Chief Planner at MHCLG on 23 March, asking planning authorities to maintain the planning system during lockdown and to be innovative in how they do this. We have managed to keep our planning system operating, with officers working from home, but not carrying out site visits. Some urgent enforcement visits have been made. New applications are being received and registered and decisions are being issued. The number of applications is still as pre-emergency levels, but it is anticipated that this will drop as instructions to agents/architects fall. We are agreeing extensions of time where necessary. As noted above, emergency delegation powers are being used and these replaced the April Planning Committee, with the Director making decisions in consultation with the Chair of Planning. The same process will be followed in May. Parish councils are being consulted by email where possible, with a small number still requiring hard copies. Appeals are still being dealt with.

Policy and Communities: All staff are working from home and their work is largely able to continue without significant disruption. There are some difficulties in lodging documents for public consultation as libraries and other public places are closed. The Hope Valley Explorer, which was initiated and managed by this service, has been cancelled for the 2020 season. The team are monitoring visitor numbers on the Monsal trail through electronic counters at Hassop station and the data shows that there was a significant drop in people using the trail at this point once lockdown was in place, after very high numbers on the preceding weekend. The numbers over the Easter weekend were approximately 10% of the normal Easter levels, probably reflecting use by locals rather than visitors. Numbers continue to be around this level, but with slight increases in recent weeks. The team are also monitoring road usage data from various counters around the National Park, which show a similar picture.

Landscape and Conservation: Again, this service is working remotely and is largely able to continue business as usual, although face to face contact with farmers and land managers is not possible. The work of the teams may be hampered in coming weeks if it is not possible to carry out time-critical site survey work. The teams continue to work with partners remotely, with meetings and workshops taking place online (for example, a South West Peak Landscape Partnership legacy workshop and involvement with National Parks England in the development of ELMS with Defra). The teams are considering how to assess the impact of the lockdown on the environment and wildlife.

Moors for the Future Partnership: The team was able to deliver most of their site work by the first week in April, when it is normally completed because of the imminent bird breeding season, delivering several weeks work in just a few days. Some work has been postponed, but the majority was delivered, with very little loss. Staff are now largely working from home. Work continues with partners in developing future projects, such as the Great North Bog, and on the future governance of the Partnership.

Overview by Director of Commercial Development and Engagement

The onset of Covid-19 business continuity was both swift and widespread, closing down all commercial, engagement and volunteering services within days. Employees, casual staff and volunteers have responded magnificently, adapting to very different working conditions with the majority of the directorate being able to work from home. Nevertheless, we do anticipate significant adverse impacts on revenue and delivery of Corporate Strategy and National Park Management Plan outcomes in Q1 and Q2 of next financial year as a minimum.

At the time of writing, our four visitor centres, North Lees Campsite, 46 car parks, 18 toilet facilities, four cycle hire centres and concessions are all closed with the furloughing of 43 employees and 40 casual staff. The Foundation ceased active fundraising and many of the projects they fund have been paused. All corporate social responsibility, learning and discovery and education programmes are closed. Volunteering activities have also been suspended across the organisation and all ranger hubs are closed. Lockdown compounded year end processing of invoices with increased workload on heads of service and team managers which enabled local businesses to be paid without delay. A fantastic cross-organisation effort.

Our trails, however, remained open along with public rights of way, access land, miles without stiles and green lanes for local residents to enjoy their daily exercise. Throughout the lockdown, rangers working under Derbyshire police instruction effectively patrolled hotspots monitoring people movements and informing and advising those who were not complying with social distancing. This became more difficult following the publication of the Crown Prosecution Service guidance in mid-April which compromised enforcement action the police could and were willing to take. In addition, some essential maintenance works continued with appropriate risk assessments and approval by SLT. In late April, planned maintenance work began on the Monsal Trail tunnels and works also restarted on Millers Dale Good Shed renovation in compliance with Government guidance and SLT approval.

Joined up messaging and communications is and has been vital to help protect staff, inspire confidence in our communities and also influence Defra and Government policy. The Marcomms team, all working remotely and supported by content from across the organisation, have been promoting the Stay At Home, Save Our NHS, Save Lives message across our digital media platforms. A more nuanced recovery message based on #peakdistrictproud (respect, protect, enjoy) is being planned when the time is right. The Marcomms team have also been working on other projects remotely with a focus on income generation, for example launching our improved online retail offer. The Engagement team have been active both locally and nationally, designing and transferring content onto digital platforms to help parents with teaching responsibilities.

Working alongside our strategic partners is critical to retain community, business and visitor confidence. All the directorate Heads of Service alongside those in Conservation and Planning are actively leading and contributing weekly to Derbyshire County Council local resilience forum cells, managing issues and increasingly planning for the reopening of our public facing services. I will be representing PDNPA views on the Strategic Recovery Group when it is activated.

To end on a positive, we believe absence makes the heart grow fonder and we look forward to welcoming everyone back in a way that encourages all to be #peakdistrictproud, and feel confident and safe from the measures we will have implemented through the recovery process. **The current situation will pass, but the Peak District will be there when all this is over and will need everyone's support more than ever.**

Outcome: **A sustainable landscape that is conserved and enhanced**

Q4 overview by Director of Conservation and Planning

During 2020, the Environment Bill and Agriculture Bill are expected to progress through Parliament and become Acts; both will have significant impacts on how the Authority delivers its purposes and duty. The Environment Bill introduces a process for 'Biodiversity Net Gain' into the planning system. The Environmental Land Management Policy consultation was launched in February 2020 with an initial response deadline of 5 May 2020. Due to Covid-19, the consultation has been paused and the revised timescale for responses is not yet known. We have seen continued uncertainty around a future system of agricultural support. Officers continue to work closely with other English national park authorities, National Parks England (NPE) and Defra to shape and influence the design of a future environmental land management scheme (ELMS); our Head of Landscape and Conservation is leading on this for NPE.

Defra is developing tests and trials for a new system and the contract for the delivery of the White Peak ELMS Phase 1 Test has begun. This focuses on testing whether National Character Area assessments can be used to prioritise public goods to be delivered under ELMS and how farmers and land managers can develop land management plans to deliver those public goods. Whilst the proposals set out in the ELMs policy consultation document are broadly in line with the proposals put forward by NPE, the English NPAs and the PDNPA, the details are not yet clear and crucially there is no certainty as to the level of funding for ELMs. The attractiveness of the future scheme in terms of its design, governance and payment rates will be critical to the level of take up.

The Authority's partner work on landscape scale projects continues with the Moors for the Future, South West Peak Landscape and White Peak Partnerships. Covid-19 meant that the delivery of some projects was brought forward at the end of the quarter, but most projects have been delivered as they were due to be completed by the start of the bird nesting season. Other projects will either be postponed or redesigned in consultation with partners and funders. Officers are discussing how we can assess the impact of the Covid-19 lockdown on biodiversity and wildlife – birds in particular. The Birds of Prey Initiative's report was published in Q4. This showed some good trends (e.g. goshawk), but numbers are still below the 1990 target figure. Discussions are taking place with the consultants who produced the Moorland Birds Survey report, which launched in October, but was withdrawn pending a further analysis of the results.

Work has progressed on setting out a brief and methodology for reviewing the Authority's Landscape Strategy and for landscape monitoring, integrating this with the assessment of special qualities. Cranfield University are carrying out a semi-automated approach to the sample repeat of the Countryside Commission's Monitoring Change in National Parks. A sample repeat of the Landscape Strategy Landscape Description Unit photos has been completed. Major new Countryside Stewardship agreements have been completed for North Lees/Stanage Estate and the Swallowmoss Moors on the Warslow Moors Estate. Jointly, these will attract revenue grant funding into the properties of over £65k per annum. A major capital grant of £300k has been secured for re-wetting the Swallowmoss Moors in the autumn of 2021 and 2022.

In Development Management, a number of long term absences and vacancies led to the suspension of the pre-application advice service for a period of 6 months from mid-February. Whilst this will inevitably have an impact on the service provided by the Development Management service and on the income generated through pre-application fees, the Covid-19 emergency is likely to have a greater, nationwide impact. Steps have been taken to keep the planning system working in the National Park during the emergency, as requested by MHCLG.

RAG status of KPIs: Red = 5, Green = 6
RAG status of strategic interventions: Red = 6, Green = 15

Outcome: **A sustainable landscape that is conserved and enhanced**				
Distinctive landscapes that are sustainably managed, accessible and properly resourced				
KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention**	**RAG status of 2019/20 KPI target**	**Commentary on 2019/20 KPI target**
KPI 1: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits **2024 target:** At least an additional 10% of Peak District National Park in environmental land management schemes **2019/20 target:** 40% (cumulative total area) **Responsible officer:** Head of Landscape and Conservation	Influence the design of the future post-Brexit scheme for roll out in 2025. Influence and deliver tests, trials and pilots for the new scheme through to 2025	PDNPA has continued to represent the English NPAs at the Agri-Environment Stakeholder Working and Technical Groups, External Working Group and more recently the Industry Stakeholder Covid-19 Group meetings. Defra contract agreed for delivery of an Environmental Land Management Scheme (ELMS) test looking at whether a National Character Area (NCA) assessment can prioritise delivery of public goods and how farmers and land managers can develop land management plans to deliver public goods. Two workshops and seven 1:1s with farmers and land managers completed. Remote methods of 1:1 farmer engagement being explored. Early findings include	**2019/20 target:** 40% (cumulative total area) **Q4 result:** The percentage area is not yet available but it is anticipated that it will be in line with the current target of 40%.	Figures not yet available, but the target is expected to be met. This target took into account the impacts of continuing issues with the current Countryside Stewardship Scheme, the timescale for the design and level of payments for the proposed new ELM scheme and the uncertainty of transitional arrangements. **Issues arising**: The data normally provided by Natural England is not yet available. **Actions to address:** The statistics that are available are being analysed in-house and will be available shortly. This may require an amendment to the current baseline.

	limited knowledge of public goods, an appreciation of the NCA description of the White Peak, recognition of the importance of trusted advisers, specialist support, wildlife, cultural heritage and the need to build public understanding and support for the public goods delivered by farmers and land managers.

The Environmental Land Management Policy consultation was launched at the end of February 2020. Due to Covid-19, the consultation has been paused. A response for the Authority and for the English NPAs will be completed in Q1 of 20/21. | | Covid-19 is likely to impact on the timescale for the development of ELMS, completion of the Defra ELMS Tests and Trials including the one led by the Authority, the launch of the ELMS National Pilot and transitional arrangements. |
| | Make the case for and influence the design of transitional arrangements including further improvements to the current Countryside Stewardship scheme | We continue to represent the English NPAs at stakeholder meetings and workshops where transitional arrangements including improvements to the current Countryside Stewardship are being explored. Growing recognition of upland issues the during transition period. However, the changes for the 2020 Countryside Stewardship Scheme application window have been modest but include a reduction in the amount of supporting evidence required at application stage. | |

		Issues arising: Transitional arrangements must address the issues facing upland Peak District farming and land management businesses. The phasing out of the Basic Payment Scheme, move to ELMS to reward farmers and land managers for the delivery of public goods and the proposed ratcheting up of regulation will be an enormous challenge which businesses will need time and support to embrace. **Actions to address:** Continue to highlight the issues facing upland farmers and land managers, influence the design of transitional arrangements and further changes to the current Countryside Stewardship Scheme.		
	Continue to support land managers to access current and future schemes	Authority farm advisers have continued to support farmers and land managers to access the national Countryside Stewardship Scheme and to understand regulation. The Authority's own small scale Land Management Grant Scheme has supported a range of habitat management and conservation works including small scale practical trials with 6 farmers exploring techniques to develop nature recovery networks across the agriculturally-improved White Peak plateau.		

		The South West Peak Landscape Partnership has also provided a range of grants to improve water quality, 'slow the flow', restore grassland and wader habitat. Due to Covid-19, farm advisers are also encouraging and supporting some farmers to do their first online claims and applications for agri-environment schemes.		
KPI 2A: Natural beauty conserved and enhanced **2024 target:** Net enhancement as identified by landscape monitoring **2019/20 target:** Develop methodology for strategic sustainable landscape monitoring with partners **Responsible officer:** Head of Landscape and Conservation	Develop methodology for strategic sustainable landscape monitoring with partners, which: identifies interventions required to prevent / reduce / reverse / mitigate negative changes and enhance natural beauty; and addresses any issues arising from the climate change vulnerability assessment of special qualities	Landscape monitoring methodology has required new thinking, particularly in the light of the 25 Year Environment Plan, future monitoring of special qualities and the emerging Climate Change Vulnerability Assessment. Others are already looking to the PDNPA's emerging approach, as there is no proven methodology. It continues to be important to take sufficient time to develop a methodology and so there is a revised timescale for completion by the end of 20/21. Work on developing the monitoring methodology for natural beauty has continued including working with Cranfield University for a semi-automated approach to the sample repeat of the Countryside Commission's Monitoring Change in National Parks. A sample repeat	**2019/20 target:** Develop methodology for strategic sustainable landscape monitoring with partners **Q4 result:** The timescale for the development of the monitoring methodology is to be extended to the end of 20/21.	The development of the methodology for strategic sustainable landscape monitoring with partners has not been completed. An update on progress was shared with and well received by partners at the NPMP Advisory Group in Q4. The Member update at a Member Forum has been postponed until 20/21. **Issues arising:** The need for new thinking together with the impact of new considerations has resulted in more time being required than originally anticipated. Availability of staff (both internal and partners) is also

		of the Landscape Strategy Landscape Description Unit photographs has been completed. We have scoped out a potential survey of public perceptions of landscapes as part of the special qualities project. **Issues arising:** Whilst there has been some progress and sample techniques have been explored, a range of factors have necessitated further work on methodology. **Actions to address:** Revision of the timescale for completion to the end of 20/21.		an issue particularly with the impact of Covid-19. **Actions to address:** Revise timescale for completion of the methodology to the end of 20/21.
KPI 2B: Natural beauty conserved and enhanced **2024 target:** Net enhancement as identified by landscape monitoring **2019/20 target:** 100% of planning decisions in accordance with strategic policy **Responsible officer:** Head of Development Management	Ensure all planning decisions are in accordance with strategic policy	There were no decisions in Q4 that were contrary to strategic planning policies. There were a number of decisions that the Planning Committee made contrary to officer recommendation, but none raised strategic planning policy issues. There were no significant appeal decisions in the quarter.	**2019/20 target:** 100% of planning decisions in accordance with strategic policy **Q4 result:** 100% in accordance with strategic policy	Target met.
KPI 3: Increase the amount of carbon captured and stored as part of routine land use and management	Further develop our knowledge and insights of total carbon captured and stored to tell the carbon	The action here is about avoiding the loss of the existing store of carbon. Work on this is successful and will eventually lead to carbon	**2019/20 target:** 730 tonnes	The annual target has been exceeded. Good progress on site has allowed this to happen during this delivery

2024 target: 3,650 tonnes net decrease in carbon emissions from moorland **2019/20 target:** 730 tonnes **Responsible officer:** Head of Programme Delivery (MFFP)	management story of the Peak District moorlands	capture and storage when the habitat returns to a sustainable condition. The Partnership has been successful in securing Natural Capital Readiness funding which will help our understanding in this area.	**Q4 result:** 2,203 tonnes	season despite an early closedown due to Covid-19. Future years may not have similar conditions or the same level of project activity, so the 2024 target is still relevant.
	Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions	Current work is still concentrating on the most degraded sites, which is also giving the biggest avoided carbon loss benefit. With the continuing interest in carbon security, it is likely that funding interest will continue to assist with this target to the end of the Corporate Strategy.		Moor Carbon Project and MoorLIFE2020 have continued to be the major delivery projects in this area through 2019/20. These will continue into 2020/21 but will also have the advantage of the delivery phase of Building Blocks (WEG project) coming on stream this year.
	Develop the climate change vulnerability assessment and implement the key outcomes **Responsible officer**: Head of Strategy and Performance	A full draft of the climate change vulnerability assessment report has been written. We are now fine-tuning the recommendations in conjunction with subject matter experts and finalising the introductory sections.		

High quality habitats in better condition, better connected and wildlife rich

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 4: Area of moorland blanket bog moving towards favourable condition	Continue restoration activities on degraded blanket bog to move it towards favourable condition	Maximum headway is presently being made on this KPI. We are now concentrating on business development in order to have	**2019/20 target:** 300 hectares (27% of current bare peat)	The target has been far exceeded this year due to favourable weather conditions and maximising

2024 target: Restoration activities on 1,500 hectares of degraded blanket bog **2019/20 target:** 300 hectares (27% of current bare peat) **Responsible officer:** Head of Programme Delivery (MFFP)	with a focus on reducing the amount of bare peat and rewetting as far as possible in years 1-3	resources in place to maintain this pace beyond the existing projects.	**Q4 result:** 1,558 hectares	project efficiencies. This surplus helps insure against potential future weather and site issues. There are as yet no capital works in the programme beyond 2022 so we need to meet the 2024 KPI early.
KPI 5: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation **2024 target:** Sustain at least 5,000 hectares of non-protected, species-rich grassland **2019/20 target:** 5,000 hectares **Responsible officer:** Head of Landscape and Conservation	Use and share our data on non-protected species rich (priority habitat) grassland to inform our plans with a view to it becoming publicly available and supporting the public payment for public goods approach	Excellent progress has been made with the additional capacity provided by the new Data Assistant. A slight increase in the area of non-protected, species-rich grassland has already been identified through this process. The cleansing and sorting of the ecological data is on target for completion by the end of 20/21, then we can plan for sharing the data externally.	**2019/20 target:** 5,000 hectares **Q4 result:** 5,000 hectares of non-protected, species-rich grassland sustained	5,000 hectares of non-protected species-rich grassland has been sustained mainly through the work of the Authority's farm advisers. Management of the Authority's own grasslands also falls within this category as does the work of the South West Peak Landscape Partnership. Covid-19 may impact on the level of farmer and land management engagement and site visits if they are not able to recommence by mid-May.
	Deliver annual assessment of net gain/loss of non-protected, species-rich grassland and use this to influence our future plans	Active Authority engagement with farmers and land managers of 660 hectares of non-protected species-rich grassland. 509 hectares have been retained and 151 hectares enhanced. There have been no known losses, but some close calls e.g. a woodland creation site in the Dark Peak where, following Authority support, an area of non-protected species-rich grassland was retained within the planting scheme.		

KPI 6: Area of new native woodland created 2024 target: Create at least 400 hectares of new native woodland 2019/20 target: 50 hectares Responsible officer: Head of Landscape and Conservation	Prioritise new native woodland creation work	New native woodland creation has been prioritised including delivering a joint Authority and Forestry Commission event with key partners and other northern national park authorities to challenge current thinking and explore how to deliver the 25 Year Environment Plan woodland creation targets. Issues arising: Whilst woodland creation has been prioritised, many proposals (especially the larger-scale ones) take longer to be developed and delivered. The 50 hectare target for this year has not been met. Covid-19 may impact on partner availability and consequently on the levels of engagement and/or the timescale. Actions to address: Further develop the Authority's ask for where new native woodland should be created. Continue to support farmers and land managers to consider woodland creation and carbon storage, particularly in the light of the proposed new ELMS tests and trials and the focus on the delivery of public goods.	2019/20 target: 50 hectares Q4 result: 16.65 hectares of new native woodland created	Only 16.65 hectares of new native woodland have been created this year through the Authority's own Land Management Scheme, the partnership with the Woodland Trust and Countryside Stewardship. However, plans have been developed for a further 33 hectares including 0.5 hectares near Foolow, 1 hectare near Hathersage and 4 hectares near Swythamley. There are plans for an additional 50 to 100 hectares native woodland creation site near Dovestones, but this may not be fully developed or planted until 21/22. Issues arising: Whilst larger-scale planting proposals have been supported, they have not yet come to fruition. Actions to address: The Authority's ask for where new native woodland should be created will be further developed with partners and will be shared with members early in 20/21. The Authority will continue to support

				farmers and land managers to create woodlands.
KPI 7: Maintain and enhance populations of protected and distinctive species **2024 target:** Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s **2019/20 target:** 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier **Responsible officer:** Head of Landscape and Conservation	Continue to have a clear voice on the outcomes we expect from the Peak District National Park moorlands	Moorland Bird Survey 2018: Processing discrepancies in the breeding bird survey data were discovered and we have temporarily removed the published bird survey while this is resolved. Moors for the Future produced a fire ignition risk map showing that wildfire spatial distribution has changed through time. Higher risk areas tend to be accessible regions on the moorland fringe. This data is feeding into the Authority's work with partners on a strategic approach to managing wildfires. Moorland owners agreed to suspend controlled moorland burning activities this year during the Covid-19 pandemic to avoid adding pressure to emergency services. **Issues arising**: Recent changes to the burning of blanket bog and deep peat process has further delayed Long Term Moorland Management Plans between moorland owners/managers and Natural England.	**2019/20 target:** 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier **Q4 result:** 9 Peregrine Short-eared owl numbers could not be accurately determined but 2019 appears to have been a good year in terms of numbers but with poor breeding success 14 Merlin 1 Hen harrier	Breeding pairs of birds of prey in the moorlands have not yet been restored to at least the levels present in the 1990s. However, 2019 showed good Goshawk success, a reduction in wildlife crimes and improving relationships between raptor group workers and gamekeepers. **Issues arising:** Breeding pairs of birds of prey in the moorlands have not yet been restored to the target levels. **Actions to address:** Peak District Birds of Prey Initiative continue to work with moorland owners, managers, game keepers and partners to deliver the target number of breeding birds of prey. The focus is on building good relationships on the ground to achieve a sustained outcome that will last.

		Actions to address: Continue to support the ambition for Long Term Moorland Management Plans.		
	Work with moorland owners, land managers and partners to deliver resilient, sustainable moorlands that lead to increased numbers of birds of prey	The 2019 Birds of Prey report highlights good goshawk success, a reduction in wildlife crimes & improving relationships between raptor group workers & gamekeepers. However, the target has not yet been achieved. Covid-19 lockdown is impacting the ability of volunteers to monitor at the start of the 2020 breeding season. Issues arising: Breeding pairs of birds of prey in the moorlands have not yet reached targets. Actions to address: Continue to work with moorland owners, managers, game keepers and partners.		

Cherished cultural heritage that is better understood and looked after

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 8: Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes	Deliver baseline survey as part of our wider audience survey	The NFP Synergy survey provides data on engagement with cultural heritage and the collation of baseline data has been completed. Within the survey, those who had visited the PDNP in the last two years were asked what they chose	2019/20 target: Baseline Q4 result: Baseline data collated – 36% of visitors chose to experience cultural	Baseline data has been collated and shows that of those who visited the PDNP in the last two years, 36% chose to experience cultural heritage. This is not a low score, but it is lower than

2024 target: 5% increase in audiences actively engaging with cultural heritage **2019/20 target:** Baseline **Responsible officer:** Head of Landscape and Conservation		to experience during their visit. One of the options was cultural heritage. Records of the number of PDNPA engagements with cultural heritage have also been kept.	heritage while visiting the PDNP	many others (natural beauty = 59%; nature = 47%). This demonstrates the value of our aim to increase engagement with cultural heritage.
	Engage with a range of audiences to promote and increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes	A range of activities helped increase public awareness of PDNP cultural heritage e.g. 'Reading the Peak District Landscape' book, for the GUIDELine Project (HLF & Arts Council funded) focusing on the north western boundary of the PDNP to engage young audiences from surrounding towns and cities, the South West Peak Partnership 'The land that made us' book and Derbyshire Archaeology Day (410 attendees). Total numbers for the year include: events/activities/talks/walks, 3,360 attendees; volunteer hours, 3,320.		We delivered a series of engagements throughout the year to help increase knowledge, understanding and engagement with archaeology, historic structures and landscapes. Covid-19 is likely to impact negatively on proposed 1: many and volunteer activities next year; however, alternative engagement methods for later in the year are being developed.
KPI 9: Percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced **2024 target:** 10% **2019/20 target:** 2% (66) **Responsible officer:** Head of Landscape and Conservation	Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property	A range of interventions have conserved and/or enhanced Scheduled Monuments and Listed Buildings e.g. Hobhurst House repairs and vegetation control linked to John Muir award, Callow Bank enhanced through agri environment scheme support, Stanage & North Lees Heritage Action Group supported (successful £10k Heritage Lottery	**2019/20 target:** 2% (66) **Q4 result:** 14**% (**488)	The methodology for recording these interventions has evolved through the year and the target has been exceeded. Covid-19 may impact longer term on the availability of private finance and grants to support the conservation and enhancement of Listed

		Award for survey, archives, oral histories and practical works), South West Peak Landscape Partnership grants e.g. repairing the roof of the Grade II St Luke's Church, Onecote. 10 Scheduled Monuments were conserved and/or enhanced (advice provided or works done) and 478 Listed Buildings conserved and/or enhanced (advice provided, planning permission and/or Listed Building consent granted).		Buildings/Structures and Scheduled Monuments.
KPI 10: Percentage of Conservation Areas conserved and/or enhanced **2024 target:** 100% (109) have adopted appraisals **2019/20 target:** 95% (104) **Responsible officer:** Head of Landscape and Conservation	Agree methodology for Conservation Area appraisals in line with best practice	The methodology for Conservation Area appraisals has been agreed in line with best practice. The repeat sampling of the 1991 Countryside Commission's Changes to National Park's assessment will not be completed until Q1 in 20/21 so the methodology may be revised in the light of the findings of this.	**2019/20 target:** 95% (104) **Q4 result:** 94% have adopted appraisals. The Conservation Area appraisal for Winster is only in draft and will not be adopted until 20/21.	The Conservation Area appraisal for Winster has been drafted but has not yet been completed. **Issues arising:** Whilst the Conservation Area appraisal for Winster has been drafted it will not be adopted until Q3 in 20/21. **Actions to address:** Conservation Area appraisals for Winster and Longnor will be completed in 20/21. Another Conservation Area appraisal will also be started in 20/21. Covid-19 implications may impact on budget availability for consultancy time to assist
	Develop and adopt the remaining six Conservation Area appraisals	The Conservation Area appraisal for Winster has been drafted, but not completed. **Issues arising:** Recruiting the additional Conservation Officer took longer than hoped, so additional capacity was not available until later in the year. **Actions to address:** Complete and adopt the Winster		

	 	Conservation Area appraisal in 20/21. Develop and adopt an appraisal for Longnor and prepare for the next appraisal with consultancy assistance.	 	with developing the appraisals next year and therefore the timescale for delivery.
	Further develop the community engagement approach in Conservation Area appraisals	Community engagement specialist experience has been made part of developing the revised methodology e.g. engagement with Winster School in developing the Conservation Area appraisal.		
	Develop and deliver a prioritised programme of updating/adopting Conservation Area appraisals based on risk, including engagement with communities	A prioritised programme for updating/adopting Conservation Area appraisals based on risk, including engagement with communities has been developed.		

Outcome: **A National Park loved and supported by diverse audiences**

Q4 overview by Director of Commercial Development and Engagement

I am proud to report the directorate has made solid progress in year 1 towards our corporate strategic outcomes. Year 1 has seen us establish clear baseline evidence on audiences; showing we are closer to some of our target demographics than previously thought. We are achieving **greater audience reach among under-represented groups** under this corporate strategy: our learning and discovery offer expanded through establishing 7 ambassador centres, upskilling local groups to deliver courses and reaching into new geographic areas (e.g. MOSAIC in the SW Peak accessing Stoke).

People's connection with the Peak District National Park and its special qualities continues to strengthen. In 2019/20 we saw a continued upward trend in 'reach' (individuals exposed to our messages)**.** In particular, our social media channels saw an average annual growth in followers of 23%, with monthly connections up to 1.5m people. Campaign-specific activity (e.g. Hope Valley Explorer, 2019 season) routinely reached in excess of 1m people across a mixed portfolio of media communications of online, print and broadcast.

We successfully launched #peakdistrictproud as a new digital campaign with our major landowner partners to revitalise the Countryside Code, promoting the message to respect, protect and enjoy your National Park. The launch reached over half a million people. Our voice has amplified across many strategic priorities including climate change with the conference hosted by the National Park Management Plan Advisory group, blogging from our chair and features within Parklife.

Enhancing and maintaining our historic buildings and landscapes are an important reason why people connect passionately with the Peak District National Park. New investments opened: Millers Dale café and Hulme End Cycle Hire, extending visitor touchpoints away from traditional hotspots. 10km of improvements to access and rights of way infrastructure (gates, signage and surfacing) were delivered through influencing local and highways authorities and landowners. £700k in grants were successfully secured (Millers Dale good shed development and Swallowmoss Moor) in addition to £260,000 investment to conserve and enhance traditional buildings notably on the Warslow estate, which support 80 tenants.

Active support provides valued resource to keep the National Park a special place for everyone. We are indebted to individuals, businesses, partners and volunteers who freely give their expertise, commitment and financial support. Gross revenue income of £120k was realised. Our charitable foundation, in its first year of operation, generated income of £80k and distributed money to a number of community projects. Income from visitor centres, cycle hire, food and beverage concessions, fees and charges and property rents showed solid performance. North Lees Campsite continues to perform well and our Countryside Maintenance and Projects Team exceeded its income target. Car park income increased but was lower than forecast due to sustained poor weather over the summer season. Income from hosting corporate social responsibility days continues to grow. Our success across the organisation securing grants remains strong with £6,439,909 grant income accounted for in 19/20 compared with £5,917,181 in 2018/19. Volunteers contributed **49,829 hours** in total with a value of £797,801, exceeding the annual target by 10%. This represents all volunteering across the organisation.

Year 2 strategic outcomes will focus on rebounding from Covid-19 as quickly as government guidance allows and relaunching people's connection with nature.

RAG status of KPIs: Red = 3, Green = 2
RAG status of strategic interventions: Red = 5, Green = 4

Outcome: **A National Park loved and supported by diverse audiences**

Greater audience reach among under-represented groups

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 11: Proportion of under-represented groups reached **2024 target:** Peak District National Park audience reach that is 30% closer to demographics of those within an hour's travel time of the National Park **2019/20 target:** Establish baseline demographics of our audience (age, ethnicity and health inequality) and develop activity plan and demographic targets to close baseline gaps in priority areas **Responsible officer:** Head of Engagement	Carry out data research to establish baseline audience demographics Prioritise gaps and establish plans by audience group (digital, supporters, visitors staff, volunteers) to close any gaps **Responsible officer:** Head of Engagement	Action complete and results reported in Q3 Work continued on developing the Audience Plan working across teams and directorates. Workshops and focus groups were held and information is being collated into a final plan. A paper on how the Authority will support work on health and wellbeing was taken to Authority and approved in March. The recommendations from this will be included in the Audience Plan. **Issues arising:** Due to timings of baseline data and work pressures, Audience Plan was not finalised in 2019/20.	**2019/20 target:** Establish baseline demographics of our audience (age, ethnicity and health inequality) and develop activity plan and demographic targets to close baseline gaps in priority areas **Q4 result:** Baseline demographics established in Q3	Baseline data has now been received and the Audience Plan is being developed. **Issues arising:** Work on the Audience Plan has been delayed due to capacity issues and work on #PeakDistrictProud (see KPI 12). **Actions to address:** Complete and share Audience Plan with RMM in Q1 2020/21. Bring Audience plan to P&R committee in July Q2.

| | | **Actions to address:** Complete and share Audience plan in Q1 2020/21. | | |

A strong identity and excellent reputation driving positive awareness and engagement

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 12: Public connection with the Peak District National Park **2024 target:** Peak District National Park connection is increased by 20% **2019/20 target:** Using existing research, develop, prioritise and start to implement plan to increase brand awareness, maximising Peak District National Park Authority brand touchpoints. Agree survey protocol for following years to measure public connection **Responsible officer:** Head of Marketing and Fundraising Development	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park	NFP Synergy data received in Q3 to establish baselines. Gap analysis suggests target audiences with lowest levels of current engagement mostly within lower socio-demographic groups. BAME engagement/connection considered in line with surrounding communities. Insight gathered on which aspects of PDNP activity and wider public issues interest our audiences. Research now informing early 20/21 marketing activity such as point of sale (POS) material. Working with engagement team on Audience Plan inclusive of MarComms activity (Q1, 20/21). Launch of #PeakDistrictProud taking forward new approach to visitor engagement.	**2019/20 target:** Using existing research, develop, prioritise and start to implement plan to increase brand awareness, maximising Peak District National Park Authority brand touchpoints. Agree survey protocol for following years to measure public connection **Q4 result:** Survey protocol agreed, but Audience Development Plan delayed	Research established in Q3. Delays in production of Audience Plan in Q4 due to capacity. 'Touchpoint' activity complete: - Cycle hire signage - Car park thresholds - Enhanced Google content (1m hits per month) Pending: - Edale visitor centre signage - Cycle hire maps - Fairholmes re-vamp Social media: Average follower increase of 48%. Increase across two primary channels (Facebook & Twitter) was 20.5%.

| | | **Issues arising:** Staff resourcing and appointments. Point of sale communications paused for Q1 20/21 due to Covid-19.

Actions to address: Audience Development Plan, Q1 20/21. #PeakDistrictProud to be used to underpin Covid-19 recovery strategy. | | Social media impressions: 17.8m, including 680k engagements across all channels.

>80 broadcast appearances on TV/radio (likely to be an underestimate due to syndication). |
| | Implement plans to increase public connection with the National Park through the development of quality engagement opportunities that encourage responsible behaviours and by growing sustainable tourism products | Discover England Fund (DEF) bid 2.0 submitted in Q4 (increased domestic focus).

#PeakDistrictProud visitor engagement 'Countryside Code' re-framed programme launched in Q4 – initial campaign launch 'reach' across media and social media >500k.

Issues arising: Delay of DEF bid decision due to Covid-19.

Actions to address: Awaiting funding confirmation. #PDP likely to require additional funding from partners/PDNP to boost post-Covid-19. | | **Issues arising:** Most detailed and available metrics (e.g. social media, face-to-face surveys) do not allow for monitoring of socio-demographic groups – those likely to be most influenced by new activity. Regional breakdown of NFP Synergy survey data has not yet been possible due to sample size. Marketing capacity increased in Q3 and Q4, so no testing of activity available.

Actions to address: Audience Development Plan. Marketing and Communications Manager capacity (expected Q2, 20/21) |

KPI 13 / Targets	Action	Status / Issues	2019/20	Result
KPI 13: Public awareness of Peak District National Park Authority **2024 target:** Peak District National Park Authority awareness is increased by 30% **2019/20 target:** Using existing research, develop, prioritise and start to implement plan to increase brand awareness, maximising Peak District National Park Authority people and services. Agree survey protocol for following years to measure awareness **Responsible officer:** Head of Marketing and Fundraising Development	Use existing research to develop a plan to increase awareness of the work of the Authority	Baseline research carried out, but Audience Plan delayed. **Issues arising:** Insight from NFP Synergy suggests that even a modest % increase in brand index position requires significant financial investment. This is based on experience with largely UK-wide organisations, so could provide even more of a challenge for PDNPA. **Actions to address:** Await next phase of research to establish if 2024 target remains realistic/achievable in line with insights above.	**2019/20 target:** Using existing research, develop, prioritise and start to implement plan to increase brand awareness, maximising Peak District National Park Authority people and services. Agree survey protocol for following years to measure awareness **Q4 result:** Survey protocol agreed, but Audience Development Plan as highlighted above delayed	NFP Synergy data received in Q3 to establish baselines. Our 'Brand Index' awareness baseline was 0.58, compared to 0.46 -1.1 for other UK-wide environmental third sector bodies. Our 'Prompted Awareness' baseline was 42%. In terms of 'Support Potential', the PDNPA was within the average figure for the UK-wide industry bodies surveyed. Survey protocol agreed, but Audience Plan delayed as highlighted above
	Implement the plan to increase awareness of the Authority, including but not limited to development of a Net Promotor Score (or similar) and seeking external awards in relation to our work	Net Promotor Score is not currently used in either NFP Synergy or residents' survey. **Issues arising:** Target is potentially unrealistic with the resources available. **Actions to address:** By end of Q2 conduct a rethink of the outcome and approach.		

Active support through National Park points of contact to generate sustainable income

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 14: Amount and sustainability of Peak District National Park Authority's income stream **2024 target:** Generate an extra £500,000 sustainable gross revenue income **2019/20 target:** £140,000 **Responsible officer:** Head of Visitor Experience Development	Implement and continue to develop the plan to maximise income without compromising the special qualities of the National Park, including car park management, new visitor experiences at Millers Dale and Hulme End, maximisation of existing income opportunities and growing our commercial enterprises	**Issues arising**: New car park management system and tariff was introduced as planned and Millers Dale Station café was successfully leased.	**2019/20 target:** £140,000 **Q4 result: - £23,000 (£23,000 below 2018/19)**	This year a notable increase in income has been achieved from North Lees Campsite (£40k), Warslow Moors Estate and the Monsal Trail (£18k each) and concessions (£10k). However, the total figure has been negatively affected by supressed income from Development Control (-£37k); Farm and Countryside Service (-£17k); Discover England Fund (-£16k) and Engagement Team (-£14k) and the impact of poor weather throughout the year and Coronavirus in March on Visitor Centres (-£20k) and Cycle Hire (-£18k). Although income from car park charges and permits has increased by £8k, this is below the anticipated level and again is likely to have been affected by the weather and reduced visitor numbers in March as a result of Coronavirus. Insight from other visitor experience providers (e.g.
	Design and launch fundraising campaign in support of corporate strategy outcomes **Responsible officer**: Head of Marketing and Fundraising Development	The Foundation has excelled in year 1 of operation raising £80k of new income to deliver National Park Management Plan outcomes. Money has started to be allocated to projects.		

				Devonshire Group) shows a similar trend. **Issues arising:** Impact of poor weather cannot be controlled or predicted. **Actions to address:** Work to develop our new cycle hire centre at Hulme End and maintain our car park charges in line with other providers will continue to increase revenue income.
KPI 15: Value of Peak District National Park Authority volunteer support **2024 target:** Generate an extra £250,000 in volunteer support across the Peak District National Park Authority **2019/20 target:** Review volunteer performance and roles creating action plan to target increased value (money and support). Implement action plan and increase value of volunteer support by £50,000 **Responsible officer:** Head of Engagement	Review management and development of volunteers and roles to create an action plan to target increased volunteer support, diversity and efficiency	Two volunteer masterclasses have been held consolidating volunteer mangers' expertise. PDNPA volunteer survey is live. We have focused on and taken action around volunteer behaviour and how to support managers to manage it.	**2019/20 target:** Review volunteer performance and roles creating action plan to target increased value (money and support). Implement action plan and increase value of volunteer support by £50,000 **Q4 result:** £55,149 increase in value of volunteer support. Total value of volunteer support in 2019/20 was £797,801	Work has continued on implementing the volunteer action plan and is running to expected timescales.
	Implement action plan to improve opportunities for volunteering and increase diversity amongst our volunteers	New volunteer roles in development (trails, visitor experience and the Foundation). We are prepared for launching the new volunteer ranger training and induction programme. The volunteer VOICE group and monthly volunteer communications have been established		

Outcome: **Thriving communities that are part of this special place**

Q4 overview by Director of Conservation and Planning

The Authority has continued to work with communities in the National Park, with a strong lead from the Policy and Communities Service working with teams in the Commercial Development and Engagement directorate. The Policy and Community Service has produced a draft Engagement Plan to direct and focus our work with communities. The Plan proposes early engagement on policy issues during 2020/21. Methods will include discussion with parishes and surveys using digital media. Issues will be informed by annual monitoring data, early evidence gathering, Parish Statements and related Statement of Communities report and the national context.

We have now produced a Parish Statement for every parish in the National Park, and we have consulted parishes on the statements. Over half have contributed positively to this process adding greater richness, accuracy and further detail about the place, leading in several cases to the creation of new community visions directly shaping the future of these special places. This will help to inform and guide our work on the Local Plan Review, development of our definition and understanding of 'thriving and sustainable communities', and the development of community plans by parishes and communities.

Our work with communities is progressing well; officers have worked with 41 communities to shape their place across the year, greatly exceeding expectations under this KPI. However, whilst officers have instigated a wide range and quality of community focussed interventions during the past year, this does not meet the figures assumed at the start of the year. In reviewing the range and effectiveness of the interventions, officers considered that a refocus on events that strongly promote environmental aims is a better use of our resources and leads to stronger outcomes for the National Park than purely striving for high numbers.

There continues to be a good response to community grants, with our funding helping to 'pump prime' some important local projects. We are in the final year of the committed grant, but funding has been allocated to continue this grant. Across 2019/20 projects have included Bollington Heritage Trails, Bakewell in Bloom & Flower Trail, Grindleford Allotment, Birchover Party, Warslow village hall boiler, Stoney Middleton Village Plan – materials and community event, Taddington Church Council, bird nesting projects, Bamford community society (lunch club) and support to Hope Valley Climate Action in undertaking air quality monitoring.

A Member Local Plan steering group has been established to work with and assist officers through the process of reviewing the Local Plan. During 2020/21 this will include advising on the issues to be developed for early engagement with communities, partners and the general public.

We continue to work with some parishes on Neighbourhood Plans, with Leekfrith and Bakewell now at a relatively advanced stage.

We have also continued to work with district councils and housing providers to determine levels of need for affordable housing in communities and to identify potential sites to meet this need. Several sites are currently under construction in Bakewell, Bradwell, Taddington and Winster to deliver 50 affordable local needs housing units.

RAG status of KPIs: Red = 2, Green = 3
RAG status of strategic interventions: Red = 0, Green = 8

Outcome: **Thriving communities that are part of this special place**

Influencing and shaping the place through strategic and community policy development

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 16: Number and range of residents and other community stakeholders understanding and engaged in the development of strategic policies **2024 targets:** 50% increase in number 50% increase in range **2019/20 targets:** 10% increase in number 10% increase in range **Responsible officer:** Head of Policy and Communities	Redesign engagement plan to increase number and range of stakeholders involved in Local Plan review. Coordinate with engagement planning work under audience reach strategic interventions	An engagement plan has been drafted and shared with the Member group. The team have also collaborated with the Marketing and Communications team both in the use of social media and in survey tools. We have used the recent engagement on the Stanage Estate to trial a form of social media based survey tool. We hope to utilise these techniques during 2020/21 for Local Plan review purposes.	**2019/20 targets:** 10% increase in number 10% increase in range **Q4 result:** 27 stakeholders recorded = 2% of baseline figure for number Range of 7 = 1.5% of baseline figure for range Representing only very small figures at this stage in the Corporate Strategy	Only low figures demonstrated this year, as no formal policy consultations have taken place. We expect this to pick up dramatically through 2020/21 as officers seek to commence early engagement on Local Plan review. Officers are confident that the positive response to our Parish Statements will provide a solid platform for constructive engagement over the next year. **Issues arising:** Failure to meet target at this stage is due to timing, as no formal consultations were planned during 2020/21. **Actions to address:** Commit to a plan of engagement during 2020/21.

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
	Engage 100% of Parishes on audit work to create a comprehensive set of Parish Statements and enable the drafting of a State of Communities Report	100% of parishes now have a fully drafted statement. Over half have contributed positively to this process adding greater richness, accuracy and further detail about the place, leading in several cases to the creation of new community visions directly shaping the future of these special places.		
KPI 17: Number of communities shaping the place **2024 target:** 20% of Parishes have helped shape their future **2019/20 target:** 4% **Responsible officer:** Head of Policy and Communities	Review the menu of community initiatives and extend it to provide lighter touch plans/visions. Full menu to include neighbourhood plans, neighbourhood development orders, community land trusts, community plans, community visions, housing enabling plans, and other projects that shape or influence the place	The community offer has been reviewed during the year and now reflects the community visions arising from our work on Parish Statements, and now also includes potential for the creation of community land trusts.	**2019/20 target:** 4% **Q4 result:** 30%	Officers have worked with 41 communities to shape their place across the year. This equates to 30% of all parishes and as such we have already greatly exceeded expectations under this KPI.

Community development through building capacity, skills and engagement in local governance and community events

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 18: Number of Peak District National Park Authority interventions facilitating community development	Review range and effectiveness of interventions provided and develop an action plan to focus attention on community development	A review of data has taken place using the quarterly performance data throughout 2019/20. This has informed JPARs and delivery planning work for the service as we move into 2020/21.	**2019/20 target:** 200 interventions **Q4 result:** 42	While officers have instigated a wide range and quality of community focussed interventions during the past year, it does not meet the figures assumed at the start of

2024 target: 1,000 interventions **2019/20 target:** 200 interventions **Responsible officer:** Head of Policy and Communities	and to assist measurement of key performance measures			the year. In reviewing the range and effectiveness of the interventions, officers felt a refocus on events that strongly promote environmental aims is a better use of our resources and leads to stronger outcomes for the National Park than purely striving for high numbers. **Issues arising:** Officers have not been able to reach the anticipated numbers. The review of data through 2019/20 highlights the need to focus on the quality of interventions. **Actions to address:** Officers believe this KPI target should be revised to 40 per year, leading to 200 by the end of the corporate strategy period.
KPI 19: Number of individuals and groups actively using Peak District National Park Authority social media channels for community development **2024 target:** 100% increase	Develop tools for engaging resident communities using digital media channels towards the promotion of community development (e.g. sharing, promoting local events, commenting on policy development, encouraging and initiating local projects)	Officers have monitored Year 1 in order to assess the potential for greater use of social media for a range of policy and community development activity.	**2019/20 target:** 20% increase **Q4 result:** 181 posts meeting definition from baseline of 16 = 1131% higher.	There was initial uncertainty as to what the nature and relevance of posts would be and how these might contribute to the KPI. In Q2 officers began assessing posts and categorising them, only recording those with meaning to Peak District communities (as opposed to areas beyond the National Park or generic

| 2019/20 target: 20% increase

Responsible officer: Head of Policy and Communities | Embed within engagement plan and coordinate with engagement planning work under audience reach strategic interventions | Social media now features specifically in the new engagement plan for Local Plan review. Officers have trialled survey techniques in undertaking the recent public consultation exercise for the Stanage/North Lees Estate. | | issues). Subsequent quarters demonstrated great potential for high quality engagement, promoting the National Park and community related events, services and initiatives.

The scope for positive engagement has been exponential in part due to officers prompting posts and taking some control of content in order to keep it relevant. |

Active participation through sustainable projects that connect people to place

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 20: Number of residents involved in community life as a result of Peak District National Park Authority grants **2024 target:** An extra 500 residents involved **2019/20 target:** 100 **Responsible officer:** Head of Policy and Communities	Review the outcomes from grant schemes and develop the future role of grants	Data has highlighted huge potential for community development through the small grants scheme. Early data collection has been utilised to make the case for extension of the grant into 2020/21 and beyond.	**2019/20 target:** 100 **Q4 result:** 808	Data has already surpassed officers' expectations and underlines the great role that a small grant can serve in furthering National Park purposes and at improving the Authority's reputation with local communities as a supportive organisation.
	Promote and deliver grants	Officers continue to promote the small grant and have successfully spent all grant allocation in each of the past 3 years, leading to many great local projects and large numbers of residents engaged in local projects which serve to further National Park purposes and duty.		

An agile and efficient organisation

Q4 overview by Director of Corporate Strategy and Development

Although the final quarter of 2019/20 was latterly dominated by the Covid-19 pandemic (the Directorate response to which is described at the start of this report), a great deal was achieved during the year. The first quarter of each new financial year is always busy and 2019/20 was no exception. To ensure the Authority continues to operate effectively, a variety of essential governance, finance and performance related activities are undertaken. Our Financial Accounts for 2018/19, Annual Governance Statement and Performance and Business Plan were all completed by the statutory deadlines.

To support our aim to continuously improve, we were assessed against the latest Investors in People (IIP) standard and the IIP's Health and Wellbeing good practice award. In May 2019, the Authority successfully achieved both awards. During the summer, action plans for both awards were developed to seek further improvement. More recently, we have developed our organisational values of 'Care', 'Enjoy' and 'Pioneer' and identified a set of supporting behaviours that will be important in guiding us into the future. We hope they will serve us well during 2020/21 and beyond.

Following a review, a new structure for the Corporate Property Team was developed to ensure the right skills and experience to maintain the Authority's property portfolio. A new Corporate Property Asset Management Plan (2020-2024) was approved by Members on 14th February 2020. The Programmes and Resources Committee approved the scope for the Authority's climate change work and approved the creation of a Climate Change Members' Task Group. The Group will develop the Authority's thinking and response to climate change and act as an advisory body to the Committee.

We are currently leading a development project which aims to create shared information technology services. The project has progressed well and it is hoped it will provide a platform to share more services with other national park authorities in the future. The benefits to the Authority, from its investment in technology and new ways of remote working, were clearly evident when the Business Continuity Plan was put into effect in March 2020.

The Authority's Annual General Meeting was held on 5th July 2019 and eleven new Members were welcomed to the Authority. The initial induction for all new Members was completed during Q2. The work of the Member-led Governance Working Group has continued throughout the year and update reports have been provided to the Authority. It is planned that the work of the Group will be concluded during 2020/21.

The work undertaken by the Authority's Internal and External Auditors is a key part of our governance arrangements. The Authority achieved an unqualified opinion from our External Auditor, who confirmed that proper arrangements are in place for securing economy, efficiency and effectiveness in the use of our resources. Members also considered seven Internal Audit reports all of which provided a high or substantial level of assurance.

Members approved the Authority's Revenue Budget for 2020/21 in February 2020 and the Budget report included a forward look in terms of the Authority's Medium Term Financial Plan (MTFP). When the report was approved, no one could have foreseen the impact of the Covid-19 pandemic and at an appropriate time it will be necessary to review the impact on the planned strategic outcomes for 2019/24 and the assumptions in the Authority's MTFP.

RAG status of KPIs: Red = 2, Green = 8, not reported this quarter = 1
RAG status of strategic interventions: Red = 1, Green = 17, not reported this quarter = 1

Our organisational performance: **The Peak District National Park Authority is an agile and efficient organisation**

Our workforce is more diverse, healthy and highly engaged

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 21: Maintain low sickness levels **2024 target:** Under 6 days per full time equivalent per year **2019/20 target:** Under 6 days per full time equivalent per year **Responsible officer:** Head of Human Resources	Further develop the Authority's Workforce Plan, to address the following key issues: - Staff wellbeing (e.g. initiatives such as Mental Health First Aiders) - Talent pipelines (including further development of apprenticeships) - Pay strategy (including a salary grade review and benchmarking) - Employer of choice (employer branding to attract and retain staff)	The Workforce Plan 2019-24 was finalised. **Staff Wellbeing:** Investors in People Health and Wellbeing Award achieved in May. Action Plan being monitored and actioned as part of the Health and Safety Committee. **Talent pipelines:** Promoted apprenticeship scheme; refreshed work experience practice; re-launched mentoring; held Springboard (female personal development) course; opened Talent Management Programme. **Pay Strategy:** Developed pay modelling options for consideration on outcome of National Park Grant and Local Government Pay Award in 2020.	**2019/20 target:** Under 6 days per full time equivalent per year **Q4 result:** 2.6 days lost per full time equivalent (1.39 in same quarter 2018/19) Q1 1.48 Q2 2.00 Q3 1.57 Total is 7.65 days lost per FTE in year	374 absence occurrences. Top reasons: Cough, Cold, Sore Throat (21%); Other (15% - includes bereavement, UTIs and dental issues); and Headaches / migraines (12%). Absence reasons that lost the most hours: other, operations and recovery, stress. **Issues arising:** Over 50% of days lost in this quarter relate to long term sickness absence. Eight employees with over 20 days sickness absence. Target of 6.0 days might be unrealistic. It was based on our figure of 5.32 days in 2018/19, which was the lowest rate in all East Midlands councils and the first time under 6.0 for 4 years. The average rate of sickness

		Employer of Choice: Achieved IIP accreditation; held employer branding workshops; developed new values and behaviours; implemented new e-recruit system. **Mentoring**: 14 mentors have been identified and initial training sessions held. Mentoring opportunities are also being explored with Severn Trent, East Midlands Councils, and the other National Parks.		absence in EMC in recent years has been: 2015/16 = 9.4 days 2016/17 = 9.9 days 2017/18 = 10.1 days 2018/19 = 9.1 days **Actions to address:** Review Absence Management Policy and procedure with focus on ways to better manage return to work of long term sick employees. Consider provision of data with and without long term sickness absence.
KPI 22: Increase response rates to workforce surveys (this is a proxy measure for staff engagement) **2024 target:** 70% survey response rate (Investors In People / staff surveys) **2019/20 target:** 70% survey response rate (Investors In People / staff surveys) **Responsible officer:** Head of Human Resources	Seek accreditation for the Authority against the new Investors in People (IIP) (Generation 6) standard	IIP accreditation achieved in May and an Action plan for next 3 years developed. The IIP Delivery Group with representatives from each service convened and chaired by CEO. Quarterly meetings scheduled	**2019/20 target:** 70% survey response rate (Investors In People / staff surveys) **Q4 result:** Draft values survey in January 2020 – 37% response rate Coronavirus staff survey in February 2020 - 94% response rate	A number of short snap surveys have been held throughout the year. These surveys do not receive the same promotion or duration and therefore response rate can reflect this. The latest survey on coronavirus did surpass the target, no doubt due to subject matter and direct impact on individuals. Response to the draft value survey was low – this may have been 'survey fatigue' on the subject. Future surveys should 'sell' outcome impact on individual,
	Develop a new competency framework that will be applicable to all staff	A competency framework is a set of behaviours which describe how we expect people to go about doing their work. The behaviours will be derived from the new core values identified from a series of employer brand workshops and staff surveys.		
	Ensure all our staff and Members understand and live our values	Staff, Members and volunteers have been regularly updated on the development of core values and behaviours. There have been several opportunities since July to		

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
		contribute through workshops and surveys.		and use managers to request employees complete surveys.
KPI 23: Increase the diversity of our workforce (which includes volunteers) **2024 target:** Move towards the demographics of those within an hour's travel time of the National Park **2019/20 target:** Move towards the demographics of those within an hour's travel time of the National Park **Responsible officer:** Head of Human Resources	Identify gaps in the diversity of our workforce (including volunteers) and establish plans to close those gaps	Still to complete the process of gathering baseline equality data on our workforce (employees, casual workers, and volunteers). **Issues arising:** Impact of Covid-19 halted progress on this work. **Actions to address:** Review and refresh data held on HR system post lockdown. Liaise with Volunteer Co-ordinator to collate equality data on volunteers.	**2019/20 target:** Move towards the demographics of those within an hour's travel time of the National Park **Q4 result:** Baseline still to be completed	Direct comparison of the diversity data of workforce and demographic data of those within an hour's travel time of the National Park will only consider age, gender and ethnicity. **Issues arising:** Difficulty in obtaining accurate and comparable data **Actions to address:** Closer working between HR, Volunteer Co-ordinator and Strategy Officers

We are **financially resilient** and provide value for money

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 24: To have a medium term financial plan **2024 target:** Plan developed in 2019/20 and then monitored and updated **2019/20 target:** Plan developed in 2019/20 and then monitored and updated	Develop a medium term financial plan (MTFP) that covers years 2-5 of the new Corporate Strategy (Year 1 - 2019/20 falls within the current MTFP)	The Medium Term Financial Plan has been developed and proposals for balancing the revenue budget in 2020/21 have been approved by Members in February.	**2019/20 target:** Plan developed in 2019/20 and then monitored and updated **Q4 result:** monitoring and updating is in hand but there are external dependencies	Monitoring and updating are required as there remains uncertainty over the direction of the National Park Grant in the next Spending Review period which is limiting confidence beyond the 2020/21 financial year, until we have Defra announcements. There is also the need to respond with one-off resources to the Covid-19

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
Responsible officer: Head of Finance				emergency which will have a significant impact on the 2020/21 financial year, and use of these resources will invariably affect overall resources available to cope with the medium term position.
KPI 25: To have arrangements in place to secure economy, efficiency and effectiveness in all our operations **2024 target:** An unqualified value for money opinion (the best result possible) issued by External Audit **2019/20 target:** An unqualified value for money opinion (the best result possible) issued by External Audit **Responsible officer:** Head of Finance	Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review	Financial regulations and Standing Orders are in place.	**2019/20 target:** An unqualified value for money opinion (the best result possible) issued by External Audit **Q4 result:** on course	Updates will be considered when recommendations in the governance review are announced.

Our **well-maintained assets** support the delivery of our landscape, audience and community outcomes

KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention**	**RAG status of 2019/20 KPI target**	**Commentary on 2019/20 KPI target**

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 26: To have a corporate Asset Management Plan **2024 target:** Plan to be implemented **2019/20 target:** Plan to be adopted in 2019/20 **Responsible officer:** Corporate Property Officer	Develop a corporate Asset Management Plan	The draft Asset Management Plan was approved by RMM on 21st January 2020. Subsequently, the Plan was approved by Authority Committee on 14th February 2020 subject to further minor alterations delegated to the Chair and Officers. The minor alterations have been made apart from any feedback from the Members Micro Scrutiny of the Minor Properties Disposal process.	**2019/20 target:** Plan to be adopted in 2019/20 Plan adopted 14th February 2020 **Q4 result:** Achieved	See update on strategic intervention
	Develop and implement a new Carbon Management Plan for the Authority **Responsible officer**: Head of Strategy and Performance	We have developed an environmental indicator methodology for our built assets and used it on our property portfolio to provide an assessment of its current and potential environmental credentials. A draft of the framework of the Carbon Management Plan has been developed.		

Our data is high quality, securely managed, and supports decision making and delivery

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 27: To achieve at least reasonable assurance rating for the way we look after our data in an ever changing environment **2024 target:** For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports	Ensure security services and control frameworks (e.g. anti-virus, encryption, disaster recovery, business continuity, server and client hardware and software etc) are fit for purpose	Security controls, disaster recovery, end point encryption and business continuity provisions have been well managed through the year and kept up to date. This is an ongoing management requirement and will continue into 2020/21.	**2019/20 target:** For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports **Q4 result:** All Audit results for 2019/20 at	Targets met for 2019/20. The infrastructure, connectivity solutions and security products that have been implemented, updated or replaced in the last year (and recent years before that) have enabled a smooth

2019/20 target: For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports **Responsible officer:** Head of Information Management	and reflect best practice and that staff awareness and preparedness is improved and measured		or above required level.	transition to the current high volumes of remote working.
KPI 28: More of our data is digitally accessible internally and externally and is used to inform our decision making **2024 target:** All services, capture, store and access data in a consistent and efficient manner **2019/20 target:** All services, capture, store and access data in a consistent and efficient manner **Responsible officer:** Head of Information Management	Support the work of the Authority-wide group established to develop new and enhance existing services using data	A focus this year has been for the management and capture of spatial data including the technology provisions to enable this. This year, capabilities have been put in place to enable in-the-field data capture to improve efficiency in existing processes, but also increase the availability to enable volunteers and the public to be able to capture data out in the field. This has been rolled out for several MFFP activities, tree surveys and some SWP activities. Further rollouts into Engagement, rights of way and conservation to continue into 2020-21.	**2019/20 target:** All services, capture, store and access data in a consistent and efficient manner **Q4 result:** Expected progress for 2019/20 achieved.	2019/20 has seen great progress towards this target. The fundamentals are in place to enable this, and they have started to be rolled out to key functions. This will be continued for other teams and other functions within teams during 2020/21.
	Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)	A replacement web mapping tool and a replacement data visualisation tool has been implemented and rolled out publically. As more datasets are cleaned, they can be easily and quickly published through these new self-service tools.		

| | Lead business change programmes with internal teams and services to improve efficiency and effectiveness of business processes and associated data management practices to improve data and information availability both internally and externally | Good progress made with regards to processes supporting enforcement notices, legal agreements, tree works, rights of way customer enquiries, school visits and planning administration. | | |
| | Design and implement (with other national park authorities) shared ICT services (including telephony, Active Directory, Exchange, Internet, cyber security, GIS, image/video/content management etc) | The environment has been built and implemented. Lake District and Peak District now share networking and access to shared server hosting environments. Old "Portal" agreement between NPAs terminated on 31st March with new partnership approach designed and being adopted. Decommissioning of legacy systems completed and preparation for further service sharing with LDNPA progressing to plan. | | |

The Authority is **well managed** to achieve its objectives and enhance its performance				
KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention**	**RAG status of 2019/20 KPI target**	**Commentary on 2019/20 KPI target**
KPI 29: To have best practice governance, risk and performance management arrangements in place	Undertake a review of Governance arrangements, including the	Monthly meetings of the Member-led Governance Review Group have taken place. The outstanding issues considered included Officer	**2019/20 target:** All internal and external audits relating to governance, risk and	During the year 7 internal audit reports were undertaken, 4 were given a high assurance and 3 a substantial level. In

2024 target: All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent 2019/20 target: All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent Responsible officer: Head of Law, Legal and Democratic Services	delegations to committees and officers	Delegation Scheme, Member Representative Roles, Appointments to Outside Bodies, Appointments Principles and Encouraging Participation and Reporting Attendance. The Group is aiming to take a report on these issues to the Authority meeting in May with a set of recommendations that, if approved, could be implemented in advance of the AGM.	performance management are rated as providing substantial assurance or equivalent Q4 result: Target achieved	particular during Q4, four internal audits were presented to Authority on 13/03/20. The Auditors rated Main Accounting and Performance Management with High Assurance and Income Generation and Information Security audits with a Substantial Assurance.
	Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff	The In-Tend system has been tailored and customised to the Authority's requirements. During Q4, we have uploaded the cash collection contract, which was procured and awarded through the portal which provides a full case history. The next stage is to undertake the evaluation training so that evaluations can be carried out online. The Authority have banked 4 training days which can be rolled out to support further training.		
	Coordinate the delivery of the corporate strategy and drive through delivery and business planning, performance and risk management processes	The quarterly reporting has been undertaken, taking on board feedback from Members on the document templates. We had the Corporate Strategy strategic interventions, delivery plans and service risk registers ready for the second year (2020/21) of delivery of our Corporate Strategy.		

	Responsible officer: Head of Strategy and Performance			
KPI 30: Our Members are more representative of our audiences **2024 target:** Move towards greater diversity in our Members **2019/20 target:** Move towards greater diversity in our Members **Responsible officer:** Head of Law, Legal and Democratic Services	**Not reported in Year 1**	**Not reported in Year 1**		

We have **effective partnership arrangements** in place

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2019/20 KPI target	Commentary on 2019/20 KPI target
KPI 31: To identify all existing partnership arrangements and review their effectiveness	Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose	The Authority's Partnership Protocol has been updated to ensure it is fit for purpose, effective and efficient.	**2019/20 target:** Identify our strategic partners and review the Authority's existing partnership	The Authority's Partnership Protocol has been updated to ensure it is fit for purpose, effective and efficient.

2024 target: Complete review in 2019/20 and monitor effectiveness **2019/20 target:** Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose **Responsible officer:** Head of Strategy and Performance	Monitor the implementation of the National Park Management Plan 2018-23 delivery plan	The National Park Management Plan Advisory Group has continued to oversee good progress with implementation of the plan. A summit on climate change was held in October 2019 and, as a result, new actions have been added to the delivery plan.	protocol to ensure it is fit for purpose **Q4 result:** Partnership Protocol has been reviewed and updated	

Finance
Q4 overview

[Space for update]

Finance 2019/20	Key	Annual Budget	Actuals Q4	Variance Q4
A sustainable landscape that is conserved and enhanced	(Income)	(5,610)	(6,771)	1,161
	Pay	2,539	3,043	(504)
	Non-Pay	4,633	5,461	(828)
	Subtotal	**1,562**	**1,733**	**(171)**
A National Park loved and supported by diverse audiences	(Income)	(1,853)	(2,082)	229
	Pay	2,327	2,203	124
	Non-Pay	1,588	1,663	(75)
	Subtotal	**2,062**	**1,784**	**278**
Thriving communities that are part of this special place	(Income)	(46)	(21)	(25)
	Pay	266	260	6
	Non-Pay	197	65	132
	Subtotal	**417**	**304**	**113**
Corporate Directorate	(Income)	(255)	(466)	211
	Pay	2,231	2,145	86
	Non-Pay	1,566	1,225	341
	Subtotal	**3,542**	**2,904**	**638**
Total Net Expenditure	**Total**	**7,583**	**6,725**	**825**

People

Q4 overview

People			
Current headcount: 285 as at 31.03.2020 (annual average 284)	Current FTE: 210.73 as at 31.03.2020 (annual average 210.21)	No. of vacancies 20 as at 31.03.2020 (15 posts were vacant totalling 11.96 fte and 8.04 fte was vacant due to reductions in hours in posts as part of work life balance arrangements)	Budget value: 218.25 as at 31.03.2020 (this is no. of FTE established posts as at 31.03.2020; includes vacancies and additional fixed term posts –it doesn't include post holders working additional hours)

Employee engagement and culture

Indicator	Quarterly commentary	Issues arising	Actions to address
Employer Brand – net promoter score for starters and leavers **2024 target:** Baseline from first year	A Net Promoter Score (NPS) can be used to gauge the engagement of employees with an organisation. NPS is based on the answer given by employees to one question on a scale of 0 to 10: 'How likely is it that you would recommend PDNPA as an employer to a friend or colleague?' Employees who score 9 or 10 are 'Promoters', scorers of 7 or 8 are 'Passives' and 6 or below are 'Detractors'. Employee Net Promoter Score (eNPS) = % of Promoters minus % of Detractors. Theoretically an eNPS can range from as low as −100 (every respondent is a "Detractor") or as high as +100 (every respondent is a "Promoter"). Responses from new starters give a **34%** net promoter score.	The current data is limited. Not all new starters or all leavers complete the questionnaire. Only 52% of new starters completed the survey Of 27 leavers only 12 exit questionnaires completed.	Managers to encourage new starters to complete the new starter survey and leavers to complete the exit questionnaire. HR to chase completion.

	Data on leavers gives a **5%** net promoter score.		
Appraisals – no. and % completed **2024 target:** 100%	On 28 February 2020, a total of 123 (43%) JPAR documents had been received by HR (55 from CSD, 20 from CP, 47 from CDE). As at 9 April 2020 212 (73%) JPAR documents received by HR.		
Staff training cost – spend/headcount **2024 target:** £144/head from LGA workforce survey	£358.20 per head		

Workforce profile

Indicator	Quarterly commentary	Issues arising	Actions to address
Staff turnover: percentage **2024 target:** 13.4%	Our turnover for the year is 9%. Number of Starters: 26 Number of Leavers: 27	PDNPA has a high retention of employees which leads to a low turnover rate. This could be considered healthy or unhealthy depending on which post holders leave.	
Staff turnover: no. of leavers in first 2 years **2024 target:** baseline	3% (9 employees) (figure based on voluntary leavers only)	The majority are when an employee leaves before end of fixed term contract	Aim for 100% exit questionnaire completion
Recruitment: no. of days from close of advert to hire **2024 target:** baseline	On average 58.36 calendar days (8 weeks) Shortest time 29 days. Longest time 82 days. The following steps included during this time: - Shortlist applications - Interview candidates - HR08 – submit instruction to appoint - Ask for and receive two references - Conduct pre-employment checks	Even if we remove the Casual Countryside Works Officer recruitment the figure only drops to 56 days. The shortest time was someone who works for us already, so did not need a health check completing.	Explore improving timing of health checks and/or allowing employees to start work before health checks returned (99.9% come back as fit to work)

Recruitment: average no. of applications per position (applicants/no. of vacancies) *For Information Only*	On average 21.5 applications per vacancy advertised. This information is drawn from external advertisements. Drop in second half of year due to implementing new e-recruit system, slow recruitment over the Christmas period, and hard to fill role included.
Apprentices – no. and % age **2024 target:** Public Sector target 2.3% of workforce	4 apprentices (1.4%). To meet Public Sector target, we required 6.55 apprentices
Gender pay gap – median **2024 target:** no gap	The mean pay gap is 8.6%. A positive percentage figure indicates that female employees have a lower average hourly rate of pay. In other words, when comparing hourly rates, women earn £1.83 for every £2.00 that men earn. The median pay gap is 9.2%. In other words, women earn 91 pence for every pound that men earn.
Facility time – % **2024 target:** tbc	%age of pay bill spent on Facilities Time is 0.03 Hours spent on Paid Facility Time is 147.14 Hours spent on paid TU activities is 12.35 %age of time spent on paid trade union activities is 8.39
Additional resources – Casual hours and cost *For Information Only*	Conservation and Planning: 6,017 hours costing £60,220 Commercial Development and Engagement: 14,404 hours costing £137,245 Corporate Strategy and Development: 228 hours costing £2,091
Additional resources – Additional hours and cost (plain time rate) *For Information Only*	Conservation and Planning: 882 hours costing £11,292 Commercial Development and Engagement: 1,843 hours costing £18,099 Corporate Strategy and Development: 806 hours costing £11,168

Additional resources – Overtime hours and cost (enhanced rate) *For Information Only*	Conservation and Planning: none
	Commercial Development and Engagement: 42 hours costing £755
	Corporate Strategy and Development: 22 hours costing £462
	Employees on Grade H and above do not receive enhanced pay rates

Health and safety in the workplace

Indicator	Quarterly commentary	Issues arising	Actions to address
OSH training All senior managers (SLT and Heads of Service) complete IOSH *Leading Safely* within last 3 years **2024 target:** 100%	**Senior managers:** Q2 = 87%; Q4 = 87% All SLT and all permanent HoS completed training in March 2019. Two acting HoS outstanding – suitable alternative courses are being considered (see Q4 update). A new Safety Leadership course is in development and being promoted for all NPAs for delivery in 2020/21.	Consider how maximum value is extracted from the training and positive improvements continue to be made.	Aggregate (and where appropriate individual) *personal commitments* will translate to future measurable targets for performance. Also to be promoted for inclusion in JPAR process.
All designated managers (Team Managers and similar) complete IOSH *Managing Safely* within last 3 years **2024 target:** 100%	**Designated managers:** Q2 = 84%; Q4 = 84% 27 of 32 designated managers have completed the training in 2019/20. Further course(s) likely to be run in 2020/21 to allow remaining managers to attend and to extend the training to suitable others including MFF colleagues. PDNPA is now an approved training provider for Managing Safely and has developed a course specifically for NPAs. First course successfully delivered in February 2020 further dates will be set for late 2020.	Training has successfully raised the profile of OSH duties and initiated further discussion about *active monitoring*, resources for OSH and performance measurement.	Linking aggregated SLT/HoS *personal commitments* to routine performance management of priority OSH issues by Team Managers.
100% staff (and relevant others) have completed *ELMS Introduction to Health and Safety* **2024 target:** 100%	**All staff:** Q1 = 76%; Q4 = 86%	Access to ELMS for all relevant staff.	Further action is required to ensure all relevant staff and volunteers are identified and have access to ELMS for completion of compulsory modules.

Incident reporting	Q4 = 55%	Initial incident reporting target focuses on near-miss reporting. Further incident reporting targets to be included from 2020.	Concurrent work is in progress to promote good incident and near-miss reporting including additional OSHA briefings at Team meetings and the introduction of 'Make this a safer place' cards
Suitable levels of incident/near-miss reporting and for follow-up investigation/action **2024 target:** At least 50% of all incident reports received could be classified as near-misses			
Risk assessments	**Q4 performance 100%**	Consider how this important measure is developed to continuously improve the production, review and use of risk assessments and associated guidance.	
The provision and availability of a set of generic risk assessments for all identified NPA priority OSH matters **2024 target: 100%**	Q2 = 100%; Q4 = 100% Some generic risk assessments have been revised and updated. A complete new set for 2020 will be available from April 2020.		

This page is intentionally left blank

Foreword

In this Performance and Business Plan, we report on our first year of progress against our 2019-24 Corporate Strategy and set out our targets for the second year. As the 'Look Back' section shows, we have made good progress across our landscape enhancement, audience and community engagement work and in being an agile and efficient organisation. However, we have not met all of our KPIs this year. It has taken longer than we had anticipated to develop our plans for landscape monitoring and audience engagement – both are new and, in some cases, pioneering pieces of work where we have had to start from scratch with our data and information. In other cases, our KPIs are reliant on working with others across the National Park or in influencing and informing national policy. I remain confident that while these KPIs are red in this first year, the groundwork we are putting in place with our strategic interventions will put us in a good place to make a long term impact that is sustainable in achieving our outcomes.

Looking beyond the Peak District National Park, the ten Chairs of the English national park authorities have written to the new Secretary of State to highlight the exciting opportunity they have to invest in a new deal for national parks for the benefit of the whole nation. Together, the national park chief executives are working to develop delivery plans in four areas so that collectively national parks are:
- leading nature recovery
- shaping the future of farming
- national parks for everyone
- leaders in tackling the climate change emergency.

Looking forward to 2020/21, this year will likely be shaped by the coronavirus pandemic. At the time of writing, while most of our services remain in operation, we have shifted the whole organisation's way of operating to remote working. This means that our National Park Authority offices are closed and we have closed our visitor facilities, including visitor centres, cycle hire centres and car parks. Our staff are working at home, unless undertaking essential safety tasks, which they are doing in line with strict government guidance. We also took the unprecedented move to ask those who do not live in, or work on essential services in, the Peak District to stay away. As well as taking action ourselves, we are working closely with our partners and are connected into Derbyshire Local Resilience Forum (LRF).

The pandemic will impact outcome delivery and income in year two of our Corporate Strategy. At an appropriate time, we will review this impact with our Members and reassess the future assumptions in our Corporate Strategy and Medium Term Financial Plan. For now, we are looking to the future so we can be ready for our National Park to remain both a safe home and a welcoming place for others when once again we can enjoy it together. We will be ready to welcome the nation again in a new, compassionate, courageous campaign to protect our environment and respect the communities who care for it so we can all enjoy being connected to nature, beauty and history.

Sarah Fowler
Chief Executive

Andrew McCloy
Chair

Introduction

National parks

National parks were designated as protected landscapes for their natural beauty, wildlife and cultural heritage – the special qualities that make them so important. We are one in a network of 15 national parks across the UK and part of a global network. The purposes of our designation as a national park are to:

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

If there is a conflict between these purposes, conservation takes priority. In carrying out the purposes, national park authorities should seek to foster the economic and social wellbeing of local national park communities.

The Peak District National Park ('the National Park')

Located at the heart of the country, the Peak District National Park is 555 square miles of accessible, world-class landscapes. It is the first upland reached when travelling from the majority of the South and is the watershed of three of England's major water catchments. It features geological contrasts of white peak limestone plateau and dark peak gritstone outcrops, providing a unique contrast between dramatic upland moors and more gentle lowland grassland, both supporting internationally important habitats and species. This is a landscape shaped by people and industry since prehistoric times, with a wealth of internationally significant historical features and cultural heritage. It is a living park, with 38,000 residents, at least 20,000 jobs and around 13.25 million visitor days that generate over £1.5 billion for the economy each year.

The Peak District National Park Authority ('the Authority')

The Authority's 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 in 1951 when the Peak District was designated a national park. Our knowledge and expertise is respected. We are an independent, reasoned voice caring for the whole National Park and the communities who enjoy, live and work in it. This work is not carried out alone, but in collaboration with partners and local communities to conserve and enhance the National Park's special qualities. As the UK's original national park, we are pioneering, always seeking to be one step ahead and looking to the future. This helps build and nurture public support for the National Park and our role in working to care for it.

As a national park authority, we make the biggest impact when our three main roles – as regulator, influencer and deliverer – work together. Throughout this corporate strategy period, we will use our mixture of funding to keep these roles in balance. Our government grant underpins our work as an independent statutory authority with a core planning and regulatory function. The Defra grant also supports our influencing and delivery roles.

The National Park Management Plan 2018-23 ('the NPMP')

The NPMP is the partnership plan for the place – providing the framework for all Peak District stakeholders to work together to achieve national park purposes and conserve and enhance the

Appendix 2: Performance and Business Plan 2019/20 draft content
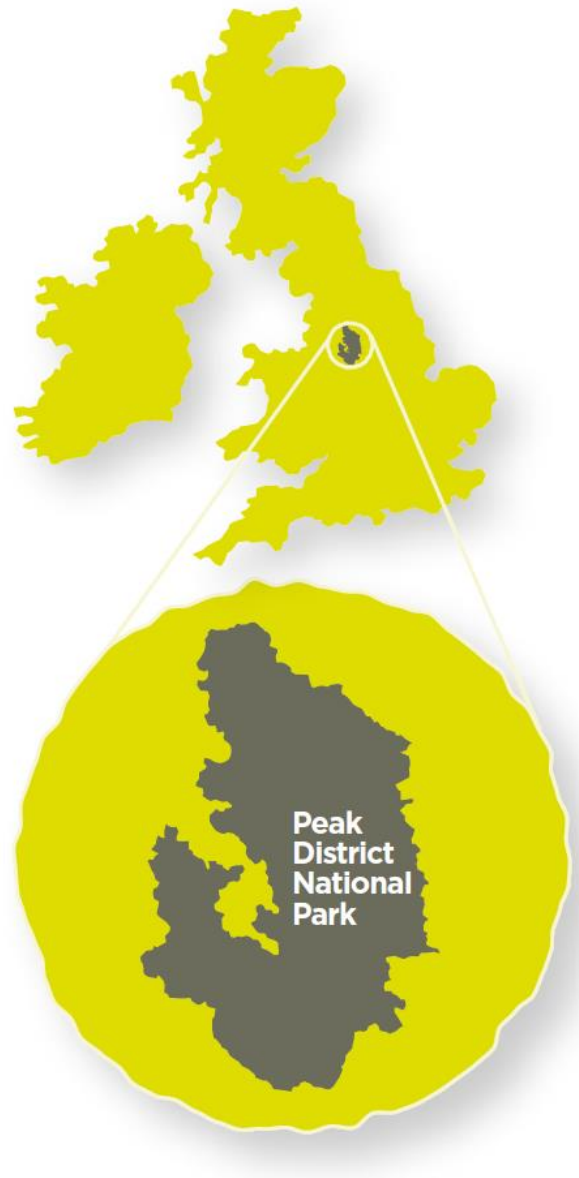
special qualities. It outlines the main issues and priorities for the place and sets out how, together, these will be tackled.

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

The strategy is organised around three outcomes. They work together as an integrated set, rather than in isolation. The outcomes are:
- A sustainable landscape that is conserved and enhanced
- A National Park loved and supported by diverse audiences
- Thriving and sustainable communities that are part of this special place.

We also have an additional outcome around our organisational performance:
- The Peak District National Park Authority is an agile and efficient organisation.

The full Corporate Strategy is available at: www.peakdistrict.gov.uk/corporatestrategy.

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

This page is intentionally left blank

IMPACT		LIKELIHOOD		
		Low	**Medium**	**High**
	High		11. Fast changing Government priorities impact our ability to resource and deliver our Corporate Strategy and react to opportunities, in particular uncertainty over future national park grant and implications of Government focus on investment in the North	1. Adverse exchange rate movements for Moorlife 2020 European funding 2. Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats 5. Failure to develop nature recovery networks in the Peak District National Park 3. Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP
	Medium	8. Failure of a poorly maintained trails structure e.g. bridge, tunnel	7. Failure to increase our audience's diversity both within and outside the National Park 10. Failure to adequately protect and prepare for Cyber Security threats	6. The potential consequential impacts of implementing the New Pay Spine with effect from April 2019
	Low			

LIKELIHOOD

Q4 Corporate Risk Register 2019/20

Risk Rating Legend

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

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A sustainable landscape that is conserved and enhanced Financial risk, Outcome /delivery risk	1. Adverse exchange rate movements for Moorlife 2020 European funding	Capping Sterling budget	High x High RED	Consider hedging transaction	**Impact**	High	High	High	High	High	Periodic assessment	PN (Chief Finance Officer)	Chief Finance Officer Budget monitoring group Programme and Resources Committee or Authority	Contingency sum of £500,000 set aside and required for the duration of the project until final audit completion in 2022, as there are four principal uncertainties in the project to be mitigated:- 1) Continuing exchange rate fluctuations 2) Clarification of the forward profile of expenditure to the project end date within the sterling ceiling set of £11,280,000 3) The impact of the partner cash contributions (required by contract terms to be declared in claim documentation) on the final European grant amount 4) The hard approach of European grant funding bodies to technical adjustments in claims leading to expenditure which is valid, being declared ineligible.
					Likelihood	High	Medium	Medium	Medium	High				
					Rating	RED	AMBER	AMBER	AMBER	RED				

Q4 Corporate Risk Register 2019/20

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A sustainable landscape that is conserved and enhanced Outcome/ delivery risk	2. Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats	National influencing for post Brexit agri/ environmental policies and support systems Local communications across the farming & land management industry NPMP work National pilot of ELMS universal scheme will start in 2021 and run for 3 years. National rollout of ELMS 2024.	High x High RED	Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC. Public payment for public goods/ benefits. Influencing role through PDNPA links and NPE's Future of Farming	Impact	High	High	High	High	High	On going	JRS (Director of Conservation and Planning)	Quarterly updates on progress	Area of land in schemes has dropped by 20% since 2015. Defra contract for delivery of the White Peak ELMS Phase 1 Test has begun, with two workshops and 1:1 engagement with farmers. The Head of Landscape and Conservation is now a national lead on the development of ELMS for NPE with DEFRA.
					Likelihood	High	High	High	High	High				
					Rating	RED	RED	RED	RED	RED				

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A National Park loved and supported by diverse audiences Financial risk, Outcome /delivery risk	3. Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP (commercial income and donations including from the Foundation) (Reworded from 'Failure to achieve fundraising targets for the PDNP')	Commercial Development & Engagement service delivery plans. Authority-approved budget. Peak District National Park Foundation.	High x Medium AMBER	Marketing & Fundraising plan implementation to include: - Running £70kfor70 campaign (PDNP Foundation) - Reputation enhancement and profile raising activity - Corporate social responsibility projects e.g. Tarmac	Impact	Medium	Medium	Medium	Medium	High	Continuous assessment as part of BAU reporting Foundation report through trustees quarterly	AB (Director, Commercial Development & Engagement)	Non-trading income levels.	Good progress against the £70k PDNP Foundation target. Now Trustees need to decide on reserves position based on future operating model and legal advice. All trading Income stopped immediately due to Covid-19 lockdown (March). Rents largely unaffected to date. Working alongside National Park Partnerships to develop net zero for nature business model for corporate investment. Four new conversations with FTSE 100 companies.
					Likelihood	Medium	Medium	High	High	High				
					Rating	AMBER	AMBER	AMBER	AMBER	RED				

Q4 Corporate Risk Register 2019/20

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A sustainable landscape that is conserved and enhanced Outcome/ delivery risk	4. Failure to develop nature recovery networks in the Peak District National Park (Reworded from 'Failure to achieve wildlife enhancement in the Peak District National Park')	Dark Peak focus on birds of prey Part of the Birds of Prey initiative Breeding birds surveys Engagement with moorland owners Engagement with Police and Crime Commissioner Glorious Grasslands project as part of SWP Partnership	High x High RED	White Peak pilot engaging with farmers and land managers to address biodiversity loss in the farmed landscape. Promoting the White Peak Pilot as a test and trial for ELMS Encouraging creation of new native woodlands with species not vulnerable to diseases like ash die-back.	Impact	High	High	High	High	High	Ongoing	JRS (Director of Conservation and Planning)	Breeding birds survey Birds of Prey initiative meetings and conference calls Ongoing monitoring of SWP and WP projects	Birds of Prey report published in Q4. Some positive results but still below 1990 target figure. Moorland Birds Survey: ongoing discussion with consultants to resolve discrepancies in data processing. Impacts of ash dieback now becoming visible with removal of dangerous trees. Officers developing strategy to respond.
					Likelihood	High	High	High	High	High				
					Rating	RED	RED	RED	RED	RED				

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
An agile and efficient organisation Outcome/ delivery risk	6. The potential consequential impacts of implementing the New Pay Spine with effect from April 2019 (e.g. the erosion of pay differentials). (Note: Technical guidance issued on 14th June 2018.)	Initial pay modelling on the new pay spine undertaken and Heads of Service informed. Successfully introduced the new pay spine on 1 April prior to the deadline.	High x High RED	Further modelling work to be undertaken Options to be developed as part of future workforce planning Committed to reviewing the pay strategy (which will include a salary grade review and associated benchmarking) during this Corporate Strategy period.	Impact	Medium	Medium	Medium	Medium	Medium	Ongoing	DH (Director of Corporate Strategy and Development)	Regularly reviewed through SLT monitoring	Following Member Workshops in Oct/Nov, Members approved the 2020/21 Revenue Budget, including funding which seeks to address issues associated with Authority staff pay grade structure (i.e. the uneven distribution of increments and overlapping grades). At an appropriate point, consultation process will commence with employee reps. To be removed from risk register after Q4.
					Likelihood	High	High	High	High	High				
					Rating	AMBER	AMBER	AMBER	AMBER	AMBER				

Q4 Corporate Risk Register 2019/20

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A National Park loved and supported by diverse audiences Outcome/ delivery risk	7. Failure to increase our audience's diversity both within and outside the National Park	Engagement programme definition – pilot areas Head of service recruitment	Medium x Medium AMBER	Develop an engagement plan aligned with the Glover Review recommendations and building on baseline evidence Develop a programme approach with selected partners to increase audience diversity at scale e.g. Accessible Peak District, infrastructure development at key touchpoints	Impact	Medium	Medium	Medium	Medium	Medium	Ongoing Quarterly monitoring through BAU	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism	Work on audience engagement plan almost complete. Ready to share in Q1. Hosted Defra exploring ways of scaling up our MOSIAC work. Spring/summer ParkLife continued wide audience representation. Social media average 14% increase on Q3. Marketing campaigns in place for groups for cycle hire. Point of sale messaging plan prepped.
					Likelihood	Medium	Medium	Medium	Medium	Medium				
					Rating	AMBER	AMBER	AMBER	AMBER	AMBER				

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A National Park loved and supported by diverse audiences Outcome /delivery risk, Financial risk, Reputation risk	8. Failure of a poorly maintained trails structure e.g. bridge, tunnel	Strategy and inspection contract of the trails structures in place since 2015 Strategy for high priority remedial works to trails structures as per the report	Medium x High AMBER	Implement strategy for all ongoing maintenance of the trails	Impact	High	High	High	High	Medium	Let a contract for the high and medium priority remedial works in Q1 Implementation ongoing	AB (Director, Commercial Development and Engagement)	Active management of implementation	High priority remedial works have progressed. Contract variation in place to comply with government guidance on social distancing. Routine monitoring and inspection of works has been set up.
					Likelihood	Low	Low	Low	Low	Low				
					Rating	AMBER	AMBER	AMBER	AMBER	GREEN				

Q4 Corporate Risk Register 2019/20

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
An agile and efficient organisation Outcome/ delivery risk, Reputation risk	10. Cyber Security threats (such as hacking, ransomware, phishing, denial of service (DDoS), sabotage and theft) causing temporary or permanent loss of systems, loss of access to data, data loss and breach of data protection legislation	Client and Server access controls; anti-virus; anti-spam; user access controls; locked down devices; storage encryption; active managed firewalls; Mobile device management; email and web filtering and monitoring; user awareness training; comprehensive backup and disaster recovery provisions; penetration testing and vulnerability scanning.	High x Medium Amber	Network Access Control (NAC); further user training and scenario testing; intra-service firewall reviews; Removable device controls; IT 'run books development; investigation of external support for incident management and response; Security assessment reviews; skills training.	Impact	Medium	Medium	Medium	Medium	Medium	See Service Risk Register	DH (Director of Corporate Strategy and Development)	Regularly reviewed through SLT monitoring and quarterly performance management	Business Continuity Plan (BCP) initiated March 2020; all admin offices and operational sites closed and majority of staff set up to work from home. Once the PDNPA offices and operational sites re-open, the BCP will be checked to determine if it could be improved in any way.
					Likelihood	Medium	Medium	Medium	Medium	Medium				
					Rating	AMBER	AMBER	AMBER	AMBER	AMBER				

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
All outcomes Outcome /delivery risk, Financial risk, Reputation risk	11. Fast changing Government priorities impact our ability to resource and deliver our Corporate Strategy and react to opportunities, in particular uncertainty over future national park grant and implications of Government focus on investment in the North	Working collectively with other English NPs on progressing the NPE road map in response to the Landscapes Review report	Medium x High	10 English NPAs have agreed the collective focus for our road map as: national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and being leaders in tackling the climate change emergency. As well as collectively engaging with Defra to secure certainty on future national park grant. Working with LEPs and devolved administrations of our constituent authorities to help shape future government investment towards green growth	Impact				High	High	Ongoing	SF (Chief Exec)	Budget report for national park grant Success of the roadmap in gaining traction with Defra	Joint working with NPE in Glover roadmap to achieve at scale through collaboration. Budget offers opportunities for green investment which are being developed through our peatland restoration work.
					Likelihood	INTRODUCED AT Q3			Medium	Medium				
					Rating				AMBER	AMBER				

Q4 Corporate Risk Register 2019/20

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

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

This page is intentionally left blank

APPENDIX 4: Proposed start of year 2020-21 Corporate Risk Register

IMPACT		Low	Medium	High
High			8. Fast changing Government priorities impact our ability to resource and deliver our Corporate Strategy and react to opportunities, in particular uncertainty over future national park grant and implications of Government focus on investment in the North	1. Adverse exchange rate movements for Moorlife 2020 European funding 2. Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats 3. Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP 4. Failure to develop nature recovery networks in the Peak District National Park 9. Impact of the coronavirus pandemic on delivery of planned Corporate Strategy outcomes, the Authority's financial position, staff wellbeing and how we maintain the #PeakDistrictProud message of 'care, respect and enjoy' for all audiences within and outside the National Park both during lockdown and as we come out of it
Medium		6. Failure of a poorly maintained trails structure e.g. bridge, tunnel	5. Failure to increase our audience's diversity both within and outside the National Park 7. Failure to adequately protect and prepare for Cyber Security threats	
Low				
		Low	**Medium**	**High**
			LIKELIHOOD	

Corporate Risk Register 2020/21

Risk Rating Legend

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

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

Corporate Risk Register 2020/21

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A sustainable landscape that is conserved and enhanced Outcome/ delivery risk	2. Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats	National influencing for post Brexit agri/ environmental policies and support systems Local communications across the farming & land management industry NPMP work National pilot of ELMS universal scheme will start in 2021 and run for 3 years. National rollout of ELMS 2024.	High x High RED	Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC. Public payment for public goods/ benefits. Influencing role through PDNPA links and NPE's Future of Farming	**Impact** — High **Likelihood** — High **Rating** — RED						On going	JRS (Director of Conservation and Planning)	Quarterly updates on progress	

Corporate Risk Register 2020/21

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A National Park loved and supported by diverse audiences Financial risk, Outcome /delivery risk	3. Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP (commercial income and donations including from the Foundation)	Commercial Development & Engagement service delivery plans. Authority-approved budget. Peak District National Park Foundation.	High x Medium AMBER	Marketing & Fundraising plan implementation to include: - Running £70kfor70 campaign (PDNP Foundation) - Reputation enhancement and profile raising activity - Corporate social responsibility projects e.g. Tarmac	Impact — High / Likelihood — High / Rating — RED	High					Continuous assessment as part of BAU reporting Foundation report through trustees quarterly	AB (Director, Commercial Development & Engagement)	Non-trading income levels.	

Corporate Risk Register 2020/21

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A sustainable landscape that is conserved and enhanced Outcome/ delivery risk	4. Failure to develop nature recovery networks in the Peak District National Park	Dark Peak focus on birds of prey Part of the Birds of Prey initiative Breeding birds surveys Engagement with moorland owners Engagement with Police and Crime Commissioner Glorious Grasslands project as part of SWP Partnership	High x High RED	White Peak pilot engaging with farmers and land managers to address biodiversity loss in the farmed landscape. Promoting the White Peak Pilot as a test and trial for ELMS Encouraging creation of new native woodlands with species not vulnerable to diseases like ash die-back.	**Impact** High **Likelihood** Medium **Rating** AMBER						Ongoing	JRS (Director of Conservation and Planning)	Breeding birds survey Birds of Prey initiative meetings and conference calls Ongoing monitoring of SWP and WP projects	

Corporate Risk Register 2020/21

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A National Park loved and supported by diverse audiences Outcome/ delivery risk	5. Failure to increase our audience's diversity both within and outside the National Park.	Engagement programme definition – pilot areas Head of service recruitment	Medium x Medium AMBER	Develop an engagement plan aligned with the Glover Review recommendations and building on baseline evidence Develop a programme approach with selected partners to increase audience diversity at scale e.g. Accessible Peak District, infrastructure development at key touchpoints Ongoing contact with supporters and clients via social media and telephone	Impact: High Likelihood: High Rating: RED						Ongoing See Recovery Plan Quarterly monitoring through BAU	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism	

Corporate Risk Register 2020/21

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
A National Park loved and supported by diverse audiences Outcome /delivery risk, Financial risk, Reputation risk	6. Failure of a poorly maintained trails structure e.g. bridge, tunnel	Strategy and inspection contract of the trails structures in place since 2015 Strategy for high priority remedial works to trails structures as per the report	Medium x Low AMBER	Complete work as per the strategy	Impact	Low					Work to be completed throughout the year Implementation ongoing	AB (Director, Commercial Development and Engagement)	Active management of implementation	
					Likelihood	Low								
					Rating	GREEN								

Corporate Risk Register 2020/21

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
An agile and efficient organisation Outcome/ delivery risk, Reputation risk	7. Failure to adequately protect and prepare for Cyber Security threats	Client and Server access controls; anti-virus; anti-spam; user access controls; locked down devices; storage encryption; active managed firewalls; Mobile device management; email and web filtering and monitoring; user awareness training; comprehensive backup and disaster recovery provisions; penetration testing and vulnerability scanning.	High x Medium Amber	Network Access Control (NAC); further user training and scenario testing; intra-service firewall reviews; Removable device controls; IT 'run books development; investigation of external support for incident management and response; Security assessment reviews; skills training.	**Impact** Medium **Likelihood** Medium **Rating** Amber						See Service Risk Register	DH (Director of Corporate Strategy and Dev'ment)	Regularly reviewed through SLT monitoring and quarterly performance management	

Corporate Risk Register 2020/21

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
All outcomes Outcome /delivery risk, Financial risk, Reputation risk	8. Fast changing Government priorities impact our ability to resource and deliver our Corporate Strategy and react to opportunities, in particular uncertainty over future national park grant and implications of Government focus on investment in the North	Working collectively with other English NPs on progressing the NPE road map in response to the Landscapes Review report	Medium x High	10 English NPAs have agreed the collective focus for our road map as: national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and being leaders in tackling the climate change emergency. As well as collectively engaging with Defra to secure certainty on future national park grant. Working with LEPs and devolved administrations of our constituent authorities to help shape future government investment towards green growth	**Impact** High / **Likelihood** Medium / **Rating** AMBER	Start					Ongoing	SF (Chief Exec)	Budget report for national park grant Success of the roadmap in gaining traction with Defra	

Corporate Risk Register 2020/21

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
All outcomes Outcome /delivery risk, Financial risk, Reputation risk	9. Impact of the coronavirus pandemic on delivery of planned Corporate Strategy outcomes, the Authority's financial position, staff wellbeing and how we maintain the #PeakDistrictProud message of 'care, respect and enjoy' for all audiences within and outside the National Park both during lockdown and as we come out of it	Government legislation and guidance Working with partners via Local resilience forums Monitoring impact on our people Monitoring impact on our finances	High x High	Seeking to reduce costs Use of the Governments support schemes (such as the Job Retention Scheme) Outturn – support from reserves from 19/20 resources Good recovery planning in line with government guidance Working closely with local partners and nationally	Impact: High; Likelihood: High; Rating: RED						Recovery plan developed and implemented in Q1 Monthly financial monitoring of income shortfalls in 2020-21 Mid-year review As yet unknown government claim timescales	Chief Exec	SLT, RMM, quarterly performance monitoring NP CEOs Financial information (monthly) Chairs and vice chairs meeting Monitoring of impact on 2020/21	

Appendix 5: Quarter 4 Report on Complaints and Freedom of Information and Environmental Information Regulations Enquiries

<u>**Complaints**</u>

Summary of Complaints in YTD	Q1	Q2	Q3	Q4	YTD	2019/20 Target
Number of Complaints Received in Quarter:	4	7	4	4	**19**	**<20**
Percentage of complaints dealt with in accordance with agreed deadline of 15 working days	100%	100%	100%	100%	**100%**	
Number of Complaints in Quarter regarding an Authority Member:	1	1	0	**0**	**2**	-

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
C474 Stage One 06/01/20	Visitor Experience Development Stage One Complaint regarding lack of response to issues raised in relation to a cycle hire booking for a group of 6 persons including: a. Wrong seat height and size of bike supplied for one person causing issues on ride b. Staff not interested in problem on return c. Bikes being pressure washed on return which Complainant alleges damages bikes d. Calliper brakes on one bike not adjusted correctly e. No mudguards on any bikes	21/01/20 Within 15 working day deadline	Apologised that a response was not received to complaint made to cycle hire centre. The issues raised were investigated promptly by the Visitor Operations Manager – Cycle Hire and she tried to contact Complainant by telephone number provided but was unsuccessful. Explained the team is confident that there was no fault with the bikes. The hire fleet is maintained by professional qualified cycle technicians. The Assistant on duty had years of experience in bike fitting and was an experienced, qualified technician. The centre had every size of bike in stock but sometimes it can take a few minutes to identify and set up the correct bike for individuals in a party of six. The bikes were issued and checked using a set standard in line with procedures, on issue and on return. Each individual cycle has a detailed recorded service history. Trained staff, gently pressure washing specific areas of the bikes is the most effective way of keeping the fleet clean but acknowledge this is a contentious issue in the biking community. Assured Complainant that feedback on all of	None required

			our services is taken seriously and has been discussed with staff but in this case cannot identify any further issue to address.	
C.475 15/01/20 Stage One Complaint regarding Authority's failure to follow procedure in determining an application the Parish Council had objected to. Application was decided under delegated powers so Parish Council were denied presenting their views to the Planning Committee.	Development Management Service	03/02/20 Within 15 working day deadline	At the point the report was written and finalised there were no representations on the system. The report was passed through to Head of Service for sign off after the consultation period had finished. However further representations were made in time and added to the system after the report was drafted but prior to signing off. The representations should have been taken into account in the making the decision and the Authority apologised for this oversight. Reviewed the decision and concluded that if the representations were taken into account the application would have had the same outcome and explained the reasons for this. Also explained the Authority's scheme of delegation allowed items to be determined under delegated authority contrary to the Parish Council's views where differences of view were solely on design issues. The number of representations did not prevent this application being determined under delegated powers and therefore the determination was made in an appropriate way following standing orders. Noted concern that the delegated report stated no representations but referred to last application having four letters of support. Stated it was not misleading but agreed that it was not of great relevance to current application however as no content was described it was not material in making the decision and no bias ensued.	None required
C.476 Stage One 18/03/20 Complaint regarding conflicting dates given for deadline for comments to be made on a planning application and lack of comments form available on website.	Development Management	Response Due by 07/04/20		

C.477 Stage One 23/03/20	Engagement Complaint regarding behaviour of a Ranger towards Complainant, whilst out walking, and not acting within current Government guidelines regarding Coronavirus.	Response due by 15/04/20		

Update on Complaints Reported in Previous Quarters

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
C459 24/09/19 Ombudsman (receipt reported in Q2) (Stage One and Stage Two complaints reported in Q1)	Engagement and Information Management Complaint regarding only being able to book a PDNPA event on-line and no alternative way of booking for those without access to a computer.	25/11/19 Within Ombudsman deadline.	The Ombudsman found the Authority was at fault and made the following recommendations, which the Authority accepted: a) Within one month of the date of this decision, the Authority will write to the Complainant and apologise to him for the inconvenience caused. It will offer him and a companion two free places on a guided walk of their choice. b) Within two months, the Authority will carry out an Equality Impact Assessment; c) Within three months, the Authority will: 1. consider the best way to amend its policy of not accepting bookings and payments by phone and find the most cost-effective way to make this possible for exceptional circumstances; and 2. Write to the Ombudsman to explain what steps it has taken to remedy the fault found The above actions have been completed and the Ombudsman has confirmed that the remedy is "complete and satisfied" .	1. Carry out an Equality Impact Assessment. 2. Consider the best way to amend policy of not accepting bookings and payments by phone and find the most cost-effective way to make this possible for exceptional circumstances.
C.464 24/02/20 Ombudsman	Development Management Complaint about the Council's handling of planning matters	Response to initial enquiry sent 23/03/20	Response sent to Ombudsman's initial enquiries and included explanation of current situation regarding Complainant's planning application. Explained that the current application to vary conditions on the permission was	

		Within Ombudsman's deadline.	considered at the Planning Committee meeting on 6 March. Members agreed that they support the officer recommendation but deferred consideration to allow officers to meet with the Complainant to find a way forward. Officers have met with the Complainant and are now intending to recommend approval. The matter would normally revert to Planning Committee but alternative processes are in place during the Coronavirus outbreak. Waiting for Ombudsman to confirm whether or not they will be investigating compliant.	
	related to Complainant's planning application.			

C467 06/02/20 Ombudsman
 	
(Stage One reported in Q2 and Stage Two reported in Q3)
	Development Management
	
	Complaint regarding lack of response and action with regard to enforcement complaints relating to a public house including:
	   1) Erection of stainless steel extractor fan
	   2) Erection of flag pole
	   3) Erection of marquee and associated noise and disturbance in a conservation area
	   4) Parking of a HGV on site
	Complainant also requested clear clarification of whether or not the marquee required planning permission.
		Response to initial enquiry sent 07/02/20
		
		Within Ombudsman deadline
			Ombudsman confirmed complaint was being passed for investigation but still waiting for Investigator to be assigned.	

Complaints Review

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

Numbers of Complaints Received Over Last 3 Years											
Year	No of Total Complaints					No of Stage 1 Complaints		No of Stage 2 Complaints		No of Ombudsman Complaints		
Period 1 April to 31 March	Received	Withdrawn	Against Development Management (Previously Planning Service)	Against Other Services	Against Members	Development Management (Previously Planning Service)	Other Services	Development Management (Previously Planning Service)	Other Services	Development Management (Previously Planning Service)	Other Services	Members
2017/18	14	0	9	5	0	9	5	4	0	2	0	0
2018/19	13	0	9	4	1	9	4	2	2	3	0	0
2019/20	19	0	11	6	2	11	6	8	3	2	1	0

The following trends in complaints have been identified:

2017/18 – Development Management Service: handling of planning applications and actions of officers.
Other Services: Actions of officers.

2018/19 – Development Management Service: handling of planning applications lack of responses and actions of officers.
Other Services: Actions of officers.

2019/20 – Development Management Service: handling of planning applications and enforcement issues.
Other Services: No trends identified.

The number of complaints received overall has increased this year, as shown in the table above, but is still in line with our annual target of receiving less than 20 complaints per year. Of those complaints which were pursued to the Local Government Ombudsman, there has been only one upheld complaint which found fault and injustice. We have since received confirmation from the Ombudsman that the remedy has been completed and satisfied.

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

Quarter	No. of FOI Enquiries dealt with	No. of EIR Enquiries dealt with	No. of Enquiries dealt within time (20 days)	No. of late Enquiry responses	No. of Enquiries still being processed	No. of referrals to the Information Commissioner
Q1	6	6	12	0	2	0
Q2	3	14	17	0	0	0
Q3	4	3	6	1	3	0
Q4	13	2	14	1	3	0
Year end (cumulative)	**26**	**25**	**49**	**2**	**3**	**0**

This page is intentionally left blank

11. **AMENDMENTS TO STANDING ORDERS - VIRTUAL MEETINGS (JS)**

1. **Purpose of the report**

To approve temporary amendments to Part 1 of the Authority's Standing Orders to facilitate Virtual Meetings of the Authority and its Standing Committees.

Key Issues

- **Before the Covid-19 Emergency Local Authorities including National Park Authorities could not make decisions in virtual meetings.**

- **Measures were included in the Coronavirus Act 2020 which made provision for the Secretary of State for Housing, Communities and Local Government to make regulation to facilitate attendance and decision making at remote meetings.**

- **The Local Authorities and Police Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 became effective on 4th April which allows virtual meetings of the Authority and its Standing Committees. The Regulations apply to meetings held before 7 May 2021.**

- **Part 1 of Standing Orders regulate the operation of meetings of the Authority and its Standing Committees. The report proposes that minor temporary amendments be made to Standing Orders to provide clarity on how virtual meetings will operate.**

2. **Recommendations**

1. **To approve the temporary amendments to Standing Orders as set out in Appendix 1.**

2. **To note the etiquette for virtual meetings of the Authority and its Committees as set out in Appendix 2.**

How does this contribute to our policies and legal obligations?

3. Before the Covid-19 Emergency the Authority could not make decisions in virtual meetings.

4. The Coronavirus Act 2020 made provision for the Secretary of State for Housing, Communities and Local Government to make regulations to facilitate attendance and decision making at remote meetings.

5. The Local Authorities and Police Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020" became effective on 4th April. These Regulations mean that the Authority may now legally hold virtual meetings of the Authority and its Standing Committees subject to requirements relating to allowing public access to the meetings and allowing them to participate.

Background Information

6. On 1 April the Secretary of State made regulations "The Local Authorities and Police Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020" which became effective on 4th April which apply to National Park Authorities. This means that the Authority may now legally

hold virtual meetings of the Authority and its Standing Committees.

7. The Regulations make provisions for:

    - Issuing an electronic notice of meeting to Members and the public instead of a paper one;

    - Permitting remote attendance and decision making by Members through video or telephone conferencing meetings;

    - Facilitating remote access to meetings of the Authority and its Committees by Members and the press and public;

    - Removing the requirement that the first meeting of the Authority to take place after 31 May is the annual meeting;

    - Publishing Background Papers.

8. Although the Regulations can be applied without amending Part 1 of the Authority's Standing Orders it is proposed that they be amended as set out in Appendix 1.

9. To complement the amendments to Standing Orders a document setting out suggestions on the etiquette for virtual meetings has been prepared. This is attached as Appendix 2.

Proposals

10. To approve the temporary amendments to Part 1 of Standing Orders as set out in Appendix 1 and note the etiquette for virtual meetings of the Authority and its Committees set out in Appendix 2.

Are there any corporate implications Members should be concerned about?

Financial:
11. Additional licences have been purchased to set up the platform needed to set up virtual meetings but these have been contained within existing delegated budgets.

Risk Management:
12. The proposed amendments aim to provide clarity around the temporary arrangements and minimises the risk that decisions made at virtual meetings could be challenged.

Sustainability:
13. None

Equality:
14. None

15. Background papers (not previously published)

None

16. Appendices

Appendix 1 - Proposed amendments to Part 1 of Standing Orders.
Appendix 2 - Etiquette for virtual meetings of the Authority and its Committees

Report Author, Job Title and Publication Date

Jason Spencer, Democratic Services Manager, 13 May 2020
jason.spencer@peakdistrict.gov.uk

Amendments to Part 1 of Standing Orders

THE LOCAL AUTHORITIES AND POLICE AND CRIME PANELS (CORONAVIRUS) (FLEXIBILITY OF LOCAL AUTHORITY AND POLICE AND CRIME PANEL MEETINGS) (ENGLAND AND WALES) REGULATIONS 2020 (Hereafter referred to as 'the Regulations')

In accordance with the powers conferred under section 78 of the Coronavirus Act 2020 the Secretary of State for Housing, Communities and Local Government has issued Regulations to allow local authorities, including National Park Authorities to hold meetings in virtual locations such as internet locations, web addresses or conference call telephone numbers. These Regulations came into force on 4 April 2020 and may apply to meetings that take place up to 7 May 2021.

In light of this while the Regulations are in force any reference in these Standing Orders to attend, attendance, present and meeting are to be interpreted widely and not limited to a meeting of persons all of whom, or any of whom are present in the same place.

DATES, TIMES AND VENUE OF MEETINGS

1.2(2)	The first meeting held after 31 May in any year shall **normally** be the Annual Meeting. **From 4 April 2020 to 7 May 2021 the Annual Meeting may be held at any date or time to be determined by the Authority. If it wishes the Authority may decide not to hold an Annual Meeting between those dates.**

1.2(5)	All meetings of the Authority shall **normally** be held at the National Park Office, Aldern House, Bakewell or at such other places as the Chair shall determine. **From 4 April 2020 to 7 May 2021 the Chair may determine that the meeting shall be held in virtual locations such as internet locations, web addresses or conference call telephone numbers.**

CALLING OF MEETINGS

1.3(3)	 Five clear working days before a meeting of the Authority:

(a)	notice of the time and place of the intended meeting shall be published ~~at the National Park Office~~ **on the Authority's website** and, where the meeting is called by Members of the Authority, the notice shall ~~be signed by~~ **identify** those Members and shall specify the business proposed to be transacted thereat; and

(b)	a summons to attend the meeting, specifying the business proposed to be transacted thereat and ~~signed~~ **authorised** by the Chief Executive (National Park Officer) shall be ~~left at or~~ sent by ~~post~~ **email** to ~~the usual place of residence of~~ every Member of the Authority **using the email address provided by the Authority.** ~~with~~ A copy **will also be emailed** to the proper officer of every Council for every principal area the whole or any part of which is within the National Park, Natural England and the Secretary of State for the Environment, Food and Rural Affairs.

CONDUCT OF MEETINGS

1.5(5)	Mobile telephones, pagers, tablets and other such equipment **not being used to participate in the meeting** must be switched to silent mode during meetings of the Authority so as not to disturb the conduct of the meeting.

1.5(8)	While the Local Government Act 1972 does not require an authority to record its meetings, subject to the availability of suitable recording equipment, the Authority will make and

publish **either** a digital audio **or video** recording of all Part A discussions and decisions at meetings of the Authority and its Committees. Usually the recordings will only be held by the Monitoring Officer for a period of three years from the date of the meeting and then deleted. However the Chair of the meeting or the Monitoring Officer may agree that recording may be retained for a longer period if required.

1.5(9)   **In accordance with the Regulations, where a meeting of the Authority or its Standing Committees is held wholly or partly in a virtual location, either the video or audio or both will be streamed live with access available from the Authority's website.**

QUORUM

1.7(1)   Subject to the provisions of paragraph 45 of Schedule 12 of the 1972 Act no business shall be transacted at a meeting of the Authority unless:

(a) at least the third of the whole number of members of the Authority are present; and

(b) of those present at least one is a local authority member and at least one is a Secretary of State member.

For the purposes of (a) and (b) above present is to be interpreted widely and not limited to a meeting of persons all of whom, or any of whom are present in the same place.

ATTENDANCE BOOK

1.8   The Democratic and Legal Support Team will record ~~An~~ attendance ~~book shall be provided~~ at every meeting of the Authority, **and after the meeting update the attendance register published on the Authority's website.** ~~in which every Member shall enter his name and from which book the attendance of the Members shall be registered and the same shall be binding on the Members of the Authorit~~y.

MINUTES

1.11(1)   Minutes of the proceedings of each meeting of the Authority shall, subject to paragraph (2) below, be drawn up and entered in a book kept for that purpose and shall be signed ~~at the same or~~ **following the** next suitable meeting of the Authority by the person presiding thereat and any minute purporting to be so signed shall be received in evidence without further proof.

VOTING

1.12(1)   The mode of voting at meetings of the Authority shall **normally** be by show of hands and on the requisition of any Member of the Authority, supported by four other Members who signify their support by rising in their places, made before the vote on any question is taken, the voting shall be recorded so as to show whether each Member present and voting gave his vote for or against that question. **For greater transparency a recorded vote shall be used for all voting that takes place in a meeting of the Authority or its Standing Committees held wholly or partly in a virtual location however the voting on agenda items will not be recorded in the minutes unless a recorded vote is requested.**

1.12(4)   The voting will take place by ballot when making an appointment to the positions of Chair and Deputy Chair of the Authority or Chair and Vice-Chair of a Committee or Sub-

Committee. The voting may take place by ballot on other appointments, if the Authority so determines. **A recorded vote shall be used for all voting that takes place in a meeting of the Authority or its Standing Committees held wholly or partly in a virtual location however the voting on agenda items will not be recorded in the minutes unless a recorded vote is requested.**

NOTICES OF MOTION

1.14   Notice of every motion (other than a motion, which, under Order 1.18 may be moved without notice) shall be given in writing and ~~signed~~ **confirmed** by the Member or Members of the Authority giving the notice, and ~~delivered~~ **emailed** at least 10 days before the next meeting of the Authority to the Director of Corporate Strategy & Development. It shall be dated, numbered in the order in which it is received, and entered into a book which shall be open to the inspection of every Member of the Authority.

FORMAL QUESTIONS

1.20(1)   A Member of the Authority may

(a)   if notice ~~in writing~~ has been given to the Director of Corporate Strategy & Development **by email** at least three days before an Authority Meeting ask the Chair of any Committee or Sub-Committee a question on any matter in relation to which the Authority has powers or duties or which affects the Peak District National Park;

(b)   with the permission of the Chair, put to him or the Chair of any Committee any question relating to urgent business of which such notice has not been given, but a copy of any such question shall be **emailed** ~~delivered~~ to the Director of Corporate Strategy & Development not later than 9.30 am on the day of the meeting.

RULES OF DEBATE

Motions and amendments

1.21(1)   A motion of amendment shall not be discussed unless it has been proposed and seconded, and, for Authority Meetings only, if notice has already been given in accordance with Order 1.14 it shall, if required by the Chair, be put into writing and ~~handed~~ **emailed** to the Chair before it is further discussed or put to the meeting.

Points of order

1.21(13) A Member may ~~rise on~~ **raise** a point of order or in personal explanation and shall be entitled to be heard forthwith. A point of order shall relate only to an alleged breach of a Standing Order or statutory provision and a Member shall specify the Standing Order or statutory provision and the way in which he considers it has been broken. A personal explanation shall be confined to some material part of a former speech by him/her which may appear to have been misunderstood in the present debate.

Respect for Chair

1,21(15) Whenever the Chair rises during a debate a Member then standing shall resume his seat and the Authority shall be silent. **In a meeting of the Authority or its Standing Committees**

held wholly or partly in a virtual location the Chair may mute the microphones of any participants.

PART B   ORDERS APPLYING TO AGENDAS AND REPORTS

PREPARATION AND PUBLICATION OF AGENDAS AND REPORTS

1.28(1)   An item of business may not be considered at a meeting of the Authority, Committee or Sub-Committee unless either:

(a)   A copy of the agenda including the item is open to inspection **on the Authority website** by members of the public for at least five clear days before the meeting or, where the meeting has been convened at shorter notice, from the time the meeting is convened; or

(b)   By reason of special circumstances, which shall be specified in the minutes, the Chair of the meeting, after consultation with the Director of Corporate Strategy & Development is of the opinion that the item should be considered at the meeting as a matter of urgency.

1.28(4)   Copies of the Agenda for a meeting and copies of the reports for a meeting which relate to items during which the meeting is open to the public shall be **published on the Authority website for** ~~open to~~ inspection by members of the public after copies of the Agenda and reports are available to Members of the Authority and a reasonable number of such copies shall be available for the public at the meetings.

1.28(5)   The minutes of meetings that were open to the public shall be available to the public **on the Authority website** after copies of the minutes are available to Members of the Authority.

1.28(6)   Where the whole or part of a meeting has been open to the public copies of the list of background papers to the reports and copies of the background papers included in the list, excluding those papers that reveal confidential or exempt information, shall be **published on the Authority website at the same time as the Agenda and supporting reports are published and made** available for inspection by members of the public for four years.

1.28(7)   Copies of the Agendas, reports, Minutes and background papers shall be available to the press on the same terms as they are available to the public.

1.28(8)   **Links to** ~~a copy of~~ the Agenda of every meeting of a Committee and of the standing Sub-Committees together with the reports of the officers shall be sent **by email** to every Member of the Authority so that he may be informed of all business arising thereat.

PART D - ORDERS APPLYING TO COMMITTEES OF THE AUTHORITY

CONVENING OF MEETINGS OF COMMITTEES AND SUB-COMMITTEES

1.44(1)   Except where authorised by a statute or ordered by the Authority, business shall not be transacted at a meeting of any Committee unless at least one quarter of the whole number of the Committee is present.

Provided that in no case shall the quorum of a Committee be less than three Members.

1.44(2) Except as aforesaid or otherwise ordered by the Committee which has appointed it, business shall not be transacted at a Sub-Committee unless at least one quarter of the whole number of the Sub-Committee (including co-opted Members) is present.

Provided that in no case shall the quorum of a Sub-Committee be less than two Members.

1.44(3) For the purpose of calculating the quorum if the number of the Committee or Sub-Committee is not divisible by four the quorum shall be one-fourth of the highest number below the number of the Committee or Sub-Committee which is divisible by four.

1.44(4) No business shall be transacted at meeting of a Committee or a Sub-Committee unless those present includes at least one local authority Member and at least one Secretary of State Member.

1.44(5) For the purposes of (1) (2) and (4) above present is to be interpreted widely and not limited to a meeting of persons all of whom, or any of whom are present in the same physical location.

This page is intentionally left blank

ETIQUETTE FOR VIRTUAL MEETINGS OF THE AUTHORITY AND ITS COMMITTEES

The Authority has decided to use Cisco WebEX to host virtual meetings of the Authority and its Committees. All meetings can be accessed using the following link:

https://peakdistrictnationalparkauthority.my.webex.com/meet/pdnpa_meetings

The Democratic and Legal Support Team will facilitate these meetings by sending WebEx meeting invites and agendas and reports. They will also provide a moderator and a minute taker for each meeting.

If you wish to test your equipment before joining a meeting for the first time please contact the Team to set up a practice meeting. Contact details are set out at the end of this guide.

This guidance has been issued to Members and Officers to make sure these meetings, which must be broadcast to members of the public, can run efficiently and effectively while complying with all the relevant legislation.

PARTICIPANT PREPARATION BEFORE THE MEETING

- Agendas and reports for these virtual meetings will be sent out in accordance with the existing statutory timescales. Therefore a few days before the day of the meeting make sure you have received all the relevant paperwork to be able to participate in the meeting. If you think anything is missing please contact the Democratic and Legal Support Team.

- If you wish you can give notice in advance that you wish to speak on an item particularly if you are planning to join the meeting by telephone. This is not essential but it may help the flow of the meeting.

- Make sure you know how to connect to the meeting and arrange a practice if you are unsure. Watch the instruction video

- If you are planning to join the meeting by phone only with no video please let the Democratic and Legal Support Team know in advance.

- It is suggested that all Members and other participants try to join the meeting 15 minutes before the start time to ensure all can connect and be seen and heard. If you have connected successfully you will be held in a lobby until the meeting is ready to start. This stage has been added to make sure that unauthorised users cannot access the meeting room even if they have obtained the joining instructions.

1

ISSUES TO CONSIDER BEFORE JOINING A MEETING

- Ensure you are in an area where you are unlikely to be disturbed ie by other persons, telephones, pets, noises etc. You may want to put a sign on your door to remind others in your household that you are in a meeting.

- Try to have a neutral background behind you eg a blank wall. If this is not possible consider what others may see behind you or near you and remove items that are private or unsuitable. For example for safeguarding reasons you may need to move family photographs.

- Don't have any confidential meeting papers so they can be visible on the screen. If there are any Exempt/Confidential items on the agenda it is important that you are on your own and no other persons are present in the room with you during that part of the meeting.

- Check your broadband connection is stable and can support you joining the meeting. If there are problems you may need to ask other members of your household to stay off the internet for a while.

- Ensure your camera is positioned to give a clear, front on view of your face. Consider the lighting in the room and adjust if necessary eg does the camera show you in shadow?

- Familiarise yourself with the conferencing functions available eg:
    - ➢ Mute microphone - when not speaking
    - ➢ Unmute microphone – to speak
    - ➢ Stop my video – stops sharing your video feed, press it to start sharing again. This will be used if you have to leave the meeting for any reason.
    - ➢ How to raise your hand to speak.

- Remember virtual Committee meetings are still public meetings and will be broadcast by audio on our website and as visual on YouTube. The public will see and hear you just like in the usual committee meetings. Consider what you say and do during the meeting and remember you may still be visible even if you are not speaking. For this reason when you are in a meeting try to remember to follow Government advice on controlling the virus.

PUBLIC SPEAKERS

- Public speakers will be invited to join meetings in accordance with the Authority's current Public Participation at Meetings scheme and will need to give notice to speak at meetings as usual.

- Persons who have given notice to speak will be sent WebEx meeting invites to join the meeting by telephone and must abide by the meeting etiquette.

PDNPA Virtual Meetings Etiquette 01/05/20

- Public speakers can only speak when invited to do so by the Chair and speak for 3 minutes only.

- The Moderator will time the public speakers and give a warning when 1 minute is remaining.

ROLE OF THE MODERATOR

The Moderator for the meeting will help to ensure the meeting runs smoothly by:

- Checking all necessary participants are present for the meeting

- Monitoring microphones – eg reminding participants to mute microphones when not speaking or switching them off for them

- Monitoring if any participant loses connection or leaves the meeting.

- Closing the meeting for any necessary adjournment and restarting the meeting afterwards.

- Monitoring the waiting room facility if used – to allow participants to enter or leave the meeting.

- Monitoring the hands up functionality and passing on to the Chair of the meeting a list of Members who wish to speak.

- Ensure Members who have declared Disclosable pecuniary or prejudicial interests leave the meeting at the appropriate point and then invite them back to the meeting after the item has been dealt with.

- Can remove participants from the meeting.

- Can allow participants to enter the meeting.

- Will record the votes taken on each item considered to ensure the Chair can confirm the decision made.

- Will ensure the meeting is closed when it ends.

DURING THE MEETING

- At the start the Chair will ask the moderator to carry out a roll call. When the moderator calls out your name you should indicate that you are present and declare any interests you may have on any agenda items.

- You should keep your microphone muted until invited to speak by the Chair when you can then unmute you microphone. You must mute your microphone when you have finished speaking.

- The Chair will make sure that any Members or other participants joining by telephone only are included in the meeting but they will not be able to know if you wish to speak. If you decide to join by telephone you may not be able to see any shared screen information and may find it harder to follow the discussions.

- You will need to declare any interests you may have in agenda items, as usual and leave the meeting for any item where you have an interest which is prejudicial or a Disclosable pecuniary interest. If this happens the Moderator will invite you back to the meeting after the item has been dealt with.

- The Chair will introduce agenda items and invite Officers to give any updates.

- If there are any public speakers the Chair will invite each person to speak for 3 minutes, in accordance with the Public Participation at Meetings scheme, on the item being considered.

- The Moderator or the minute taker will time the public speakers and give a warning when 1 minute is remaining.

- The Chair will then ask Members if they have any questions on the item being considered. If you wish to speak use the raise hand facility in Webex or send a private message to the host. If you are joining by phone the Chair will invite you to speak after the other speakers have finished.

- The Chair will then invite Officers to respond to Members' questions.

- The Chair will then ask Members if they have any comments on the item being considered. If you wish to speak use the raise hand facility in Webex or send a private message to the host. At this stage any Member invited to speak may move the recommendation in the report or put forward an alternative motion.

- The Chair will then ask Members if they have any comments on the motion or wish to move an amendment. If at this stage there is no proposal on the table the Chair will move the recommendation and the Deputy/Vice Chair will second it.

- The Chair will then ask Officers if they have anything further to input regarding the item being considered.

- In making a decision the Chair will ask each Member in turn to vote on the item being considered by stating if they are For, Against or Abstaining. To do this the moderator will read out the name of each Member present in alphabetical order and wait for a response. If there is any disruption to the sound the moderator may need to ask a Member to repeat their intentions before moving on.

- When voting Members are confirming that they have been present during all discussion relating to that item. If you have missed part of the discussion you should abstain.

- The Moderator will note the responses and state the result to the meeting. The Chair will confirm the decision.

- The voting on agenda items will not be recorded in the minutes unless a recorded vote is requested.

- The Chair will close the meeting when the business on the meeting agenda has been completed.

- If a meeting is expected to last longer than 1 hour the Chair will adjourn the meeting for a short break after 1 hour from the start. Where possible breaks will be identified on the agenda.

- If there are any Exempt, Confidential agenda items on the agenda then the public part of the meeting will be closed any public participants present removed from the meeting and the live streaming switched off. The meeting will not recommence until all these actions have been completed so please wait if there is a longer pause than usual.

- The Exempt or Confidential agenda items will then be considered in the same way as the public items were considered set out above.

- When considering Exempt or Confidential items Members will need to confirm that they are on their own and no other persons are present in the room with them.

Contact information

Democratic and Legal Support Team

01629 816352

democraticandlegalsupport@peakdistrict.gov.uk

Dedicated Virtual Meeting Support Line

01629 816398 (From 9am on meeting days)

IT Support (Outside of meetings)

01629 816299

itsupport@peakdistrict.gov.uk

This page is intentionally left blank

12.   REPORT OF THE GOVERNANCE REVIEW WORKING GROUP

1.   Purpose of the report

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

Key Issues

- **In December 2018 the Authority established a Governance Review Working Group. In May 2019 the Authority considered the first report of the Working Group and agreed the recommendations within it.**

- **Since then the Working Group has met monthly and developed a number of further suggestions on improvements to Member involvement and decision making structures.**

- **The second report of the Working Group is attached to this report.**

2.   Recommendations(s)

1.   To approve the recommendations of the Governance Review Working Group.

How does this contribute to our policies and legal obligations?

3.   Our existing Code of Corporate Governance states that Governance is about how we ensure that we are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises of the systems and processes, and cultures and values, by which we are directed and controlled and through which we account to, engage with and, where appropriate, lead communities. Governance is more than making sure that things do not go wrong or fixing them if they do. Good governance adds value by ensuring effectiveness in ever changing circumstances.

4.   Both the 2018/19 and 2019/20 Annual Assurance reports from our Internal Auditor stated "the overall opinion of the Head of Internal Audit on the framework of governance, risk management and control operating in the Authority is that it provides Substantial Assurance. There are no significant control weaknesses which in the opinion of the Head of Internal Audit need to be considered for inclusion in the Annual Governance Statement".

5.   In July last year the Authority's External Auditors reviewed the Authority's Annual Governance Statement, giving the highest assessment of a satisfactory conclusion with no issues and agreed that the Authority's arrangements were fit for purpose and established in accordance with the principles of good governance as recommended by the CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy and Society of Local Authority Chief Executives and Senior Managers) framework 'Delivering Good Governance in Local Government'.

6.   However there is an expectation that the Authority will periodically review its Governance arrangements and it was anticipated that this review would contribute to this process. The review has been carried out in the context of our Vision and Mission and will follow the 7 key principles that underpin the Authority's ways of working.

Background Information

7.   At a meeting held on 7 December 2018 the Authority agreed to establish the Governance Review Working Group and set its terms of reference and scope. Mr K Smith, Mr J W Berresford and Councillors J Atkin, P Brady, C Furness, A McCloy and B Woods were appointed as Members of the Group supported by the Chief Executive, the Head of Law and the Democratic Services Manager. In May 2019 the Authority considered the first report of the Working Group which made recommendations on the following issues:

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

8.   In July 2019 Cllr J Atkin left the Group and Cllr C Farrell joined. Councillor A McCloy is currently the Chair of the Working Group.

9.   Since producing its first report the Working Group has continued to meet monthly to consider a number of outstanding issues including:

- Officer Delegation Scheme
- Member Representative Roles
- Outside Bodies
- The Appointment Principles
- Encouraging Member Participation
- Reporting on attendance

10.   This report sets out a number of recommendations on these outstanding issues for implementation from the Annual Meeting on 3 July 2020.The proposals set out in Appendix 1 have been developed as a result of these discussions.

Proposals

11.   The report of the Governance Review Working Group is attached at Appendix 1. The report includes a number of recommendations the Authority is asked to approve.

Are there any corporate implications Members should be concerned about?

Financial:

12.   The proposals in this report can be delivered within existing budgets. However if any additional Working Groups or Committees are introduced this will have an impact on budgets and staffing resources.

Risk Management:

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

Sustainability:
14.   There are no sustainability issues to highlight.

Equality:
15.   There are no significant equality issues

16.   Background papers (not previously published)

Minutes of Meetings of the Working Group

17.   Appendices

Appendix 1 - Second Report of the Governance Review Working Group.

Report Author, Job Title and Publication Date

Jason Spencer, Democratic Services Manager, 13 May 2020
jason.spencer@peakdistrict.gov.uk

This page is intentionally left blank

Second Report of the Governance Review Working Group

MAY 2020

0

1.   **Introduction**

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

In May 2019 the Authority considered the first report of the Working Group in which there were a number of recommendations relating to:

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

Since producing its first report the Working Group has continued to meet monthly to consider a number of outstanding issues including:

- Officer Delegation Scheme
- Member Representative Roles
- Outside Bodies
- The Appointment Principles
- Encouraging Member Participation
- Reporting on attendance

This repot sets out a number of recommendations on these outstanding issues for implementation from the Annual Meeting on 3 July 2020.

2.   **Background Information**

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

Some of the issues raised included:

- Are the roles and responsibilities of Members and Officers clear?

- Are the current delegations to Committees and the list of matters reserved to meetings of the Authority right?

- Could the Authority have more effective and efficient ways of involving Members in developing policy and informing them of other decisions made and do Standing Orders or Codes need amending to facilitate this?

- How can Members be proactively involved in getting items discussed?

- Is the current level of delegation to Officers right and could the structure of the Scheme of Delegation be improved to make it clearer?

- What are the aims of the current Member representative scheme? How effective is it in delivering its objectives?

On 7 December 2018 the Authority agreed to establish the Governance Review Working Group to oversee the review and set its terms of reference and scope and appointed Mr K Smith, Mr J W Berresford and Councillors J Atkin, P Brady, C Furness, A McCloy and B Woods as Members of the Group supported by the Chief Executive, the Head of Law and the Democratic Services Manager. Since then the Working Group has continued to meet monthly. In July 2019 Cllr J Atkin left the Group and Cllr C Farrell joined. Councillor A McCloy is the Chair of the Working Group.

The recommendations contained in this report have been structured around the 4 Subject Areas Identified in the terms of reference and scoping document agreed by the Authority.

3.   **Methodology**

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

Since the first report was produced the final report on the Government's Review of Landscapes was published which included recommendations on the Governance of National Park Authorities. Shortly after publication the Working Group discussed how the report would impact on its discussions. As a result it was agreed that all recommendations would be tested against the following outcomes:

- To give Members a greater understanding and input into strategic decision making at a policy and financial level

- To make sure that Members are better informed on matters they need to know about to make decisions

- To make sure that the process for collective decision making is clear and transparent

To make sure that these outcomes were achieved they have been reproduced on the agenda for all meeting of the Working Group. The Group also considered whether the work programme should be amended to reflect these outcomes. It was agreed that while there was no need to make changes it was a good opportunity to step back and look at key documents, policies and strategies and how they hang together for Members.

2

Subject 1: The role and accountability of Members

In this area the Authority has already approved the recommendations of the Working Group regarding the role of Members and this document now forms part of the Democratic Services Handbook. During the discussions leading up to the preparation of this report the Working Group has looked at any proposals in the context of this key document.

The outstanding areas covered in this subject area relate to the role of the Appointment Principles in preparations for appointments at the Annual Meeting, mechanisms to encourage greater Member participation and how Member attendance is recorded.

4.   **The Appointment Principles**

The current Appointment Principles have been used by the Authority for a number of years to help inform Members decision making on key appointments at the Authority's Annual Meeting. The current Appointment Principles were initially agreed by the Authority in December 2010 and amended slightly in February 2011. Since 2013, when the Member Appointment Process Panel was introduced, the Authority has reaffirmed the Principles on an annual basis and the Panel has referred to them in preparing its report setting out expressions of interest received from Members. The current Principles are:

1.   Democratic process remains essential.

2.   Any Member should continue to be eligible to stand for election for any post and all Members should continue to have the opportunity to vote for their preferred candidates.

3.   The chosen system should foster confidence, unity and trust within the Authority.

4.   All Members should be assumed to be equally committed to the objectives of the National Park Authority, and to have a contribution to make across the full range of the Authority's work.

5.   All Members should be considered equally for all appointments but need to maintain the overall balance between different categories of Members.

6.   Anyone holding office should be seen to act on behalf of all Members in the interests of the Authority, and not be allied with one particular group or interest.

7.   All appointments should be time limited with a stipulated maximum continuous period of holding any one office to four continuous terms.

8.   Responsibility of nominated Members to demonstrate to colleagues their interest and potential.

9.   Responsibility of nominated Members to show that they understand what will be required of them.

10. That we should strive to achieve a similar balance across Member Representatives and outside body appointments, if possible, although it is recognised this may not always be achievable and the main aim is to appoint Members who have demonstrated interest and potential.

3

11. That newly appointed Members will not be considered for Chair or Deputy/Vice Chair position in their first year of office.

After discussions at a meeting of the Members Forum over decisions made at the 2019 Annual Meeting it was suggested that the Working Group should have a look at the existing Principles to establish whether they were still needed and relevant.

Discussions at the Working Group started by looking at the purpose of the Principles and how they have worked in practice. The Working Group also explored whether the Principles could ultimately become a deterrent for suitable candidates putting themselves forward.

As a consequence of these discussions the Working Group has suggested that these is still a need for some guiding principles but they should be much simpler. The Working Group is therefore recommending that the following principles are adopted:

"The Peak District National Park Authority seeks to apply transparent and democratic principles in the appointment of Members to elected positions within the Authority in order to promote fairness and trust. They are not intended to limit either a Member's right to stand for office nor any Member's duty to make decisions on merit, but instead:

- *open opportunities for Members to stand for office*

- *take into account that some Members have time-limited appointments to the National Park Authority, which may limit their options for standing for office*

- *recognise that there is strength in office-holders coming from different categories of Members*

- *are based upon good practice learned from past experience*

To this end, the following apply:

1. *Any Member is eligible to stand for election for any post.*

2. *Members will not normally be appointed to the position of Chair and Deputy Chair of the Authority or the Chair and Vice Chair or its standing committees in their first year of office.*

3. *All appointments to the position of Chair and Deputy Chair of the Authority or the Chair and Vice Chair or its standing committees should be limited to continuous periods of no more than four full terms.*

4. *Appointments should seek to achieve a balance of different categories of Members, namely national Secretary of State appointees, Parish Members and Local Authority Members.*

5. *All Members will have the opportunity to vote for their preferred candidates at the AGM.*

6. *Members wishing to stand for elected positions must be able to demonstrate:*

   - *A commitment to the purposes of the Authority and their successful delivery*

4

- *A willingness to act on behalf of all Members of the Authority and not one particular group or interest*

- *An understanding of the roles and responsibilities associated with the position for which they are applying and a skill set relevant to that position*

It is the responsibility of all Members to consider these principles before and during the appointments process before making their decision."

The Woking Group acknowledged that these were unenforceable guiding principles.

The Working Group also concluded that the work of the Appointment Process Panel did make a significant contribution to the smooth running of the Annual Meeting and should therefore continue.

5. Encouraging Member Participation and Diversity

The Working Group has discussed some of the factors which may contribute to lower levels of attendance at certain meetings and events. They explored whether changes to where and when meetings were held may create an improvement in participation levels. The discussions concluded that as attendance at formal meetings was already well above 80% attendance was not a significant issue and changes to the timing of meetings could actually make the situation worse. While it was acknowledged that some of these factors could impact on the demographics of the Authority most of the issues around its composition were outside the Authorities control. However it was noted that appointing bodies would continue to be encouraged to consider the demographic of the overall Authority Membership when filling vacancies.

6. Reporting on attendance

At the Annual Meeting each year the Authority receives a report setting out Member attendance at meetings of the Authority, the two standing Committees and workshops and training events identified as essential in the Member Learning and Development Programme. The Working Group had been asked to look at whether the report was needed, if attendance should continue to be recorded as possible and actual rather than percentages and whether other meetings involving Members such as working groups and site visits should be included.

The Working Group concluded that the existing reporting arrangements worked well and should continue to be produced in its current format.

RECOMMENDATIONS

1. **To approve the Appointment Principles attached in Appendix 1**

2. **To confirm that the Member Appointment Process Panel should continue to be part of the process used for preparing for Annual Meetings.**

3. **To continue to receive an annual report on Member attendance based on Member attendance at meetings of the Authority, Standing Committees and essential learning and development events/workshops only.**

5

Subject 2: Committee Issues

This area of work included:

1.   Consideration of present Committee delegation scheme;

2.   Light-touch review of the two main Committees and their relationship to full Authority; and to other Committees and bodies sponsored by the Authority to further its business and which have Member involvement;

3.   Look at other comparable national park authorities, including committee structures, meeting agendas,

Since the Authority approved changes to the Committee structure and the list of matters reserved to a meeting of the Authority the Working Group has been asked to look at a number of issues relating to meetings of the Authority and its Committees.

8.   **Delegation to Committees**

a) Programmes and Resources Committee

The Working Group had a further discussion on the process for agreeing the Work Programme for Programmes and Resources Committee. It was noted in future the Committee would have a role in developing its own work programme before it was approved by the Authority.

The Working Group also revisited the terms of reference for the Programmes and Resources Committee and propose that they are amended as set out in Appendix 2.

b) Member Scrutiny

Following the introduction of the new Committee structure in July 2019 the Working Group has briefly revisited the existing scrutiny arrangements and confirmed that there are still a number of opportunities for Members to initiate scrutiny reviews as set out in the guidance. As a result of this discussion the guidance on Scrutiny was recirculated to all Members.

b) Local Joint Committee

In its first report the Working Group had suggested that although the Local Joint Committee should continue meetings should be arranged as and when required rather than being included in the annual programme of meetings. Following feedback from the Committee it is now recommended that quarterly meetings should be scheduled on the understanding that they will only take place if there are sufficient items to make a meeting viable.

c) Health and Safety Committee

Following a request from the Local Joint Committee the Working Group considered whether there should be Member representation on the Authority's Health and Safety Committee. Having tested the proposal against the agreed role of Members, the Group concluded that it was not appropriate for a Member to be appointed to the Health and Safety Committee.

e) Governance Review Working Group

In preparing this report the Working Group has discussed whether there is an ongoing need for it to continue to meet beyond the 2020 Annual Meeting. The Members on the Working Group have concluded that after the Annual Meeting there will be no need to meet monthly as it has done until recently. However, they suggest that there will be an ongoing need to appoint Members to the Working Group to review how the revised arrangements are working in 6 months' time and to consider any issues that arise.

On this basis it is proposed that the Governance Review Working Group continues and the Authority appointments Members to it at the 2020 Annual Meeting.

RECOMMENDATION

1.   **To approve the changes to the terms of reference of the Programmes and Resources Committee as set out in Appendix 2.**

2.   **To confirm that no changes are made to the existing arrangements for Member Scrutiny.**

3.   **To confirm that quarterly meetings of the Local Joint Committee should be scheduled on the understanding that they will only take place if there are sufficient items to make a meeting viable.**

4.   **To confirm that there is no need for Member representation on the Health and Safety Committee.**

5.   **To approve the continuation of the Governance Review Working Group and agree to make appointments to it at the 2020 Annual Meeting.**

Subject 3: Officer Delegation Scheme

This area of work included:

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

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

10.   Officer Delegation

As review of the Officer Delegation Scheme has been a major component of the work of the Working Group over the past 12 months. The starting point for the Working Group was to examine the existing Delegation Scheme, clarify how it operated in practice, identify its strengths and weaknesses and explore what some of the alternative options were.

From the early stages of the discussion the Working Group believed that the Scheme did not necessarily need to be changed significantly but suggested that there was a need for clearer guidance on when it was appropriate to consult with Members and give notice when decisions had been made. It was acknowledged that in the existing arrangements there was regular dialogue between the Chief Executive and the Chair of the Authority on whether issues should be brought before Members. But it was recognised that in the absence of political groups or an executive made up of Members there was a greater need for a broad range of Members with differing perspectives to have assurances in place about how Officers used their delegation.

It was therefore agreed that going forward a risk rating matrix would be used as a tool to identify items that needed Member involvement. With impact and likelihood testing the impact/likelihood on Corporate Strategy outcome delivery or the Authority's reputation. If an item was identified as red it would automatically come to Members, if it were amber Officers would speak to the relevant Chair to decide on whether Member input was needed and what form that input should take.

Impact

		Low	Medium	High
Likelihood	High	Accept but monitor	Manage and monitor	Significant focus and attention
	Medium	Accept but review periodically	Management effort worthwhile	Manage and monitor
	Low	Accept	Accept but monitor	Closely monitor

In terms of decision making the Working Group believed that the Officer Scheme of Delegation could give greater clarity by breaking decisions down as follows:

Policy	Members set the policy through developing and approving the following Strategic Policy Framework to be set out in Part 4 of Standing Orders under the matters reserved to meetings of the Authority: • National Park Management Plan • Revenue and Capital Budgets • Corporate Strategy • Local Plan • Landscape Strategy • Annual Performance and Business Plan

8

Approach	In light of the agreed Strategic Policy Framework it is the role of the Standing Committees to determine the approach based on recommendations from Officers. .
Delivery	It is the role of Officers to deliver programmes, projects and initiatives based on the policy and approach agreed by Members unless decisions were above financial thresholds or something goes wrong with the agreed approach then no Member involvement is needed. It was suggested that in cases where there was negative feedback following consultation Members should be able to reconsider the approach and the risk matrix would be used to inform this approach.

There were also discussions on the merits on the current arrangement of delegating to the Chief Executive who then delegates down to other Officers rather than delegating directly to Senior Officers. As part of the process the Working Group sought the views of Officers on what they thought were the limitations of the current scheme and ideas on how it could be improved. The Working Group were of the view that no changes needed to be made to the existing Planning Delegations to Officers.

The Working Group also considered what a delegation scheme by exception might look like and tested a number of scenarios but concluded that this approach was not appropriate for the Authority. The Working Group has also considered whether there are any gaps in the existing Scheme and concluded that the content of the Financial Regulations (Part 3 of Standing Orders) needs to be reflected in the Officer Delegation Scheme and that the Chief Executive needs to carry out a review of the format and content of the Scheme.

The Working Group is therefore recommending that the existing Scheme of Delegation to the Chief Executive is retained subject to the changes set out in Appendix 3 and the Chief Executive reflecting on the Working Group recommendations carries out a review of the format and content of the Officer Delegation Scheme.

10. Member Budget Scrutiny

While looking at the Officer Scheme of Delegation the Working Group explored whether the Annual Budget could be structured differently to provide greater clarity on the links between the budget and strategic outcomes. One suggestion was that budgets and cost centres could be structured around the sections within the Corporate Strategy.

The Director of Corporate Strategy and Development and the Head of Finance were invited to attend a meeting of the Working Group to explore the options. At that meeting the Working Group received background information on how budgets were developed and how budgets were monitored to meet accounting and External Audit requirements and how these were shared and available to Members. This included a draft proposal on what the budget might look like if it were broken down to reflect strategic outcomes and key performance indicators.

The Working Group then discussed the purpose and format of the budget planning workshops for Members held in October and November each year, which are in place to offer Members a route to be informed of, to engage with, and to provide a direction on the strategic budget questions. This should allow Members to take early ownership of the final budget presented to the Authority the following February. One of the suggestions was that each year a selection of budget holders could be invited to provide more detail about their budgets, how they were used to support the Corporate Strategy and what the key issues were around delivery.

9

The Working Group concluded that any possible benefits arising from changing the format of the budget did not justify the amount of duplication of effort required to restructure and represent the budgets

---

RECOMMENDATION

1. **To approve the amendments to the Scheme of Delegation to the Chief Executive as set out in Appendix 3.**

2. **To ask the Chief Executive to carry out a review of the format and content of the Officer Delegation Scheme.**

3. **To continue to use the current format of the Revenue Budget.**

4. **To ask Officers to explore the options for using the annual workshops to give Members greater ownership of budget proposals including the possibility of inviting a selection of budget holders to a session where they can provide more detail about their budgets, how they are used to support the Corporate Strategy and what the key issues were around delivery.**

Subject 4: Member Representatives and Outside Bodies

This area of work included looking at the stated purpose of Member Representatives and their briefs. Issues identified included the need for clarity around the specific role, whether the role as stated was achievable and when Member Representatives should be consulted. The Working Group also looked at the Member Representative role in relation to appointments made to Outside Bodies.

11. **Member Representative Roles**

In May 2017, following a request from the Authority, the Chair and Deputy Chair looked at the options for revising Member Representative roles and suggested that they should be linked to the delivery of the National Parks 8-point plan published by the Department for Environment, Food and Rural Affairs (Defra) which sets out their ambitions to put National Parks at the heart of the way they think about the environment and how it is managed for future generations. At that time the Authority agreed with this approach as it was thought that aligning our Member Representatives to the Plan demonstrated to Defra that the Authority shared their aspirations and it helped Members to directly contribute to their delivery. As a consequence the Authority appointed to the following Member Representative Roles at the 2017, 2018 and 2019 Annual Meetings:

- Connecting Young People with Nature
- Thriving Natural Environments
- Rural Economy, Farming and Food
- Everyone's National Parks – Tourism and Participation
- Landscape and Heritage, Health and Wellbeing

10

- Communities
- Asset Management
- Member Learning and Development
- Planning Enforcement

In May 2019 the Working Group had considered the existing Member Representative roles and the generic role description but believed that more work was needed on the options before making recommendations to the Authority.

Since then the Working Group has carried out further work to explore the options for Member Representative roles. Following an initial discussion the following issues had been identified:

- There were occasions when the Member Representative role overlapped with the responsibilities of the Chair of the Authority or the relevant Committee.

- There was not always a clear link between Member Representatives and appointments to Outside Bodies.

- It was unclear whether the roles should be internally or externally focussed.

- Feedback on the success of the roles was varied.

- Does the principle of having Member Representatives contribute to other Members becoming disengaged.

- Are there better ways to utilise the skills and experience of all Members.

- Would Member Champions be a better description of the role?.

- The link to the 8 point plan did not appear to be working.

- What happens when a Member Representative is not a Member of the Committee that their area reports to?.

As a result of these deliberations the Working Group has concluded that Member Champion is a better description to use and confirmed that the role should have an internal focus where the Champion acts as a critical friend or advocate, not a spokesperson. This contrasts with Members appointed to represent the Authority on an Outside Body which is an externally facing role.

To reflect these discussions the Working Group is recommending a revised role description as set out in Appendix 4 and suggests that Seven Member Champions be appointed as follows.

- Natural Environment, Biodiversity and Farming.
- Cultural Heritage and Landscapes
- Engagement (includes tourism, recreation, health and wellbeing)
- Thriving and Sustainable Communities (including social housing)
- Climate Change (Including transport) (This Member Champion should chair the Climate Change Working Group)
- Business Economy
- Member Learning and Development.

11

It was agreed that the principle of identifying at least one lead Officer for each role should continue but recognised that more than one would be needed in several cases.

12. Outside Bodies

The Working Group discussed the role of Members on Outside Bodies and whether there should be a link between those appointed as Member Representatives and the Authority's appointment to Outside Bodies. Following the review of Member Representatives and the move to a new internally facing Member Champion role it is recommended that no link is needed.

In considering how Member involvement in Outside Bodies could add value it was agreed that the following should be removed from the current list of Outside Bodies.

- Derby and Derbyshire Economic Partnership Rural Forum
- Derbyshire Partnership Forum
- National Parks UK
- Peak Park Parishes Forum Annual Liaison Meeting

The Working Group has also updated the Guidance for Members appointment to Outside Bodies as set out in Appendix 5 which it is recommended that the Authority adopts.

RECOMMENDATIONS

1. **To approve the Member Champion Role Description set out in Appendix 4.**

2. **To appoint Members to the following Member Champion roles at the 2020 Annual Meeting:**

   - **Natural Environment, Biodiversity and Farming.**
   - **Cultural Heritage and Landscapes**
   - **Engagement (includes sustainable tourism, recreation, health and wellbeing)**
   - **Thriving and Sustainable Communities (including social housing)**
   - **Climate Change (including transport) (This Member Champion should chair the Climate Change Working Group)**
   - **Business Economy**
   - **Member Learning and Development**.

3. **To approve the Guidance for Members appointed to Outside Bodies as set out in Appendix 5.**

4. **To remove the following from the list of Outside Bodies to be appointed to at the 2020 Annual Meeting:**

   - **Derby and Derbyshire Economic Partnership Rural Forum**
   - **Derbyshire Partnership Forum**
   - **National Parks UK**
   - **Peak Park Parishes Forum Annual Liaison Meeting**

Attachments:

Appendix 1 –   Appointment Principles.
Appendix 2 -   Amended Terms of Reference for the Programmes and Resources Committee
Appendix 3 –   Proposed amendments to the Delegation to the Chief Executive (Part 7 of Standing Orders)
Appendix 4 – Member Champion Role Description
Appendix 5 – Guidance for Members appointed to Outside Bodies.

13

PEAK DISTRICT NATIONAL PARK AUTHORITY

MEMBER APPOINTMENT PRINCIPLES

The Peak District National Park Authority seeks to apply transparent and democratic principles in the appointment of Members to elected positions within the Authority in order to promote fairness and trust. They are not intended to limit either a Member's right to stand for office nor any Member's duty to make decisions on merit, but instead:

- open opportunities for Members to stand for office;

- take into account that some Members have time-limited appointments to the National Park Authority, which may limit their options for standing for office;

- recognise that there is strength in office-holders coming from different categories of Members;

- are based upon good practice learned from past experience.

To this end, the following apply:

1. Any Member is eligible to stand for election for any post.

2. Members will not normally be appointed to the position of Chair and Deputy Chair of the Authority or the Chair and Vice Chair or its Standing Committees in their first year of office.

3. Members will not normally be appointed to the position of Chair and Deputy Chair of the Authority or the Chair and Vice Chair or its Standing Committees in their first year of office.

4. All appointments to the position of Chair and Deputy Chair of the Authority or the Chair and Vice Chair or its standing committees should be limited to continuous periods of no more than four full terms.

5. Appointments should seek to achieve a balance of different categories of Members, namely national Secretary of State appointees, Parish Members and Local Authority Members.

6. All Members will have the opportunity to vote for their preferred candidates at the AGM.

7. Members wishing to stand for elected positions must be able to demonstrate:

- A commitment to the purposes and duty of the Authority and their successful delivery

- A willingness to act on behalf of all Members of the Authority and not one particular group or interest

- An understanding of the roles and responsibilities associated with the position for which they are applying and a skill set relevant to that position

It is the responsibility of all Members to consider these principles before and during the appointments process before making their decision.

15

F   **PROGRAMMES AND RESOURCES COMMITTEE**

In accordance with delegations set out in Part 7 of Standing Orders to exercise the powers and duties of the Authority as follows ~~where these powers have not been reserved to a meeting of the Authority~~ except where:

(a)   Those duties and powers have been reserved to the full Authority or must in law be exercised by the Authority; or.

(b)   They fall within the terms of reference of another Committee.

(c)   The Chief Executive, following consultation with the Chair of the Authority and the Chair of the Committee, decides that a matter should be determined at a meeting of the Authority.

1.   **Programmes and Projects**

(a)   To monitor and advise on the development and implementation of key policies, programmes and projects identified annually by the Authority and to approve any decisions in relation to these programmes and projects in accordance with the financial values set out in Standing Orders.

(b)   ~~To monitor the development and delivery of the Capital Programme and determine whether Individual Capital projects included in the approved Capital Programme are supported by either borrowing or the Capital Fund in cases where a project cost is over £150,000 or not included in the approved Capital Programme.~~

2.   **Human Resources**

(a)   All human resources matters in accordance with the Authority's employment and other policies, including learning and development, health and safety, industrial relations and related issues, the Local Government Superannuation Acts and regulations.

(b)   Matters relating to the recruitment, development and management of volunteers and volunteering opportunities.

3.   **Financial Resources**

(a)   The financial affairs of the Authority relating to insurance, ~~authority~~ grant schemes, ~~trading operations~~, procurement, contracts and Members Allowances Payments

(b)   All matters relating to external funding and grants including ~~the~~ approval of bids and acceptance of offers of finance or grant aid. ~~over £200,000 for funding~~.

(c)   Matters relating to the trading activities of the Authority including initiatives to generate additional income and~~To~~ fixing and varying ~~all~~ non-planning related fees and charges ~~within statutory powers where the revised or new income generated is projected to resulting in additional income over £150,000.~~

4. **Property and Assets**

(a) All matters relating to the management of the Authority's land holdings, ~~and~~ buildings and other structures including ~~acquisition and disposal~~acquisition, disposal, improvements, repairs and maintenance. ~~by agreement or by compulsory purchase within the policies of the Authority and the Asset Management Plan.~~

~~(b) To accept the surrender of interests and give authority to serve notices to terminate interests where the purchase price exceeds £150,000, or total rental over the term exceeds £150,000 or, in the case of a periodic tenancy, the overall rental charge exceeds £150,000 and the tenancy is reviewed at three yearly intervals. This delegation includes transfers, leases, licences, easements and way-leaves.~~

5. **Information Management**

(a) Matters relating to information communications technology in accordance with the Authority's Information Management Strategy.

(b) Issues relating to data and information management.

6. **Community and Engagement**

(a) Strategic decisions relating to the Authority's approach to customer services, consultation, ~~and community~~ engagement, communications, fundraising, marketing, branding and identity.

(b) Matters relating to tourism, farming and economic development.

(c) Matters relating to community development and health and wellbeing.

(d) Initiatives to promote learning and understanding.

(e) Initiatives to increase engagement with young people including safeguarding issues

(f) Developing and maintaining relationships with partnerships and stakeholders.

7. **Cultural Heritage, Landscapes and Ecology**

(a) Matters relating to the care and management of landscapes and the natural beauty of the National Park.

(b) Matters relating to wildlife and ecology.

(c) Environmental issues and initiatives such as climate change, recycling and carbon management.

(d) Matters relating to Cultural Heritage

8. **Transportation, Rights of Way and Access**

(a) ~~To object to consultation enquiries from other statutory authorities concerned with~~ Matters relating to the creation, alteration or closure of public rights of way such as footpaths, concessionary paths, trails, bridleways and highways.

(b) ~~To authorise~~Matters relating to the making of experimental, temporary or permanent Traffic Regulation Orders under the Road Traffic Regulation Act 1984. ~~when objections have been received.~~

(c) Matters relating to the Authority's statutory role as an Access Authority.

(d) Matters relating to sustainable transport including cycling, car parking and public transport.

9. **Consultation responses**

(a) To determine an Authority response on any proposals that affect the National Park or the Authority, its powers, duties, functions and responsibilities, particularly but not exclusively, from central, regional or local government, neighbouring authorities, partnerships and other external bodies where the proposals are relevant to the functions of the Committee and where the Chief Executive considers that, following consultation with the Chair of the Committee, such response should be determined by the Committee.

10. **General**

(a) The appointment of temporary Task Teams relevant to the functions of the Committee and the receipt of reports.

(b) To make any appropriate recommendations to the Authority, its Committees or Sub-Committees.

(c) ~~To determine an Authority response on any proposals that affect the National Park or the Authority, its powers, duties, functions and responsibilities, particularly but not exclusively, from central, regional or local government, neighbouring authorities, partnerships and other external bodies where the proposals are relevant to the functions of the Committee and where the Chief Executive considers that such response should be determined by the Committee.~~

Proposed amendments to the Delegation to the Chief Executive (Part 7 of Standing Orders)

7. A-1 EXERCISE OF POWERS

The following powers have been delegated by the Authority to the Chief Executive under s101 of the Local Government Act 1972. These delegated powers shall be exercised in accordance with:

(a) The Standing Orders of the Authority
(b) The Financial Regulations of the Authority
(c) The relevant policies and internal procedures

The Chief Executive may delegate any of these powers to another Officer and will maintain a record of such delegations.

7. A-1 MEMBER INVOLVEMENT

In exercising theses delegations the Chief Executive (and any Officer they delegate these powers to) should make sure that, where appropriate, Member input has been considered.

For guidance this means that in exercising delegated Authority the proposed decision is in accordance with the POLICY framework agreed by the Authority and the APPROACH agreed by the relevant Committee. Where an Officer intends to make a decision outside of either the agreed Policy or Approach it must be taken back to a meeting of the Authority or relevant Committee as appropriate.

A general principle of any delegation to an Officer is that there will be occasions when, for example due to reputational risks, they decide it may be prudent not to exercise their delegation and refer a matter back to a meeting involving Members for a decision. In exercising this judgement the Officer should have regard to the following risk matrix, with impact and likelihood testing the impact/likelihood on Corporate Strategy outcome delivery or the Authority's reputation.

Impact

Likelihood	Low	Medium	High
High	Accept but monitor	Manage and monitor	Significant focus and attention
Medium	Accept but review periodically	Management effort worthwhile	Manage and monitor
Low	Accept	Accept but monitor	Closely monitor

If an item is identified as red it should automatically come to Members, if it is amber Officers should speak to the relevant Chair to decide on whether Member input is needed and what form it should take.

7 A-2 ROUTINE CONSUMABLE EXPENDITURE

The Chief Executive is authorised to place orders for routine consumable expenditure under £150,000 up to the amounts provided in the detailed annual budget, provided that such orders conform to Standing Orders, Financial Procedure Rules and this Scheme of Delegation.

Part 7(ii) Delegation to Officers

7 A-2 ROUTINE CONSUMABLE EXPENDITURE

A Third Tier Officer may authorise the placing of orders for routine consumable expenditure up to the amounts provided in the detailed annual budget, provided that such orders conform to Standing Orders, Financial Procedure Rules and this Scheme of Delegation.

Any expenditure, either in the form of an individual item or combination of items which form a scheme or project, within the agreed policies and programmes:

(a)   Over the value of £30,000 must be the subject of a business case agreed with the relevant Director and the Chief Finance Officer.

(b)   Over the value of £50,000 must be the subject of a business case consulted with the Resource Management Meeting

(c)   All other expenditure over £150,000 requires the authority of the relevant Committee.

MEMBER CHAMPION GENERIC ROLE

A Member Champion:

1.   Is a critical friend and sounding board for Officers in developing strategic work and discussing potentially contentious/high profile issues on an exception basis.

2.   Develops knowledge around strategic corporate outcomes and monitors performance progress.

3.   Has an awareness of the Authority's work relevant to strategic corporate outcomes and shares this internally with other Members.

4.   Has an awareness of external factors that may impact on their area of interest.

A Member Champion will be supported by:

1.   A named Lead Officer who will involve other Officers as appropriate. They will agree the way of communicating and engaging with the Member Champion.

2.   Appointed Member Champions can claim travel and subsistence for meetings with the named Lead Officer and when the Member Champion is invited to accompany the Lead Officer for their role.

MEMBER CHAMPIONS AND LEAD OFFICERS

a)   Natural Environment, Biodiversity and Farming

Member Champion	Lead Officer	Suzanne Fletcher

b)   Cultural Heritage and Landscapes

Member Champion	Lead Officer	Suzanne Fletcher

c)   Engagement (includes sustainable tourism, recreation, health and wellbeing)

Member Champion	Lead Officer	Adrian Barraclough

d)   Thriving and Sustainable Communities (including social housing)

Member Champion	Lead Officer	Brian Taylor

e)   Climate Change

Member Champion	Lead Officer	Emily Fox

e)   Business Economy

Member Champion	Lead Officer	Suzanne Fletcher

f)   Member Learning and Development

Member Champion	Lead Officer	Jason Spencer

23

MEMBERS APPOINTED TO OUTSIDE BODIES

The Authority can gain a number of benefits from their Members being involved in outside bodies:

- To provide knowledge, skills and expertise which may not otherwise be available
- To provide accountability or legitimacy through the appointment of a Member
- To ensure that good relationships can be maintained with the body
- To deliver a partnership project that requires the input of other organisations or community groups
- To protect the Authority's investment or assets, for example if the Authority has provided funding or provides funding for service delivery
- To lever in external funding which would be not be available to the Authority on its own

There are a number of types of outside bodies in which Members may become involved as a representative appointed by the Authority. Some common examples are:

- National or regional body
- Partnerships
- Charitable Trust
- Company limited by shares
- Company limited by guarantee
- Unincorporated association
- Industrial and provident society

An appointment to an outside body does not, therefore, necessarily mean that Members will always be representing the Authority's interests on that outside body. Indeed there are a number of cases, for example if they are a trustee or a company director, where they must always act in the interests of the outside body and not in the Authority's interests.

This can lead to conflicts of interests between their role as a Member and their representative role on the outside body.

FEEDBACK

It is important that Members appointed to an outside body provide information and reports periodically to the Authority on what the organisation is doing. The Authority has provided a report template and space on Authority agendas to facilitate feedback. Members appointed to an outside body should make sure that they are provided with sufficient information to make the report back but they are not required to disclose anything which is commercially confidential as this may be in breach of the Members' Code of Conduct; their duties of confidentiality to the outside body or may be a breach of confidence in the general sense.

GENERAL ADVICE TO MEMEBRS APPOINTED TO OUTSIDE BODIES

- Ensure that you know the legal status of the organisation and read the governing document to understand your responsibilities;
- Ensure that if you are appointed a director of a Company the relevant form (form 288) is filed at Companies' House upon your appointment and resignation;
- Make any general declarations of interest at the first meeting;
- Ask if there is any personal liability insurance or indemnity in place – sometimes referred to as directors' liability insurance
- Clarify whether the organisation will pay allowances or expenses
- Ensure the board or management committee has regular financial and other reports which detail the current financial situation of the organisation and any liabilities - take an interest in the business plan;

- Discuss with relevant officers any new activities that the outside body undertakes (you may need to provide them with copy papers) and ensure that risks are properly identified in reports ;
- Observe duties of confidentiality (in both directions);
- Carefully consider any conflicts of interest, declare interests, and if appropriate, leave the room for consideration of the business;
- Take advice from the Monitoring Officer, the Chief Finance Officer and your Lead Officer contact as appropriate - not just when the organisation is likely to become insolvent, but generally. Occasionally, that advice may be to seek external advice on your position, especially if there is a conflict between the organisation and the Authority;
- Manage conflict - usually issues can be balanced, but ensure that when in meetings of the body you act in the body's best interests which may not necessarily be those of the Authority - if all else fails, resign. Do not just remain a director and fail to attend meetings or you may find that you are in breach of your duty to act in the best interests of that organisation
- Finally, question the need for future Authority involvement - Has the organisation come of age, or has it changed direction from when the Authority first became involved - what useful purpose would ongoing representation serve?

a) National/Regional Bodies

	Current Appointment	Lead Officer
Campaign for National Parks	Member: Cllr A McCloy Deputy: Mr Z Hamid Deputy: Cllr D Chapman	Sarah Fowler
East Midland Councils	Member: Cllr J Atkin Deputy: Cllr C Furness	Sarah Fowler
Europarc	Member: Cllr D Chapman	Sarah Fowler
Marketing Peak District and Derbyshire Local Authority Investor Group	Member: Mr J Berresford Deputy: Cllr J Atkin	Adrian Barraclough
Derbyshire Archaeological Advisory Committee	Member: Cllr C Furness	Suzanne Fletcher
Sheffield City Region Combined Authority	Member: Cllr C Furness Deputy: Cllr M Chaplin	Sarah Fowler

b) Charity Trustees, Company Directorships, LLPs

	Current Appointment	Lead Officer
Peak District National Park Foundation	Trustees: Mr Z Hamid Cllr A McCloy Cllr C McLaren Reserve: Cllr C Furness	Adrian Barraclough
National Parks England	Member: Cllr A McCloy	Sarah Fowler

	Current Appointment	Lead Officer
National Parks Partnership LLP – Annual Meeting	Member: Cllr A McCloy	Sarah Fowler

c) Partnerships

	Current Appointment	Lead Officer
Derwent Valley Community Rail Partnership	Member: Cllr C Furness Deputy:	Tim Nicholson
Hope Valley and High Peak Community Rail Partnership	Member: Cllr C Farrell Deputy: Cllr I Huddlestone	Tim Nicholson
Moors for the Future Partnership Group	Chair: Cllr D Chapman Deputy Chair: Cllr R Walker Reserve: Cllr C Farrell	John Scott
Peak District Partnership	Member: Cllr P Brady Deputy: Cllr J Atkin	Emily Fox
South West Peak Landscape Partnership Board	Member: Mr P Ancell Deputy: Cllr A Gregory	John Scott
Staffordshire Destination Management Partnership	Member: Mr P Ancell Deputy: Cllr A Gregory	Adrian Barraclough

d) Other meetings groups and forums

	Current Appointment	Lead Officer
Land Managers Forum	Chair: Cllr D Chapman Deputy Chair: Cllr A McCloy Member: Mrs C Waller Member: Mr R Helliwell	John Scott
National Park Management Plan Advisory Group	Member: Cllr D Chapman	Emily Fox
Peak District Local Access Forum	Member: Cllr I Huddlestone	Mike Rhodes
Peak District Local Nature Partnership	Member: Cllr R Helliwell Deputy: Cllr C Farrell	John Scott
Stanage Forum Steering Group	Member: Mr Z Hamid	Adrian Barraclough

13.   TRANS-PENNINE TUNNEL STUDY AND A628 UPGRADE (JRS)

1.   **Purpose of the report**

This report provides Members with an update on the current position regarding the A.628 and the proposed upgrade of this trans-Pennine route, including proposals for a road tunnel along part of the route.

2.   **Key Issues**

- **The impact of a major Road scheme on the special qualities of the National Park**

- **The impact of increased traffic flows on our climate change strategy**

Recommendation:

3.   **1.   That the report be noted.**

How does this contribute to our policies and legal obligations?

4.   Core Strategy GSP1: Securing national park purposes and sustainable development. Part A states that '*all policies must be read in combination*'. Part B states that '*all development shall be consistent with the National Park's legal purposes and duty*'. Part E states that '*in securing national park purposes major development should not take place within the Peak District National Park other than in exceptional circumstances. Major development will only be permitted following rigorous consideration of the criteria in national policy*'. Part F states that '*where a proposal for major development can demonstrate a significant net benefit to the National Park, every effort to mitigate potential localised harm and compensate for any residual harm to the area's valued characteristics would be expected to be secured*'.

Core Strategy L1: Landscape character and valued characteristics; Part B states '*Other than in exceptional circumstances, proposals for development in the Natural Zone will not be permitted*'.

Core Strategy Policy T1: Reducing the need to travel and encouraging sustainable travel; Part B states that '*Cross-Park traffic will be deterred*', whilst Part E states that '*Impacts of traffic within environmentally sensitive locations will be minimised*'.

Core Strategy Policy T2: Reducing and directing traffic; Part B states '*In exceptional circumstances, transport developments (including expansion of capacity, widening or a new route) that increase the amount of cross-Park traffic may be accepted where: there is a demonstrable long term net environmental benefit within the National Park*'. Part C states '*No new road schemes will be permitted unless they provide access to new businesses or housing development or there are exceptional circumstances. Those road schemes (including improvements) that fall outside of the Planning Authority's direct jurisdiction will be strongly resisted except in exceptional circumstances*'.

Background and Assessment

5.   The Authority is a member of the Trans-Pennine Tunnel Study (TPTS+) Board, which meets monthly. The Board is attended by the Director of Conservation and Planning,

or the Head of Policy and Communities as his substitute. The Board comprises representatives of the Department for Transport, Highways England, Transport for the North, Greater Manchester Combined Authorities and Sheffield City region, together with the Authority. It is chaired by Highways England and is serviced by planning, highways and environmental consultants WSP. It follows on from an earlier Trans-Pennine Tunnel Study Board and a Wider Connectivity Board.

The Board is currently considering plans for improvements to the A.628, which form part of Transport for the North's Strategic Transport Plan for trans-Pennine connectivity. Following initial investigations for a full tunnel, the current strategy is a shorter tunnel under the highest part of the route, roughly following the line of the current A628 corridor. The likelihood is that the remaining two thirds of the route (within the National Park) would comprise a dual carriageway.

The Authority considered the TfN Strategic Transport Plan in March 2018 when it was acknowledged that such an approach would, once the tunnel (approximately 9 km in length) was built, significantly enhance the South Pennine Moors Special Area of Conservation (SAC), the Peak District Moors Special Protection Area (SPA) and the Dark Peak Site of Special Scientific Interest (SSSI), due to the removal of traffic from the highest section of the existing route. However, the significant upgrade to the remaining corridor would constitute major road building within the National Park and it was noted that since 1976 there has been a general presumption against major road development within National Parks. At that time it had been indicated that any such route would be delivered as an exemplar scheme involving environmental enhancements to benefit the Peak District National Park' but the Authority was concerned that the evidence to demonstrate such benefits as part of the overall justification of exceptional circumstances has not been clearly demonstrated within the Strategic Transport Plan. Given our existing Core Strategy policies and the longstanding National presumption against road building in National Parks, it would be extremely difficult to be supportive of such a proposal. However, officers continued to be engaged with TPTS+ Board in order to advocate the Authority's position and to ensure that it is an exemplar scheme that achieves net environmental gain.

6.   In April 2020, at the request of the TPTS+ Board, the Director of Conservation and Planning sent a letter to the Department of Transport setting out the current position of the Peak District National Park Authority on proposals to upgrade the Trans-Pennine road connection between Manchester and the M1/Sheffield City Region, along the A628 corridor. As noted above, the Authority's response to the wider Trans-Pennine study and proposals was set out in our response to the Strategic Transport Plan in April 2018. As part of our response we said:

"Unless there is a clear, well evidenced demonstration that a scheme is in the public interest which clearly outweighs any negative effects on the National Park, along with an understanding of the impacts and the ability to mitigate these impacts and provide additional enhancement, the Authority must register its objections to those major road and rail schemes within the National Park".

However, as noted above, we have been committed to close engagement with the project team. Our engagement has been framed in a more constructive way to the effect that we could support an exemplar proposal that delivers significant net environmental enhancement to the National Park, reducing and mitigating the negative impacts that the current A628 has on the landscape character, biodiversity, tranquillity and public enjoyment of the National Park. We have therefore been working with project partners to produce a scheme that achieves these outcomes, with recent workshops focussing on how the scheme could have an impact on access to and

within the National Park, and on biodiversity net gain (BDNG). We have also been involved in two workshops hosted by Highways England Design Panel, both at a much earlier stage than is normal practice. Any scheme must take account of and give significant weight to the National Park's designation, together with any other designations along its route. We have made it clear that it must avoid a "mitigation" approach and seek environmental gain, with a scheme of an exemplary standard.

7.   In recent TPTS+ meetings, the Board discussed the packaging and phasing of the scheme. Whilst officers have acknowledged that a scheme of this magnitude will be delivered over many years, we have made it clear it will be important to the National Park Authority to see the programme deliver environmental enhancements early in the phasing, rather than leaving these to the end of what is likely to be a 20 year programme, during which traffic levels will increase significantly. We have also said that it is also essential that the whole scheme, including the significant length of tunnel currently proposed, is constructed, otherwise it is unlikely to deliver the full range of environmental benefits. Indeed, just delivering some parts of the scheme could put unacceptable pressure on the National Park and its special qualities. The letter from the Director of Conservation and Planning states that *"Without a clear commitment from the Department for Transport and its partners to implement the full strategy and to undertake the whole scheme, including those elements that will give the significant environmental enhancements that the National Park Authority seeks, the Authority would not be able to support it."*

The next step is that the scheme will be considered by the Department for Transport's Investment Portfolio and Decisions Committee, probably in July (having been deferred from May). If the scheme is given the go ahead, it will then proceed to Stage 1 of the design process.

Are there any corporate implications members should be concerned about?

8.   **Financial:** Any formal opposition to a proposed scheme will bring resource issues for the Authority if the scheme goes to a Public Inquiry. These would include staff time and the financial implications of appointing a barrister if necessary.

Risk Management: There is a reputational risk associated with opposing the improvement of traffic conditions along the A628, and particularly within the communities of Mottram, Hollingworth and Tintwistle.

Sustainability: The support of major roads schemes is contrary to the sustainability agenda of the Authority.

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

Report Author, Job Title and Publication Date

John Scott, Director of Conservation and Planning: 13 May 2020

This page is intentionally left blank