

Public Document Pack

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

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



Our Ref: A.1142/2717

Date: 11 March 2021



NOTICE OF MEETING

Meeting: **National Park Authority**Date: **Friday 19 March 2021**Time: **10.00 am**Venue: **Webex - Virtual Meeting****(Joining instructions will be sent to Authority Members separately)**SARAH FOWLER
CHIEF EXECUTIVE

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 participate 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. **Roll Call of Members Present, Apologies for Absence and Members' Declarations of Interest**
2. **Minutes of previous meeting held on 19 February 2021** *(Pages 5 - 10)* 5 mins
3. **Urgent Business**
4. **Public Participation**
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.

FOR INFORMATION

5. **Authority Chair's Report** 5 mins
6. **Chief Executive's Report** *(Pages 11 - 20)* 5 mins
Appendix 1
Appendix 2

FOR DECISION

7. **Internal Audit Report Block 1 2020/21** *(Pages 21 - 40)* 20 mins
Appendix 1
Appendix 2
Appendix 3
8. **Commercial Strategy 2019-24 (AKB)** *(Pages 41 - 52)* 30 mins
Appendix 1
9. **Climate Change Member Task Group Annual Report** *(Pages 53 - 58)* 20 mins
Appendix 1
10. **South West Peak Landscape Partnership (SWPLP) Restoration of Two Field Barns** *(Pages 59 - 62)* 15 mins

FOR INFORMATION

11. **Derbyshire Strategic Planning Framework Member Update** *(Pages 63 - 76)* 20 mins
Appendix 1
12. **Exempt Information S100(A) Local Government Act 1972**
The Committee is asked to consider, in respect of the exempt item, whether the public should be excluded from the meeting to avoid the disclosure of Exempt Information.

Draft motion:

That the public be excluded from the meeting during consideration of agenda item 13 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, paragraph 3 'information relating to the financial or business affairs of any particular person (including the Authority holding that information).

PART B

- 13. Exempt Minutes of the Meeting held on 19 February 2021** *(Pages 77 - 78)* 5 mins

Duration of Meeting

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

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

ACCESS TO INFORMATION - LOCAL GOVERNMENT ACT 1972 (as amended)**Agendas and reports**

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website <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 and 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
Deputy Chair: Mr J W Berresford

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

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 19 February 2021 at 10.00 am

Venue: Webex - Virtual Meeting

Chair: Cllr A McCloy

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

Apologies for absence: Cllr G D Wharmby.

1/21 **ROLL CALL OF MEMBERS PRESENT, APOLOGIES FOR ABSENCE AND MEMBERS DECLARATIONS OF INTEREST**

Item 7

The Chair declared a personal interest on behalf of all Members, as the National Park Authority was the site owner.

It was noted that all Members had received an email from Mr John Youatt.

Cllr Furness declared a personal interest as he had received several emails from residents of Foolow.

2/21 **MINUTES OF MEETINGS ON 13 NOVEMBER & 4 DECEMBER 2020**

The minutes of the last meetings of the National Park Authority held on the 13th November and the 4th December 2020 were approved as a correct record.

3/21 **URGENT BUSINESS**

There was no urgent business.

4/21 **PUBLIC PARTICIPATION**

Seven members of the public had given notice to make representations to the meeting.

5/21 CHAIR'S BRIEFING

The Chair reported that he had been advised by the Government that its formal response to the "Landscapes Review Final Report " was due shortly. Once this had been received, the Chair suggested Members convene to discuss their reaction. This would take place at a Member's Forum following the date of the announcement from Government.

The Chair had submitted two reports from outside bodies, which were included on the agenda.

The Chair reported that he had had a successful meeting with the Leader, Deputy Leader and Chief Executive of Derbyshire Dales District Council and had covered several issues including Climate Change, investment in the Hope Valley Explorer bus service, the Authority's consultation on the definition of Thriving and Sustainable Communities, a strategic approach to housing and working together on plans for the easing of lockdown.

6/21 CHIEF EXECUTIVE'S REPORT

Members noted the Chief Executive's Report that included updates to Members on key items since the previous Authority meeting, including:

- National Parks England Delivery Plans
- New public facing website for National Parks UK
- New All Party Parliamentary Group for the Peak District National Park
- The Authority's Parishes Bulletin 38
- Updated Corporate Strategy
- New Management Team Structure

RESOLVED:

To note the report.

7/21 BROSTERFIELD - INVESTIGATION INTO REMAINING OPTIONS FOR THE SITE

The report was introduced by the Corporate Property Officer, who outlined the main points of the report and its recommendations.

There was a correction, in the section of the report on Risk Management, it stated "The risk of the community being able to raise sufficient funds", should read "being unable".

The following spoke under the public participation at meetings scheme:

- Philip Haslam, Objector – telephone call
- Katie Edwards, Objector – audio recording
- Mr John Youatt, Objector– telephone call
- Mrs Fallows, Objector – video recording
- Mr and Mrs Palmer, Objector– statement read out by Democratic Services
- Mr David Martin, Objector – statement read out by Democratic Services
- Mr Simon Wills, Foolow Parish Meeting, Objector – telephone call

Members discussed whether the two recommendations stated in the report were mutually exclusive or whether the two processes could run concurrently.

A motion was proposed and seconded, to agree to sell the site to the Foolow Community at an agreed price, on the understanding that the sale be completed by February 2022, if the deadline was not met, the site would be sold on the open market.

Officers confirmed that the community had been asked to provide a detailed funding plan, but insufficient information had been provided by the community. It was noted that more detailed information had now been offered by speakers.

Officers also confirmed that a formal indication of support for any community funding bids required a mandate from this meeting.

A further addition to the motion was suggested, that the Foolow Community be asked to provide a detailed business plan to be considered in advance of the May Authority meeting which would be required for the purchase to proceed.

The motion as amended and as proposed below was approved by the mover and seconder .

- Business plan to be completed by May 2021, and submitted in time to be presented at the Authority meeting on the 21 May 2021
- Funding certainty to be in place by November 2021
- Contracts to be exchanged by February 2022

If any of these gateway milestones are not met then the Authority will revert to selling the site on the open market.

The motion was voted on and carried.

RESOLVED:

To agree to sell the site to the Foolow Community at an agreed price with exchange of contracts by 28 February 2022. The following gateway reviews will need to be passed by the Foolow Community proposals:

- **A robust business plan to be submitted by an agreed date. The Plan will be assessed by Officers and if not deemed sufficient a report will be brought to the Authority meeting on the 21 May 2021.**
- **Evidence that funding is in place to purchase the site is submitted by 1 November 2021. The evidence to be evaluated by Officers and if not deemed sufficient a report will be brought to a future Authority meeting.**

If either of these gateway reviews are not passed then the Authority will revert to selling the site on the open market.

The meeting adjourned for a short break at 11.55 and returned at 12.05.

8/21 BUDGET 2021/22 (JW)

The Head of Finance introduced the report firstly advising that the report contained the following errors:

- The total amount in reserves at the 31st March 2020 was £6.409 Million.
- The estimate for the end of the next financial year is £5.176 Million
- This gives a usage figure of £1.234 million

- The Legal and Minerals reserve is estimated to be £500,000 at the end of 2021/22

A corrected copy of the report would be forwarded to Members after the meeting.

The recommendations as set out in the report were moved, seconded voted on and carried.

RESOLVED:

1. **To approve Authority's annual budget for the 2021/22 financial year as shown in Appendix 1 of the report.**
2. **To note the savings in Appendix 2 of the report that have been made to balance the 2021/22 revenue budget.**
3. **To note that the Authority's revenue budget may need to be adjusted once the National Park Grant (NPG) for 2021/22 and details of the Farming in Protected Landscapes proposals are known, and authority to undertake any necessary modifications and acceptance of further funding is delegated to the Chief Executive in consultation with the Head of Finance and Head of Law.**
4. **To note the medium term financial position of the Authority in the period up to March 2025.**
5. **To note the position of the Capital Strategy and Reserves.**

9/21 EXTERNAL AUDIT – 2019/20 ANNUAL AUDIT LETTER (A1362/ JW)

The report was introduced by Mark Surridge of Mazars, who confirmed that the Authority had a "clean bill of health" and that there were no matters to raise.

The Chair congratulated Officers for a positive report.

A motion to support the recommendations was proposed and seconded, put to the vote and carried.

RESOLVED:

That the 2019/20 Annual Audit Letter as considered be acknowledged.

10/21 OUTSIDE BODY FEEDBACK REPORTS

The Chair submitted feedback reports on meetings of the National Parks UK Chairs Forum on the 2 December 2020, and the National Parks England Board on 28 January 2021.

RESOLVED:

To note the reports.

11/21 EXEMPT INFORMATION S100 (A) LOCAL GOVERNMENT ACT 1972

RESOLVED:

That the public be excluded from the meeting during consideration of item Nos. 12 and 13 to avoid the disclosure of Exempt information under S100 (A) (4) Local Government Act 1972, Schedule 12A, paragraph 3 “information relating to the financial or business affairs of any particular person (including the Authority holding that information).

12/21 EXEMPT MINUTES FOR THE MEETINGS HELD ON 13 NOVEMBER AND 4 DECEMBER 2020

The confidential minutes of the meetings of the National Park Authority held on 13 November and 4 December 2020 were approved as a correct record.

SUMMARY

The following item was considered under Part B:

13/21 National Parks Partnership Subscription (SLF)

The meeting ended at 12.54 pm

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6. 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

Roadmap to cautiously ease lockdown restrictions. On 22 February 2021 the Prime Minister announced the government’s four-step roadmap to cautiously ease lockdown restrictions in England. A summary of this roadmap for the Peak District National Park Authority can be seen at appendix 1. Officers are using this roadmap to help the Authority plan our operational activity appropriately. We are also working closely with a wide range of partners to collaborate in preparing across the National Park to the easing of the lockdown restriction. Appendix 2 identifies the operating framework, which takes a cross park approach, as well as an area management approach in particularly critical areas where a multi-agency approach is required. The strategic objectives we are working to are:

1. To support government messages and follow government guidance
2. To co-ordinate our response with our partners
3. To support a safe welcome for visitors and a safe home for residents and wildlife, with a particular focus on sensitive hot spots and recognising this is about management to mitigate tensions
4. To enable our staff to operate in line with government messages and support their well-being
5. To understand and manage down business costs and losses

All Party Parliamentary Group (APPG) for National Parks – On 2nd March 2021 the All Party Parliamentary Group for National Parks met, supported by National Parks England. The focus was on the benefits of access to national parks to our mental well-being. There were inspirational talks from Rehna Yasen (from the Lindley Educational Trust, based near the Peak District National Park) and Layne Hamerston (from Bournemouth University and the Nature Health Network) who spoke about the value of nature and access to National Parks to mental well-being and the barriers to access and connectedness. This highlighted the importance of the work we are collectively doing with the National Parks England four Delivery Plans.

Parishes Bulletin 39 – an up-dated Parishes Bulletin will be sent to parishes later this month and we will seek to get a wider circulation of it. This bulletin will be forwarded to Members as well.

4. Appendices

Appendix 1: PDNPA roadmap information.

Appendix 2: Framework to planning for the easing of lockdown restrictions.

Report Author, Job Title and Publication Date

Sarah Fowler, Chief Executive, 9 March 2021

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Step-by-step plan to ease Covid-19 restrictions in England



- All that can should still be working from home
- Cycle Hire may reopen from 29 March – supporting outdoor activity (Easter weekend 2-5 April)
- There may be a general increase in the number of visitors to the Park – rule of 6 applies
- Formal sport may take place without limits on numbers subject to NGB guidance

Step-by-step plan to ease Covid-19 restrictions in England

STEP 2

At least five weeks after Step 1, no earlier than 12 April.



Indoor leisure (including gyms) open for use individually or within household groups.



Rule of 6 or two households outdoors.
No household mixing indoors.



Outdoor attractions, such as zoos, theme parks and drive-in cinemas.



Libraries and community centres.



Personal care premises.



All retail.



Outdoor hospitality.



All children's activities, indoor parent & child groups (up to 15 parents).



Domestic overnight stays (household only).



Self-contained accommodation (household only).



Funerals (30), wakes, weddings, receptions (15).



Minimise travel.
No international holidays.



Event pilots begin.

- All that can should still be working from home
- Visitor Centres can reopen (outdoor cafes only)
- Some accommodation will reopen including campsites (with restricted facilities)
- Probable further increase in visitor numbers
- Limits on group sizes stay - rule of 6

Step-by-step plan to ease Covid-19 restrictions in England

STEP 3

At least five weeks after Step 2, no earlier than 17 May.



Indoor entertainment and attractions.



30 person limit outdoors.
Rule of 6 or two households indoors (subject to review).



Domestic overnight stays.



Organised indoor adult sport.



Most significant life events (30).



Remaining outdoor entertainment (including performances).



Remaining accommodation.



Some large events (except for pilots)
- capacity limits apply.

Indoor events: 1,000 or 50%.
Outdoor other events: 4,000 or 50%.
Outdoor seated events:
10,000 or 25%.



International travel
- subject to review.

- All that can should still be working from home
- All accommodation and cafes reopen
- Group sizes increased to 30 outdoors and 6 indoors
- Some larger events can be expected

Step-by-step plan to ease Covid-19 restrictions in England

STEP 4

At least five weeks after Step 3, no earlier than 21 June.
By Step 4, the Government hopes to be able to introduce the following
(subject to review):



No legal limits on
social contact.



Nightclubs.



Larger events.



No legal limit on all
life events.

- Work at home guidance will be reviewed before Step 4 is reached

Step-by-step plan to ease Covid-19 restrictions in England

The easing of restrictions in England depends on a number of factors including the continued adherence to *safe behaviours*

Safe Behaviours

 <p>Wash hands frequently, for at least 20 seconds.</p>	 <p>Wear a face covering in enclosed environments.</p>	 <p>Maintain space with anyone outside your household or bubble.</p>
 <p>Meet with others outdoors where possible.</p>	 <p>Minimise the number of different people you meet and the duration of meetings, if possible.</p>	 <p>Let fresh air in.</p>
 <p>Download the NHS Test & Trace app.</p>	 <p>Get a test immediately if you have any symptoms.</p>	 <p>Self isolate if you have symptoms, have tested positive, or had contact with someone with COVID-19.</p>

Further PDNPA risk assessment and guidance may be found by following these links

[Generic Covid-19 Risk Assessment](#) (latest version and access to archived assessments and guidance)

[Suitable face masks for work purposes](#) (Covid-19 protection)

[Homeworking guidance](#) (includes further links)

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Appendix 2: Planning Framework –approach to preparation for lock down easing

We have invited relevant external partners into the groups below. The groups will be working to the agreed strategic objectives; and, reporting progress to a meeting of the SCG to be set in end Feb/mid-March. Then meeting fortnightly until in we move into the response phase, at which stage a new meeting rhythm will be set.

LEVEL	ROLE	GROUPS AND TASKS				MULTIAGENCY LINKS
Strategic	Sets the direction	<p><u>Strategic co-ordination group</u></p> <p>Who: led by CEO, with lead reps from the tactical cells</p> <p><u>Strategic objectives:</u></p> <ol style="list-style-type: none">1. To support government messages and follow government guidance2. To co-ordinate our response with our partners3. To support a safe welcome for visitors and a safe home for residents and wildlife, with a particular focus on sensitive hot spots and recognising this is about management to mitigate tensions4. To enable our staff to operate in line with government messages and support their well-being5. To understand and manage down business costs and losses <p>Frequency of meetings: in the planning phase in end Feb/mid March, moving to weekly as move into response phase.</p>				tbc
Tactical	Manages the direction	<p><u>Planning cell</u></p> <p>Who: Sarah Wilks/Ton Marshall/Emma Stone/Brian Taylor</p> <p>Planning task: To agree the focus and plan of the operational response with partners covering:</p> <ul style="list-style-type: none">- Engagement- Visitor infrastructure- Enforcement- Identify nominate lead for each hotspot. Lead can be a staff member or a partner	<p><u>Communications cell</u></p> <p>Who: led by Tom Marshall</p> <p>Planning task: To agree the focus and plan of the communications with partners to communities and visitors</p>	<p><u>Data/info cell</u></p> <p>Who: led by Emily Fox, to bring in engagement and landscape specialists on a task basis</p> <p>Planning Tasks: To assess and determine the sensitive sites requiring an area operational focus</p> <p>To agree the format for weekly reporting from operational teams.</p> <p>To agree approach to ongoing visitor surveys to inform responses</p>	<p><u>Logistics cell</u></p> <p>Who: Theresa Reid/Justine Wells/Jon Wayte</p> <p>Response tasks: To undertake risks assessments for lock down easing</p> <p>To assess and mitigate income impacts</p> <p>To undertake staff surveys and ensure good vol, staff, member communications</p>	tbc
Operational	Delivers the direction	<p><u>Local area level response</u></p> <ul style="list-style-type: none">- To deliver the agreed operational response:<ul style="list-style-type: none">o on engagement, enforcement at priority sensitive siteso on infrastructure management at our owned and managed sites		<p><u>Cross park level response:</u></p> <ul style="list-style-type: none">- To deliver the agreed operational response<ul style="list-style-type: none">o On data collection and surveyo On communication		tbc

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7. INTERNAL AUDIT REPORT BLOCK 1, 2020/21 (A1362/7/JW)

1. Purpose of the report and Key Issues

This report presents to Members' the internal auditors' recommendations for the first block of the 2020/21 audit and the agreed actions for consideration. The Internal Auditors will be available at the meeting to answer any questions relating to the audit report or process as usual.

Key Issues

- The auditors give an opinion based on five grades of assurance (High/Substantial/Reasonable/Limited/No). The three areas audited, Payroll, Information Governance and Creditors, have all been given a Substantial Assurance.
- The priority of agreed actions is determined based on a scale of 1 – 3, with 1 representing a fundamental system weakness which needs urgent attention, 2 a significant weakness which needs attention, and 3 no significant weakness but merits attention. Managers have responded to one Priority 2 action and four Priority 3 actions.

2. Recommendation

1. **That the internal audit reports for the three areas covered under Block 1 for 2020/21 (in appendices 1 to 3) be received and the agreed actions considered.**

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 and recommendations are addressed by the Authority's managers in the management response to the audit report.

4. Background Information

The Accounts and Audit Regulations 2015 require that the Authority maintains an adequate and effective system of internal audit of its accounting records and its system of internal control in accordance with proper practices in relation to internal control. The contract for the internal audit service is let to Veritau Ltd. The internal audit plan for 2020/21 was approved by the Authority meeting in July 2020.

5. Proposals

Managers have carefully considered the internal auditors' recommendations and the agreed actions are set out in the audit reports in Appendices 1 to 3 For members' consideration.

Are there any corporate implications members should be concerned about?

6. Financial:

There are resource implications of implementing recommendations and this is why the priority rating of recommendations is important as this has to be managed within existing budgets and staffing levels, taking account of the level of risk agreed by management. The

cost of the Internal Audit Service Level Agreement is found from within the overall Finance budget.

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. Climate Change

There are no implications to identify.

11. Background papers (not previously published) - None

12. Appendices

Appendix 1 - Payroll

Appendix 2 - Information Governance

Appendix 3 - Creditors

Report Author, Job Title and Publication Date

Justine Wells, Head of Finance, 11 March 2021



Payroll

Peak District National Park Authority

Internal Audit Report 2020/21

Business Unit: Finance/HR
Responsible Officer: Director of Corporate Services
Service Manager: Head of Finance/Head of HR
Date Issued: 26/02/2021
Status: Final
Reference: 69135/003

	P1	P2	P3
Actions	0	0	0
Overall Audit Opinion	Substantial Assurance		

Introduction

The Peak District National Park Authority (PDNPA) currently employs a total of 338 staff, which includes contracted and casual workers. The HR and Payroll function for the Peak District National Park Authority is currently provided as part of an SLA with Derbyshire County Council.

In response to the Covid-19 outbreak in Spring 2020, there has also been a significant increase in home working. This has resulted in some HR and Payroll procedures being adapted to accommodate this new way of working. Processes that previously involved authorisation of paper documents, such as management authorisation of changes to the establishment, are now being carried out electronically.

PDNPA has utilised the Coronavirus Job Retention Scheme to furlough a number of employees, particularly those whose positions are funded by income. Employers are able to apply for grants that cover the majority of their wages and the furlough scheme was due to end in October 2020. The majority of these employees have now returned to work. HR and Finance staff have carried out management of the furlough scheme.

Objectives and Scope of the Audit

The purpose of this audit was to provide assurance to management that procedures and controls within the system ensure that:

- Revised, electronic processes are fit for purpose and are working effectively.
- Appropriate processes are in place to manage use of the furlough scheme.
- Relevant documentation for furloughed employees has been retained.

Key Findings

New starters, leavers and payroll adjustments are authorised electronically via email and relevant documents are saved to the employees file. A sample of 10 starters, leavers and adjustments processed in 2020/21 were reviewed. In all instances, changes were authorised by the relevant Service Manager and the Head of HR. Checklists are in place for use by HR staff to ensure all required steps are taken when processing changes. HR confirmed these checklists had been completed, however these were held in paper copies and could not be provided due to home working arrangements.

Appropriate processes for selecting and approving staff for the furlough scheme were found to be implemented when the scheme began in March 2020. The authority confirmed eligibility for employees paid via income generation that would be effected by the outbreak. Analysis to identify eligible roles and teams funded by income was carried out by the Head of Finance. A report recommending use of the furlough scheme was communicated to and approved by the Senior Leadership Team in March 2020.

A sample of 10 furloughed employees, 5 casual and 5 contracted, were reviewed. In all cases, the employee was informed of their furlough status and the corresponding terms and conditions within a suitable timescale. HR maintained a spreadsheet to track issuing of these letter, and employees agreement to the terms. Evidence of agreement was provided for 7 employees in our sample. For the remaining 3, responses were recorded on the spreadsheet, but could not be provided due to remote working arrangements.

Effective processes for calculating pay for furloughed staff were found to be in place for both contracted and casual staff. Finance and HR Officers carried out calculations via spreadsheets to determine total amounts to be claimed for and paid to each employee. This included Pension and NI calculations which were included in the total amount claims. For casual staff, pay was based on either the previous year's pay for that month or average daily pay for the previous year. Advice was sought from HMRC and Tax specialists to confirm accuracy of these calculations.

Spreadsheets for May, July and September claims were reviewed. Formulas are in place to calculate total amount paid to staff for each month and the total amount to be claimed from HMRC. For all 10 employees in our sample, pay across these months and calculations were found to have been done accurately. Changes in pay were approved by the Head of HR and communicated to Derbyshire County Council for processing when required.

Appropriate processes related to the end of the furlough scheme were also found to be in place. A decision tree outlining the approach to returning to the workplace and template for informing employees of this return was reviewed and approved by the Senior Leadership Team in May 2020. For the 10 furloughed employees in our sample, all had received a consistent letter informing them of the end of or change to their furlough status within an appropriate timescale. Our review of calculation spreadsheets found employees have been removed appropriately once their furlough status had ended. Where employees remained on the claim spreadsheets, this was due to redundancy or retaining them on a 'flexible' furlough status.

Grant claims are made via the government's portal for each individual employee in each period by a Finance Officer. The total value of the claim is inputted then details of each individual employee had to be entered including their payroll number and NI number. Each individual's claim was verified before proceeding and a declaration agreed to before final submission of the claim. Once inputted, the portal showed a checking screen for verification. Each case had to be verified before the next person could be processed.

Claims submitted for May, July and September 2020 were reviewed and amounts claimed were found to match those calculated via the spreadsheets. At the time of the audit, claims were complete up to December 2020. There is now a monthly deadline for claims to be submitted by no later than the 14th of the following month.

Overall Conclusions

A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited. Our overall opinion of the controls within the system at the time of the audit was that they provided Substantial Assurance.

Audit Opinions and Priorities for Actions

Audit Opinions

Our work is based on using a variety of audit techniques to test the operation of systems. This may include sampling and data analysis of wider populations. It cannot guarantee the elimination of fraud or error. Our opinion relates only to the objectives set out in the audit scope and is based on risks related to those objectives that we identify at the time of the audit.

Our overall audit opinion is based on 4 grades of opinion, as set out below.

Opinion	Assessment of internal control
Substantial Assurance	A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.
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No Assurance	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.

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.

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Information Governance

Peak District National Park Authority

Internal Audit Report 2020-21

Business Unit: Corporate
Responsible Officer: IT Manager
Service Manager: Records and Information Manager (DPO)
Date Issued: 1 March 2021
Status: Final
Reference: 69140/009

	P1	P2	P3
Actions	0	0	0
Overall Audit Opinion	Substantial Assurance		

Introduction

The General Data Protection Regulation (GDPR) and Data Protection Act were introduced in May 2018. GDPR changed the data processing requirements for organisations. These changes include a strengthening of the conditions for consent, greater rights for data subjects, the requirement for privacy by design, greater enforcement powers, and an increase in the maximum potential fine to €20 million or 4% of annual global turnover (whichever is greater).

The Peak District National Park Authority (PDNPA) processes the following types of personal data: information on applicants for posts; employee and volunteer information; member contact details; and service user information. Overall responsibility for personal data processed lies with the Leadership Team, who delegate tasks to the Data Protection Officer (DPO). The last audit covering Information Governance took place in 2018-19 and was given a Substantial Assurance rating.

Due to the Covid-19 outbreak in spring 2020, there has been a significant increase in PDNPA employees working remotely from home. It is essential effective controls are in place with regards to information governance during this period to provide oversight and assurance over the use of personal data.

Objectives and Scope of the Audit

The purpose of this audit was to provide assurance to management that procedures and controls within the system ensured that:

- Appropriate policies and procedures were in place and were compliant with GDPR requirements.
- Staff were provided with guidance on compliance with GDPR.
- Records were kept of Subject Access Requests and Freedom of Information Requests.

Policies, procedures, and guidance provided to staff were reviewed to check that they were appropriate for home working.

Key Findings

We found that the Authority had appropriate policies and procedures in place. The Authority's main document for data protection is the Data Protection Policy. An effective data protection policy should set out data protection requirements under GDPR, provide guidance on data protection to operational staff, and outline roles and responsibilities for data protection within the organisation. The PDNPA Data Protection meets all of these requirements. In addition, the policy is complemented by separate procedure guidance documents for records management, data breaches and security incidents, data protection and consent, data sharing, data protection impact assessment, subject access requests, clear desk policy, freedom of information requests, collaboration tools, and CCTV. We also saw that the Data Protection Policy had been recently reviewed in September 2020 and that an appropriate review schedule was in place.

Most policy documents are available through the Peak District's website so are available for staff to access. Guidance provided is comprehensive and additional guidance has been provided to staff since the beginning of the Covid-19 pandemic where staff have often been required to work from home. The Authority have issued Covid-specific guidance documents on using WhatsApp for work purposes and keeping Zoom meetings secure. In addition, the clear desk policy was reviewed and email reminders sent out to staff to emphasise the importance of data security when dealing with potentially sensitive documents in a home environment.

All staff are required to complete a data protection training module via the ELMS e-learning system. As of October 2020, all 259 staff on the ELMS completion report we saw had completed the training. Most staff appear to have completed the training in a timely fashion although we did identify three instances where staff had taken over 12 months to complete the training. It was explained that in the past, new staff had sometimes been missed off the ELMS system. However, a new process has been brought in whereby IT are responsible for entering new starter data onto the ELMS system which now has the capability to send automated reminder emails. Beyond this, there is a process in place to escalate non-completions if staff do not respond to the automated emails.

The Authority receive very few Subject Access Requests (SARs), two during 2020. They receive more Freedom of Information Requests, 26 in 2020. We reviewed the policies and procedures for SARs and FOIs and found both to be sufficient. There is a 'Managing a Subject Access Request' document in place that should appropriately guide staff in dealing with an SAR if followed. There is a similar document for FOIs, the 'Procedure for Dealing with FOI Requests' is in place that, similarly, should appropriately guide staff through what to do if they receive an FOI request.

An FOI and SAR Disclosure Report is created and published on the Authority's website quarterly. We reviewed the reports from July and September 2020. Seven FOI requests and no SARs were received in this period. Of the seven FOI requests, all have been appropriately responded to within the necessary timescales indicating that processes for FOI requests are working effectively in practice. The Authority also have responded appropriately and within the necessary timescales for both SARs received during 2020, again indicating that processes and procedures are working well.

Overall Conclusions

A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited. Our overall opinion of the controls within the system at the time of the audit was that they provided Substantial Assurance.

Audit Opinions and Priorities for Actions

Audit Opinions

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Creditors

Peak District National Park Authority Internal Audit Report 2020/21

Business Unit: Finance
Responsible Officer: Head of Finance
Date Issued: 3rd March 2021
Status: Final
Reference: 69130/004

	P1	P2	P3
Actions	0	0	0
Overall Audit Opinion	Substantial Assurance		

Introduction

Creditor payments is a key service within the Peak District National Park Authority and it forms a regular part of the audit plan as a main financial system due to the value and volume of transactions. This makes the financial system a potential for fraud. The Peak District National Park Authority use Exchequer as their main financial system.

Due to the recent Covid-19 Pandemic, many services have had to adapt their processes to ensure control and security with working in remote situations. This will form part of the audit to ensure that the authority are maintaining a secure system.

Objectives and Scope of the Audit

The purpose of this audit is to provide assurance to management that procedures and controls within the system ensured that:

- Supplies of goods and services were ordered and authorised following documented procedures.
- Payments were made only for goods and services that were suitably authorised, received and ordered.
- Requests to change supplier's details were evaluated in accordance with procedure before payment was authorised.
- Invoices were paid within 30 days, in line with the Late Payment of Commercial Debt Regulations 2013.

Key Findings

The supplies of goods and services which were sampled across a between April and November 2020, all 20 that were sampled were ordered and authorised correctly. As the process for authorising purchases of goods and services has been adapted for remote working, email trails confirming and authorising payments have been retained and held on file for each purchase order.

The processes for ensuring payments were made only for ordered, authorised and received goods and services were found to be strong. Clear records are retained of goods being received and subsequent authorisation for payments being completed by the budget managers for all 20 purchases sampled. As the process has changed to an electronic confirmation of receipt of goods and authorisation of payment, appropriate records of emails relating to purchases have been retained.

When there is a request to change supplier details suppliers are contacted directly using current contact numbers held on file to confirm that the request was made by the supplier. Since the start of the financial year 2020-21, there have been 4 requests to change supplier details, with all following the same procedure. All information is recorded, dated and signed on Exchequer to provide an audit trail.

Most of the invoices reviewed were paid within 30 days of receiving the invoice. The 3 invoices that were not paid within 30 days of receipt were delayed as evidence of goods receipt had not been provided. It is good practice that payments will not be made until goods receipting has been

carried out but does cause delays in payment if there are delays in recording the receipt of goods. Regular reminders to staff to inform finance promptly when goods are received may be required if this continues to be an issue.

Overall Conclusions

A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited. Our overall opinion of the controls within the system at the time of the audit was that they provided Substantial Assurance

Audit Opinions and Priorities for Actions

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8. **COMMERCIAL STRATEGY 2019-24 (AKB)**

1. **Purpose of the report**

To set out for Member approval The Authority's commercial strategy to enable delivery of the corporate strategy (2019-24) and National Park Management outcomes

2.

Key issues

- Response to Internal Audit action
- Resetting (downwards) a more realistic corporate sustainable gross income target given current and likely trading conditions.
- Exposure of current portfolio to weather and visitor number risks

Recommendation

3. **1. Endorse and confirm the commercial strategy with responsibility for delivery delegated to the Heads of Engagement and Asset Management in consultation with the Head of Finance.**

How does this contribute to our policies and legal obligations?

4. The commercial strategy enables delivery of our two purposes; corporate strategy (2019-24) and National Park Management outcomes. It also contributes to PDNPA being an effective organisation.

Background

5. Commercial Income is an important and vital source of funding. This strategy was commissioned in response to an internal audit report published on 3 March 2020, (*agreed action 1:1: "A commercial strategy will be developed between the Director of Commercial Development and Engagement and the Chief Finance Officer*), approved by Members, to provide an Authority wide holistic approach in selecting commercial opportunities to help achieve the overall targeted level of £500k of sustainable gross income identified in the Corporate Strategy 2019-24.
6. The corporate strategy has subsequently been up-dated and refreshed in November 2020 to take account of some significant changes since it was adopted in December 2018. The revised target, (KPI 13), is to generate £255k of sustainable gross income by 31 March 2024.
7. This reflects a more realistic target with the existing portfolio given 2019 was the seventh wettest summer on record and the estimated losses, (£646k), incurred from closure of our visitor services including cycle hire, for the majority of 2020 as a consequence of the pandemic.
8. The new target assumes a return to 2018-19 trading figures in 2022. Nevertheless, this is subject to no further lockdowns and favourable weather. MINTEL market research are not predicting full recovery for business until 2023 at the earliest.
9. **The overall outcome** is to provide PDNPA members and internal audit confidence that our commercial approach for trading income and income generated by The Peak District Foundation, focuses on those areas likely to give the best returns, in a way that the portfolio contributes revenue for the delivery of our two purposes.

Proposals

10. To comment and endorse the commercial strategy recognising:
- It is the first document of its kind not only at PDNPA but across the National Park family which sets a strategic direction of travel for a portfolio approach to sustainable income generation;
 - Actions and delivery deliberately coincide with the corporate strategy (2019-24) timescales but the principles are more forward looking and pioneering that reflect future markets and opportunities.
 - The commercial strategy will be reviewed as part of the next iteration of the Corporate strategy.

Are there any corporate implications members should be concerned about?

11. **Financial:**
- Careful and regular monitoring and reporting of trading income and expenditure to inform timely decisions by The Senior Management Team to minimise losses from the pandemic.
 - A move towards reporting net income to reflect expenditure (pay and non pay costs) as a more informative indicator of sustainable revenue growth.
 - New ideas and continuous product and service improvement subject to appropriate existing governance and due diligence arrangements as determined by standing orders.
 - Seeking and implementing innovative Investment (including borrowing) solutions that take advantage of emerging green finance products to generate positive returns.
12. **Risk Management:**
Oversight and delivery of the strategy is reflected in KPI 13 and will be reported twice annually to Members.
- Risks and governance arrangements are detailed in the commercial strategy document (appended).
13. **Sustainability and Climate Change:**
Climate change aspirations and targets to be updated and negotiated as part of any associated commercial partnership agreement or contract.
14. **Background papers** (not previously published) – None
15. **Appendices** –
Appendix 1 – PDNPA Commercial Strategy 2019-24

Report Author, Job Title and Publication Date

Adrian Barraclough, Director of Commercial Development and Engagement, 11/03/21.

PDNPA Commercial Strategy 2021 – 2024

Introduction

Commercial Income is an important and vital source of funding. This strategy was commissioned in response to an internal audit report published on 3 March 2020, (*agreed action 1:1: "A commercial strategy will be developed between the Director of Commercial Development and Engagement and the Chief Finance Officer*), approved by Members, to provide an Authority wide holistic approach in selecting commercial opportunities to help achieve the overall targeted level of £500k of sustainable gross income identified in the Corporate Strategy 2019-24.

The corporate strategy has subsequently been up-dated and refreshed in November 2020 to take account of some significant changes since it was adopted in December 2018. The revised target, (KPI 13), is to generate £255k of sustainable gross income by 31 March 2024.

This reflects a more realistic target with the existing portfolio given 2019 was the seventh wettest summer on record and the estimated losses, (£646k), incurred from closure of our visitor services including cycle hire, for the majority of 2020 as a consequence of the pandemic.

The new target assumes a return to 2018-19 trading figures in 2022. Nevertheless, this is subject to no further lockdowns and favourable weather. MINTEL market research are not predicting full recovery for business until 2023 at the earliest.

The overall outcome of this document is to provide PDNPA members and internal audit confidence that our commercial approach for trading income and income generated by The Peak District Foundation, focuses on those areas likely to give the best returns, in a way that the portfolio contributes revenue for the delivery of our two purposes.

This document deliberately excludes other income including grants, environmental stewardship and partnerships. It also excludes efficiency savings.

Context

The Authority in real terms has approximately 60% of the annual budget compared to 2010. PDNPA has a successful history of commercial trading from the very beginning with the sale of maps and guides for visitors starting at The Nags Head pub in Edale. Chart 1 overleaf shows as of 2018/19 (baseline for the corporate strategy), gross trading and charges, (internal support services primarily for visitor centres and cycle hire) was 13% or £2.36m of total PDNPA annual revenue.

Chart 2 reflects the breakdown of the trading income portfolio (excluding internal charges). The portfolio has nine services and is mixed including residential and commercial rents; car park; visitor retail, cycle hire, planning, corporate social responsibility and school visits. Approximately 70% of services are weather and visitor dependent hence the poor trading years in 2019 and 2020.

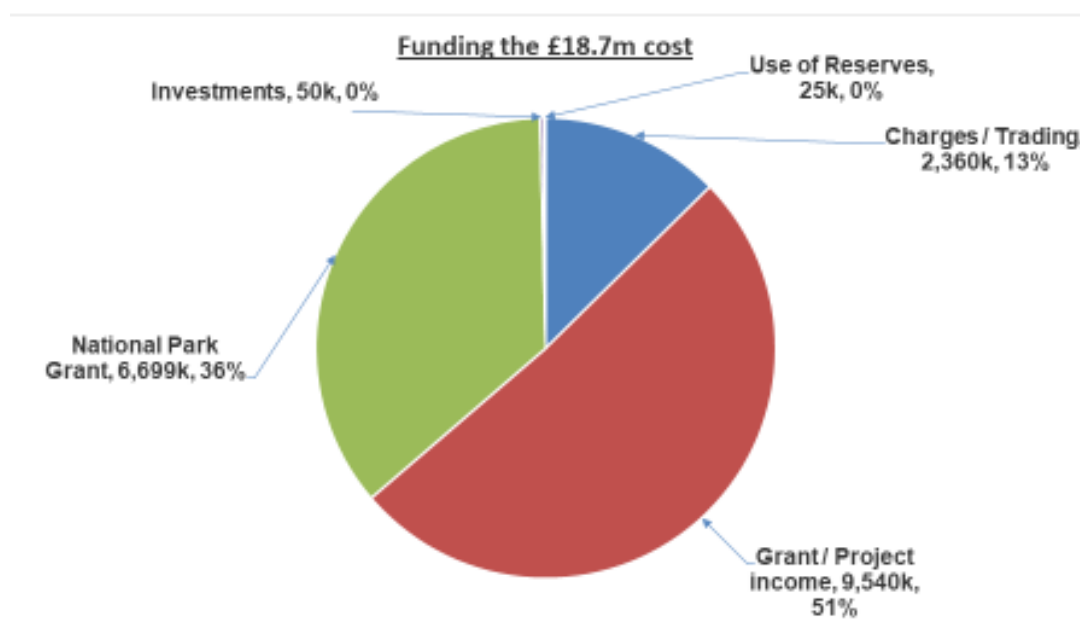
Nevertheless, rental (both residential and commercial from our estates) and car park income remain steady and constant. Development control (pre planning advice) also provides a reliable income although as a statutory duty PDNPA is not in a position to actively market to drive more applications.

Evidence over the past 5 years demonstrates where targeted investment is planned and executed returns and margins can grow. For example cycle hire restored to a profitable operation and increases in retail turnover and spend per head from investments in Castleton and Bakewell visitor centres. (E.g. Castleton VC showed a +39% increase in gross turnover in the first year following refurbishment). In addition, these developments and others (e.g. Millars Dale station) are good examples of working within the capacity and character of each place.

This strategy builds on existing services the Visitor Services, Estates, Engagement and Planning teams currently deliver, and looks to future market trends identifying opportunities to diversify the current portfolio. It provides a balance between pioneering and realism especially in these unprecedented times with the coronavirus pandemic as well as always having an eye to our core purposes and social value, rather than sole monetary gain.

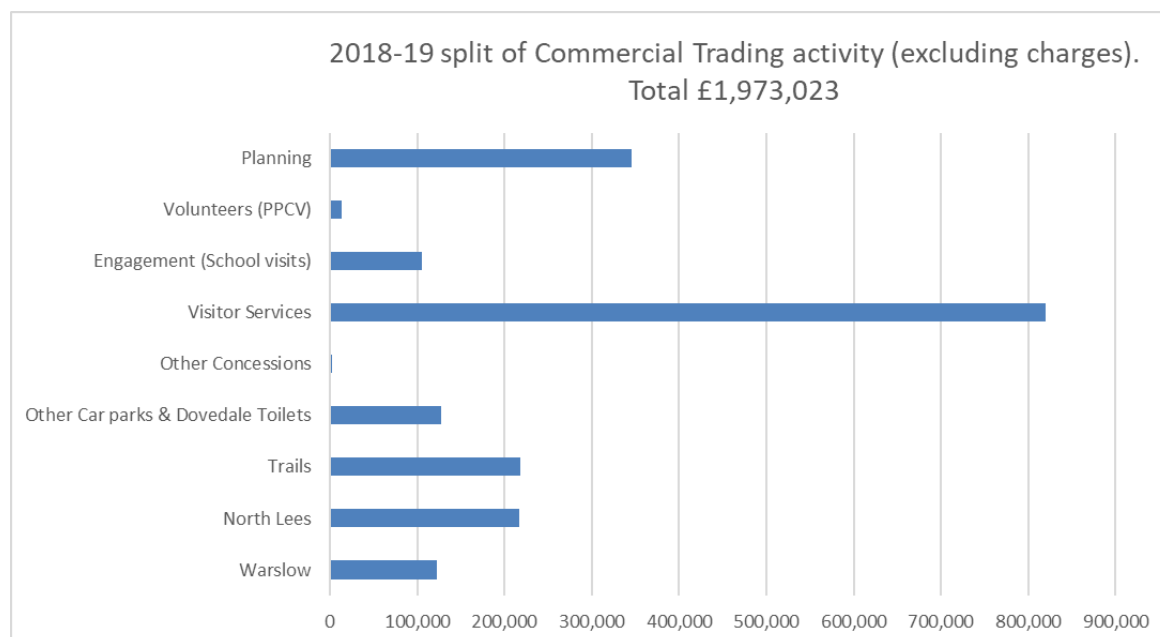
It is not about 'more of the same'. The aspiration is to set out where we currently are for the current corporate strategy period with an eye to the future. It sets out a direction of travel and a selection of commercialisation opportunities which with the right conditions and support increases the likelihood of the target being achieved.

Chart 1 – showing the proportion of PDNP (gross) commercial income (blue)



Whilst the figures and targets reflect gross income the important measure is a sustainable increase in **net** income which reflects expenditure (pay and non-pay costs). As we continue to implement this strategy we will begin to move towards reporting on net rather than gross income.

Chart 2 – showing the corporate strategy baseline breakdown of gross commercial income.



NOTE: Planning is a statutory activity with charges associated with application processing tightly regulated

Core Principles

- Commercial income benefits both PDNPA and national park management plan outcomes. We will seek to maximise sustainable net income from targeted investment, in line with best practice market performance, (% return) which can be incorporated into PDNPA annual revenue budgets with confidence.
- We will adopt a values driven approach to commercialisation, harnessing the tools and skills we have to develop a resilient and growth orientated portfolio that furthers National Park purposes, and PDNPA contribution to the social and economic well-being of communities.
- We will seek to develop the existing portfolio of products and services in a way that spreads risk and benefits from market trends. We will apply best practice commercial tests, alongside our values based approach, to determine whether to continue to hold, scale or exit.
- The Foundation is the fundraising vehicle of choice for the Peak District National Park, raising money and pooling resources for national park management plan outcomes.
- Working with National Parks Partnership we will seek to deepen partnerships with a targeted number of local and national UK business; universities and sponsors to take advantage of the growing natural capital services market focussing on nature based solutions providing ecosystem services for society (carbon; biodiversity gain and water benefits).

To achieve KPI 13 target of £75k (Authority trading) and £180k* (Foundation – subject to Trustee approval) by 31 March 2024, three strategic pillars of activity are proposed:

PILLAR 1 – Continuous improvement and **innovations in our current product and services** to so we recover from CoVid and optimise existing PDNPA trading revenue streams (Chart 2 on p.3).

The skills, expertise and track record for growing revenues from these services has been solid. Teams are continually working to improve current products and services including introducing new sustainable retail products; develop North Lees estate; introduce car parking charging for more car parks (in hand); expanding corporate volunteering opportunities.

The existing portfolio has a dependency on the weather and tourism. Therefore, sole reliance on this existing portfolio to increase income increases the risk of not achieving the KPI target.

PILLAR 2 - Accelerate corporate support, major gifts and visitor giving via The Foundation.

This raises income for 'the place'; the peak district national park. The foundation is the charitable fundraising vehicle for the Park raising funds to strategically invest in National Park Management Plan and corporate strategy outcomes. The foundation will capture money otherwise not available to PDNPA and is a more attractive fundraising proposition for supporters. The Authority will continue to place itself as the key delivery partner for the Foundation.

Fundraising income opportunities from this source, with 1yr history, requires patient investment. The scale of opportunity is good. If we converted 5% of visitor centre footfall to donating £3 this would result in £100k; converting 5% of visitors to the national park into £3 donors this would return c£2.3m.

The Foundation is supported financially via a 3yr grant funding agreement (£58kpa) from the Authority. This is to be reviewed in 2021/22. The focus looking ahead will be on high net worth contributions; increasing corporate sponsorship and visitor giving.

The Authority has invested significant time and energy establishing the foundation. Given the positive ROI of 1.5 in the first year, (£88k income with £58k investment from the PDNPA grant funding agreement), a new revenue stream and the scale of opportunity, strategically this vehicle should be given every chance to succeed.

PILLAR 3 – Targeted diversification of the portfolio. Test and pioneer commercial partnerships at scale.

At a national scale develop and implement net zero with nature investment platform with National Parks Partnerships to provide sustainable income for key landscape outcomes over 10-20 years. The ambition is to raise up to £200m from trading natural capital benefits including carbon; biodiversity gain, flood mitigation and water quality.

At a local scale the selected opportunities to progress are: Beyonk (on line platform for visitor experiences); scale the refreshed and relaunched on line visitor services shop including extending the sustainable product range.

Commercial outlook (Threats and opportunities)

Opportunities

- Staycation and visitor economy – market peak district / experiences. STEAM / Monsal trail data shows a steady rise in visitors. Likely to be high in 2021 and 2022 whilst confidence is low in overseas travel as a consequence of CoVid and Brexit. Opportunity to encourage greater spend per head and more overnight stays.
- Develop / re-orientate and market products for staycation market – high value experiences using staff expertise / supporting English national park collection / literary – cultural heritage tours. Delivery in partnership with a commercial expert partner.
- Welcoming and encouraging back new audiences who visited The Peak District for the first time during CoVid.
- Global and UK government drive, agreements and legislation to move to net zero carbon by 2050 or earlier. Opportunity, desire and need for business to invest in ecosystem services to achieve net zero carbon in protected landscapes such as National Parks.
- Nature based solutions and ecosystem services (carbon, biodiversity, water) at scale. Working with National Park Partnerships attract private and public investment to achieving net zero targets in protected landscapes. We have the skills, landowner relationships and landscapes at scale to attract and execute investment
- Cheap and innovative 'green finance' (£££). More products available to invest in nature based solutions.
- Increase in ethical, sustainable products that are sourced in the UK.
- National Parks have a strong brand and image. They are loved, valued and relevant to people's livelihood and wellbeing.

Threats

- Climate change and hotter, wetter summers. Visitor services and car park income is significantly influenced by weather patterns. Prolonged wet periods during the school holidays significantly reduce visitor numbers
- Continued government lockdowns as a consequence of the CoVid pandemic or similar.
- Too many visitors in the wrong place at the wrong time. Adverse impacts on communities and damage to nature compromising protect and respect messaging.
- Shrinking National Park Grant is placing increasing pressure on commercial services to be full cost recovery.

Strategic Market Assessment

"Travellers will continue to show caution as long as COVID-19 persists; flexible rebooking, clear cancellation policies, insurance policies that cover travel disruption, and enhanced hygiene measures will remain essential in gaining travellers' confidence. A high number of COVID-19 cases will also make more travellers opt for self-drive holidays, self-catering accommodation, rural destinations, and staycations. Although the path to recovery will be slow, the long-term outlook remains positive. Once the COVID-19 threat clears, consumers will prioritise experiences again, with holidays amongst the most desired activities".

MARLOES DE VRIES, SENIOR TRAVEL ANALYST MINTEL REPORTS UK

Consumer spending will be unlikely to return to pre-COVID levels until 2023 at the earliest. Brands count. Today, compared to the recession in 2008-09, themes like health, wellbeing, sustainability, and social cohesion are ever-more important to consumers, making it easier for brands to create more meaningful dialogue with shoppers that transcend pricing as the economy faces continued hardship.

National Parks have a strong brand and wide recognition to drive revenue recovery through targeted marketing and messaging.

Market	Trend – indicator & opportunities
Rural Rentals (Commercial, residential, holiday lets)	<ul style="list-style-type: none"> Our estates rents have and remain a stable source of income. Agriculture rents likely to be static at best (CPO) as a consequence of transition from BPS to ELMS and BREXIT export trade. Environmental schemes income is likely to reduce from £75k to £33k by 2024 More people are forecast to move from urban to rural areas following CoVid. The Peak district is ideally placed close to nearby cities to benefit from people looking to rent and buy in the national park. Maximise Investment for rental (residential and holiday lets) for Warslow and N. Lees. Loss of BPS income (£75k) by 2027 and rent reductions for telecoms masts.
Retail	<ul style="list-style-type: none"> Growth in on line sales has seen a sharp increase during the pandemic. Green behaviours are set to return with renewed vigour. 26% of people reported that the environment had become a higher priority for them since the outbreak. Opportunity to continue to extend sustainable product range and scale up our on line shop. Most likely with a commercial partner with expertise in on line retail and logistics
Food and Beverage	<ul style="list-style-type: none"> Continues to be high priority focus for Marketing Peak District & Derbyshire to promote local food producers. Healthy snacking is forecast to rise (diet, nutrition and wellbeing) catering especially for the increase in vegans and vegetarians Consumers making choices more on ethical and environmental values rather than price. Opportunity to expand licensed concessions on our sites especially during busy times. Encourage farm tenants to diversify into high value food products.
Visitor experiences	<ul style="list-style-type: none"> Continued broader shift towards experiences (active; recreation; cultural). Holidays are 2nd highest saving priority suggesting when social distancing is relaxed holidays and experiences will be amongst the most desirable spending activities
Development	<ul style="list-style-type: none"> Development of PDNPA own assets subject to Capital Strategy. Refurbishment and maintenance of critical income generation assets PDNPA to work with partners to influence recreation hubs and sustainable visitor management in line with policies and local development plans e.g. Peak Gateway investment and ambitions for Langsett as a recreation hub
School Visits (day)	<ul style="list-style-type: none"> Highly competitive market with low prices and small margins.

	<ul style="list-style-type: none"> • PDNPA scaling back direct delivery of school visits. Diverse and young audience outcomes will be delivered via partners (e.g. Ambassador Schools) and via 100% grants or sponsorship from other sources. • Potential new opportunity (tbc) under countryside stewardship scheme
Overnight stays / DoE	<ul style="list-style-type: none"> • Increase in remote working community – digital nomads. 42% of people would combine with holiday if their employers let them. Providing excellent digital connectivity combined with experiences will encourage this group to stay longer. Target / package offers to residents e.g. camping pods / cycle hire particularly in quieter periods.

Evidence base assessed: State of Tourism report; professional journal and media articles; PDNPA data and experience e.g. Monsal Trail; independent reports; INTEL market reports.

High Level Delivery Plan

Corporate Strategy 2019-24 – Revised Gross sustainable income targets & outline plan

Target figures over and above 2018-19 baseline. Bullets reflect new initiatives to increase income.

Portfolio themes	2019-20	2020-21	2021-22	2022-23	2023-24
PILLAR 1 Expansion/ optimisation of existing services	<ul style="list-style-type: none"> • Millars Dale goods shed development • New Car park enforcement contract (DD) • N Lees (composite improvements) • Cycle hire (sales and service) • New products launched in Visitor centres 	<ul style="list-style-type: none"> • Increase PPCV corporate work • Refurbish Bakewell VC • Renegotiate concessions • Seek investment for Ashbourne cycle hire 	<ul style="list-style-type: none"> • Refurbish Derwent VC • Extend car park charges • Market testing visitor services 		
		Benchmark and optimise pricing			
PILLAR 2 Foundation	<ul style="list-style-type: none"> • Foundation setup • Visitor giving • £70k for 70yrs 	<ul style="list-style-type: none"> • Business partners / sponsors • High net worth 	<ul style="list-style-type: none"> • Re-negotiate grant funding agreement 		
		Accelerate, scale and grow			
PILLAR 3 Diversification	<ul style="list-style-type: none"> • Beyonk pilot 	<ul style="list-style-type: none"> • Net zero with nature facility • Relaunch on line shop • Beyonk BAU 			
			Design, build and grow with NPP & Palladium		
			scale and grow		
TOTAL	Recover baseline post Covid	Recover baseline post Covid	£0 PDNPA £90k foundation	£75k PDNPA £135k Foundation	£75k PDNPA £180k Foundation

NOTE: The total figures are forecasts and exclude diversification opportunities (PILLAR 3).
Project delivery subject to CoVid restrictions and governance processes

Decisions to invest will be based on a business case by the appropriate governing group.

Skills. Competencies, Training and Development

What we have:

- A Foundation - registered charity established and growing, offering a more attractive, agile and tax efficient proposition with growing supporter base and fundraising/business expertise;
- Dedicated, professional and commercially experienced visitor service expertise (centres and cycle hire);
- Expert rural surveyors to develop built assets, leverage conservation grant funding schemes and negotiate tenancy agreements (supported by legal team);
- Marketing skills and capabilities (in house);
- Continuous improvement and product development culture;
- Agility to respond and adapt to external factors (e.g. moving cycle hire to sales and repairs during CoVid);
- Credible track record for delivering value and our purposes. E.g. Visitor services and PPCV (major corporation 5 yr. contract);
- Strong relationship with National Park Partnership to leverage sponsorship deals;
- Volunteer 'sales force'.

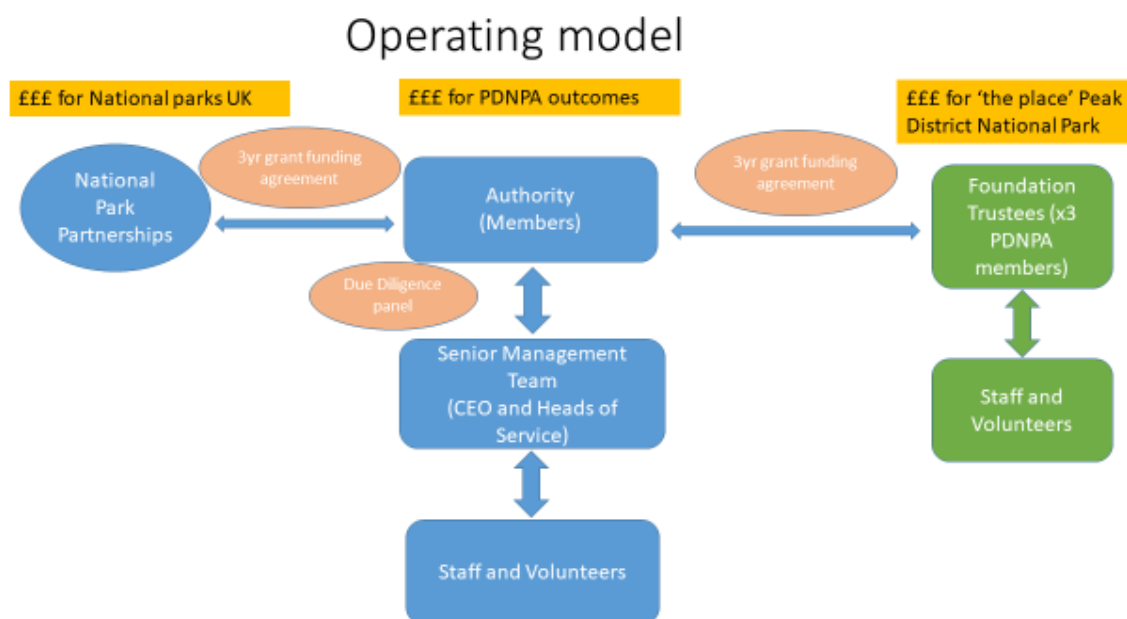
Skill gaps / challenges

- Succession planning for rural surveyors (high likelihood of all expertise retiring in next 5 years) which supports important and stable tenancy and grant income for PDNPA estates;
- Expertise and know how to effectively commercialise data, brand and intellectual property. PDPNA do not have any baseline assessment;
- Capacity for new product and service development. Create space by further selling / consolidating services;
- Commercial training and development for key individuals e.g. Visitor services / digital retail marketing;
- Innovative Investment vehicles and finance to secure early mover benefits e.g. digital services such as the on line shop growth;
- Capacity for seeking out and making major grant and sponsorship applications.

Strategic Risks

Risk	Mitigation
Failure to maintain and grow revenues as planned due to CoVid	Maximise government and partner financial support to reduce net losses from the pandemic. Continue to innovate with rapid implementation of alternative services e.g. cycle sales & repairs. Concentrate activity and investment to grow on line services.
Skills to promote commercial activity	Head of Engagement to work closely with CFO to maintain corporate oversight of corporate commercial revenues and flag issues early with CEO. Training programme to recognise need to develop commercial skills especially in visitor services and digital marketing.
Commercial portfolio narrow – too many eggs and risk in one basket	Accelerate and grow The Foundation. Diversify the commercial portfolio
Risk to reputation due to conflict of interest with two purposes / local communities and business	Due diligence panel with appropriate limits of delegated signoff. Clear ethics and commercial activity policy. Avoid opportunities which bring into direct conflict with partners / local business. E.g. procure concessions (as we do) rather than run cafes ourselves
Limited / No business development for diversifying commercial services because of a shrinking core resource footprint.	Apply talent programme to develop business critical projects. Build business development into sponsorship / external funding opportunities where possible. Work with partners who will invest in BD activity in return for a stake in the new service / operation e.g. Palladium with net zero with nature platform.
Change of capital investment principles which could undermine investment and returns for PDNPA owned assets.	HoF to revise and update the capital strategy taking into consideration the commercial strategy requirements. Continue to build relationship and delivery with NPP and nature based solutions platform. CEO, Officers and members to continue identifying opportunities for grant and match funding for projects.

Governance



Accountable officers: (Management of services and continuous improvement and development of those commercial services)

Pillar 1 – Existing services – Head of Engagement & Head of Asset Management

Pillar 2 – Foundation – Head of Engagement

Pillar 3 – Diversify Portfolio – Head of Engagement

The Head of Finance is responsible for reporting on all commercial revenues. Business partnering with Heads of Service are responsible for monitoring, analysis & forecasting their budget areas.

Strategic Dependencies

- Asset management programme (development and disposal)
- Availability of resources (borrowing or capital reserves) to fund required capital expenditure.
- Standing orders / powers of competence and governance arrangements
- Change programme (2020-21) reducing staff capacity and investment from declining NP revenue grant in commercial skills, training and consultancy
- Marketing and digital capability to enable future delivery of existing commercial services
- Commercial products / services including supply chains should reflect aspiration to be carbon net zero by 2050 or earlier.

END

Adrian Barraclough

Director of Commercial Development and Engagement

9. CLIMATE CHANGE MEMBER TASK GROUP ANNUAL REPORT

1. Purpose of the report

To provide Members with an annual report on the Climate Change Member Task Group. More specifically, this report outlines what the Climate Change Member Task Group has achieved over the last year, proposes updated terms of reference for the group and shares the priorities for 2021/22.

Key Issues

- The Programmes and Resources Committee established a Climate Change Member Task Group in 2019, with a commitment for an annual report to be presented to Authority.
- The Climate Change Member Task Group first met in January 2020, and has met several times since.
- The Group has developed a greater collective knowledge and understanding of climate change and its impact on the National Park. Paragraph 12 outlines the Group's achievements to date.
- The Group have reflected on how it has operated and updated their terms of reference. The updated terms of reference are at appendix 1 of this report.
- The group have agreed a set of priorities for 2021/22, which are outlined in paragraph 15 of this report.

2. Recommendations

- 1. That Members note the achievements of the Climate Change Member Task Group to date.**
- 2. That Members approve the updated terms of reference for the Climate Change Member Steering Group at Appendix 1.**
- 3. That Members approve the Climate Change Member Steering Group's priorities for 2021/22.**
- 4. To confirm that attendance at meetings of the Steering Group is an approved duty for the purpose of claiming travel and subsistence allowances.**

How does this contribute to our policies and legal obligations?

3. The Authority is required to adhere to the 2008 Climate Change Act. This act set a nationwide target of reducing greenhouse gases by 80% by 2050 (compared to 1990 levels). In 2019, the target was updated to a 100% reduction in greenhouse gases by 2050.
4. The UK Government Vision and Circular for National Parks (2010) places climate change as central to National Park Authority objectives.
5. The Authority is aiming to undertake the roles described in the Vision and Circular through its policies and actions, both independently and in partnership. The National Park Management Plan 2018-23 includes a focus on 'Preparing for the future climate' and Members have recently agreed additional actions on climate change to be delivered through the delivery plan. In 2020, Members approved our Carbon Management Plan, which aims to be a net zero carbon Authority no later than 2050. In 2020, Members approved the Peak District National Park Climate Change Vulnerability

Assessment that assesses the vulnerability of the National Park's special qualities to climate change and presents a set of strategic recommendations. Our Corporate Strategy 2019-24 has nine key performance indicators (KPIs) that are linked to climate change.

Background Information

6. At the October 2019 meeting of the Authority's Programmes and Resources Committee, Members approved the Climate Change Programme and agreed that there was a need to create a Member led Climate Change Group (minute reference 5/19).
7. The December 2019 Programmes and Resources Committee approved the creation of a Member Task Group on Climate Change (minute reference 12/19). As part of that report, there was a commitment that the Task Group would report to Programmes and Resources Committee, and an annual report would be presented to Authority. This is the first years report.

Proposals

Achievements of the Climate Change Member Task Group

8. The Climate Change Member Task Group first met in January 2020, has met eight times since and group members are regularly in contact with each other to keep everyone up to date. Through the meetings and regular informal communication, the group has developed a greater collective knowledge and understanding of climate change and its impact on the National Park.
9. More specifically, the Climate Change Member Task Group has achieved the following in 2020.
 - Steering the successful development of the Peak District Climate Change Vulnerability Assessment so it was adopted in October 2020.
 - Steering the Authority's second Carbon Management Plan so it was approved in July 2020.
 - Involvement in the formation of climate change actions that were added into the National Park Management Plan delivery plan.
 - Instigating the additional section on climate change in the Authority's committee template.
 - Initiating annual essential climate change training for Members, the first sessions of which will be delivered as soon as Covid-19 restrictions allow.
 - Increasing the Group's knowledge of climate change on:
 - o Greenhouse gas emissions in the National Park
 - o Benchmarking against other national parks
 - o The Great North Bog
 - o Agricultural emissions
 - o Approach to trees in the landscape
 - o The cement works
 - o Road transport and tourism
 - o Carbon in the planning process (home efficiency, retro-fitting and sustainable design).
 - Assisting in greening our fleet including reducing the number of operational vehicles and introducing electric vehicles into our fleet (cars and vans).
 - Helping raise the profile and awareness of climate change issues both within the Authority and externally, with the Chair of the group, Janet Haddock-Fraser, giving a webinar presentation at a jointly sponsored N8/PDNPA net zero North event in

November 2020.

Updated Terms of Reference

10. After its first year of existence, the Climate Change Member Task Group have taken the opportunity to reflect on both these achievements and how the group has operated to date. In January 2021, the group was joined by the Chair of the Authority to discuss how it continues to add value to the Authority. One outcome of the discussion was agreement that the terms of reference for the group should be updated, based on learning over the last year and the future direction of the group.
11. As a result, the terms of reference have been updated. The updates are tweaks to the original terms of reference, and as such, have not changed the substance of the Group or how it operates. In summary, the changes are as follows. As climate change is an ongoing issue, it is proposed to change the group to a steering group rather than a task group. How Members are appointed to the group has been made clearer. Finally, the indicative work program has been removed from the terms of reference, as this will need to change over time, so there is now a reference to this being updated annually. Members are asked to approve the set of amended terms of reference that can be found at appendix 1.

2021/22 Priorities for the Steering Group

12. At the January 2021 meeting of the group, there was discussion regarding where the group should focus over the next year. Members are asked to approve the following priorities for the steering group.
 - Ensure our work on climate change aligns to and delivers on the National Park England Delivery Plan on Climate Leadership.
 - Assist with shaping and interpreting the results of the Small World Consultancy National Park carbon emission benchmarking.
 - Gain an understanding of the barriers that need to be overcome to widen the scope of carbon accounted for in our Carbon Management Plan. The wider scope is both emissions associated with the land that the Authority owns and manages directly or through tenancies, and scope 3 external goods and services.
 - Continue to ensure that we effectively and efficiently communicate appropriate climate change matters with visitors, residents, Members and staff.
 - Understand how the National Park's constituent councils are dealing with climate change and establish if there are synergies. Gain an awareness of key climate change community groups in the National Park.

Are there any corporate implications members should be concerned about?

Financial:

13. The priorities set out in paragraph 15 are all resourced. The financial implications of any further work priorities in respect of climate change has not been evaluated. If additional resources are required to deliver some new activities/projects to further address the focuses of the group, sources of funding will be explored at the appropriate time.
14. As attendance at meetings of the Steering Group are an approved duty, when we are able to return to face to face meetings, there will continue to be additional costs relating to claims for travel and subsistence.

Risk Management:

15. There is a potential risk of Members, who are not on the Steering Group, becoming disenfranchised. This will continue to be mitigated by regular updates to the Programmes and Resources Committee, Authority and Members Forum.

Sustainability:

16. The Steering Group will continue to consider targets and actions to increase the sustainability of the Authority and National Park.

Equality:

17. In appointing Members to the Steering Group consideration must be given to making ensure the membership is diverse and representative. In developing proposals the Steering Group will need to consider how they may impact on the 9 protected characteristics set out in the Equality Act 2010.

18. Climate Change

This Member Steering Group has been established to contribute to the Authority's response to climate change and therefore positively contributes to climate change within the Authority and National Park.

19. Background papers (not previously published)

None

20. Appendices

Appendix 1 - Climate Change Steering Group Terms of Reference

Report Author, Job Title and Publication Date

Emily Fox, Head of Information and Performance Management, 11 March 2021
emily.fox@peakdistrict.gov.uk

PROGRAMMES AND RESOURCES COMMITTEE CLIMATE CHANGE MEMBER STEERING GROUP TERMS OF REFERENCE

1. THE STEERING GROUP: COMPOSITION AND REPORTING PROCEDURES

- a) The Steering Group will usually comprise a maximum of six Members, including the Member Champion for Climate Change, that are appointed at the Authority's Annual General Meeting.
- b) The Member Champion for Climate Change will assume the role of Chair of the Steering Group. In the absence of the Member Champion, the Group will agree a Chair (by majority if required).
- c) The Steering Group does not make formal decisions however, it can make recommendations (which are agreed by a Group majority) to be considered by the Programmes and Resources Committee
- d) The Steering Group will invite input and advice from officers and Members as appropriate to support the operation of the Group.
- e) The Steering Group's priorities will be determined on an annual basis by the Steering Group and approved by the Programmes & Resources Committee or Authority.

The Group will act as an advisory body reporting to Programmes and Resources Committee, to develop the Authority's thinking and response to climate change. The Group does not make any formal decisions as these reside with the Programmes and Resources Committee and the Authority. The scope of influencing is defined as to the Authority, the National Park and wider.

Reporting lines are to the Programmes and Resources Committee and meetings of the Steering Group can be a mixture of formal and informal. There is no requirement to publish agendas or make meetings open to the public. Transparency will be achieved by the requirement for the Steering Group to report on its findings and for all recommendations to be formally approved by the Programmes and Resources Committee.

Although there is no budget established for this Steering Group, attendance at formal meetings of the Group is classified as an Approved Duty for appointed Members to allow the payment of travel expenses.

2. TERMS OF REFERENCE

The Steering Group has been created to consider and provide recommendations, including the use of resources, relating to the following areas of interest and key strategic issues:-

Contextual analysis

Enabling the Authority fully to understand the climate change issues it is facing, including the opportunities and risks in the transition to net zero environment.

Target setting

Enabling the Authority to set sufficiently ambitious climate change related targets for the Authority and the National Park.

Ensuring monitoring of performance against targets.

Implementation

Ensuring the Authority's implementation plans clearly set out the actions it will take to achieve the targets that have been set.

Influencing

Ensuring the Authority is leading the way and influencing its key stakeholders, communities, businesses and visitors to address the barriers to achieving further reductions in emissions in order to achieve the targets set.

The scope of influencing is defined as to the Authority, the National Park and wider.

3. NEED FOR THE GROUP

Climate change is the greatest long-term threat to our upland landscapes. It has the potential to change the features that make up the National Park's natural beauty, wildlife and cultural heritage. Climate change will modify the Peak District National Park's special qualities and alter the opportunities for the public to enjoy them.

Responsible and inventive management can help to mitigate the effects of climate change by creating and maintaining resilient landscapes. Resilient landscapes consist of fully functioning ecosystems that allow nature, the landscape and people to adapt to climate change.

The National Park is a living and working landscape, where people have shaped it for thousands of years. We will engage with communities and visitors to balance their needs whilst reducing the impact of climate change on the National Park. This will be through initiatives in the National Park Management Plan and Corporate Strategy.

The Member Steering Group will:

- Provide a focus for the Authority's response to climate change.
- Provide a strategic oversight of the Authority's climate change vision, outcomes and actions.
- Allow Members opportunities to shape the development of activities, including influencing, undertaken by the Authority to respond to climate change.

It is noted that the Member Local Plan Review Steering Group (LPRSG) will consider planning policy relating to climate change. The Climate Change Steering Group will therefore make any planning policy related suggestions to the LPRSG, as and when appropriate.

10. SOUTH WEST PEAK LANDSCAPE PARTNERSHIP (SWPLP) RESTORATION OF TWO FIELD BARNs.

1. Purpose of the report

The purpose of the report is to seek approval to offer grants for the restoration of two traditional field barns as part of the SWPLP Barns and Buildings Conservation project, where the grant is more than £30,000 for each building restoration.

Key Issues

- **SWPLP grants are largely delivered through the Environmental Improvement through Agriculture, National Parks (England and Wales) Scheme. As the scheme is fully compliant with state aid (European Union) and more recently subsidy regime (World Trade Organisation) regulations this approach has been accepted by the main funder, the National Lottery Heritage Fund (NLHF), as an appropriate mechanism.**
- **Financial Regulations Part 7. 2 Delegation of Powers to Officers, Officer Delegation Scheme, Part 7. C 3 – Authority Grants and Award Schemes requires Member approval for any grant over £30,000. Whilst normally this report would go to Performance and Resources Committee the timescale for commencing and completing the restoration work has necessitated bringing this report to the Authority meeting.**

2. Recommendation

- 1. That the offer and payment of the SWPLP grants for the restoration of the two field barns Hobcroft Barn (£74,675) and Cundy Green Barn (£33,660) are approved.**

How does this contribute to our policies and legal obligations?

National Park Management Plan special quality 2: Internationally important and locally distinctive wildlife and habitats; and special quality 4: Landscapes that tell a story of thousands of years of people, farming and industry. They also contribute to a number of the “Areas of Impact” 1: Preparing for a future climate; 2: Ensuring a future for farming and land management; 3: Managing landscape conservation on a big scale and 5: Encouraging enjoyment with understanding.

Corporate Strategy outcomes “A sustainable landscape that is conserved and enhanced” KPIs 1 and 8; “A National Park loved and supported by diverse audiences” KPI’s 12 and 14 and “Thriving and sustainable communities that are part of this special place” KPI 17.

Other considerations:

This project demonstrates the need for financial support for the restoration of such traditional buildings where continuation in low key agricultural use makes the full cost of restoration uneconomic for the owner alone. It will also secure their continuing presence as cultural heritage features in the landscape.

Background Information

- 3. The Barns and Buildings Conservation project is being delivered by the SWPLP, funded**

by the NLHF. The project has a capital budget allowance for field barn repair and restoration with a target for delivering repairs to 7 field barns. Four barns were initially identified for major repairs, but during 2020, two of the owners pulled out of the project for personal and financial reasons.

The two barns being progressed for major repairs are Hobcroft Barn on the Warslow Moors Estate, and the privately owned Cundy Green Barn, in Onecote. A Conservation Architect has been contracted to manage the tendering and construction phases, working to the SWPLP's Cultural Heritage Officer.

Hobcroft Barn will feature on a new barns trail around Warslow, which is currently being designed by SWPLP volunteers. The three SWPLP apprentices are scheduled to make some access improvements, and children at the Manifold Academy in Warslow are set to test-run the trail.

At present, minor repairs are also being planned on three further barns in private ownership.

Proposals

4. The proposal is to offer and pay restoration grants of £74,675 for Hobcroft Barn and £33,660 for Cundy Green Barn based on building and project management costs for the restorations.

Are there any corporate implications members should be concerned about?

Financial:

5. The required funding (80% grant towards costs) is available through the SWPLP and the restoration of these two field barns will form a key part of the required outputs under the programme. The barn owners will contribute the remainder of the costs (20%).

Following the completion of a tender process for each project, details of the required expenditure are set out below:

Hobcroft Barn

Building works net cost	£85,874	Amount of grant (80%)	£68,699
Project Management net cost	£6,870	Amount of grant (80%)	£5,496
Structural Engineer net cost	£600	Amount of grant (80%)	£480
Total cost	£93,344	Total grant	£74,675

Cundy Green Barn

Building works net cost	£38,403	Amount of grant (80%)	£30,722
Project Management net cost	£3,072	Amount of grant (80%)	£2,458
Structural Engineer net cost	£600	Amount of grant (80%)	£480
Total cost	£42,075	Total grant	£33,660

The figures above include provisional sums of £5,500 for each barn.

Risk Management:

6. The Authority has experience of working with an external contractor to project manage building restoration works. The standards required have been achieved to date.

The tender sets out the standards expected of the contractor and the checks that will be undertaken to ensure the standards are met.

Sustainability:

7. The contractor shall demonstrate that all reclaimed materials have been sourced from a reputable supplier who is considered acceptable by the PDNPA. Sourcing from suppliers who hold a valid Salvo Code Certificate (<http://www.salvoweb.com>) will be considered acceptable in this respect.

Equality:

8. The tender and responses for contracting the Conservation Architect have been prepared, run and evaluated within the standard procedure to ensure equality.

The tender and responses for building works have been managed by the appointed Conservation Architect, in line with the Authority's tendering procedures.

9. Climate Change

Whilst there is no one major contribution to the Authority's role in climate change as set out in the UK Government Vision and Circular for National Parks, there are contributions particularly with regard to protecting the National Park, as the restoration of these two field barns will:

- protect them against future impacts of climate change, as once the structure starts to fail more severe weather patterns have greater negative impacts on the structure;
- show leadership and hopefully encourage farmers, land managers and owners to do similar in relation to maintaining structural integrity.

10. Background papers (not previously published)

SWPLP – approval for the programme under ARP minute 58/16 at committee on 4th November 2016.

11. Appendices

None.

Report Author, Job Title and Publication Date

Suzanne Fletcher, Head of Landscape and Karen Shelley-Jones, South West Peak Partnership Programme Manager, 10 March 2021

suzanne.fletcher@peakdistrict.gov.uk and karen.shelley-jones@peakdistrict.gov.uk

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11. DERBYSHIRE STRATEGIC PLANNING FRAMEWORK MEMBER UPDATE (IF)

1. Purpose of the report

Derbyshire County Council is seeking re-assurance from D2 partners for their continued commitment towards the production of a Strategic Planning Framework (SPF) for Derbyshire. This report therefore seeks members' endorsement to engage in further joint working with D2 partners. (D2 means Derby and Derbyshire).

Key Issues

- The primary role of the SPF is to set out a consensus amongst the D2 partners around key strategic objectives and priorities through an overarching spatial planning vision for the County covering the period 2020 to 2050.
- The SPF follows up on a desire from D2 partners (including the National Park Authority) for more effective and collaborative joint working on strategic planning and infrastructure matters.
- The SPF would be a key tool to help manage good / green growth and provide important evidence to demonstrate that co-operation on strategic matters has been an integral part of local plan preparation; a key requirement in the local plan examination process.
- The SPF would be a non-statutory document. It would not usurp or take precedence over the local plan for the National Park.
- The SPF could be seen as a material consideration in the preparation of future local plan policies, and in the determination of planning applications where relevant to the policy area or the development proposed.

2. Recommendations

1. Members note the progress made in developing the Strategic Planning Framework (SPF) to date as set out in Appendix 1; and
2. Members endorse the continued participation of planning officers in developing the Strategic Planning Framework.

How does this contribute to our policies and legal obligations?

3. In the NPMP section 3 we said:

- We would work together to engage in new ways of working.
- We want to embed new and smart ways of working in the peak district national park.
- We want funding for joint working in rural areas.
- We would continue to be a test bed for new ways of working.
- We need to join or create new partnerships as well as developing our existing

partnerships.

In Corporate Strategy KPI 28 we commit to identify all existing partnership arrangements and review their effectiveness.

Background Information

4. Strategic planning and the need for local authorities to work more effectively together to prepare their development plans, particularly joint working on cross-boundary strategic planning matters, started to emerge as a high priority for Government in 2017 and 2018. This priority was set out in:
 - The Housing White Paper published in February 2017 entitled ‘Fixing Our Broken Housing Market’;
 - Follow-up consultation published in September 2017 entitled ‘Planning for the Right Homes in the Right Places’;
 - The draft National Planning Policy Framework (NPPF), culminating with the publication of the final version in July 2018.
5. The joint working of planning authorities and the production of a strategic planning document puts all planning authorities into a better position to address priority needs of the area. It also potentially puts Derbyshire in a stronger position to access support from central government and other sources to address such priorities.
6. The Authority has been an active participant since the early stages of the SPF. We have been involved in constructing a Statement of Common Ground, which will shortly come back to partners for sign off. We have inputted information on our Local Plan evidence gathering requirements, and we have raised the key issues of importance to the National Park as a whole, as evidenced in our Development Plan and our National Park Management Plan.
7. The next stages will involve partners sharing evidence and commissioning some new evidence. This will involve officer resource, and very occasionally a request to share the costs (though this will be exceptional and Derbyshire County Council will lead on most pieces of work)
8. There are very real benefits to us working in this way. Officers have participated in joint evidence gathering at a cross county scale (e.g. Gypsy and Traveller Assessments, and economic projections). Similar practice has been undertaken with Derbyshire Dales District Council and High Peak Borough Council for strategic flood risk and housing related evidence. Such collaborations make financial sense and are mutually beneficial in terms of our respective plan making obligations. For the NPA in particular it helps us re-assert our status as a protected landscape at a time when a national need for economic growth and renewal is expected to bring pressure on protected areas.

Proposals

9. Officers at Derbyshire County Council have produced a briefing paper (attached as Appendix 1). The purpose of the paper is to assist officers of the Derby and Derbyshire (D2) local planning authorities, including the Peak District National Park Authority (PDNPA), in the drafting of reports to their respective members on planning committees or planning boards on the preparation of a Strategic Planning Framework for Derby and Derbyshire (SPF), particularly in order to seek their respective members’ endorsement to engage in further joint working by the D2 partners to prepare the SPF.
10. The Authority commits staff and financial resources to the production of the Derby and Derbyshire SPF commensurate with the needs and benefits to the Authority in terms of

its own local plan making.

11. The Authority retains a strong voice for the conservation and enhancement of the special qualities of the whole National Park as the economic growth agenda for Derbyshire develops.

Are there any corporate implications members should be concerned about?

Financial:

12. There are no financial risks. Any Authority involvement in evidence gathering commissions will only be within budgets for plan making. This will be agreed by the Head of Planning if the evidence is useful or essential to our own plan making work.

Risk Management:

13. The Head of Planning will have responsibility for managing any emerging risks.

Sustainability:

14. There are no elements of the SPF that constrain our work to improve sustainability through our Local Plan, National Park Management Plan or Corporate Plans.

Equality:

15. There are no issues relating to equality.

16. Climate Change

The decision means that the Authority's role in tackling climate change becomes embedded in a Strategic Planning Framework for Derbyshire.

It enables us to input relevant knowledge and evidence to a Derbyshire wide spatial framework and enables us to promote exemplars of sustainability as relevant to the Derbyshire area (such as best practice in renewable technology).

It helps protect the National Park by raising its profile and enables the Authority to promote sustainable land management amongst Derbyshire Authorities.

The Spatial Framework will complement and reflect our own plans and policies which require us to work with communities to tackle climate change.

This decision contributes to the National Park meeting its commitment to the carbon net zero target by 2050.

17. Background papers (not previously published)

None

18. Appendices

Appendix 1 - Derby and Derbyshire Strategic Planning Framework Briefing note for D2 partners.

Report Author, Job Title and Publication Date

Ian Fullilove, Policy Planner, 11 March 2021.

Derby and Derbyshire Strategic Planning Framework

Background

Strategic planning and the need for local authorities to work more effectively together to prepare their development plans, particularly joint working on cross-boundary strategic planning matters, started to emerge as a high priority for Government in 2017 and 2018. This priority was set out in three public consultations by the Ministry of Housing, Communities and Local Government (MHCLG) as below:

- The Housing White Paper published in February 2017 entitled ‘Fixing Our Broken Housing Market’;
- Follow-up consultation published in September 2017 entitled ‘Planning for the Right Homes in the Right Places’;
- The draft National Planning Policy Framework (NPPF), culminating with the publication of the final version in July 2018.

The importance of the need for upper and lower tier authorities in two-tier areas to work jointly and collaboratively on strategic planning and policy making was highlighted in each of these consultations.

Since abolition of county structure plans in 2004, and more recently regional plans in 2010, strategic planning has been carried out nationally and within Derbyshire through a voluntary mechanism between upper and lower tier authorities known as the ‘Duty to Co-operate’. In the last few years, however, it has been widely recognised, not least by the Government itself, that the Duty to Co-operate has not been as effective as it was intended in delivering well-coordinated strategic planning. In particular, MHCLG emphasised in 2017 / 18, that the single biggest reason why district and borough local plans had failed the ‘soundness’ test was due to the failure of local authorities to adequately collaborate in their plan making process. As a consequence, MHCLG has sought to address this failure through more formal joint working requirements set out in the revised NPPF published in February 2019.

There has also been a recognition by Government that strategic infrastructure priorities must have a greater role in influencing planning strategies. Further delivery of strategic infrastructure also forms a key plan of the Government’s approach to driving economic growth. This recognises that growth needs to be managed on a strategic scale.

There is a long and successful history of effective joint working between the D2 local planning authorities on strategic plan making, including:

- Collaboration through a range of Derbyshire-wide officer working groups, such as the Planning Policy Officer Group, Heads of Development Management Officer Group, Heads of Planning Service Group, Planning Information Monitoring Officer Group and Traveller Issues Working Group (co-ordinated by Derbyshire County Council);
- Drafting of a range of Statements of Common Ground on cross boundary, strategic planning and highways matters to support district and borough local plan preparation and their associated Examinations in Public (EIPs);

- Supporting Duty to Co-operate responsibilities as part of the local plan preparation;
- County Council appearing jointly at local plan EIPs to provide evidence on key cross boundary strategic planning matters; and
- Establishment of regular meetings to discuss cross-boundary strategic infrastructure provision.

The current round of local plan reviews in Derbyshire commenced in around 2010 / 2011 and is coming to an end, as the majority of local planning authorities have adopted their local plan reviews since 2014/15. Derbyshire is an area of high planned housing and employment growth up to around 2033 / 34 and there is now a good understanding of the current distribution of the future growth across the County that will deliver homes, economic development and key infrastructure within Derbyshire over the next 10 - 15 years.

The Proposal for a Strategic Planning Framework for Derby and Derbyshire

The need for a SPF for Derby and Derbyshire emerged in 2018 / early 2019 in the context of the above and the desire amongst the D2 partners for more effective and collaborative joint working on strategic planning and infrastructure matters. More recently the SPF is being progressed by the D2 partners to link in with, and complement, the ongoing collaborative working the D2 partners are undertaking on climate change, non-structural reform and addressing the impacts of the Covid-19 crisis on the D2 economy and delivering the economic recovery.

There is now an opportunity for the D2 partners to start thinking about the next generation of growth within the County, in particular what this will look like and the issues surrounding the distribution of infrastructure - particularly transport investment priorities. There is also an opportunity to ask fundamental questions around what Derbyshire will look like in 30 years' time and how shared issues can best be addressed.

The proposed SPF would be non-statutory but would complement the adopted or emerging local plans of the district and borough councils. It would become a material consideration in the preparation of future local plan reviews and in the determination of planning applications, although as a non-statutory document, it would not usurp or take precedence over the relevant local plan or raise any conformity issues.

The primary role of the SPF would be to set out a consensus amongst the D2 partners around common key strategic objectives and priorities through an overarching spatial planning vision for the County covering the period 2020 to 2050. It would be a key tool to help manage good / green growth and provide important evidence to demonstrate that co-operation on strategic matters has been an integral part of local plan preparation; a key requirement in the local plan examination process.

It would be informed by existing and new evidence developed to support local plans, supplemented by other new, county-wide evidence as necessary. More importantly,

it would enable authorities to respond collectively on other sub-regional and regional matters as they arise, such as proposals for HS2 and bids for Government funding.

In terms of wider benefits, the SPF would deliver for all D2 authorities, including the PDNPA by:

- Providing an effective mechanism for setting out the key strategic cross-boundary planning objectives and priorities;
- Bringing together the separate growth strategies that are currently embedded in individual local plans to deliver this growth in a more coordinated and effective way;
- Integrating strategic spatial, infrastructure and economic priorities and plan for long-term strategic infrastructure needs;
- Offering the opportunity for strategic coordination which would help maximise the economic growth potential of a number of emerging major development schemes;
- Providing a more joined-up approach to raising and using infrastructure funding; and
- Providing a multi-skilled resource to develop and deliver place-based plans.

Housing, employment and infrastructure are obvious strategic matters for potential inclusion in the SPF but others could include environment (including Green Belt), climate change mitigation (good growth/ green growth) public health, minerals and waste and gypsies and travellers.

There has been much shared thinking and joint working over the last 18 months between planning officers in Derby and Derbyshire on strategic planning and infrastructure matters. Discussions about proposals to prepare a SPF have been particularly discussed at a range of Derbyshire-wide officer groups including the Planning Policy Officer Group, Heads of Development Management Officer Group and Heads of Planning Service Group; and other HMA-wide officer groups including the Derby HMA Local Plan Coordination Group and North Derbyshire and Bassetlaw Local Plan Liaison Group. These discussions have established strong support in principle for the preparation of a SPF for Derby and Derbyshire on a non-statutory basis, using the existing Housing Market Areas (HMAs) or geographically based sub-groups as the basis for setting out priorities and objectives. Discussions with Derby City Council have also explored the principle of whether the preparation of the SPF could be prepared jointly with the City Council and branded as a SPF for Derby and Derbyshire and the City Council has agreed to this proposal for joint working (see details below).

Consultation has been undertaken with a number of external organisations including the National Strategic Planners' Network (NSPN) for advice on how to take forward a Framework of this nature, particularly based on experience of other groupings of upper and lower tier councils, which have come together in the last two or three years to prepare strategic plans for their areas.

Discussions have also taken place with the County Council Network (CCN) for similar advice. These discussions have highlighted examples in a number of areas of the country where county and unitary and/or district councils have been collaborating on the preparation of statutory and non-statutory strategic plans or strategic growth strategies – many of which have received substantial financial support from Government. Advice from the Director of the National Strategic Planners' Network has emphasised that such a Framework for Derbyshire should be seen as a long-term strategy with a recommended time horizon of 2050. This would enable existing city, district and borough local plan strategic growth strategies to form the basis of the SPF in the short to medium term and for the Framework to set out strategic priorities and objectives for the medium to long term up to 2050.

In terms of delivery, and having regard to the above context, it is anticipated that the SPF would be prepared collaboratively by the D2 local planning authorities and PDNPA. Although the document would be non-statutory, it is proposed that its development would follow the format of a 'formal process' to ensure meaningful consultation and engagement – e.g. stages for the publication of issues and objectives, preferred approach and publication plan - plus extensive stakeholder engagement through a series of workshops and consultation events.

Derbyshire Chief Executives Group and D2 Joint Committee for Economic Prosperity

Endorsement for the principle of the preparation of a SPF for Derby and Derbyshire has been given by two key council leader and chief executive / senior officer groups, including the Derbyshire Chief Executive Group (CEG) and D2 Joint Committee for Economic Prosperity (D2JC). Reports on a proposal for the D2 authorities to work jointly and collaboratively to prepare a SPF were first presented to, and considered at, the GEG at its meeting on 17 May 2019; and the D2JC at its meeting on 4 June 2019. At both meetings the main recommendation that was agreed was that the groups endorse:

- Commencement of work to develop a non-statutory Strategic Planning Framework for Derbyshire; and
- Discussion between Derby City and Derbyshire County Council to explore the potential for the Framework to be prepared jointly for the whole D2 area (i.e. Derbyshire, Derby City, all the Derbyshire districts and the Peak District National Park Authority);

In addition, a key recommendation that was also agreed by the D2JC was that the group endorsed:

- The D2 Joint Committee providing the strategic oversight and governance for the development and delivery of the Strategic Planning Framework.

Since the CEG and D2JC considered the SPF at the meetings referred to above, further reports have been presented to the CEG on the SPF at their meetings on 20 January 2020 and 27 November 2020. These reports provided updates on progression of joint working by the D2 partners on the Framework and

recommended the Group's endorsement of a number of actions that were required to progress further joint working on the Framework.

At the meeting on 27 November, the CEG particularly considered the implications for the SPF of the Government's Planning White Paper: Planning for the Future, which set out the Government's proposals for major reform to the planning system but was silent on strategic planning and strategic plan making and proposed to abolish the Duty to Cooperate. The CEG also considered a Draft Terms of Reference (ToR) for the D2JC that was drafted by officers of the D2 partners, setting out details of its key roles and responsibilities for providing strategic oversight and governance for delivery of the SPF. The CEG agreed that there will still be an important role for the development of a SPF for Derby and Derbyshire in the reformed planning system to set out a shared consensus of the D2 partners of key strategic objectives and priorities for how Derbyshire will grow in the future that will provide an important strategic context for the preparation of Local Plans by the D2 partners. The CEG also endorsed the Draft ToR for the D2JC, subject to inclusion of further details of how preparation of the Framework would be resourced (see further details below).

In addition to the above, regular progress reports on the SPF have been provided at a number of Derbyshire-wide and HMA based officer planning policy and development management groups referred to above. Discussions at these groups has highlighted a desire by the majority of the partner authorities to have the opportunity to report the SPF to their respective members on planning committees or planning boards, particularly to set out the background to the need to prepare the Framework; highlight its key purpose and how the Framework aligns with their Local Plans; its potential resource implications; and to seek their authority's formal endorsement to progress further joint working to deliver the Framework. Partners have also agreed that future work streams to deliver key elements of the Framework should be taken forward based on established HMA officer working groups facilitated and coordinated by the County Council; and that emerging HMA growth strategies in the preparation of future Local Plan Reviews should be aligned with, and reflected in, the Framework.

Work Streams Progressed by the D2 Partners since January 2020

Details are set out below of key work streams that have been progressed by the D2 partners since January 2020.

Development of Key Strategic Emerging Themes

Between September 2019 and January 2020, a series of meetings took place between officers of all of the D2 partners and with officers of Derbyshire County Council's key strategic service areas to discuss the Framework in more detail and explored partners' initial thinking on what were likely to be the key strategic issues, objectives and priorities across a range of topic areas in their local authority areas and key service areas over the period 2020 to 2050. From these discussions a series of 'Emerging Themes' papers have been developed relating to Housing; Economic Development and Regeneration; Infrastructure; Climate Change and the

Environment; Minerals and Waste; and Health and Well-being. These papers are currently being finalised.

Statement of Common Ground

Discussions between the D2 partners agreed the need for the drafting of a Statement of Common Ground (SoCG) to be prepared to guide and underpin development of the Framework and set out key principles for joint working. A draft SoCG has been progressed by the D2 partners and is nearing completion. The final version will be presented for discussion and endorsement at a future D2JC meeting.

Agreed Joint Approach with Derby City Council

At its meeting on 4 June 2019, the D2JC endorsed the need for further discussions to take place between the D2 partners to explore the potential for the Framework to be prepared jointly as a Strategic Framework for the whole of the D2 area. At the meeting of the CEG on 20 January 2020, it was agreed that the Framework should be branded as the 'Strategic Planning Framework for Derby and Derbyshire' and that this should be subject to further consideration and agreement by Derby City Council. This issue has since been considered by the City Council and it has agreed to be a partner in the development of the Framework and the branding of the Framework as indicated above.

Development of Strategic Evidence Base

One of the key requirements to underpin development of the Framework is the need for a range of supporting evidence. Discussions have taken place between the D2 partners regarding the strategic county-wide evidence which is likely to be most needed to support the Framework and a list of the most important evidence has been agreed. All the local authority partners have already assembled a considerable range of evidence to support the preparation of their recent and ongoing Local Plan Reviews, much of which has a time horizon of around 2034/35. All this evidence, therefore, has been assembled into a D2-wide Strategic Evidence Base that will inform the development of key issues, objectives and priorities in the Framework at least up to the medium-term of 2034/35. This could be supplemented by the commissioning of other County-wide strategic evidence with a longer-term time horizon up to 2050 (see below). Some County-wide evidence has already been commissioned from consultants through other related strategic projects or is being developed by officers of the D2 partners that will inform the SPF.

Terms of Reference (ToR) for D2 Joint Committee

At its meeting on the 4 June 2019, the D2JC agreed to assume responsibility for strategic oversight and governance for the development and delivery of the SPF and that a ToR should be developed to set out the key roles and responsibilities for the Committee in carrying out that function. A draft ToR has been developed jointly by the D2 partners in consultation with Derbyshire County Council's legal services. As noted above, the CEG considered the draft ToR at its meeting on 27 November 2020 and endorsed it subject to further details being included on how the Framework is proposed to be resourced. The ToR has been updated

accordingly and the final draft version will be presented to the next D2JC meeting for consideration and endorsement.

Branding and Development of Website to Host the Framework

At the CEG meeting on 27 November 2020, the report presented to the Group set out a range of potential options for consideration on how the Framework could be branded (i.e. a joint corporate style and design of how the Framework will look and be presented, particularly any documentation that is published for the Framework) and potential options for how a bespoke website could be developed to host the Framework, which could be produced either by the County Council's web team or by external providers. CEG agreed that no bespoke branding was necessary for the Framework as long as any documentation that was produced was under the banner of the partner authorities logos; and that the Framework should be hosted on DCC's website as this was the most cost effective (no cost) approach. DCC has recently commenced work to develop webpages to host the Framework.

Development of a Derbyshire Strategic Growth and Infrastructure Framework

In tandem with the progression of the SPF, DCC is developing a Strategic Growth and Infrastructure Framework (SGIF) that will set out comprehensive details of all the national, regional, sub-regional and local strategic infrastructure projects that are being planned or are in the pipeline across all the local areas of the County, where DCC has an involvement as either a consultee, enabler or delivery agent. The SGIF provides a considered approach across Derbyshire towards the identification and prioritisation of investment across a range of infrastructure, in order to accommodate planned growth. By planning strategically, it enables the County Council to respond to the pressure which growth exerts on the County's infrastructure and creates a platform not only for efficient delivery but also to identify inter-relationships between projects. The information and data within the SGIF has been drawn from a range of sources, including the Derbyshire District/ Borough local plans, Infrastructure Delivery Plans (IDPs) that have been prepared by the local authority partners to support preparation of their respective Local Plans, and other infrastructure and service providers. A presentation on the SGIF was given to the D2JC meeting on 3 December 2020. In conjunction with the Derby City Local Plan IDP, the SGIF will provide an important context for the SPF in identifying key strategic infrastructure that is planned across the D2 area that will inform deliberations about potential broad locations for new future growth.

Resourcing the Strategic Planning Framework

In order to deliver a sound and robust SPF, the preparation of the Framework will need to be appropriately resourced, as set out below. The primary resource requirement of the D2 partners to progress the SPF will be officer time and commitment. However, it is possible that some limited financial resource may be required from the D2 partners (on an equal share basis), particularly to fund the commissioning of key county-wide evidence.

Officer Resource

As noted above, the partner authorities have agreed to work jointly and collaboratively to deliver the Framework. Meetings with Planning Policy Managers and other officers of all the partner authorities took place between September 2019 and January 2020 and key officers were identified at each of the partner authorities who would contribute to delivering the Framework. It was further agreed that officers at Derbyshire County Council would provide a coordinating and facilitating role for various work streams that will be required to deliver the Framework.

Key work streams that have been identified by the partner authorities include:

- Development of a Statement of Common Ground (draft completed by D2 officers at end of 2020 – to be reported to Chief Executive and D2JC meetings in early 2021)
- Drafting of Emerging Themes Papers (being developed by officers for completion early 2021)
- Assembling a Strategic Evidence Base (completed by officers Autumn 2020)
- Drafting of Topic Papers (to be commenced by officers early 2021)
- Drafting of Issues, Objectives and Priorities Consultation Document (likely to be commenced by officers Autumn 2021)

To facilitate the drafting of the Topic Papers and Issues, Objectives and Priorities Consultation Document, task and finish groups comprising of key officers from each of the partner authorities will be established in early 2021 based on established HMA and sub-area groupings.

Financial Resource

The main financial requirement to prepare the Framework is the possible need to fund the commissioning of appropriate evidence and studies to inform the development of key objectives and priorities.

A comprehensive strategic evidence base for the whole County has already been compiled by partner authorities through the preparation of their recent Local Plans, with a time horizon up to around 2034/2035. However, a number of additional key studies and evidence has also been identified by the partner authorities that could be required to cover the longer-term period up to 2050. These studies could have the dual benefit of informing both the preparation of the SPF and future District and Borough Local Plan Reviews to include:

- Longer-term economic forecasts to 2050 (already commissioned by Derbyshire Local Economic Partnership from Hatch Regeneris to inform preparation of the Derbyshire Economic Recovery Strategy and Plan and Strategic Planning Framework);
- Strategic Transport Study (potential to be funded wholly / partly through preparation of the Review of the Derbyshire Local Transport Plan);
- Cleaner Greener Energy Study (consideration being given to jointly funded County-wide study by partner authorities to inform the Strategic Planning

Framework, Derbyshire Environment and Climate Change Framework and future District and Borough Local Plan Reviews);

- Gypsy and Traveller Accommodation Assessment Update (already jointly funded and commissioned by partner authorities in November 2019 from RRR Consultancy with final assessment expected early 2021);
- Derbyshire Landscape Sensitivity Study (work in progress by Derbyshire County Council to develop county-wide GIS based sensitivity study – pilot already developed for Amber Valley Borough);
- Derbyshire Strategic Flood Risk Assessment (funding sources would need to be investigated by partner authorities to commission study but potential to be carried out in-house by DCC officers);
- Sustainability Appraisal and Habitats Regulations Assessment (funding sources would need to be investigated by partner authorities to commission studies but potential to be carried out in-house by D2 partner officers).

Any evidence or studies commissioned on behalf of the partner authorities would be coordinated by Derbyshire County Council. All tender documents would be drafted jointly by the partner authorities.

In 2018, the Government invited bids for its Planning Delivery Fund Programme to support joint working by local planning authorities. Although a bid on behalf of the D2 partners to support the development of the SPF was not successful at that time, the partner authorities may be able to submit bids to any future Government funding streams that are announced to facilitate joint working on strategic planning matters. Pressure is being put on the Government to consider the importance of non-statutory strategic plans and funding bids for such plans.

Technical and Administrative Resource

Derbyshire County Council will provide the technical and administrative resource to deliver the Framework. Key tasks would include:

- Organising and hosting meetings - Derbyshire County Council will organise, host, chair, draft agendas and meeting notes for any meetings organised for the framework;
- Hosting the Framework on Derbyshire County Councils website – work to commence by DCC in early 2021 to develop a new webpage to host all documentation for the Framework. Any consultation to be carried out on Framework would be facilitated through the webpage potentially via SNAP and /or Microsoft Excel forms;
- All documentation on the Framework will be coordinated and drafted by the County Council based on a standard template;
- Organising consultation events – Derbyshire County Council will organise any consultation workshops or public consultation events to promote the Framework;
- Consultation responses – Derbyshire County Council will provide the administrative and technical resource to acknowledge and record responses to consultations; circulate to partner authorities for any necessary actions; and draft a Statement of Community Consultation in collaboration with partner authorities.
- Set up MS Team to allow collaborative work on documentation by D2 partners.

Steve Buffery
Team Leader Planning Policy and Monitoring
Derbyshire County Council
20 January 2021