Public Document Pack

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Our Values: Care – Enjoy – Pioneer

Our Ref: A.1142/3061

Date: 12 May 2022

NOTICE OF MEETING

Meeting: **National Park Authority**

Date: **Friday 20 May 2022**

Time: **10.00 am**

Venue: **Aldern House**

ANDREA McCASKIE
INTERIM CHIEF EXECUTIVE

Link to meeting papers:

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

AGENDA

1. **Roll Call of Members Present, Apologies for Absence and Declarations of Interest**

2. **Minutes of previous meeting held on 18 March 2022** *(Pages 7 - 12)*

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. **Chair's Briefing** 5 mins

6. **Interim Chief Executive Report** *(Pages 13 - 14)* 5 mins

FOR DECISION

7. **National Park Management Plan Annual Monitoring Report 2021/21 (MM)** *(Pages 15 - 40)* 20 mins
Appendix 1

Appendix 2

8. **External Audit - 2021-22 Audit Strategy (JW)** *(Pages 41 - 72)* 10 mins
Appendix 1

9. **Outturn 2021/22 and Slippage Request (JW)** *(Pages 73 - 88)* 30 mins
Appendix A

Appendix B

Appendix C

Appendix D

Appendix E

10. **2021/22 Year End Performance Report, 2021/22 Performance and Business Plan and 2022/23 Corporate Risk Register (A91941/EF)** *(Pages 89 - 174)* 30 mins
Appendix 1

Appendix 2a

Appendix 2b

Appendix 3

Appendix 4

Appendix 5

11. **Membership of the Appointment Process Panel (RC)** *(Pages 175 - 178)* 5 mins

12. **Request for Approval of Reasons for Member Non-Attendance at Meetings (A111/RC) - ITEM WITHDRAWN FROM AGENDA**

FOR INFORMATION

13. **Minutes of the Local Plan Review Member Steering Group held on 21st February and 21st March 2022** *(Pages 179 - 190)*

14. **Feedback from Outside Bodies** *(Pages 191 - 192)*

15. **Exempt Information S100(A) Local Government Act 1972**
The Committee is asked to consider, in respect of the exempt item, whether the public should be excluded from the meeting to avoid the disclosure of Exempt Information.

Draft Motion:

That the public be excluded from the meeting during consideration of agenda items 16 and 17 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, paragraph 3 "information relating to the financial or business affairs of any particular person (including the Authority holding that information) and paragraph 1 "information relating to any individual".

PART B

16. **Exempt Minutes of the Meeting held on 18 March 2022** *(Pages 193 - 194)*

17. **Appointment of Chief Executive (TR)** *(Pages 195 - 198)*

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. However as the Coronavirus restrictions ease the Authority is returning to physical meetings but within current guidance. Therefore meetings of the Authority and its Committees may take place at venues other than its offices at Aldern House, Bakewell. 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 Head of Law 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. The Authority is returning to physical meetings but within current guidance. Therefore meetings of the Authority and its Committees may take place at venues other than its offices at Aldern House, Bakewell, the venue for a meeting will be specified on the agenda. Also due to current guidelines there may be limited spaces available for the public at meetings and priority will be given to those who are participating in the meeting. It is intended that the meetings will be audio broadcast and available live on the Authority's website.

This meeting will take place at Aldern House, Bakewell.

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

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

To: Members of National Park Authority:

Chair: Cllr A McCloy
Deputy Chair: Mr J W Berresford

Cllr W Armitage
Cllr D Chapman
Cllr C Furness
Cllr A Gregory
Mr Z Hamid
Cllr A Hart
Mr R Helliwell
Cllr C McLaren
Cllr Mrs K Potter
Cllr K Richardson
Miss L Slack
Cllr P Tapping
Cllr J Wharmby
Cllr B Woods

Cllr P Brady
Cllr C Farrell
Cllr C Greaves
Prof J Haddock-Fraser
Ms A Harling
Cllr Mrs G Heath
Cllr I Huddlestone
Cllr D Murphy
Cllr V Priestley
Cllr S. Saeed
Mr K Smith
Cllr D Taylor
Ms Y Witter

Constituent Authorities
Secretary of State for the Environment
Natural England

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MINUTES

Meeting:	**National Park Authority**
Date:	Friday 18 March 2022 at 10.00 am
Venue:	Board Room, Aldern House, Baslow Road, Bakewell, DE45 1AE
Chair:	Cllr A McCloy
Present:	Mr J W Berresford, Cllr P Brady, Cllr D Chapman, Cllr C Farrell, Cllr C Furness, Cllr A Gregory, Prof J Haddock-Fraser, Cllr Mrs G Heath, Mr R Helliwell, Cllr C McLaren, Cllr D Murphy, Cllr Mrs K Potter, Cllr V Priestley, Mr K Smith, Cllr P Tapping and Ms Y Witter
Apologies for absence:	Cllr W Armitage, Cllr C Greaves, Mr Z Hamid, Ms A Harling, Cllr A Hart, Cllr I Huddlestone, Cllr K Richardson, Cllr S Saeed, Miss L Slack, Cllr D Taylor, Cllr J Wharmby and Cllr B Woods.

15/22 ROLL CALL OF MEMBERS PRESENT, APOLOGIES FOR ABSENCE AND MEMBERS' DECLARATIONS OF INTEREST

There were no declarations of interest.

16/22 MINUTES OF PREVIOUS MEETINGS HELD ON 7 JANUARY AND 4 FEBRUARY 2022

The minutes of the meetings of the Authority held on 7th January and 4th February 2022 were approved as correct records.

17/22 URGENT BUSINESS

There was no urgent business.

18/22 PUBLIC PARTICIPATION

No members of the public were present to make representations to the Committee.

19/22 AUTHORITY CHAIR'S REPORT

The Chair of the Authority advised that recruitment for a new Chief Executive was underway.

He also paid tribute to Tony Hams, a well-respected former Chair of the Authority, who had recently passed away, and who would be sadly missed. Members who had served with him particularly remembered how supportive he had been to them.

20/22 INTERIM CHIEF EXECUTIVE'S REPORT

Members noted the Interim Chief Executive's report that included updates to Members on key items since the previous Authority meeting.

Members requested an update on the return of Authority staff to the office following the COVID19 restrictions, particularly in respect of the training and development of younger colleagues.

The interim Chief Executive confirmed that all staff, including younger colleagues had been supported throughout the pandemic and that this would continue, in particular via Learning and Development Plans.

RESOLVED:

To note the report.

21/22 GOVERNMENT RESPONSE TO THE LANDSCAPES REVIEW: CONSULTATION RESPONSE (AGM)

The report, which sought Member approval to submit a response to the consultation on the Government response to the Landscape review, was introduced by the Chair of the Authority.

Members raised the following queries and additions:

- The Authority as the first National Park, should be taking the lead.
- The importance and difficulty, of coordinating Local Nature Recovery Strategies.
- Concerns that the report may already be out of date and may be low priority for the government due to other urgent current events.
- The effect of global events on the report's planned emphasis on food production and the balance to be struck with climate change mitigation measures and landscape management.
- A need to emphasize that funding will be required to act on the recommendations of the report.
- A need to emphasize the impact of visitor numbers and the effect of high levels of visitors on local communities.
- The difficulties in making the health agenda a purpose of national parks when it would be better expressed as a duty or power.
- That the Authority's powers and resources with regards to the misuse of Rights of Way should be clarified.
- That clarification would be needed of the functions of a state appointed Chair.
- Further detail was needed on the plans to address underperforming Members
- Clarification of the functions of the suggested new strategic body.
- The effect that reducing the size of the Authority membership would have on local representation.

The Chair requested that the Members send any further comments to him by email.

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

RESOLVED:

1. **To support the consultation response shown in Appendix 1 of the report.**

2. **That any changes needed to the consultation document as a result of the Authority meeting are delegated to the Interim Chief Executive in consultation with Chair of the Authority.**

The meeting adjourned for a short break at 10.55am and reconvened at 11.05am.

22/22 TREASURY MANAGEMENT POLICY STATEMENT AND ANNUAL TREASURY MANAGEMENT AND INVESTMENT STRATEGY (JW)

The report, which fulfilled the necessary statutory requirements governing treasury management functions, was introduced by the Head of Finance.

Members requested confirmation of the interest rate that was charged for internal borrowing and the Head of Finance confirmed that it was the Public Works Loan Board rate.

A motion to approve the recommendations as set out in the report was proposed and seconded, and a vote was taken and carried.

RESOLVED:

1. **To approve the Treasury Management Policy Statement in Appendix 1 of the report.**

2. **To approve the Annual Treasury Management and Investment Strategy in Appendix 2 of the report, with specific approval of the Prudential Indicators and borrowing limits (paragraphs 6 to 13), and the policy on Minimum Revenue Provision (paragraphs 14 and 15), and adoption of the Investment Strategy of North Yorkshire County Council (Appendix 3 of the report – NYCC Appendix C, Schedules 1 to 6).**

23/22 UPDATE TO THE CORPORATE PROPERTY ASSET MANAGEMENT PLAN 2020-2024 AND ACTION PLAN (ES)

The report, which summarised amendments made to the Authority's approved Corporate Property Asset Management Plan, was introduced by the Head of Asset Management.

A motion to approve the recommendations was proposed and seconded and a vote was taken and carried.

RESOLVED:

To approve the amendments to the Asset Management Plan 2020-2024.

24/22 CAPITAL EXPENDITURE ON CORPORATE ASSETS (ES)

The report, which sought approval for capital expenditure on a number of the Authority's property assets in 2022/23, was introduced by the Head of Asset Management who tabled a replacement Appendix 1 which provided a detailed breakdown of the £600,000 work identified in the 2017 condition surveys to achieve required, satisfactory standard however the total capital expenditure remained at £807,620

Members enquired whether the increasing cost of materials and potential issues with the availability of contractors, had been taken into account. Officers advised that the programme of works would be prioritised and worked through. Those areas where there was a risk of the Authority not complying with statutory obligations would be dealt with first. A programme of property disposals was also taking place. The Interim Chief Executive advised that enquiries were being made with the government as to whether the inalienability of the gift of the Warslow Moors estate could be addressed.

Members noted the expenditure on alterations to Brunts Barn and queried whether there would be a more cost effective option than continuing the Authority's activities there. Officers advised that this is in the remit of the Engagement service and was actively being considered.

A motion to approve the recommendations was proposed.

It was noted that the section of the report relating to Field Head campsite had been written before the campsite was re-let recently.

The motion was seconded and a vote was taken and carried.

RESOLVED:

1. **To allocate £807,620 from the Authority's capital fund to meet the needs of its asset portfolio, as set out in Appendix 1 attached to the report.**

2. **To delegate authority to award contracts associated with the proposed capital expenditure to the Corporate Property Team Manager, in consultation with the Head of Finance and Head of Asset Management.**

25/22 MEMBER APPOINTMENT - VACANCY ON PLANNING COMMITTEE (RC)

Members thanked Cllr Priestley for her offer to join Planning committee which had avoided the Committee having to carry the vacancy until the Authority AGM.

A motion to approve the recommendation was proposed and seconded, put to the vote and carried.

RESOLVED:

To appoint Cllr V Priestley to the current vacancy on the Planning Committee until the annual Authority meeting in July 2022.

26/22 MINUTES OF THE LOCAL PLAN REVIEW MEMBER STEERING GROUP OF 24TH JANUARY 2022

Members resolved to note the minutes of the Steering Group.

27/22 EXEMPT INFORMATION S100(A) LOCAL GOVERNMENT ACT 1972

RESOLVED:

That the public be excluded from the meeting during consideration of agenda item 14 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).

SUMMARY

The following item was considered in the exempt part of the meeting:

28/16 Update to Corporate Property Asset Management Action Plan (ES)

The meeting ended at 11.45 am.

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6 CHIEF EXECUTIVE REPORT

1. Purpose of the report

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

2. Recommendation

For Members to note the report.

3. Key Items

National Parks England Case Study
Over the past few months NPE has been working on putting together a compendium of case studies which highlights the great work that has occurred in NPAs since the release of the Glover Review in 2019. The report can be found here:
https://www.nationalparksengland.org.uk/documents/publications2/national-parks-supporting-people,-places,-climate-and-nature

UN Decade of Ecosystem Restoration and the World Restoration Flagship Awards
Through resolution 73/284, the United Nations General Assembly has proclaimed the UN Decade on Ecosystem Restoration (UN Decade) following a proposal for action by over 70 countries from all latitudes.

The UN Decade is a rallying call for the protection and revival of ecosystems all around the world, for the benefit of people and nature. It aims to halt the degradation of ecosystems and restore them to achieve the Sustainable Development Goals (SDGs) of the 2030 Agenda. World Restoration Flagships of the UN Decade are the first, best, or most promising examples of largescale and long-term ecosystem restoration in any country or region, embodying the 10 Restoration Principles of the UN Decade. They enable the UN Decade to make ecosystem restoration tangible for a broad audience and inspire a global movement to scale up efforts to '*prevent, halt and reverse the degradation of ecosystems worldwide*' and raise awareness of the importance of successful ecosystem restoration.

The selected geographically focused restoration areas will be featured prominently on the UN Decade's Digital Hub and linked with knowledge products, advocacy and communication tools, and support for convening dialogues with stakeholders to discuss results, lessons learned and coordination.

Defra have recognised that the Great North Bog Coalition meets the requirements for a UN World Flagship Award and have made an application for this to the UN on the behalf of the Coalition.

Farming in Protected Landscapes
The new agricultural transition programme Farming in Protected Landscapes (FiPL) was launched in June 2021 for all forty-four Protected Landscapes (National Parks and Areas of Outstanding Natural Beauty). Partners worked closely with the Authority to promote the programme and the opportunities for farmers and land managers in the National Park to access funding for projects that deliver under the four themes of climate, nature, people and place and for Peak District National Park Management Plan priorities.

Projects that are suitable to apply will:

- Support Nature Recovery
- Mitigate the changes to Climate Change
- Provide the opportunity for people to discover, enjoy and understand the landscape and its cultural heritage.
- Protect or improve the quality and character of the place.

Following discussions Defra agreed to reprofile the project fund from £1.2 million down to £475,000 for year one 2021/22. The project fund is now £1.1 million for 2022/23 and £1.1 million for 2023/24.

At the end of year one seventy-two projects had been supported which involved sixty-five farmers and land managers, the National Trust, Wildlife Trusts and the Farming Life Centre. One new farm cluster has been created and one existing informal farm cluster has also been supported. Projects have taken place on 158 hectares of land and overall the projects which have been funded support the positive management of a further 1,793 hectares of high-quality moorland and species rich grassland including land within designated Sites of Special Scientific Interest.

A promotional leaflet highlighting how FiPL is delivering and what participating farmers and land managers like about the programme, has been developed and shows some examples of the projects that have received funding so far. The leaflet will be available shortly.

Authority staff continue to support farmers and land managers to develop projects which deliver for programme and Peak District National Park Management Plan priorities.

The Peak District Environmental Land Management Test

The Peak District Environmental Land Management (ELM) Test has been completed with virtual one to many workshops and one to ones with farmers in the Dark Peak and South West Peak. The final report brings together the findings from the White Peak, Dark Peak and South West Peak and demonstrates that farmers and land managers strongly support: -

- the use of National Character Areas as a building block for the ELM schemes
- a local approach to spatial prioritisation
- local public goods delivery based on National Character Areas
- local decision-making
- local, expert & trusted advice particularly for a collaborative landscape scale approach
- the need for recognition for the public goods they are already delivering and those additional public goods that they will be delivering
- sustainable and realistic income

ELM payment levels are critical if the desired level of uptake and outcomes such as nature recovery and climate change mitigation and adaptation are to be delivered. The learnings from the test have been shared with Defra for use in the further development of the ELM schemes.

Defra Funding Settlement 2022/25

The Defra Funding Settlement letter was received at the beginning of April outlining the Peak District National Park Authority Grant for the next three years. The letter confirmed a flat cash settlement over the three-year period with no allowance for inflation which means our core grant is fixed at £6,698,847 with a FiPL grant settlement of £1,301,626.14 for the years 2022/23 & 2023/24. A final copy of the three-year Grant Agreement is anticipated imminently.

Generation Green

Generation Green is the first funded project of coalition Access Unlimited, formed by YHA in Jan 2020. Its aim is simple; to ensure that there are opportunities for every child and young person to access high quality learning and residential experiences in our National Parks and AONBs. It is a pioneering project setting up new ways of working, bringing together the 10 English National Parks, and with coalition partners YHA, Field Studies Council, Scouts, Girl Guides and Outward Bounds. The project officer for National Parks is hosted by the Peak District NPA, whilst South Downs NPA look after the financial reporting and are the NP lead delivery partner. More details can be found in the paper presented to Programmes & Resources Committee on 21st January 2022.
https://democracy.peakdistrict.gov.uk/documents/s45981/Generation%20Green%20PR%20V2%20Jan%202022.pdf

Report Author, Job Title and Publication Date

Andrea McCaskie, Interim Chief Executive, 12 May 2022
andrea.mccaskie@peakdistrict.gov.uk

7. NATIONAL PARK MANAGEMENT PLAN ANNUAL MONITORING REPORT 2020/21 (MM)

1. Purpose of the report

This report provides Members with monitoring information for the end of the fourth year of the Peak District National Park Management Plan 2018-23.

Key Issues

- Section 66 of 1995 Environment Act requires National Park Authorities to produce and update a National Park Management Plan every 5 years.

- At the end of our fourth year (2021/22) of the National Park Management Plan, an annual monitoring report has been produced, which forms appendix 1 to this report. This provides a more detailed update on all sections of the Management Plan referred to in this report.

- Progress has been made against the majority of the intentions identified in the National Park Management Plan, with 26 delivery actions being shown as 'green', which is on schedule, on the quarterly performance table. Eleven actions are shown as 'red', as the delivery actions have not been achieved and a further four rated amber due to risks arising which may threaten their delivery. Further detail are provided at paragraphs 12-18. A list of all the actions is provided in appendix 2.

2. Recommendations(s)

1. **That Members approve the National Park Management Plan Annual Monitoring Report 2021/22.**

2. **That any necessary changes to the proposed wording of the Annual Monitoring Report are delegated to the Interim Chief Executive.**

How does this contribute to our policies and legal obligations?

3. Requirement to produce and update the National Park Management Plan

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

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

6. This means the National Park Management Plan is not a plan for the work of the National Park Authority, or of any one organisation, but about what can be achieved by everyone

with an interest in the National Park and its future. The plan is therefore a partnership plan reflecting ambitions across the whole National Park and reflects the input of numerous organisations.

7. Through Our Corporate Strategy 2019-24, the National Park Authority delivers its contribution to the National Park Management Plan.

Background Information

8. The Peak District National Park Management Plan 2018-23 was adopted by the Authority at its meeting on the 25th May 2018 (minute reference 21/18). The Management Plan focuses on six areas of impact:

1: Preparing for a future climate

2: Ensuring a future for farming and land management

3: Managing landscape conservation on a big scale

4: A National Park for everyone

5: Encouraging enjoyment with understanding

6: Supporting thriving and sustainable communities and economy

Proposals

9. Delivery Progress

10. Under each Area of Impact, there are a set of intentions that provide further detail on what we would like to achieve. In total there are fifteen Intentions. An Annual Monitoring Report is produced at the end of each year to outline the progress made in terms of implementing actions in the delivery plan. The 2021/22 Annual Monitoring Report can be found at Appendix 1. Members are asked to approve this Annual Monitoring Report.

11. Further detail on delivery of specific actions in the National Park Management Plan delivery plan is outlined in Appendix 2. Each action has been assigned a traffic light rating of red, amber or green (RAG) to give a clear indication of progress.

The RAG rating used to assess performance indicates the following.

Green – the delivery action is achieved or is on schedule to be achieved in the future.

Amber – the delivery action is at risk of not being achieved on schedule.

Red – the delivery action was not achieved

12. Progress has been made in the majority of the intentions identified in the National Park Management Plan, with 26 delivery actions being ‘green’ or on schedule. Eleven actions are shown as ‘red’, as the delivery actions have not been achieved and a further four actions are rated ‘amber’ due to risks arising which may threaten their delivery. The actions which are rates as red or amber are described in the following paragraphs (13-17)

13. Under intention 1.1: Reduce the effects of climate change on the special qualities.

Four of the actions relating to sustainable transport are rated as red. These cover the development of a sustainable transport plan to be piloted and implemented within a two year timescale. In practice elements of this have been delivered and are continuing to develop but at a slower pace than was anticipated when the plan was written. The local Transport Authorities have now all written their Bus Service Improvement Plans and subject to further government funding these will deliver a proportion of our ambition for sustainable transport in the National Park. The Hope Valley Explore has completed its first season post Covid and there are plans in place to extend the operational service to run from Saturday 14th May until Saturday 3rd September, covering all weekends and Bank Holidays.

Four of the milestones relating to the Integration of more trees into the landscape are also rated red. These relate to expanding the local rate of woodland establishment to match the expectations of the Climate Change Committee. Meeting this would require an establishment rate of 176 Ha per year. This is an ambitious target which requires a step change in the historic rate of woodland establishment. While the target has been missed, some progress has been made. Previous rates of establishment were in the order of 10-15 Ha per annum. This year 20 Ha has been established and it is anticipated that 30-35 Ha will be delivered next year. A further 150 Ha is at the project development stage but the actual delivery date for this is uncertain.

14. Under Intention 3.1: Establish monitoring at a landscape scale, two of the actions are rated as red. Specifically: We will have agreed and established a system of monitoring at a landscape scale encompassing landscape, wildlife and cultural heritage, with objectives set in 2018 and the methodology agreed in 2019. The outline programme of research necessary was identified in 2019/20, but the proposals were delayed by the impact of Covid19, which restricted partner availability and limited access to land and facilities. Since that time developing priorities such as Farming in Protected Landscapes and preparing for the new Nature Recovery Plans have prevented this area of work receiving sufficient priority to be progressed. However, specific elements have progressed well including work with Cranfield University to undertake land cover change monitoring and progress has been made with the repeat of the landscape description unit photographs.

15. Under Intention 4.1: Overcome physical barriers to access - Create a programme to develop a sustainable visitor economy that encourages the Peak District National Park to be a welcoming place for all. We aimed to produce and adopt a Recreation Hubs Supplementary Planning Document in 2020. Work had been undertaken to complete the necessary definitions and vision statement with an expectation that it would have been complete in April 2021, but following the impact of Covid19 the work has been included in the wider review of the Local Plan.

16. A further four actions have been recorded as amber. Two of these related to Grasslands for Carbon, which sits under intention 1.1: Reduce the effects of climate change on the special qualities. Specifically these are: Identify the benefits of livestock as part of a sustainable upland farming system with particular reference to grassland; and Promote discussion on the future of upland meat production. Improve routes to market and market presence for stock reared solely on grasslands managed for public goods e.g. carbon. Though valuable work has been completed through the Environmental Land Management tests and trials connected with grassland farming systems no work has been completed which directly addresses these actions. With just a single year remaining it seems unlikely that significant progress will be made during the life of this management plan.

17. The other two actions recorded as amber relate to Intention 3.3: Maintain existing landscape scale delivery. The Moors for the Future Partnership is facing challenges

securing its long term financial position but has at present managed to secure sufficient funding to cover the 2022/23 financial year. The South West Peak Landscape Partnership has concluded its work and while the partnership itself will no longer receive funding a significant proportion of the projects it initiated will continue with the support of volunteers and external bodies.

18. This likely to be the last annual monitoring report to be produced because the end of 2022/23 will coincide with the initiation of the new five year management plan.

Are there any corporate implications members should be concerned about?

Financial:

19. The delivery plan elements of the NPMP that the Authority is responsible for will be funded through the usual delivery plan mechanisms.

Risk Management:

20. The greatest risk to the delivery of the NPMP is ensuring that there is support from partners and stakeholders, especially the elements of the delivery plan where their contributions are essential. This risk has been mitigated by liaison with partners and stakeholders throughout the delivery of the NPMP and monitored by the Advisory Group.

21. Please note that the National Park Authority is the Sponsoring Partner in 30 of the 41 delivery actions. Therefore eleven of the delivery actions are led by external bodies and all of the delivery actions require the cooperation of multiple partners to be successful.

Sustainability:

22. National Park Management Plans were subject to the EU Directive on Strategic Environmental Assessment (SEA) which is delivered via a Sustainability Appraisal (SA), and are also subject to the Habitats Regulation and require a Habitat Regulations Assessment (HRA). The SA and HRA were undertaken prior to the adoption of the NPMP.

Equality:

23. The National park Management Plan's vision contains the aspiration to be a sustainable, welcoming and inspiring place for all. This is expanded through Area of Impact 4: A National Park for everyone, with actions under overcoming physical and perceived barriers to access.

24. The vision also aspires to thriving and sustainable communities and economy. This is expanded through the intention to improve access to services and support the provision of locally needed housing.

25. Climate Change

1. How does this decision contribute to the Authority's role in climate change set out in the UK Government Vision and Circular for National Parks?

   a. Educators in climate change

      The National Park Management Plan sets the framework for addressing climate change in the National Park. The plan sets out the aspirations and the need for action to protect the special qualities of the National Park. The Annual Monitoring Report

makes public the performance of the National Park Authority and its partners in addressing climate change at a park wide level.

b. Exemplars of sustainability

The Management Plan contains ambitious targets for action to improve: sustainable transport, peatland restoration, grassland management for carbon sequestration and the establishment of more trees in the landscape. These are a comprehensive set of actions which directly relate to the core purpose of the National Park and demonstrate our local leadership in this respect.

c. Protecting the National Park

The Management Plan resulted in the production of a Climate Change Vulnerability Assessment for the special qualities of the National Park. This is an essential first step completed in anticipating and preparing for the impacts of climate change.

d. Leading the way in sustainable land management

A substantial proportion of the Management Plan relates to sustainable land management including the following high level intentions:

Intention 2.1 (sponsoring partner): Secure funding for future land management to benefit all
Intention 2.2 (supporting partner): Ensure that the management of upland moors delivers environmental, social & economic benefits
Intention 3.1 (sponsoring partner): Establish monitoring at a landscape scale
Intention 3.2 (sponsoring partner): Develop a White Peak partnership
Intention 3.3: Maintain existing landscape scale delivery

e. Exemplars in renewable energy

Though renewable energy contributes to sustainable transport which is promoted by the management plan; renewable energy is not a significant priority within the current Plan.

f. Working with communities

NA

2. How does this decision contribute to the Authority meeting its carbon net zero target?

The National Park Authority's work to achieve carbon net zero within its operations are separate from the National Park management Plan and therefore this report is not relevant.

3. How does this decision contribute to the National Park meeting carbon net zero by 2050?

The Management Plan contains the agreed actions and targets at a park wide level which contribute to meeting the objective of being carbon net zero by 2050.

4. Are there any other Climate Change related issues that are relevant to this decision that should be brought to the attention of Members?

No

26. Background papers (not previously published)

None

27. Appendices

Appendix 1 - Peak District National Park Management Plan 2018-23 Annual Monitoring Report 2021/22

Appendix 2 - Peak District National Park Management Plan Actions Table April 2022

Report Author, Job Title and Publication Date

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Peak District National Park Management Plan Annual Monitoring Report 2021-22

Foreword

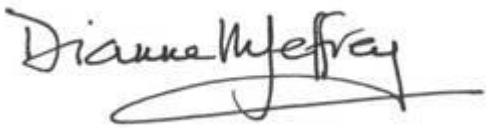
The fourth year of the 2018-23 Peak District National Park Management Plan has been one of challenges and opportunity. With the worst of the pandemic now behind us but its presence casting a continued shadow over events I must state the pride I feel in being associated with the resilience and fortitude shown by so many. The need for a green recovery has never been more pressing and I am glad to say that the Peak District National Park has played its part.

The last two years has demonstrated the vital benefit people get from protected landscapes and the Peak District National Park has been at the forefront of this with its unique location providing a beautiful landscape rich in cultural heritage on the door step of millions. At times like these it is essential to stay 'on the front foot' and guide the development of public engagement, to ensure people continue to get the most from their time here. Therefore I am delighted to see the contribution we are making with the welcome return of the Hope Valley Explorer alongside plans to expand sustainable transport and continued promotion of the #PeakDistrictProud campaign now in multiple languages.

Our work to protect the landscape continues and despite the restrictions of the pandemic, the Moors for the Future Partnership has had one of its most successful delivery years, investing over £5m in a single season which blocked erosion in over 20,000 gullies and planted 12 square kilometres of new sphagnum moss. Sustainable farming is an essential element of the National Park and through the Government's Farming in Protected Landscapes Scheme, we have supported 72 projects which deliver better outcomes for the climate, nature, people and the place.

The following pages provide more detail on our progress in 2021/22 delivering the Peak District National Park Management Plan 2018-23. Please feel proud of what we have achieved so far and consider how you may continue to support delivering these intentions in the future.

Yours sincerely



Dianne Jeffrey
Independent Chair of the Peak District National Park Management Plan Advisory Group

Introduction

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

Since 2007 the National Park Management Plan has been overseen by an Advisory Group of partners who have monitored delivery and provided advice to the organisations involved. The group contains representatives from the following organisations:

Business Peak District
Derbyshire County Council
Derbyshire Wildlife Trust
Farmers & Land Managers Forum
Friends of the Peak District
Local Access Forum
National Park Authority
National Trust
Natural England (coordinating input from the Environment Agency, Historic England and Forestry Commission)
Peak Park Parishes Forum
Rural Action Derbyshire
Sheffield City Council
Staffordshire Moorlands District Council
Visit Peak District and Derbyshire

The management plan is organised around six main themes known as Areas of Impact, which are in turn broken down into a series of intentions.

Areas of Impact

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

Area of Impact 1:
Preparing for a future climate

Intention 1.1: Reduce the effects of climate change on the special qualities

To reduce the effects of climate change on the special qualities, we will know which special qualities are most affected by climate change, and focus action on reducing these impacts. We will undertake a climate change vulnerability assessment on the special qualities of the National Park & produce a mitigation/adaptation plan setting out priority actions.

Update

The outcome of the climate change vulnerability assessment is now imbedded in the service planning process of the National Park Authority helping to strengthen our work linked to adaption and resilience in the face of inevitable climate change. It will also form an integral part of the evidence base for the review of the National Park Management Plan. The results of this work are available to all partners via the following link: Climate Change Vulnerability Assessment (peakdistrict.gov.uk)

Sustainable Transport

After an enforced break during 2020 due to the Covid-19 pandemic, The Hope Valley Explorer returned in 2021 on weekends and bank holidays from 24th July through to 30th October (30 days in total). During this time, the service carried a total of 1,811 passengers, an average of 60 passengers per day. Currently plans are in place to extend the operational service to run from Saturday 14th May until Saturday 3rd September, covering all weekends and Bank Holidays.

At a national level The Bus Back Better: National Bus Strategy for England was published which directed transport authorities to produce a Bus Service Improvement Plan (BSIP). Delivery of the plans is subject to securing additional government funding. Derbyshire County Council have been success in their bid for funding and we are awaiting confirmation of the final details of the award.

The Travelling Light Project was launched in July 2021 with the aim to bring about change in the way local people and visitors travel to, from and within the Hope Valley. The project aimed to promote walking and cycling for everyday purposes, encourage the use of bus and rail, and reduce the current high dependency on vehicles powered by fossil fuels. During 2021 the project focused on engagement, research and the development of a ‘Scene setting document’. Now the focus has shifted to securing funding for the five-year delivery stage.

Peatland restoration

The new initiative to set up a Great North Bog covering the 7,000 km of upland peat across the North of England is now formed. It includes six partnerships, one being the Moors for the Future Partnership, and will be instrumental in bidding for funding from the peatland capital grant scheme within the Nature for Climate Fund. This is vital work as the area covered by the six partnerships is estimated to release 3.7 million tonnes of CO2 into the atmosphere every year due to the condition of the peat.

Grasslands for carbon

The Management Plan intends to support regenerative agriculture for improved soil heath and carbon retention. Specifically encouraging the use of carbon tools, which take emissions, sequestration and permanent storage into account. In line with this the Farming in Protected Landscapes (FiPL) Programme is providing a new opportunity for farm carbon assessments with a number of individual farmers and 2 estates developing applications for funding to deliver detailed carbon assessment.

Trees in the Landscape
Targets for additional trees in the landscape are included in the Management Plan to match the ambition set out by the national Climate Change Committee. To support our targets a four-year partnership with the Woodland Trust has been established which will create 105 ha of small-scale woodlands. This is supported through the Nature for Climate funding. Farming in Protected Landscapes has funded 6 hectares of wood pasture creation, the enhanced management of 7 hectares of woodland, the establishment of 507 in-field and boundary trees, 2,511 metres of new hedgerows and restored 996 metres of existing hedgerows. The Local Authorities Treescapes Fund has supported the planting of 2300 trees on Authority owned land. Our aspirations for establishing more trees in the landscape remain a significant challenge but these positive actions are an important step in the right direction.

The Wooded Landscape Plan has been approved and a final designed version will be shared with partners in 22/23. This will form part of the revised Landscape Strategy for the National Park.

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

Intention 2.1: Secure funding for future land management to benefit all

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

Update
As part of the Government's Agricultural Transition Plan, funding has been made available through the Farming in Protected Landscapes Programme. This will fund projects that:

- Support nature recovery
- Mitigate the impacts of climate change
- Provide opportunities for people to discover, enjoy and understand the landscape and its cultural heritage
- Protect or improve the quality and character of the landscape or place

Here in the Peak District we have so far used the funds to support 72 projects; including 10 which diversify farm businesses, delivered 135m of restored drystone wall, 620m of riverbank protection and 106 Ha of improved habitat, plus six projects to make landscapes more inclusive to visitors. There has also been support for a wide range of specific projects to aid farming and land management operations that benefit the objectives of the scheme.

Future Actions:
To have a new support package available from 2023.

Note: The new Agriculture Bill and policy statement provides a planned timescale of 2025 to have new environmental land management arrangements in place

Intention 2.2: Ensure that the management of upland moors delivers environmental, social & economic benefits

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

Focusing on:

1. Fire risk
2. Visitor engagement
3. Resilient sustainable moorland
4. Moorland birds

Regular monitoring of progress against these areas of focus is carried out in partnership between Natural England, the Moorland Association and the National Park Authority. There is also an annual up-date on progress and agreement on the focus for the future year's activity with moorland owners, agents and keepers.

Update

Fire Operations Group

This group brings together six fire services, National Park Rangers, National Trust Wardens, water companies, major land owners and game keepers to draw up fire plans, oversee specialist fire-fighting equipment, raise awareness of moorland fires and the consequences and train for emergencies. It also:

- Carries out regular training exercises
- Monitors conditions on the ground in dry weather
- Setting up fire watches when necessary to give early notice of any moorland fires.
- Publicises the risk of moorland fires by posters at moorland access points to advise and inform the public.

The fire modelling and matrix work being developed with support from moorland owners is progressing well and should provide a Peak District wide view of fire risk and then possible intervention and restoration options.

Access and Engagement

The countryside code has now been refreshed and released. It has also been recorded in 21 different languages which will enable it to be available and useful to Peak District communities and those surrounding the national park. This will complement the work undertaken through the #PeakDistrctProud campaign. More details on which can be found under Intention 5.1

Sustainable Moorland Management Group

Natural England has funded a historical mapping project with Moors for the Future to collect and make available the full history of restoration works undertaken to date. The moorland restoration map is now completed, and shows what work has been accomplished, where and over what timescale.

The map can be viewed here: Map

Moorland Birds
The final Bird of Prey Initiative report for 2021 showed that it was an extremely good year for short-eared owls which is linked to it being an a good year for voles which they feed on. This led to at least 30 breeding pairs, which is double the highest number previously recorded by the initiative.

The successful fledging of four hen harriers from a nest on National Trust land was perhaps the most noteworthy feature of the season. This is the third successful nesting attempt by hen harriers in the last four years. Unfortunately, Peregrine falcons failed to repeat the nesting success of 2020 with eight nesting territories occupied of which only three were successful. One confirmed incident of theft and two further cases where circumstances suggest this had been the case indicate that persecution continue to be an issue for this species. The numbers of goshawk have continued to increase and have now regained their peak population of 17 pairs. While this is most welcome, the numbers of successful nests has remained fairly constant and now stands at 54%. Hopefully this will improve in future years to support a sustainable population.

The Initiative continues to be dependent for monitoring data on the local Raptor Groups, partner staff and volunteers, and on those gamekeepers who report sightings to the Raptor Groups. The Initiative would like to express its thanks for the hard work this involves.

Moors for the Future Partnership co-ordinated the 2004 and 2018 surveys of breeding birds. The surveyed area covered 500 square kilometres in the South Pennine Moors Special Protection Area (SPA), roughly equating to the size of 70,000 football pitches. The British Trust for Ornithology (BTO) analysed the survey results and drew comparisons to the previous two surveys to give an insight into breeding bird populations.

After the publication of the Peak District Moorland Breeding Bird Survey report in November 2019, the Partnership became aware that the original survey data had not been processed in the same way as the previous surveys of 1990 and 2004. These discrepancies have now been resolved to produce a scientifically robust set of results.

The revised analysis showed that between 2004–2018, 19 species had increased in number, including Lapwing, Golden Plover, Curlew, Snipe, and Ring Ouzel. These positive population trends of breeding waders (Lapwing, Golden Plover, Curlew and Snipe) across the Peak District Moors SPA contrast with the national declines in wader populations.

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

Intention 3.1: Establish monitoring at a landscape scale

We want to work with partners to help us to understand how and why the landscape is changing, whether changes are positive or not and how we should address the changes to conserve and enhance the Special Qualities of the Peak District National Park.

Update

The programme of landscape monitoring was defined to consist of; land cover including long term change, landscape quality, public perception, built development, areas of known change, climate change and landscape metrics. Progress with the seven areas of research has been partial but does include areas of positive progress. Including the repeat of a fixed point photography exercise linked to the Landscape Description Units. The full interpretation of this work should be available next year.

Historically landscape change has been monitored through the manual interpretation of aerial photography. This mapped the land cover to a very high accuracy but was a resource intensive undertaking requiring almost 3 years to complete for the UK's National Parks. The Peak District National Park together with Cranfield University have started to explore ways to address this problem through automatic classification of land-cover and land-cover change; through the use of automatic segmentation and machine learning for land cover classifications. Results from the initial trials showed a 70-75% accuracy at a detailed classification level. Although this is 10% lower than the manual stereoscopic interpretation, there is much potential for improvement with further refinement. Funds are currently being sought to extend this research into 2022/23.

Intention 3.2: Develop a White Peak partnership

The White Peak Partnership has been supporting the implementation of The Peak District Environmental Land Management Test. This has been completed and the final report approved by Defra. Farmers and land managers across the White, Dark and South West Peaks strongly supported: local spatial prioritisation and public goods delivery based on National Character Areas (NCA); local decision-making and advice; Land Management Plans framed by their NCA, focusing on the key public goods that can be delivered; local, expert and trusted advice as an essential element of ELM particularly for a collaborative landscape scale approach.

Intention 3.3: Maintain existing landscape scale delivery

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

Moors for the Future Partnership

Despite the restrictions of the pandemic, the Moors for the Future Partnership has had one of its most successful delivery years, investing over £5m in one season. This has involved a raft of science communications and conservation work, including over 20,000 blocks in eroding gullies

between the Roaches and Ilkley Moor and the planting of over 12km2 of Sphagnum moss. The new initiative to set up a Great North Bog covering the 7,000 km of upland peat across the North of England is now formed. It includes six partnerships, one being the Moors for the Future Partnership, and will be instrumental in bidding for funding from the peatland capital grant scheme within the Nature for Climate Fund.

South West Peak Landscape Partnership

The final elements of the Heritage Lottery funded partnership are now nearing competition as this five year programme of work to link communities, landscape, wildlife and heritage draws to a close. Many of the project will continue beyond the funding due to the support of local volunteers and partner organisations.

High lights include the relocation of over 5000 White-clawed Crayfish to safety in seven locations within the South West Peak. Now safe from the impact of the North American Signal Crayfish, which have decimated their numbers. Restoration of a major field barn plus the consolidation of a historic limekiln.

Buxton Wild Weeks in May and July was extremely successful engaging over 1000 young people. This is now set to become an annual event delivered by volunteers. External partners have also committed to continue delivery of the following: Staffordshire Wildlife Trust will continue white-clawed crayfish conservation, estate and visitor management at the Roaches and wild play within Staffordshire. Cheshire Wildlife Trust are looking to take forward slowing the flow and grassland projects. The RSPB will continued focus on upland breeding waders, especially curlew and will continue to support the 'wader warden' volunteers in the South West Peak area.

<u>Future Actions:</u>
Agreed targets for the percentage of blanket bog in the Dark Peak and South Pennines in improved ecological condition:

- 30% of Blanket Bog across the Southern Pennines to be in state 6 by 2050
- 90% of Dark Peak Blanket Bog moved out of state 2 by 2023 (bare peat to be revegetated)
- 25% of the Southern Pennine Blanket bogs to be moved out of state 2 by 2023

Area of Impact 4:
A National Park for everyone

Intention 4.1 and 4.2 Overcome physical and perceived barriers to access

By 2023 we will be encouraging a wider range of people to enjoy the Peak District National Park at an appropriate scale and adding value to the visitor economy.

Update

The Visitor Management Group established to bring stakeholders together and share best practice during the pandemic, has become a permanent group due to its success and the ongoing need for cooperation and support. This is looking to pilot an area management approach going forward to focus its attentions more effectively on local area issues.

There has been delivery of teacher training to 10 Sheffield teachers in partnership with Sheffield City Council and ESCAPE project. To help build our shared ambition for every Sheffield child to have a Peak District experience as part of their education.

Linked to the landscape review and the Government's 25 Year Environment Plan; Generation Green is part of an ambitious £2.5 million project delivered by the Access Unlimited coalition a body formed of six leading charities, with the aim of connecting more young people with nature. As part of the programme more than 1000 opportunities to connect young people to nature have been delivered in the Peak District. These have included residential experiences and work with school and youth groups. The work prioritises young people from disadvantaged backgrounds and trains green champions to be our future ambassadors.

As part of Generation Green the UK National Parks Youth Voice residential was hosted in the Peak District, with 31 young people attending from 13 National Parks.

Area of Impact 5:
Encouraging enjoyment with understanding

Intention 5.1: Balance opportunities for enjoyment with conserving a fragile environment

To balance opportunities for enjoyment with conserving a fragile environment we provided a refreshed Countryside Code underpinning a Peak District brand which all relevant partners could promote equally and consistently. #PeakDistrictProud (#PDP) shares the positive ways in which people can help care for the national park; from taking home your litter and avoiding BBQs, to keeping your dog a lead. The initiative also help to foster a sense of community belonging and association with the place for local businesses and residents.

The Peak District Communicators Forum continues to meet and the Authority has curated early spring 2022 content for the bird nesting and lambing season, which is shared with stakeholders and partners to amplify a consistent message. The #PeakDistrictProud website now includes five additional language translations of the countryside code and this will promoted via the Authority's 2022 visitor guide.

Intention 5.2: Ensure shared responsibility

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

The events notification system has been replaced with event guidance and a code of conduct for event organisers to sign up to. If event organisers agree to the code of conduct, their events will be added to a calendar and promoted on the National Park Authority website. Due to the disruption of the Covid19 restrictions, there have been far fewer events in the national park than usual and therefore we use the experience for the full year of 2022/23 to inform further development of the events system. The current web based system has been modified to include an interactive map, which makes it easier for people to see what is planned in their area at a glance.

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

Utilising the valuable work of Inspired by the Peak District and the Peak District Environmental Quality Mark, consider a revised approach to the promotion of the peak District brand so we establish a provenance which is coherent and effective at promoting the link between business development, the special qualities and the unique offer of the Peak District National Park.

A group was convened in 2019 to promote the link between business development, the special qualities and the unique offer of the Peak District National Park. A series of discussions have taken place on how we can influence Local Industry with a focus on “Clean, green productivity linked to a high quality of life” and using **“**Positive planning powers; allied with a proactive enabling role from District Councils”. This initiative is continuing and contributing towards the Local Plan review by seeking to understand the land-use needs for new business in settlements, on farms and other opportunities that may be available through the adaptive re-use of traditional buildings.

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

Intention 6: Supporting thriving and sustainable communities and economy

To support thriving and sustainable communities and economy, we will first define what is meant by thriving and sustainable communities, in the context of the National Park Management Plan. This has now been completed and will be used to develop the National Park Authorities approach to supporting community development and help to inform the production and update of parish statements.

Intention 6.1: Improve access to services

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

The Shared Rural Network programme is a joint industry and Government initiative to improve rural mobile coverage which would also give improved broadband coverage through the use of

shared masts and sites. The programme started in 2020. The National Park Authority has now been approached by 3 and other mobile operators working with the Government to explore sites to improve 'Not Spots' in the National Park. The National Park Authority is currently engaged with Derbyshire Broadband to overcome landscape issues and deliver a sustainable service close to Glossop and is also seeking to work with small business to find sites in the National Park that support local access to wireless broadband.

An interactive map of the current situation in Derbyshire is available via this link; MAP and Staffordshire via this link: MAP. The coverage of the National Park is improving gradually, but communities and businesses are still likely to have difficulties in the most isolated areas.

Intention 6.2: Support the provision of locally needed housing

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

Consultation on the issues is still underway. Discussions with the constituent authorities is ongoing regarding statements of common ground and the strategic cross boundary planning issues that need to be addressed in our respective plans. Currently the National Park Authority is working with Derbyshire Dales District Council and High Peak Borough Council to determine our housing needs.

An update on the planning permissions granted for housing during the period will be provided when the updated information is available.

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

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

There are on going discussions with the District councils on new shared evidence for our respective local plan reviews, which will include the need for new employment space. Evidence collection will continue throughout 2021/22 with the aim of informing an issues and options consultation later in the year. To increase local understanding a joint presentation from EQM and National Park Officers was delivered as part of Business Peak District's programme of talks.

An update on the planning permissions granted for retail and business premises during the period will be provided when the updated information is available.

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Appendix 2

Intention	Action	Milestones and Dates	Future Actions	RAG
Intention 1.1 (sponsoring partner): Reduce the effects of climate change on the special qualities	Undertake a climate change vulnerability assessment on the special qualities of the National park & produce a mitigation/adaptation plan setting out priority actions. Seek resources to implement priority actions.	Vulnerability assessment produced in 2020.	Establish / determine delivery partnership 2021.	
		Identify mitigation actions & priorities 2020-2021.	Start implementing mitigation / adaptation plan	
	Seek support from DEFRA and BEIS to establish a working assessment of all emissions arising in the National Park	Cut National data to the National Park boundary including all land based emissions. 2020.		
	Sustainable Transport Initiate an ambitious low carbon rural transport scheme that is environmentally and economically sustainable	Research programme launched May 2020		
		2023 target for emission reduction from car borne traffic identified August 2020		
		Project plan published August 2020		
		Pilot scheme launched April 2021		
		Phase 1 sustainable transport scheme launched April 2022		
	Peatland restoration Seek to expand current work programmes to match the ambition required to achieve 50%	Establish costings and opportunities to expand the currently planned work Identify funding and partnership arrangements.		

Intention	Action	Milestones and Dates	Future Actions	RAG
Intention 1.1 Continued	Peak District moorlands in good (grade 6) condition.	Agree our ambition for future sustainable management for restored peatlands 2020/21		
	Grasslands for carbon. Support Regenerative Agriculture for soil health and carbon retention.	Identify the benefits of livestock as part of a sustainable upland farming system with particular reference to grassland.		
		Explore opportunities for agroforestry/ wood pasture in the Peak District.		
		Encourage use of carbon tools, which take emissions, sequestration and permanent storage in to account. Update the Peak District Carbon Management Tool in 2020.		
		Explore revising the Carbon Management Tool with partners to make it more user friendly and more widely available in 2021.		
		Promote discussion on the future of upland meat production. Improve routes to market and market presence for stock reared solely on grasslands managed for public goods e.g. carbon		
	Integration of more trees into the landscape	2020 Undertake opportunity mapping to identify optimal locations and methods of establishing more trees in the landscape		

Intention	Action	Milestones and Dates	Future Actions	RAG
Intention 1.1 Continued	**Integration of more trees into the landscape** *Continued*	2020 Clarify the carbon implications of different woodland and tree management options	Explore further improvements to the Peak Carbon Tool so that a more user-friendly version on the website can be made available.	
		2020/21 Identify new actions to deliver expanded tree cover in line with our assessment.	Develop action to go beyond the stated target if this appears feasible following the opportunity mapping	
		Annual target 176 Ha		
Intention 2.1 (sponsoring partner): Secure funding for future land management to benefit all	Describe a future support system for the Peak District National Park, which will deliver a full range of public goods, using the White peak as an example.	Develop an acceptable support package proposal by 2019/20.	To have a new support package available from 2024. *The new Agriculture Bill and policy statement provides a planned timescale of 2025 to have new environmental land management arrangements in place.*	
Intention 2.2 (supporting partner): Ensure that the management of upland moors delivers environmental, social & economic Benefits	That the proposals from the Moorland Working Group are implements. These will focus on: 1. Fire risk 2. Visitor engagement 3. Resilient sustainable moorland 4. Moorland birds	Land Managers Forum sub group to be established to focus on resilient sustainable moorland (Sponsor NE).		
		Bird survey in 2018 to confirm population trends.		
		To review the work of the Bird of Prey initiative and implement effective measures to address bird of prey issues 2019		

Intention	Action	Milestones and Dates	Future Actions	RAG
Intention 3.1 (sponsoring partner): Establish monitoring at a landscape scale	We will have agreed and established a system of monitoring at a landscape scale encompassing landscape, wildlife and cultural heritage.	Establish the objectives of monitoring in 2018.		
		Produce a robust methodology for monitoring in 2019.		
Intention 3.2 (sponsoring partner): Develop a White Peak partnership	We will have a White peak Partnership that is delivering agreed priority actions.	To be set as work progresses through the partnership steering group and wider partners.		
Intention 3.3 (sponsoring partner): Maintain existing landscape scale delivery	Develop a clear long term vision, plan and have funding in place for the Dark Peak and South Pennines to 2050.	Undertake long-term monitoring to inform the plan.	The percentage of blanket bog in the Dark Peak and South Pennines in improved ecological condition; 30% of Blanket Bog across the Southern Pennines to be in state 6 by 2050 90% of Dark Peak Blanket Bog moved out of state 2 by 2023, (bare peat to be revegetated) 25% of the Southern Pennine Blanket bogs to be moved out of state 2 by 2023.	
		Start planning for the water industry's Asset Management Plan 7 delivery in 2020-2025.		
	Develop a clear future plan and funding to develop and continue landscape scale delivery on the South West Peak.	Put in place phase 2 arrangements for the partnership by end of December 2021.		

Intention	Action	Milestones and Dates	Future Actions	RAG
Intention 4.1 (sponsoring partner): Overcome physical barriers to access	Create a programme to develop a sustainable visitor economy that encourages the Peak District National Park to be a welcoming place for all.	Develop a partnership approach to integrated visitor hubs/ gateways to embrace accessibility for all to the National Park whilst supporting responsible visiting and reducing impact of visitors.		
		Produce and adopt Recreation Hubs Supplementary Planning Document Adopted SPD 2020.		
		Develop a brand led approach to the promotion of the Peak District National Park linked to the development of a high quality sustainable tourism industry.		
Intention 4.2 (sponsoring partner): Overcome perceived barriers to access	A consistent message that all partners use that encourages more under represented groups to visit the National Park. To enable all marketing bodies to target the full potential audience and working within and in the local communities to encourage them to visit.	Assess what we offer against the potential optimum demand and amend where sustainable	Set targets for the % increase in under-represented audience to be achieved by 2023.	
Intention 5.1 (sponsoring partner): Balance opportunities for enjoyment with conserving a fragile environment	As part of a reviewed brand refresh the countryside code in partnership that all partners promote and disseminate consistently and coherently.	Partner event to analyse issues to be dealt with by the code by 2019.		

Intention	Action	Milestones and Dates	Future Actions	RAG
Intention 5.2 (sponsoring partner): Ensure shared responsibility	Review and develop current arrangements for event management in the Peak District.	1. Improve Pre Event Communication. 2. Overhaul the events notification system to make it more effective and efficient. 3. Develop Peak District specific best practice guidelines to aid event's organisers. 4. Work with Natural England to improve the consents process. 5. Seek evidence of the extent of community and environmental impact within the National Park.	To monitor events that take place as lock down eases and their impact on what we expect to be a very busy National Park.	
Intention 5.3 (sponsoring partner): Develop an awareness and understandin g of the benefits of the Peak District National Park	Utilising the valuable work of Inspired by the peak District and the Peak District Environmental Quality Mark, consider a revised approach to the promotion of the Peak District brand so we establish a provenance which is coherent and effective at promoting the link between business development, the special qualities and the unique offer of the Peak District National Park.	Convene a group to explore potential by the end of 2019.		
Intention 6: Supporting thriving and sustainable communities and economy	Define what is meant by thriving and sustainable communities, in the context of the National Park management Plan.	Definition produced and agreed by 2020		
Intention 6.1 (supporting partner):	Work with providers to improve broadband and mobile connectivity across	Obtain data on future predicted gaps in mobile and broadband provision.		

Intention	Action	Milestones and Dates	Future Actions	RAG
Improve access to services	the National Park in line with the UK's Next Generation Access (NGA) standards.	Work with suppliers to find imaginative solutions for the final 5%. For example, community fibre partnerships.		
Intention 6.2 (sponsoring partner): Support the provision of locally needed housing	Work through the National Park Management Plan Advisory Group Housing Sub-Group to address the local need for appropriate housing in the National Park	Establish a new estimate of strategic housing need.		
		Define the opportunities for meeting affordable housing need through exception sites, brownfield and enhancement.		
Intention 6.3: Enable local businesses to thrive in a way that is compatible and wherever possible enhances the special qualities of the Peak District National Park	Assist the development of businesses in conjunction with relevant bodies. Linking business support, grant aid, planning and economic development.	Convene a group to explore potential by the end of 2019 and take forward action.		

The End.

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8. EXTERNAL AUDIT - 2021/22 AUDIT STRATEGY (JW)

1. Purpose of the report

This report asks Members to consider the 2021/22 External Audit Strategy Memorandum from our External Auditors, Mazars. Mark Surridge, Director and Engagement Lead at Mazars will be at the Authority meeting to present the Memorandum and to answer any questions.

Key Issues

- **The External Auditor presents the Strategy for auditing the financial statements and value for money arrangements at this time every year.**
- **Achieving an unqualified value for money opinion from the External Auditor is a corporate performance indicator – KPI 29.**

2. Recommendations

1. That the 2020/21 External Audit Strategy Memorandum be considered and acknowledged.

How does this contribute to our policies and legal obligations?

3. The work of the External Auditors is a key part of our governance arrangements and helps us to monitor and improve performance against our ambition in the Corporate Strategy to be an agile and efficient organisation. Achieving unqualified opinions from the External Auditor is a corporate performance indicator (KPI 29 – To have best practice governance, risk and performance management arrangements in place).

Background Information

4. The statutory responsibilities and powers of auditors appointed by Public Sector Audit Appointments Ltd (PSAA) are set out in the Local Audit and Accountability Act 2014 and the National Audit Office's Code of Audit Practice. Following changes made as a result of the governance review, consideration of the External Auditor's Strategy is currently a matter reserved to the Authority.

Proposals

5. The External Audit Strategy Memorandum for 2019/20 is given at Appendix 1. The Strategy outlines the scope of the work proposed and the External Auditor's assessment of audit risks and key judgement areas for the audit of financial statements and the value for money conclusion for 2019/20.

Are there any corporate implications members should be concerned about?

Financial:

6. The planned fees for the External Audit of £10,209 are funded from the existing Finance budget. For 2020/21, as per the Audit Completion Report presented to Members in February 2022, the Auditors charged additional fees of £3,518 for additional testing on Property, Plant and Equipment and the Pension Scheme, £1,188 for additional tests relating to material uncertainty (covid-19 impact), £1,188 for additional testing for new auditing standards and £3,518 for new VFM and Code of Practice audit work.

7. The Auditors have notified the Authority that fees are likely to total £18,909 for 2021/22 due to the same enhanced expectations to audit requirements as per 2020/21, notably increased work on Property, Plant and Equipment (PPE) and Pensions £4,000 (£3,518 as in 2020/21) and an estimate of £4,700 for the enhanced Value for Money requirements and some additional testing requirements. This has been accounted for in the 2021/22 budget. Any proposed increases to the fee to address, for example, changes to the identified risks or other additional required work will be discussed with the Head of Finance before approval is sought from PSAA. For 2021/22 the Authority has received funding of £5k from Central Government to help Local Authorities meet the increasing costs of External Audit.

Risk Management:

8. The scrutiny and advice provided by External Audit is part of our governance framework. The External Auditor's work is based on an assessment of audit risk as explained in Appendix 1.

Sustainability:

9. There are no issues to highlight.

Equality:

10. There are no issues to highlight.

11. **Climate Change:**
There are no issues to highlight.

12. Background papers (not previously published)

None

13. Appendices

Appendix 1 - 2021/22 External Audit Strategy Memorandum

Report Author, Job Title and Publication Date

Justine Wells, Head of Finance , 10 May 2022
justine.wells @peakdistrict.gov.uk

Appendix 1

Audit Strategy Memorandum

Peak District National Park Authority

Year ending 31 March 2022

mazars

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02 Your audit engagement team

03 Audit scope, approach and timeline

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07 Our commitment to independence

08 Materiality and misstatements

Appendix – Key communication points

This document is to be regarded as confidential to Peak District National Park Authority. It has been prepared for the sole use of those charged with governance. No responsibility is accepted to any other person in respect of the whole or part of its contents. Our written consent must first be obtained before this document, or any part of it, is disclosed to a third party.

Peak District National Park Authority

Aldern House
Baslow Road
Bakewell
Derbyshire
DE45 1AE

Mazars LLP
First floor
2 Chamberlain Square
Birmingham
B3 3AX

18 March 2022

Dear Committee Members

Audit Strategy Memorandum – Year ending 31 March 2022

We are pleased to present our Audit Strategy Memorandum for Peak District National Park Authority for the year ending 31 March 2022. The purpose of this document is to summarise our audit approach, highlight significant audit risks and areas of key judgements and provide you with the details of our audit team. As it is a fundamental requirement that an auditor is, and is seen to be, independent of its clients, section 7 of this document also summarises our considerations and conclusions on our independence as auditors. We consider two-way communication with you to be key to a successful audit and important in:

- reaching a mutual understanding of the scope of the audit and the responsibilities of each of us;
- sharing information to assist each of us to fulfil our respective responsibilities;
- providing you with constructive observations arising from the audit process; and
- ensuring that we, as external auditors, gain an understanding of your attitude and views in respect of the internal and external operational, financial, compliance and other risks facing Peak District National Park Authority which may affect the audit, including the likelihood of those risks materialising and how they are monitored and managed.

With that in mind, we see this document, which has been prepared following our initial planning discussions with management, as being the basis for a discussion around our audit approach, any questions, concerns or input you may have on our approach or role as auditor. This document also contains an appendix that outlines our key communications with you during the course of the audit,

Client service is extremely important to us and we strive to provide technical excellence with the highest level of service quality, together with continuous improvement to exceed your expectations so, if you have any concerns or comments about this document or audit approach, please contact me on mark.surridge@mazars.co.uk.

Yours faithfully,

Mark Surridge
Mazars LLP

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Tel: 0121 232 9500 – www.mazars.co.uk
Mazars LLP is the UK firm of Mazars, an integrated international advisory and accountancy organisation. Mazars LLP is a limited liability partnership registered in England and Wales with registered number OC308299 and with its registered office at Tower Bridge House, St Katharine's Way, London E1W 1DD.
We are registered to carry on audit work in the UK by the Institute of Chartered Accountants in England and Wales. Details about our audit registration can be viewed at www.auditregister.org.uk under reference number C001139861. VAT number: 839 8356 73

01

Section 01:

Engagement and responsibilities summary

1. Engagement and responsibilities summary

Overview of engagement

We are appointed to perform the external audit of Peak District National Park Authority for the year to 31 March 2022. The scope of our engagement is set out in the Statement of Responsibilities of Auditors and Audited Bodies, issued by Public Sector Audit Appointments Ltd (PSAA) available from the PSAA website: https://www.psaa.co.uk/managing-audit-quality/statement-of-responsibilities-of-auditors-and-audited-bodies/. Our responsibilities are principally derived from the Local Audit and Accountability Act 2014 (the 2014 Act) and the Code of Audit Practice issued by the National Audit Office (NAO), as outlined below.

Audit opinion

We are responsible for forming and expressing an opinion on the financial statements. Our audit does not relieve management or audit committee as those charged with governance, of their responsibilities.

The section 151 officer is responsible for the assessment of whether is it appropriate for the Authority to prepare its accounts on a going concern basis. As auditors, we are required to obtain sufficient appropriate audit evidence regarding and conclude on: a) whether a material uncertainty related to going concern exists; and b) consider the appropriateness of the section 151 officer's use of the going concern basis of accounting in the preparation of the financial statements.

Value for money

We are also responsible for forming a commentary on the arrangements that the Authority has in place to secure economy, efficiency and effectiveness in its use of resources. We discuss our approach to Value for Money work further in section 5 of this report.

Fraud

The responsibility for safeguarding assets and for the prevention and detection of fraud, error and non-compliance with law or regulations rests with both those charged with governance and management. This includes establishing and maintaining internal controls over reliability of financial reporting.

As part of our audit procedures in relation to fraud we are required to enquire of those charged with governance, including key management and Internal audit, as to their knowledge of instances of fraud, the risk of fraud and their views on internal controls that mitigate the fraud risks. In accordance with International Standards on Auditing (UK), we plan and perform our audit so as to obtain reasonable assurance that the financial statements taken as a whole are free from material misstatement, whether caused by fraud or error. However, our audit should not be relied upon to identify all such misstatements.

Wider reporting and electors' rights

We report to the NAO on the consistency of the Authority's financial statements with its Whole of Government Accounts (WGA) submission.

The 2014 Act requires us to give an elector, or any representative of the elector, the opportunity to question us about the accounting records of the Authority and consider any objection made to the accounts. We also have a broad range of reporting responsibilities and powers that are unique to the audit of local authorities in the United Kingdom.

02

Section 02:

Your audit engagement team

2. Your audit engagement team

Mark Surridge

Director and Engagement Lead

Email – Mark.Surridge@mazars.co.uk

Tom Greensill

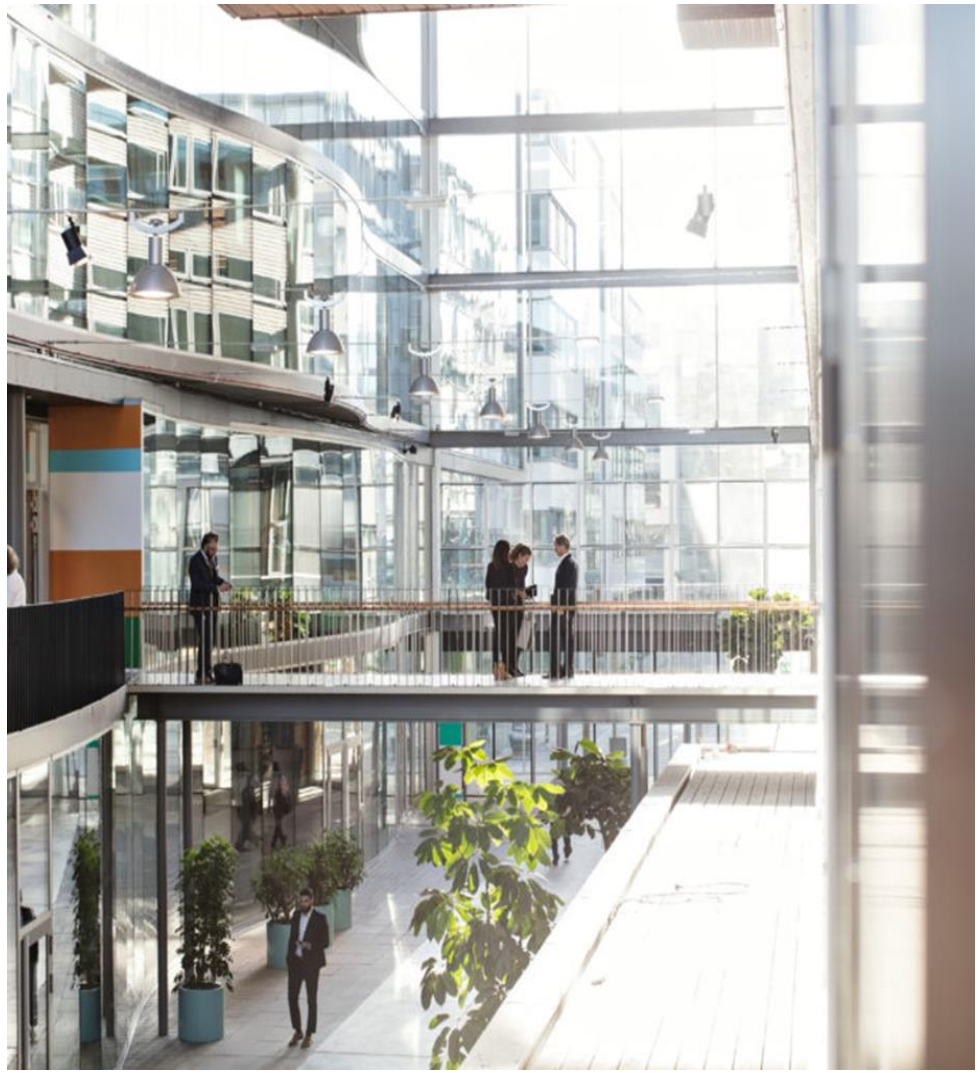
Manager

Email – Tom.Greensill@mazars.co.uk

James Sutton

Assistant Manager

Email – James.Sutton@mazars.co.uk



We have retained your core audit team for 2021/22. They will continue to work in collaboration with the Authority's finance team to deliver the audit efficiently and effectively

03

Section 03:

Audit scope, approach and timeline

3. Audit scope, approach and timeline

Audit scope

Our audit approach is designed to provide an audit that complies with all professional requirements.

Our audit of the financial statements will be conducted in accordance with International Standards on Auditing (UK), relevant ethical and professional standards, our own audit approach and in accordance with the terms of our engagement. Our work is focused on those aspects of your activities which we consider to have a higher risk of material misstatement, such as those impacted by management judgement and estimation, application of new accounting standards, changes of accounting policy, changes to operations or areas which have been found to contain material errors in the past.

Audit approach

Our audit approach is risk-based and primarily driven by the issues that we consider lead to a higher risk of material misstatement of the accounts. Once we have completed our risk assessment, we develop our audit strategy and design audit procedures in response to this assessment.

If we conclude that appropriately-designed controls are in place, then we may plan to test and rely upon these controls. If we decide controls are not appropriately designed, or we decide it would be more efficient to do so, we may take a wholly substantive approach to our audit testing. Substantive procedures are audit procedures designed to detect material misstatements at the assertion level and comprise: tests of details (of classes of transactions, account balances, and disclosures); and substantive analytical procedures. Irrespective of the assessed risks of material misstatement, which take into account our evaluation of the operating effectiveness of controls, we are required to design and perform substantive procedures for each material class of transactions, account balance, and disclosure.

Our audit will be planned and performed so as to provide reasonable assurance that the financial statements are free from material misstatement and give a true and fair view. The concept of materiality and how we define a misstatement is explained in more detail in section 8.

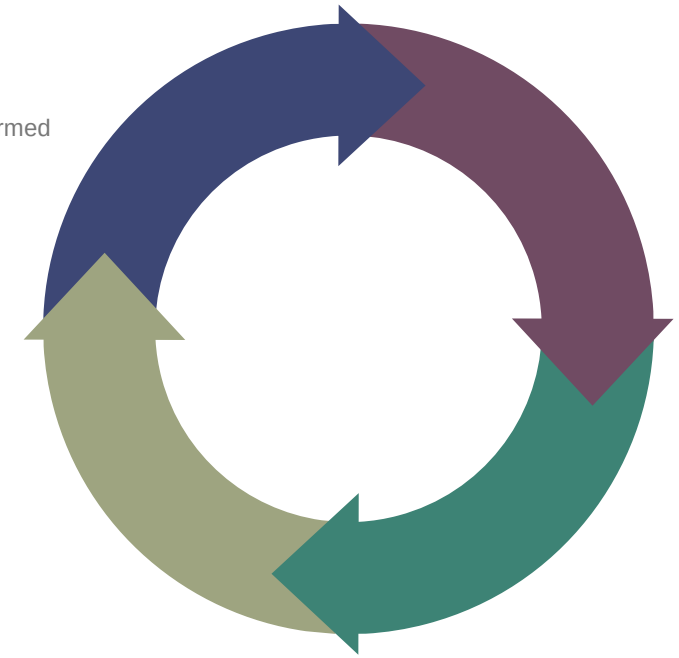
The diagram on the next page outlines the procedures we perform at the different stages of the audit and the indicative timeline at this stage based on the current national timetable proposed by the Department for Levelling Up, Housing and Communities (DLUHC). The specific dates are subject though as always to:

- the timely provision of information by third parties; and
- us being able to fully complete the audit procedures to the required quality standards.

3. Audit scope, approach and timeline

Planning January 2022

- Planning and developing our understanding of the Authority
- Initial opinion and value for money risk assessments
- Considering proposed accounting treatments and accounting policies
- Developing the audit strategy and planning the audit work to be performed
- Agreeing timetable and deadlines
- Preliminary analytical review



Interim April 2022

- Documenting systems and controls
- Performing walkthroughs
- Interim controls testing including tests of IT general controls
- Early substantive testing of transactions
- Ongoing value for money risk assessment procedures
- Reassessment of audit plan and revision if necessary

Completion By November 2022

- Final review and disclosure checklist of financial statements
- Final partner review
- Agreeing content of letter of representation
- Reporting to the Authority
- Signing the Auditor's report
- Issuing the Auditor's Annual Report

Fieldwork From June 2022

- Receiving and reviewing draft financial statements
- Receiving and reviewing the Annual Governance Statement
- Reassessment of audit plan and revision if necessary
- Executing the strategy starting with significant risks and high risk areas
- Ongoing assessment of potential VFM risks
- Communicating progress and issues
- Clearance meeting

3. Audit scope, approach and timeline

Management's and our experts

Management makes use of experts in specific areas when preparing the Authority's financial statements. We also use experts to assist us to obtain sufficient appropriate audit evidence on specific items of account.

Item of account	Management's expert	Our expert
Property Plant and Equipment	District Valuer Services	None, although we may use third party evidence provided by Gerald Eve via the NAO to support our challenge of valuation assumptions.
Pensions	Hymans Robertson	PWC (Consulting actuary appointed by the NAO)

Service organisations

International Auditing Standards (UK) (ISAs) define service organisations as third party organisations that provide services to the Authority that are part of its information systems relevant to financial reporting. We are required to obtain an understanding of the services provided by service organisations as well as evaluating the design and implementation of controls over those services. We have not identified any relevant service organisations.

Internal audit

We do not intend to rely on the work of internal audit. However, we will review their work to inform our assessment of the control environment and, if necessary, modify the nature, extent and timing of our audit procedures.

04

Section 04:

Significant risks and other key judgement areas

4. Significant risks and other key judgement areas

Following the risk assessment approach discussed in section 3 of this document, we have identified risks relevant to the audit of financial statements. The risks that we identify are categorised as significant, enhanced or standard. The definitions of the level of risk rating are given below:

Significant risk

A significant risk is an identified and assessed risk of material misstatement that, in the auditor's judgment, requires special audit consideration. For any significant risk, the auditor shall obtain an understanding of the entity's controls, including control activities relevant to that risk.

Enhanced risk

An enhanced risk is an area of higher assessed risk of material misstatement at audit assertion level other than a significant risk. Enhanced risks require additional consideration but does not rise to the level of a significant risk, these include but may not be limited to:

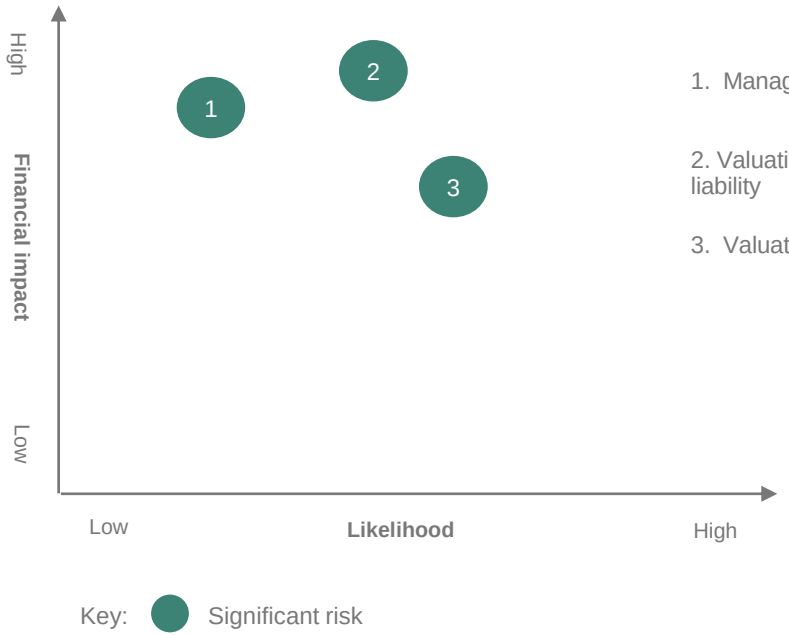
- key areas of management judgement, including accounting estimates which are material but are not considered to give rise to a significant risk of material misstatement; and
- other audit assertion risks arising from significant events or transactions that occurred during the period.

Standard risk

This is related to relatively routine, non-complex transactions that tend to be subject to systematic processing and require little management judgement. Although it is considered that there is a risk of material misstatement (RMM), there are no elevated or special factors related to the nature, the likely magnitude of the potential misstatements or the likelihood of the risk occurring.

Summary risk assessment

The summary risk assessment, illustrated in the table below, highlights those risks which we deem to be significant and other enhanced risks in respect of the Authority. We have summarised our audit response to these risks on the next page.



1. Management override of controls
2. Valuation of the net defined benefit pension liability
3. Valuation of land and buildings

4. Significant risks and other key judgement areas

Specific identified audit risks and planned testing strategy

We have presented below in more detail the reasons for the risk assessment highlighted above, and also our testing approach with respect to significant risks. An audit is a dynamic process, should we change our view of risk or approach to address the identified risks during the course of our audit, we will report this to Authority.

Significant risks

	Description	Fraud	Error	Judgement	Planned response
1	**Management override of controls** This is a mandatory significant risk on all audits due to the unpredictable way in which such override could occur. Management at various levels within an organisation are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Due to the unpredictable way in which such override could occur there is a risk of material misstatement due to fraud on all audits.	●	-	-	We plan to address the management override of controls risk through performing audit work over accounting estimates, journal entries and significant transactions outside the normal course of business or otherwise unusual. We will address the risk through performing audit procedures, covering a range of areas including (but not limited to): • accounting estimates included in the financial statements for evidence of management bias; • any significant transactions outside the normal course of business; and • journals and other adjustments recorded in the general ledger in preparing the financial statements.

4. Significant risks and other key judgement areas

Significant risks

	Description	Fraud	Error	Judgement	Planned response
2	**Net defined benefit liability valuation** The defined benefit liability relating to the Local Government pension scheme represents a significant balance on the Authority's balance sheet. The Authority uses an actuary to provide an annual valuation of these liabilities in line with the requirements of IAS 19 Employee Benefits. The valuation of the Authority's net liabilities includes use of discount rates, inflation rates, mortality rates etc., all of which should reflect the profile of the Authority's employees and other appropriate data. Due to the high degree of estimation uncertainty associated with this valuation, we have determined there is a significant risk in this area. As at 31 March 2021, the liability was £22.645m	-	●	●	We plan to address the risk by: • critically assessing the competency, objectivity and independence of the Actuary at each Pension Scheme; • liaising with the auditors of the Derbyshire Pension Fund to gain assurance over the design and implementation of controls in place at the Derbyshire Pension Fund. This will include the processes and controls in place to ensure data provided to the Actuary by the Pension Fund for the purposes of the IAS 19 valuation is complete and accurate; • reviewing the appropriateness of the Pension Asset and Liability valuation methodologies applied by the each Pension Fund Actuary (as applicable), and the key assumptions included within the valuation. This will include comparing them to expected ranges, utilising information by the consulting actuary engaged by the National Audit Office; and • agreeing the data in the IAS 19 valuation reports provided by the each Actuary for accounting purposes to the pension accounting entries and disclosures in the Authority's financial statements.

4. Significant risks and other key judgement areas

Significant risks

	Description	Fraud	Error	Judgement	Planned response
3	**Valuation of land and buildings** Land and buildings are a significant balance on the Authority's balance sheet. The valuation of land and buildings is complex and is subject to a number of management assumptions and judgements. Due to the high degree of estimation uncertainty associated, we have determined there is a significant risk in this area At the planning stage of the audit, this risk covers: • Land & Buildings (as at 31 March 2021, £61.8m) • Investment Properties (as at 31 March 2021, £0.1m).	-	●	●	We plan to address this risk by: • critically assessing the scope of work, qualifications, objectivity and independence of each of the Authority's valuers to carry out the required programme of revaluations; • considering whether the overall revaluation methodologies used by the Authority's valuers are in line with industry practice, the CIPFA code of practice and the Authority's accounting policies; • assessing whether valuation movements are in line with market expectations by considering valuation trends; • critically assessing the approach that the Authority adopts to ensure that assets that are not subject to revaluation in 2021/22 are materially correct, including considering the robustness of that approach in light of the valuation information reported by the Authority's valuers; and • considering engaging our own valuation expert to support our work.

05

Section 05:

Value for money

5. Value for money

The framework for Value for Money work

We are required to form a view as to whether the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The NAO issues guidance to auditors that underpins the work we are required to carry out in order to form our view, and sets out the overall criterion and sub-criteria that we are required to consider.

2021/22 will be the second audit year where we are undertaking our value for money (VFM) work under the 2020 Code of Audit Practice (the Code). Our responsibility remains to be satisfied that the Authority has proper arrangements in place and to report in the audit report and/or the audit completion certificate where we identify significant weaknesses in arrangements. Separately we provide a commentary on the Authority's arrangements in the Auditor's Annual Report.

Specified reporting criteria

The Code requires us to structure our commentary to report under three specified criteria:

1. **Financial sustainability** – how the Authority plans and manages its resources to ensure it can continue to deliver its services
2. **Governance** – how the Authority ensures that it makes informed decisions and properly manages its risks
3. **Improving economy, efficiency and effectiveness** – how the Authority uses information about its costs and performance to improve the way it manages and delivers its services

Our approach

Our work falls into three primary phases as outlined opposite. We need to gather sufficient evidence to support our commentary on the Authority's arrangements and to identify and report on any significant weaknesses in arrangements. Where significant weaknesses are identified we are required to report these to the Authority and make recommendations for improvement. Such recommendations can be made at any point during the audit cycle and we are not expected to wait until issuing our overall commentary to do so.

Our VFM planning and risk assessment work is an ongoing process and to date, no risks of significant weaknesses in arrangements have been identified. We will report any identified risks to the Authority on completion of our planning and risk identification work.

Planning and risk assessment	Obtaining an understanding of the Authority's arrangements for each specified reporting criteria. Relevant information sources will include: • NAO guidance and supporting information • Information from internal and external sources including regulators • Knowledge from previous audits and other audit work undertaken in the year • Interviews and discussions with staff and members
Additional risk based procedures and evaluation	Where our planning work identifies risks of significant weaknesses, we will undertake additional procedures to determine whether there is a significant weakness.
Reporting	We will provide a summary of the work we have undertaken and our judgements against each of the specified reporting criteria as part of our commentary on arrangements. This will form part of the Auditor's Annual Report. Our commentary will also highlight: • Significant weaknesses identified and our recommendations for improvement • Emerging issues or other matters that do not represent significant weaknesses but still require attention from the Authority.

06

Section 06:

Fees for audit and other services

6. Fees for audit and other services

Fees for work as the Authority's appointed auditor

Details of the 2020/21 Actual and indicative 2021/22 Audit fees in line with PSAA and other reporting mechanisms are set out below.

Area of work	2021/22 Proposed Fee	2020/21 Actual Fee
Scale audit fee	£10,209 [1]	£10,209 [1]
Fee variations:		
Additional testing as a result of changes arising from increased audit quality expectations involving the work on the valuation of land and buildings and on the local government pension scheme	£4,000 [1]	£3,518
ISA540 - additional work in relation to auditing accounting estimates and related disclosure	£1,200 [2]	£1,188
Other additional testing - additional testing and consideration of uncertainties in key estimates as a result of Covid-19	-	£1,188
Sub-total	£15,409	£16,103
Work undertaken in relation to VFM commentary	£3,500 [3]	£3,518
Grand Total	£18,909	£19,122

We continue to liaise with PSAA regarding fee variations and sector-wide adjustments to the scale fee.

[1] As previously reported to you, the scale fee has been adjusted to take into account the additional work required as a result of increased regulatory expectations in these areas.

[2] New auditing standards have been introduced which will lead to additional audit work not reflected in the scale fee.

[3] As explained in section 5, the revised Code of Audit Practice has led to a substantial amount of additional audit work to support the new value for money conclusion and the changes in reporting requirements. The final fee will take into account the extent and complexity of any significant weaknesses in arrangements we identify.

[4] This is a proposed fee for 2021/22 at the point of the issue of our ASM. This figure is subject to change and additional costs will be discussed with management.

Fees for non-PSAA work

We have not been appointed for any other services. Further information about our responsibilities in relation to independence is provided in section 7.

07

Section 07:

Our commitment to independence

Our commitment to independence

We are committed to independence and are required by the Financial Reporting Council to confirm to you at least annually in writing that we comply with the FRC's Ethical Standard. In addition, we communicate any matters or relationship which we believe may have a bearing on our independence or the objectivity of the audit team.

Based on the information provided by you and our own internal procedures to safeguard our independence as auditors, we confirm that in our professional judgement there are no relationships between us and any of our related or subsidiary entities, and you and your related entities creating any unacceptable threats to our independence within the regulatory or professional requirements governing us as your auditors.

We have policies and procedures in place which are designed to ensure that we carry out our work with integrity, objectivity and independence. These policies include:

- all partners and staff are required to complete an annual independence declaration;
- all new partners and staff are required to complete an independence confirmation and also complete computer based ethical training;
- rotation policies covering audit engagement partners and other key members of the audit team; and
- use by managers and partners of our client and engagement acceptance system which requires all non-audit services to be approved in advance by the audit engagement partner.

We confirm, as at the date of this document, that the engagement team and others in the firm as appropriate, Mazars LLP are independent and comply with relevant ethical requirements. However, if at any time you have concerns or questions about our integrity, objectivity or independence please discuss these with Mark Surridge in the first instance.

Prior to the provision of any non-audit services Mark Surridge will undertake appropriate procedures to consider and fully assess the impact that providing the service may have on our auditor independence.

Any emerging independence threats and associated identified safeguards will be communicated in our Audit Completion Report.

08

Section 08:

Materiality and misstatements

8. Materiality and misstatements

Summary of initial materiality thresholds

Threshold	Initial threshold £'000s
Overall materiality	322
Performance materiality	258
Trivial threshold for errors to be reported to Audit Committee	10

Materiality

Materiality is an expression of the relative significance or importance of a particular matter in the context of financial statements as a whole.

Misstatements in financial statements are considered to be material if they, individually or in aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgements on materiality are made in light of surrounding circumstances and are affected by the size and nature of a misstatement, or a combination of both. Judgements about materiality are based on consideration of the common financial information needs of users as a group and not on specific individual users.

The assessment of what is material is a matter of professional judgement and is affected by our perception of the financial information needs of the users of the financial statements. In making our assessment we assume that users:

- have a reasonable knowledge of business, economic activities and accounts;
- have a willingness to study the information in the financial statements with reasonable diligence;
- understand that financial statements are prepared, presented and audited to levels of materiality;
- recognise the uncertainties inherent in the measurement of amounts based on the use of estimates, judgement and the consideration of future events; and
- will make reasonable economic decisions on the basis of the information in the financial statements.

We consider materiality whilst planning and performing our audit based on quantitative and qualitative factors.

Whilst planning, we make judgements about the size of misstatements which we consider to be material and which provides a basis for determining the nature, timing and extent of risk assessment procedures, identifying and assessing the risk of material misstatement and determining the nature, timing and extent of further audit procedures.

The materiality determined at the planning stage does not necessarily establish an amount below which uncorrected misstatements, either individually or in aggregate, will be considered as immaterial.

We revise materiality for the financial statements as our audit progresses should we become aware of information that would have caused us to determine a different amount had we been aware of that information at the planning stage.

Our provisional materiality is set based on a benchmark of gross revenue expenditure. We will identify a figure for materiality but identify separate levels for procedures designed to detect individual errors, and also a level above which all identified errors will be reported to audit committee. We consider that the gross revenue expenditure remains the key focus of users of the financial statements and, as such, we base our materiality levels around this benchmark.

8. Materiality and misstatements

Materiality (continued)

We expect to set a materiality threshold at 2% of Gross Revenue Expenditure at Surplus/deficit on Provision of Services level. Based on prior year financial statements we anticipate the overall materiality for the year ending 31 March 2022 to be in the region of £322k (£322k in the prior year).

After setting initial materiality, we continue to monitor materiality throughout the audit to ensure that it is set at an appropriate level.

Performance Materiality

Performance materiality is the amount or amounts set by the auditor at less than materiality for the financial statements as a whole to reduce, to an appropriately low level, the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole. Our initial assessment of performance materiality is based on low inherent risk, meaning that we have applied 75% of overall materiality as performance materiality.

Misstatements

We accumulate misstatements identified during the audit that are other than clearly trivial. We set a level of triviality for individual errors identified (a reporting threshold) for reporting to audit committee that is consistent with the level of triviality that we consider would not need to be accumulated because we expect that the accumulation of such amounts would not have a material effect on the financial statements. Based on our preliminary assessment of overall materiality, our proposed triviality threshold is £10k based on 3% of overall materiality. If you have any queries about this please do not hesitate to raise these with Mark Surridge.

Reporting to the Authority

The following three types of audit differences above the trivial threshold will be presented to the Authority:

- summary of adjusted audit differences:
- summary of adjusted audit differences;
- summary of unadjusted audit differences; and
- summary of disclosure differences (adjusted and unadjusted).

A

Appendix: Key communication points

Appendix: Key communication points

We value communication with Those Charged With Governance as a two way feedback process at the heart of our client service commitment. ISA 260 (UK) 'Communication with Those Charged with Governance' and ISA 265 (UK) 'Communicating Deficiencies In Internal Control To Those Charged With Governance And Management' specifically require us to communicate a number of points with you.

Relevant points that need to be communicated with you at each stage of the audit are outlined below.

Form, timing and content of our communications

We will present the following reports:

- Audit Strategy Memorandum;
- Audit Completion Report; and
- Auditor's Annual Report

These documents will be discussed with management prior to being presented to yourselves and their comments will be incorporated as appropriate.

Key communication points at the planning stage as included in this Audit Strategy Memorandum

- Our responsibilities in relation to the audit of the financial statements;
- The planned scope and timing of the audit;
- Significant audit risks and areas of management judgement;
- Our commitment to independence;
- Responsibilities for preventing and detecting errors;
- Materiality and misstatements; and
- Fees for audit and other services.

Key communication points at the completion stage to be included in our Audit Completion Report

- Significant deficiencies in internal control;
- Significant findings from the audit;
- Significant matters discussed with management;
- Our conclusions on the significant audit risks and areas of management judgement;
- Summary of misstatements;
- Management representation letter;
- Our proposed draft audit report; and
- Independence.

Appendix: Key communication points

ISA (UK) 260 'Communication with Those Charged with Governance', ISA (UK) 265 'Communicating Deficiencies In Internal Control To Those Charged With Governance And Management' and other ISAs (UK) specifically require us to communicate the following:

Required communication	Where addressed
Our responsibilities in relation to the financial statement audit and those of management and those charged with governance.	Audit Strategy Memorandum
The planned scope and timing of the audit including any limitations, specifically including with respect to significant risks.	Audit Strategy Memorandum
With respect to misstatements: • uncorrected misstatements and their effect on our audit opinion; • the effect of uncorrected misstatements related to prior periods; • a request that any uncorrected misstatement is corrected; and • in writing, corrected misstatements that are significant.	Audit Completion Report
With respect to fraud communications: • enquiries of audit committee to determine whether they have a knowledge of any actual, suspected or alleged fraud affecting the entity; • any fraud that we have identified or information we have obtained that indicates that fraud may exist; and • a discussion of any other matters related to fraud.	Audit Completion Report and discussion at Audit Committee, Audit planning and clearance meetings
Significant matters arising during the audit in connection with the entity's related parties including, when applicable: • non-disclosure by management; • inappropriate authorisation and approval of transactions; • disagreement over disclosures; • non-compliance with laws and regulations; and • difficulty in identifying the party that ultimately controls the entity.	Audit Completion Report

Appendix: Key communication points

Required communication	Where addressed
Significant findings from the audit including: • our view about the significant qualitative aspects of accounting practices including accounting policies, accounting estimates and financial statement disclosures; • significant difficulties, if any, encountered during the audit; • significant matters, if any, arising from the audit that were discussed with management or were the subject of correspondence with management; • written representations that we are seeking; • expected modifications to the audit report; and • other matters, if any, significant to the oversight of the financial reporting process or otherwise identified in the course of the audit that we believe will be relevant to Audit Committee in the context of fulfilling their responsibilities.	Audit Completion Report
Significant deficiencies in internal controls identified during the audit.	Audit Completion Report
Where relevant, any issues identified with respect to authority to obtain external confirmations or inability to obtain relevant and reliable audit evidence from other procedures.	Audit Completion Report
Audit findings regarding non-compliance with laws and regulations where the non-compliance is material and believed to be intentional (subject to compliance with legislation on tipping off) and enquiry of Audit Committee into possible instances of non-compliance with laws and regulations that may have a material effect on the financial statements and that Audit Committee may be aware of.	Audit Completion Report and Authority meetings
With respect to going concern, events or conditions identified that may cast significant doubt on the entity's ability to continue as a going concern, including: • whether the events or conditions constitute a material uncertainty; • whether the use of the going concern assumption is appropriate in the preparation and presentation of the financial statements; and • the adequacy of related disclosures in the financial statements.	Audit Completion Report
Indication of whether all requested explanations and documents were provided by the entity	Audit Completion Report

Mark Surridge

Mazars

Mazars LLP

2 Chamberlain Square

Birmingham

B3 3AX

Mazars is an internationally integrated partnership, specialising in audit, accountancy, advisory, tax and legal services*. Operating in over 90 countries and territories around the world, we draw on the expertise of 40,400 professionals – 24,400 in Mazars' integrated partnership and 16,000 via the Mazars North America Alliance – to assist clients of all sizes at every stage in their development.

*where permitted under applicable country laws.

9. OUTTURN 2021/22 AND SLIPPAGE REQUEST (JW)

1. Purpose of the report

To inform members of the outturn for 2021/22 and seek approval of the requested appropriations to and from reserves.

Key Issues

- The draft accounts for the financial year 2021/22 need to be signed by the Chief Finance Officer by the 31st July 2021; however, the Head of Finance plans to complete the draft accounts by 31st May 2022 as per the deadline prior to the coronavirus pandemic. This is so as not to extend the completion period unnecessarily, and allow External Auditors (Mazars) to being work on 13 June 2022, with the audited accounts published by 30 November 2022.

- The final confirmation of the general reserve is subject to possible adjustments that may occur during the completion of the draft statements or during the auditing process. The draft surplus for 2021/22 is to be £149k which will be added to the general reserve giving rise to a general reserve balance of £433k.

- The National Park Grant for 2021/22 was held at the same level as 2019/20, however the £355k specifically allocated as Biodiversity Funding in 2020/21 was no longer separately designated and included back into the main grant funding.

2. Recommendations(s)

1. **That the outturn be noted, and the slippage requests and specific reserve appropriations shown in Appendix C be approved.**
2. **The new proposed reserves shown in Appendix C be approved with delegated Authority give to the Chief Executive Officer to agree the principles for expenditure from the new Authority Delivery Plan Reserve .**

How does this contribute to our policies and legal obligations?

3. The Accounts and Audit Regulations 2015 require the Chief Finance Officer to sign the draft annual accounts annually. For the 2021/22 financial year the statutory deadline is the 31st July. This report has been written therefore to allow the Authority to agree recommendations on the movement of funds to and from reserves, which will need to be incorporated into the annual accounts. The deadline for publishing audited local authority accounts for 2021/22 has been moved to 30 November 2022. The consequence of this is that the Chief Finance Officer will need to prepare and certify the accounts by 31st July, however External Audit will begin work on 13th June 2022, therefore the planned completion date is 31st May 2022.

Background Information

4. The 2021/22 budget was approved in February 2021 without having final confirmation of the National Park Grant (NPG) value. The budget contained £609k savings to be made to the baseline budget on the assumption that £335k which had been designated as ‘Biodiversity Funding’ in the 2020/21 budget would not be included for 2021/22. Defra confirmed the actual level of National Park Grant in March 2021, as a ‘flat cash’ settlement of £6.699m and that the £335k which had previously been designated as ‘Biodiversity Funding’ had been added back into the main grant amount. This meant that the forecast outturn for 2021/20 would be an underspend of £335k.

5. The budget monitoring group, consisting of six nominated Members, the CEO and the Head of Finance, meets during the financial year to discuss the significant variances to budgets, outturn forecasts and the level of Authority's reserves.

6. The Authority's income was impacted by the coronavirus pandemic throughout 2020/21 and into the beginning of 2021/22, however, income streams largely recovered through 2021/22.

7. The Resources Management meeting (RMM) discussed the outturn figures and slippage requests on 3 May 2022. These are detailed at Appendix C (i). All slippage requests were scrutinised by RMM to ensure that all slippage requests have sound financial reasonings for the budget to be carried forward (or 'slipped') to the next financial year. These were brought back to Management Team for final scrutiny before being reported to Members.

8. RMM also discussed the creation of new specific reserves and the further re-appropriation of funds from the Covid Reserve. It is recommended that the following reserves be created as part of the year-end process for 2021/22:

    - **New Revenue Grant Reserve:** The Revenue Grant Reserve is an accounting requirement under International Financial Reporting Standards (IFRS). When grant funding or contributions are received in advance (i.e. the expenditure will be incurred in a future financial year) it should be recognised in the financial year that it is received and any unspent monies appropriated into reserves at the year end. This is then used to fund expenditure as per the grant or contribution conditions in future financial years. This also helps to monitor that grant and funding conditions are being met. Most grant funding received by the Authority is claimed in arrears, and therefore the value appropriated to reserves each year is not expected to be material. However, the value to be appropriated to the Revenue Grants Reserve in 2021/22 will be £1.3m, as this contains funds that have been carried forward from several previous financial years under the old method of using 'income in advance'. Income in advance is should only be used when receipt of monies is simply a timing difference, for example rental income received in March which is due for April. The appropriation is funded from monies received but not yet spent which is contributing to the large value of the underspends in 2021/22.

    - **New Local Plan Reserve**: The Local Plan reserve would be to fund the future costs of the Local Plan review which is estimated to cost £148k over the next five years. The Authority is required to appropriately review the Local Plan and costs will include research, a new consultation platform and the examiner's fees (estimated to be between £40k-£60k alone). £38k of the costs is requested as slippage therefore the value of appropriation would be £110k funded from underspends across the Authority.

    - **New Countryside Maintenance Project Team (CMPT) Reserve**: As an income generating service with income targets it is requested that the team have the same ability as other income generating services to appropriate underspends into a specific reserve. This will allow the service to manage and achieve their financial objectives between financial years without impacting on corporate reserves. The value for appropriation in 2021/22 is £17k funded from underspends in the CMPT service.

    - **Covid Reserve Appropriations**: It has not been necessary in 2020/21 nor 2021/22 to use the Covid Reserve, this is because the financial impacts of the pandemic have been mitigated by other measures, therefore it is recommended that £556k is appropriated from the Covid Reserve to other corporate priorities. The remaining £126k to be retained for post-covid working arrangements including health and wellbeing and long term blended working arrangements:

1. £150k to restructuring reserve bringing the value up to £486k. This will fund a worse case scenario if the Authority's project work comes to an end, but also allows for potential costs arising from restructures that may occur throughout the Authority as cost reduction measures take place.

2. £156k to the ICT reserve to fund implementation costs of upgrading various digital technologies across the Authority as part of the draft digital plan currently being developed. This is one of the four key investment areas included in the Medium Term Financial Plan.

3. £250k for a new Authority Delivery Plan Support Reserve to assist the implementation of Authority objectives under the National Park Management Plan. This one-off money is intended for use to help implement the new Authority Delivery plan for example to look at new ways of working or redeploy where the baseline budget is used. It is envisaged that it will be used for working on items above and beyond what would be expected to sit within for Authority's baseline budgets for delivery but will support the new delivery plan.

9. The slippage requests at Appendix C includes £247k for projects approved to be funded from the 'biodiversity funding' underspend. The full list was included in the budget report approved by Members in February 2022. A total of £327k was allocated to projects of which £80k has been spent in 2021/22.

10. The May 2021 Treasury Management Strategy approved prudential borrowing limits of £2.5m for 2021/22. As at 31 March 2021 the Authority has one external debt, with an outstanding balance of £362k. This was £697k borrowed from the Public Works Loans Board in August 2006 in accordance with minute no 41/05 to finance the Aldern House project. Further borrowing approvals have been made since then totalling £1.5m (see Appendix E); these have all been financed internally from cash balances. The annual charge to the budget of £127k is included within service budgets and is included in the outturn.

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

12. The coronavirus pandemic had an impact on investment receipts in 2020/21 and this has continued into 2021/22. The Interest Base Rates were reduced to the lowest level ever in March 2020, to 0.10% and remained at this level until December 2021, when they were raised to 0.25%. The rates increased again in February, March and May are currently at 1.0%. The actual average interest rate received on the Authority's investments was 5.005% at the end of March 2022. Therefore, investment receipts remain at their lowest level for some time with interest earned for 2021/22 at £19k (£25k last year) however this was only a small loss of £6k against the budget.

13. Appendix A, Column F, shows the final budget surplus or deficit arising from each service, after appropriations to and from reserves and slippage requests have been considered as well as explanations for variances. The draft underspend after slippage requests and appropriations to and from reserves is £149k.

14. Significant budget variances include:

- £101k underspend in Rural Economy. The implementation of the Farming in Protected Landscapes (FiPL) has given rise to an underspend in other grant giving and additional income against pay costs through the impact of the mid-year start of the FiPL Programme.

- £164k underspend in the Planning Service. Despite ongoing efforts to fill posts which have seen some positive progress, at this time 7 vacant posts remain across the Service. Some key senior posts are included and these have been paused from recruitment while a review of service and roles is completed. It is hoped this will address key issues of retention, competitiveness and resilience leading to a more sustainable outcome and allow for full restoration of team roles by the end of 2022.

- £73k underspend in the Engagement Rangers Service. The team have not fully utilised the training budget due to coronavirus restrictions which has not yet been caught up with. There also includes unspent slippage from 2020/21 for dilapidations from lease terminations which were lower than expected as well an underspend in vehicle maintenance and fuel costs.

- £90k underspend for Visitor Centres and £85k overspend for Cycle hire. Income has largely recovered in both of these services by the year end. Variances have arisen from vacancies in Visitor Centres, offset by pay overspends in cycle hire (some miscoding of pay budgets). Also includes non-pay underspends in visitor centres offset by £12k of unbudgeted write offs in cycle hire. The overall variance also includes £50k expenditure to replenish cycles for hire due to unprecedented cycles sales during the pandemic.

- £166k underspend across the Trails budgets. This is from car park income being much higher than budgeted as well as reduced non-pay expenditure due to reduced staff resources. This has been added to the Trails Reserve to cover future maintenance commitments.

- £52k variance from Customer and Business Support. The service has had an average of 3 vacancies at any one time throughout the year, although these were different vacancies at different times.

- £53k underspend for Committee and Member Services. Slippage from 2020/21 into 2021/22 for external meeting costs was not fully utilised because only Authority meetings continued to be held off site.

- £192k pay and other contingencies. The amounts for a 1.75% pay increase and the realigning of spinal points was not required due to pay underspends across the Authority. Actual pay award costs of £100k was paid to staff in March 2022 (backdated to 1 April 2021).

15. The circumstances surrounding any overspends have been considered and where they have occurred they are capable of being contained within overall service responsibilities, or dealt with corporately without impact on reserves, therefore no recommendations are put forward for any overspends to be carried forward and retrieved from next years' service budgets.

16. There may be adjustments to the final outturn during the process of completing the statement of accounts or during the external audit review of the statement of accounts and the final position will be reported to Members in the final accounts report expected to be presented to members by November 2022.

Proposals

17. The Authority's overall financial position after slippage requests and appropriations to and from reserves is £149k underspent for 2021/22. The outturn for the 2021/22 is presented at Appendix A, column F shows the budget surplus or deficit by service and contains a variance analysis. Appendix B which shows the outturn by Service.

18. Appendix C (i) shows the proposed slippage requests totalling £939k, C (ii) net appropriations to reserves of £2.5m (of which £1.3m relates to the Revenue Grant Reserve discussed above) to ensure the Authority's financial resilience across future financial years and C (iii) overspends to be carried forward to 2022/23 which is nil for 2021/22.

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

Are there any corporate implications members should be concerned about?

Financial:

20. The financial implications are contained in the main body of the report

Risk Management:

21. The Chief Finance Officer has a statutory responsibility under Sections 25 – 28 of the Local Government Act 2003 to report to Members, the Monitoring Officer and external auditors on the robustness of the budget setting and monitoring process. They have an express duty to monitor the budget and underlying assumptions throughout the year, and to act when significant overspends or shortfalls in income occur. The Annual Governance Statement prepared by the Monitoring Officer is reported to and approved by Members. The Management Team consider financial risks in the Risk Register during the year. The External Auditor considers the financial position of the Authority as part of the annual Value for Money conclusion. The outturn and the recommendations within are considered to be part of the evidence to support the effectiveness of the value for money processes as they relate to the 2021/22 financial year.

Sustainability:

22. There are no specific issues relevant to this report.

Equality:

23. There are no specific issues relevant to this report.

24. Climate Change

There are no specific issues relevant to this report.

25. Background papers (not previously published)

None

26. Appendices

Appendix A	- 2021/22 Variance Analysis
Appendix B	- 2021/22 Outturn by services within divisional headings
Appendix C	- Slippage and reserve requests
Appendix D	- Reserve Levels
Appendix E	- Current Approved Borrowing

Report Author, Job Title and Publication Date

Justine Wells, Head of Finance and Chief Finance Officer, 10 May 2022
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2021/22 Variance Analysis £'000s

Rounding errors may occur

APPENDIX A

		Col A	Col B	Col C	Col D	Col E	Col F	Col G
		(Overspend)	Underspend	Capital - (overspend) underspend	Slippage requests App C i	Appropriations (to) from reserves App C ii	Final Surplus (Deficit)	Main Cause of Variance / Comments
External Facing Services								
Rural Economy	Gp.	0	101		(56)	0	**45**	Underspend on grant giving and additional income against pay costs through the impact of the mid-year start of the FiPL programme.
Natural Environment	CNE	(1)	0		0	0	**(1)**	
Cultural Heritage	CAR	0	28		(7)	(10)	**11**	Underspend due to vacancies and Covid-19 delays
Planning Service	PDC	0	164		(168)	0	**(3)**	Significant number of vacant posts across the service.
Transport Policy	PTT	0	29		(25)	0	**5**	Earmarked for Hope Valley Explorer contract and marketing.
Policy Planning	PPP	(4)	0		0	0	**(4)**	
Engagement Rangers	Gp.	0	73	(0)	0	(2)	**70**	Covid impact on training from the beginning of the financial year. Slippage for dilapidations from lease terminations less than expected.
Access & Rights of Way	RRU	0	3		0	0	**3**	
Footpaths & Pennine Way	GP.	0	1		0	0	**1**	
Non-Estate Recreation facilities	Gp.	0	11		0		**11**	Lower costs than budgeted for concessions
Visitor Centres	RVC	0	90	(0)	(0)	0	**89**	Significant vacancies and non-pay underspends
Cycle Hire	CEB	(34)	0	(50)	0	0	**(85)**	Capital Cycle purchases of £50k, overspend in pay offset by underspend from Visitor Centres and overspend in goods written off. Funded by underspends in visitor centres.
Fundraising	RFU	0	13		(2)	0	**11**	
Communications	RII	0	8		(8)	0	**(0)**	
		(39)	**521**	**(51)**	**(266)**	**(13)**	**153**	
Implementation of External Facing Services								
Moors for the Future core costs	RMF	(0)	0		0	0	**(0)**	
Visitor Experience	HWA	(2)	0		0	0	**(2)**	
Edale Centre premises costs	HWE	0	8		0	(8)	**0**	
Warslow Estate	CEW	0	22	711	0	(735)	**(2)**	Capital receipts to capital receipts reserve and £22k funding of capital from revenue.
Eastern Moors Estate	CEE	0	1		0	0	**1**	
North Lees Estate	CEN	0	5		(11)	(22)	**(28)**	Car park income greater than anticipated due to high visitor numbers, monies required from the reserve for urgent tree work. Variance funded from Vacancy savings in Rural Surveyors
Minor Properties	CEM	0	5	(2)	0	(3)	**(0)**	
Non-Estate Car Parks	CEP	0	9		0	(9)	**0**	
Non-Estate Toilets	CET	(15)	0		0	15	**(0)**	Increased staffing costs due to sickness covered by contract cleaners funded from car park reserve
Woodlands	JAA	(36)	0		0	23	**(13)**	Emergency ash die back work partially funded from forestry reserve with remaining variance funded from vacancy savings in Rural Surveyors
CMPT Team	CED	0	17		0	(17)	**0**	Increased income from other services and external work.
Rural Surveyors	HWB	0	41		0	0	**41**	Vacancy savings, used to fund variances in Woodlands and North Lees Estate
Trails	CEQ-Z	0	166	0	0	(129)	**37**	Underspend added to reserve to cover future maintenance commitments. Car Park income higher than expected reduced expenditure due to reduced staff resources.
Corporate Property Team	Gp.	(44)	0		0	46	**2**	Replacement of septic systems funded from matched funding reserve
Aldern House HQ	AHQ	0	43	0	(30)	(14)	**0**	Increased rental income. Reduced running costs due to contractor availability and delays to projects associated with staff return to the workplace (slippage).
		(98)	**318**	**708**	**(40)**	**(853)**	**35**	
Information and Performance Management								
Information Management	AIT	0	5	5	0	(10)	**0**	
Customer & Business Support	AIC	0	52		(9)	(44)	**(0)**	Average of 3 vacant posts through the year
Corporate Strategy	PPM	0	10		0	(10)	**0**	
		0	**67**	**5**	**(9)**	**(63)**	**0**	
Enabling Services								
Finance	AFS	(9)	0		0	0	**(9)**	
Legal Services	ALE	0	17		0	(17)	**(0)**	Small amount of additional income and small underspend on external legal fees
-Committee & Member Services	Gp.	0	53		(38)	(2)	**14**	Slippage for external meetings not required in full
People Management	APE	0	12		0	0	**12**	Corporate training underspent due to reduced classroom based learning
Corporate Management	ACS	0	34	0	0	0	**34**	Pay underspends for Business Change Manager plus various smaller underspends
-Corporate Overhead Recovery	ABQ	0	477		(336)	0	**141**	Charges received from projects with commitments carried forward
		(9)	**593**	**0**	**(373)**	**(18)**	**192**	
Projects - externally funded								
Conservation & Planning Projects								
Ecton Mine Project	VBE	0	18		0	(18)	**0**	
Farming in Protected Landscapes	VPL	0	62		0	(62)	**0**	FiPL funding project budget claimed in advance prior to Defra re-profiling the 2021/22 allocation
Longdendale Landscape	VBI	0	164		0	(164)	**0**	Funding claimed in advance and project delivery delayed due to Covid-19.
Longdendale Trails	VBO	0	147		0	(147)	**0**	Funding claimed in advance and project delivery delayed due to Covid-19.
Underground Designation	VBU	0	6		0	(6)	**0**	
Defra ELMS project	VBD	(5)	0		0	0	**(5)**	
Farmsteads	VBZ	0	3		0	(3)	**0**	
Dove Headwaters Project	VCB	0	48		0	(48)	**0**	£11k expenditure funded by Environment Agency and other partners. Funding received in advance of some works
South West Peak	VSW	0	54		0	(54)	**0**	South West Peak Landscape Partnership Programme HLF funded £586k expenditure
Village & Communities Officer	VMC	0	41		0	(40)	**1**	Partnership funding £15k expenditure
Rural Enabling	VME	0	4		(4)	0	**0**	
Brownfields	VMG	(1)	0		0	0	**(1)**	
Moors for the Future (MFF)	VC6	0	110		0	(110)	**0**	£42k expenditure funded by a variety of funders including United Utilities, Severn Trent Water, Peak District Foundation, and University of Manchester. Funding received for future financial years
Great North Bog	VK1	0	0		0	(0)	**0**	£61k of expenditure funded by the Environment Agency
MFF - Private Lands	VM2	(0)	0		0	0	**(0)**	£388k expenditure funded by Rural Payments Agency and Private Land Owners
Moorlife 2020	VM3	(1)	0		0	0	**(1)**	£967k funded by EU Life
Moorlife Partners	VM4	0	18		0	(18)	**0**	£139k expenditure funded through the Environment Agency and the RSPB.
Moor Carbon	VM5	0	0		0	0	**0**	
Mend Our Mountains	VM6	0	51		0	(51)	**0**	£30k expenditure on footpath restoration works funded by Sheffield City Council
AMP7 Work	VM7	0	385		0	(385)	**0**	£892k expenditure funded by Yorkshire Water and Severn Trent Water
Moor Green	VM8	0	51		0	(51)	**0**	£45k expenditure funded by the Esmee Fairbairn Foundation
Moor Resilience	VM9	0	6		0	(6)	**(0)**	£84k expenditure funded by Bradford City Council
Commercial Dpvt. & Outreach Projects								
Fire Operations Group	VYA	0	22		0	(22)	**0**	Partnership funding fire equipment for partners, no delivery in year due to covid
Upper Derwent Partners	VYB	0	29		0	(29)	**0**	Derwent Valley partnership funding carried forward
Ambassador Schools	VEA	0	26		0	(26)	**0**	Peak District Foundation grant for future financial years funding
Moorland Discovery	VEF	(0)	0		0	0	**(0)**	Joint project with National Trust £15k expenditure
Generation Green	VEG	(0)	0		0	0	**(0)**	£113k expenditure funded by Generation Green and National Park partners
Access Fund	VFH	0	32		0	(32)	**0**	Ring-fenced external donations
Corporate Projects								
Visit England	VDE	0	33		0	(33)	**0**	Visit England funded £172,000 expenditure
Asset Mgt Revenue Account	VDY	0	1		0	0	**1**	Capital minimum revenue provision & holding a/c
Matched Funding Appropriations	VDX	0	93		0	(88)	**5**	Provisions & accruals holding a/cs;
		(7)	**1,418**	**0**	**(4)**	**(1,407)**	**0**	
		(153)	**2,917**	**663**	**(692)**	**(2,354)**	**380**	
Unallocated contingency		0	192				**192**	Pay contingencies not allocated
Investment interest receipts		(6)					**(6)**	Reduction in interest rates (base rate dropped to 0.10%)
Investment Projects					(247)		**(247)**	Carry forward of the investment projects from the 2021/22 predicted underspend less expenditure incurred in 2021/22
Appropriation of Underspent budgets						(170)	**(170)**	Transfer to Reserves (see Appendix C)
		(159)	**3,108**	**663**	**(938.860)**	**(2,524.236)**	**149**	

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Peak District National Park Authority 2021/22 Outturn £'000s — APPENDIX B

Rounding errors may occur

		Col A	Col B	Col C	Col D	Col E
		Total Budget 2021/22	Outturn	Overspend	Underspend	Variance %
External Facing Services						
Rural Economy	Gp.	*289*	188	0	101	35%
Natural Environment	CNE	*187*	187	(1)	0	(0%)
Cultural Heritage	CAR	*270*	242	0	28	10%
Planning Service	PDC	*610*	446	0	164	27%
Transport Policy	PTT	*93*	64	0	29	32%
Policy Planning	PPP	*173*	177	(4)	0	(2%)
Engagement Rangers	Gp.	*805*	733	0	73	9%
Access & Rights of Way	RRU	*121*	118	0	3	2%
Footpaths and Pennine Way	GP.	*0*	(1)	0	1	467%
Non-Estate Recreation facilities	Gp.	*(4)*	(15)	0	11	(301%)
Visitor Centres	RVC	*247*	157	0	90	36%
Cycle Hire	CEB	*(62)*	(28)	(34)	0	56%
Fundraising	RFU	*91*	78	0	13	15%
Communications	RII	*214*	206	0	8	4%
		3,035	**2,553**	**(39)**	**521**	**16%**
Implementation of External Facing Services						
Moors for the Future core costs	RMF	*123*	123	(0)	0	(0%)
Visitor Experience	HWA	*56*	59	(2)	0	(4%)
Edale Centre premises costs	HWE	*57*	49	0	8	15%
Warslow Estate	CEW	*(52)*	(74)	0	22	(42%)
Eastern Moors Estate	CEE	*27*	26	0	1	4%
North Lees Estate	CEN	*(90)*	(95)	0	5	(5%)
Minor Properties	CEM	*(7)*	(12)	0	5	(69%)
Non-Estate Car Parks	CEP	*(71)*	(80)	0	9	(13%)
Non-Estate Toilets	CET	*103*	118	(15)	0	(15%)
Woodlands	JAA	*41*	77	(36)	0	(86%)
CMPT Team	CED	*157*	140	0	17	11%
Rural Surveyors	HWB	*70*	30	0	41	58%
Trails	CEQ-Z	*122*	(45)	0	166	137%
Corporate Property Team	Gp.	*204*	248	(44)	0	(22%)
Aldern House HQ	AHQ	*230*	186	0	43	19%
		970	**749**	**(98)**	**318**	**23%**
Information and Performance Management						
Information Management	AIT	*581*	577	0	5	1%
Customer & Business Support	AIC	*450*	398	0	52	12%
Corporate Strategy	PPM	*218*	208	0	10	5%
		1,249	**1,182**	**0**	**67**	**5%**
Enabling Services						
Finance	AFS	*314*	322	(9)	0	(3%)
Legal Services	ALE	*271*	255	0	17	6%
-Committee & Member Services	Gp.	*293*	240	0	53	18%
Human Resources	APE	*293*	281	0	12	4%
Corporate Management	ACS	*293*	259	0	34	11%
-Corporate Overhead Recovery	ABQ	*206*	(272)	0	477	232%
		1,670	**1,086**	**(9)**	**593**	**35%**
Capital						
Estate Properties	Gp.	*18*	(693)	0	711	3970%
Forestry Capital	ZAD	*0*	0	0	0	100%
Visitor Centre Capital	Gp.	*0*	0	(0)	0	100%
Other Visitor Experience Capital	Gp.	*279*	279	0	0	0%
Engagement Capital	Gp.	*0*	0	0	0	100%
Minor Properties Capital	Gp.	*0*	2	(2)	0	100%
Fleet Management	ZGA	*0*	0	0	0	100%
Aldern House	Gp.	*0*	0	0	0	100%
Carbon Mgt Plan	Gp.	*0*	0	0	0	100%
IT Capital	Gp.	*70*	65	0	5	7%
Cycles	Gp.	*0*	50	(50)	0	100%
		367	**(296)**	**(52)**	**715**	**181%**
Projects - externally funded						
Conservation & Planning Projects						
Ecton Mine Project	VBE	*0*	(18)	0	18	100%
Farming in Protected Landscapes	VPL	*0*	(62)	0	62	100%
Longdendale Landscape	VBI	*0*	(164)	0	164	100%
Longdendale Trails	VBO	*0*	(147)	0	147	100%
Underground Designation	VBU	*0*	(6)	0	6	100%
Defra ELMS project	VBD	*0*	5	(5)	0	100%
Farmsteads	VBZ	*0*	(3)	0	3	100%
Swallowmoss Rewetting	VCA	*0*	0	0	0	100%
Dove Headwaters Project	VCB	*0*	(48)	0	48	100%
South West Peak	VSW	*6*	(48)	0	54	898%
Village & Communities Officer	VMC	*56*	15	0	41	73%
Rural Enabling	VME	*8*	4	0	4	48%
Brownfields	VMG	*13*	14	(1)	0	(10%)
Moors for the Future (MFF)	VC6	*5*	(105)	0	110	2200%
Great North Bog	VK1	*0*	(0)	0	0	100%
MFF - Private Lands	VM2	*0*	0	(0)	0	100%
Moorlife 2020	VM3	*0*	1	(1)	0	100%
Moorlife Partners	VM4	*67*	49	0	18	27%
Moor Carbon	VM5	*0*	0	0	0	100%
Mend Our Mountains	VM6	*25*	(26)	0	51	203%
AMP7 Work	VM7	*0*	(385)	0	385	100%
Moor Green	VM8	*0*	(51)	0	51	100%
Moor Resilience	VM9	*0*	(6)	0	6	100%
Edale Station	VGL	*0*	0	0	0	100%
Edale Explorer	VGO	*0*	0	0	0	100%
Commercial Dpvt. & Outreach Projects						
Fire Operations Group	VYA	*16*	(6)	0	22	141%
Upper Derwent Partnership	VYB	*4*	(25)	0	29	691%
Events Website	VYC	*0*	0	0	0	100%
Leisure Walks	VYD	*3*	0	0	3	99%
Next Steps Leisure Walks	VYE	*5*	3	0	2	36%
Ambassador Schools	VEA	*0*	(26)	0	26	100%
SOAR Project	VEB	*0*	(4)	0	4	100%
Moorland Discovery	VEF	*7*	7	(0)	0	(1%)
Generation Green	VEG	*0*	0	(0)	0	100%
Better Outside	VEH	*11*	4	0	6	60%
Endeavour	VEJ	*4*	4	0	0	8%
Access Fund	VFH	*17*	(14)	0	32	184%
Corporate Projects						
Visit England	VDE	*0*	(33)	0	33	100%
Asset Mgt Revenue Account	VDY	*0*	(1)	0	1	100%
Matched Funding Appropriations	VDX	*0*	(93)	0	93	100%
		248	**(1,163)**	**(7)**	**1,418**	**570%**
Total		***6,289***	**2,929**	**(205)**	**3,565**	**53%**

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

	£
External Facing Services	
Interpretation panels at Arbor Low	1,500
Expert Witness for Planning Enforcement	4,300
Annual Meeting of Joint Statement of Heritage Team	560
Annual Meeting of Joint Statement of Heritage Team	315
Annual Meeting of Joint Statement of Heritage Team	150
Forestry work in Ridgewayside Wood	10,536
NERE Senior Farm Advisor and Farm Advisors delivering Farming in Protected Landscapes	36,000
Additional FiPL capacity	18,000
Zoom for Farmers and Land Manager liaison (1 year licence)	2,000
Consultancy support due to vacancies and offset against lost pre-application advice income	129,000
Local Plan commitments to purchase of consultation tool and evidence collection for local plan review	38,730
Delivery and marketing funds for year 3 of Hope Valley Explorer	24,687
Delayed website design work pending final invoices for 70th celebration event	2,400
NFP Synergy research data	5,000
A one year trial of the social listening to support NPMP 2023/28 targets and reporting	2,600
Openview Security Solutions working with Property Team	365
	276,143
Implementation of External Facing Services	
Refurbishment of rooms 38 and 39 in Aldern House	20,378
External decorations at Aldern House	9,286
	29,664
Enabling Services & Information and Performance Management	
Funding for Apprenticeship training	14,357
4 year review of the Independent Remuneration Panel on Members Allowances	23,149
Print Management software replacement of DocuPro to support MFD machines	4,143
Professional services for installation and configuration of the new Print Management software	4,607
Corporate overhead allocated to support service pressures arising from projects 2020/21 onwards	335,962
Agreed projects underspend from £335k Biodiversity Funding	247,074
	629,293
Capital	
	0
Projects	
Community Grants Offered but not yet completed.	3,760
	3,760
TOTAL SLIPPAGE REQUESTS	**938,860**

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

Appropriation to the Legal and Mineral Reserve	16,514
Appropriation to the Revenue Grant Reserve	1,340,263
Appropriation to the Corporate Property Reserve	13,741
Appropriation to the New CMPT Reserve	17,172
Appropriation to the North Lees Reserve	41,882
Appropriation to the Car Parks and Facilities Reserve	9,153
Appropriation from the Car Parks and Facilities Reserve	-15,014
Appropriation to the Trails Reserve	41,186
Appropriation to the Trails Reserve	87,363
Appropriation to the Trails Reserve	22,607
Appropriation to the Trails Reserve	6,461
Appropriation to the Corporate Property Reserve	8,490
Appropriation from the Trails Reserve	-34,919
Appropriation from the Trails Reserve	-19,959
Appropriation to the Capital Receipts Reserve Lower Green House Farm	737,090
Appropriation from the Capital Receipts Reserve Pump Farm	-2,072
Appropriation to the Restricted (Disney and Egan) Reserve	72,590
Appropriation from the Forestry Reserve	-23,140
Appropriation from Matched Funding reserve for asbestos / property H&S investment allocation (Septic works)	-46,050
Appropriation to the Legal and Mineral Reserve Bleaklow Farm Costs	15,000
Appropriation to the Corporate Property Reserve	2,778
Appropriation to VAT Partial Exemption Reserve	60,000
Appropriation to New Local Plan Reserve	110,000
Appropriation to ICT Reserve	9,520
Appropriation to ICT Reserve	43,550
Appropriation to ICT Reserve	10,030
	2,524,236

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

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Movement on Reserves and Reserve Levels

	Opening Balance 01/04/2021	Covid Reserve Adjustments	Agreed use 2021/22	contingencies / not allocated	interest receipts above/ (below) budget	App B Col D Impact of underspends / income at year end	App B Col C Impact of overspends at year end	App C (ii) Further Reserve requests	App C (i) Slippage requests	Closing Balance 31/03/22
General Fund	**221,690**	130,000		191,564	(5,987)	3,565,055	(205,487)	(2,524,236)	(938,860)	**433,740**
Capital Reserve	**880,555**							735,017		**1,615,572**
	1,412,439	130,000	0	191,564	(5,987)	3,565,055	(205,487)	(1,789,218)	(938,860)	**2,049,312**
Specific Reserves										
Car Parks & Facilities	**31,665**							(5,861)		**25,804**
Trails Reserve	**544,276**							102,739		**647,015**
Corporate Property Reserve	**95,232**							25,009		**120,241**
ICT	**231,316**							219,100		**450,416**
Warslow	**16,175**									**16,175**
Design	**0**									**0**
Visitor Services	**0**									**0**
Woodland	**23,140**							(23,140)		**0**
Cycle Hire	**50,000**									**50,000**
Vehicle Maintenance	**5,000**									**5,000**
Planned Maintenance	**21,545**									**21,545**
Minerals & Legal	**535,338**							31,514		**566,852**
Restructuring	**61,052**	275,000						150,000		**486,052**
North Lees	**90,000**							41,882		**131,882**
Minor Properties	**18,045**									**18,045**
COVID Reserve	**1,087,186**	(405,000)						(556,000)		**126,186**
Conservation Acquisitions	**0**									**0**
VAT Reserve	**60,000**							60,000		**120,000**
Resilience Reserve	**169,000**									**169,000**
* New Revenue Grant Reserve	**0**							1,340,263		**1,340,263**
* New CMPT Reserve	**0**							17,172		**17,172**
* New Local Plan Reserve	**0**							110,000		**110,000**
* New Authority Delivery Plan Reserve	**0**							250,000		**250,000**
	0									**0**
	3,038,970	(130,000)	0	0	0	0	0	1,762,678	0	**4,671,648**
Matched Funding	**1,229,619**							(46,050)		**1,183,569**
Slippage Reserve	**1,186,800**		(952,393)						938,860	**1,173,267**
Restricted Funds	**49,931**							72,590		**122,521**
	6,917,758	0	(952,393)	191,564	(5,987)	3,565,055	(205,487)	0	0	**9,200,317**

General Reserve: The General Reserve exists to accommodate unforeseen circumstances and is approximately £623k.The level of the General Reserve needs to take account of about 8 principal variable factors – contingent liabilities; the quality of budgetary control; loss of key staff, policy or delivery changes; the extent of demand-led services; unidentified future budget savings; significant capital projects; and the availability of other reserves. Generally, the Authority only has one or two of the above factors to consider in any one year; however up to three are currently pertinent. The external auditors consider the adequacy of the Authority's reserve levels as part of their overall audit opinion and it is an important component of their financial viability assessment.

Specific Reserves: The level of specific reserves overall has increased due requests for underspends to be transferred to reserves for future use. There continues to have been no call on the Covid-19 reserve, due to service underspends. The reserves are being operated in accordance with agreed policies, allowing services to draw from and add to their reserves in line with their longer term programmes. The new specific requests have been discussed in the main body of the report.

Capital Reserve: The Capital Receipts reserve started the year at £880k, there has been minor expenditure of £2k and additions of £737k from the sale of Lower Greenhouse Farm. The reserve will continue to be used to support the capital expenditure on and more specifically the expenditure on assets approved in March 2022.

Slippage Reserve: This Reserve operates differently from the other reserves in the sense that the funds do not remain within the reserve, if they are required in the following year. The amount of slippage approved in Appendix C is temporarily held on the balance sheet on 31st March, and is then immediately allocated into the budgets upon committee approving the slippage amount if the funds are required in the next financial year. There is a balance between allowing sensible use of slippage between years to manage commitments prudently with due regard for value for money, and not allowing slippage to be too high with monies not being spent in-year. The level of slippage fluctuates year on year and the 2021/22 level is a little higher than expected partly because of slippage to fund investments into 2022/23.

Matched Funding Reserve: This reserve was created to protect funds committed to partnership projects. The actual expenditure pattern is often very different between financial years. This, means that unspent Authority funds committed to the projects in contracts with funding bodies need to be ring-fenced and carried forward to match expenditure, when required in future years, in order to fulfil the funding commitments. The reserve also contains the exchange rate earmarked contingency for the Moorlife 2020 project.

Restricted Reserve: These reserves contain funds are restricted by they nature are currently contain several bequests as well as any S106 funds the Authority receives from planning agreements.

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Current Approved Borrowing

Committee / RMT Minute	Date	Principal	Reason	Annual charge to budget	Ending
ARP 41/12 (20 years)	20/07/2012	£108,812	Aldern House Biomass boiler	£8,007	2032/33
RMT 63/12 (25 years)	31/07/2012	£98,506	Borrowing for landlord elements of Big Fernyford Farm refurbishment	£5,758	2037/38
ARP 11/15 (15 years)	23/01/2015	£57,886	Showers and camping facility improvements at North Lees campsite	£4,583	2030/31
ARP 18/16 (20 years)	04/03/2016	£348,608	Castleton Visitor Centre re-modelling	£21,754	2037/38
RMT 17/16 (15 years)	09/05/2016	£26,675	2 additional Camping Pods	£2,057	2030/31
RMT 42/16 (7 years)	01/11/2016	£21,277	Replacement vehicle for volunteer service	£2,715	2023/24
RMT 01/17 (25 years)	10/01/2017	£83,062	Tenancy Refurb. - 2 properties	£4,639	2041/42
RMM 32/17 (25 years)	01/08/2017	£127,363	Tenancy Refurb – 1 property	£6,921	2041/42
RMM 38/17 (7 years)	04/10/2017	£70,168	Pool car replacements	£10,064	2023/24
ARP 21/18 (20 years)	16/03/2018	£260,578	Millers Dale Refurbishment (finalised in 2021/22)	£16,292	2037/38
RMM 14/18 (25 years)	30/07/2018	£81,263	Tenancy refurbishment Warslow Estate	£5,384	2044/45
ARP 4/19 (7 years)	18/01/2019	£258,498	Vehicle replacements (finalised in 2021/22)	£38,843	2027/28
	Total	**£1,542,696**		**£127,017**	

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10. 2021/22 YEAR END PERFORMANCE REPORT, 2021/22 PERFORMANCE AND BUSINESS PLAN AND 2022/23 CORPORATE RISK REGISTER (A91941/EF)

1. Purpose of the report

This report provides Members with a set of performance monitoring information for review and approval. Firstly, 2021/22 year end performance information, which reviews performance at the end of the third year of our 2019-24 Corporate Strategy. Secondly, the key elements of the 2021/22 Performance and Business Plan. Finally, the year-end position for the 2021/22 Corporate Risk Register and proposed Corporate Risk Register for 2022/23.

2. Key Issues

- **Corporate Performance** at 2021/22 year end (Appendix 1):
  - 20 of our indicators are on target (green) and 8 have performance issues (red). Actions have been identified to address these issues.
  - 33 of our strategic interventions are on target (green) and 10 have performance issues (red). Actions have been identified to address these issues.

- **2021/22 Performance and Business Plan** draft content:
  - The content of this statutory publication is all included in the appendices to this report, as follows.
    a. The 'Foreword' and 'Introduction' are in Appendix 2a.
    b. The 'Look Back' section on delivery replicates the year-end corporate performance as presented in Appendix 1 and the risk is as presented in Appendix 3.
    c. The 'Look Forward' section that gives KPIs and strategic interventions for 2022/23 is presented at Appendix 2b and the risk is as presented in Appendix 4.

- **2021/22 Corporate Risk Register** status at year-end:
  - 2 risks have moved in their rating since the beginning of the year:
    a. 'Failure to achieve sustainable gross revenue income targets (£90k) for the PDNP (commercial income and donations including from the Foundation) (ref. 20/21C)' (now amber)
    b. 'Not achieving volunteer hours due to Covid-19 impacts, limited volunteering opportunities and suspension of volunteer recruitment to new volunteering roles (ref. 21/22E)' (now green)
  - Two risks remains as high risk:
    a. 'Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and continuing Countryside Stewardship issues leading to the potential loss of a range of grassland habitats. (ref. 20/21B)'
    b. 'Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery of elements of the Corporate Strategy and National Park Management Plan. (ref. 21/22C)'

- **Proposed 2022/23 Corporate Risk Register**:
  - Seven risks from the 2021/22 risk register have been retained.
  - Four new risks have been added:
    a. 'Post Covid economy and labour market (such as increase in

NICs, inflation and cost of fuel/energy, employee mobility driving higher wages) impacts on PDNPA ability to attract and retain staff (ref: 22/23A).'

b. 'Sustained impact of the coronavirus pandemic on the health and wellbeing of staff (ref: 22/23B).'

c. 'Not achieving the national performance standards for determining planning applications in a timely manner (ref: 22/23C).'

d. 'Following notification of a flat cash settlement for the National Park Grant for years 2022/23, 2023/24 and 2024/25, the Medium Term Financial Plan shows that the current budgets are unsustainable, therefore there is a risk to the Authority of not making the necessary cost reduction to balance the 2023/24 budget and beyond to 2025/26 (ref: 22/23D)'.

- Two risks are seen as high risk:
  a. 'Area of NP land safeguarded in Environmental Land Management (ELM) schemes does not increase due to continuing uncertainty leading to potential environmental loss particularly grassland habitats (ref. 20/21B updated start of year 22/23)'.
  b. 'Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery of elements of the Corporate Strategy and National Park Management Plan (ref. 21/22C)'.

- **Complaints and information requests** for 2021/22:
  - 17 complaints were received in 2021/22, 7 in quarters 3 and 4.
  - 40 Freedom of Information requests were dealt with in 2021/22, 26 in quarters 3 and 4.
  - 30 Environmental Information Regulations requests, 13 in quarters 3 and 4.

Recommendations

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

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

3. That the 2021/22 year end corporate risk register given in Appendix 3 is reviewed and the status of risks accepted.

4. That the start of year 2022/23 corporate risk register given in Appendix 4 is reviewed and the proposed risks agreed.

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

How does this contribute to our policies and legal obligations?

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

and strategic interventions for 2021/22 is part of our approach to ensuring we are progressing against our Performance and Business Plan and, if needed, mitigating action can be taken to maintain and improve performance or to reprioritise work in consultation with staff and Members.

Background

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

   Please note there is no amber at year end.

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

7. The Authority's risk management policy and supporting documentation was approved by Authority in May 2021 (minute 39/21) and is reviewed annually as part of the Authority's review of the Code of Corporate Governance. In line with these arrangements, Appendix 3 shows the status of the corporate risks at year end and Appendix 4 shows the proposed corporate risks for the start of 2022/23.

8. Appendix 5 shows the status of the complaints received in this quarter and the report on Freedom of Information and Environmental Information Regulations requests.

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

Proposals

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

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

11. Members are asked to review the Corporate Risk Register 2021/22 status in Appendix 3.

12. Members are asked to review the Corporate Risk Register 2022/23 status in Appendix 4 and agree the proposed risks.

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

Are there any corporate implications members should be concerned about?

14. This report gives Members an overview of the achievement of targets in the past quarter and includes ICT, financial, risk management and sustainability considerations where appropriate. There are no additional implications in, for example, Health and Safety.

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

Appendices

1. Appendix 1: Quarter 4 and year end Performance Report for 2021/22
2. Appendix 2a and 2b: Performance and Business Plan 2021/22 draft content
3. Appendix 3: Quarter 4 and year end 2021/22 Corporate Risk Register status
4. Appendix 4: Proposed start of year 2022/23 Corporate Risk Register
5. Appendix 5: Quarter 4 and year end 2021/22 Complaints, Freedom of Information (FOI) and Environmental Information Regulations (EIR) enquiries

Report Author, Job Title and Publication Date

Emily Fox, Head of Information and Performance, 12th May 2022

Corporate Strategy Year 3 (2021/22) Quarter 4 Performance Report

Quarterly overview by Interim Chief Executive

RAG status of strategic interventions: Red = 10, Green = 33
RAG status of KPIs: Red = 8, Green = 20

In the past twelve months, we have celebrated our 70th Birthday, the country has stepped out of the Covid-19 restrictions that have been in place and, as an organisation we saw operations continue to return to a level of normality. However, Covid-19 and all its impacts, have remained our priority for the safety, health and well-being of our workforce. Staff have been phased back to the work place, and our information technology services have continued to support staff moving to do blended working at home and in their place of work.

Our sickness levels are higher than they have been for years, with 8.9 days lost to sickness per full time equivalent. Nearly half (48%), of days lost to sickness relate to mental health/chronic reasons such as stress, anxiety and depression, which is a 17% increase over the previous year. This increased rate is in line with the national employment picture but something we have, and will continue to monitor closely.

We celebrated our 70th year in a rather more subdued fashion than we had planned. However, despite working around Covid-19 restrictions our print media coverage reached 14.7 million people and social media across the '70 people for 70 years' campaign reached a further 2.7 million people.

The Member Task and Finish Group continues to steer the review of the National Park Management Plan and ensure the review progresses at the required pace. We have had positive partner engagement through a number of Leaders, operational and working group meetings during the year. The Policy and Communities Team also continues to reach wider audiences through our positive engagement plan for the Local Plan, switching to online and digital platforms that during the pandemic replaced conventional methods, and that post pandemic will supplement more traditional forms.

Close working with other English NPAs, AONBs, National Parks England and Defra continues to shape and influence the design and delivery of Environmental Land Management (ELM) schemes. Farming in Protected Landscapes (FiPL) has also been launched and is now in full delivery with a total of 72 projects supported so far. The development of One Nature Recovery Plan for the Peak District will continue in 22/23 building on the Nature Recovery Prospectus for the Peak District which was produced as part of National Parks England's Delivery Plan for Wildlife.

It has been a challenging period for our Moors for the Future (MFFP), South West Peak Landscape (SWPLP) and White Peak (WPP) partnership programmes. Covid-19 has led to some delivery being either postponed or redesigned. Despite this, and many other challenges it has still been a big year with MFFP raising £3m into projects and a further raft of pipeline opportunities. A short extension into 2022/23 for key SWPLP staff has enabled the revised programme outputs and outcomes to be delivered and whilst there is no successor programme a number of currently unfunded future projects have been identified and the legacy of the programme is being secured in a variety of ways and will continue in 22/23.

Index

1. Landscape overview
2. Audiences overview
3. Communities overview
4. Organisation overview
5. People overview

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

Close working with other English National Park Authorities, Areas of Outstanding Natural Beauty, National Parks England (NPE) and Defra continues to shape and influence the design and delivery of Environmental Land Management (ELM,) changes to the existing Countryside Stewardship (CS) scheme and the FiPL Programme has continued. Nationally the design, testing and piloting of the three ELM schemes (Sustainable Farm Incentive, Local Nature Recovery and Landscape Recovery) continues. The Sustainable Farm Incentive pilot is up and running and already providing learnings to refine the scheme before it opens in 22/23. Local Nature Recovery is still to be piloted but will be an enhanced version of the existing CS scheme. Landowners and managers who want to take a more radical and large-scale approach to producing environmental and climate goods on their land have the opportunity to apply to participate in the Landscape Recovery pilot which opened in quarter 4. This first round focuses on recovering and restoring England's threatened native species and restoring England's streams and rivers.

The Peak District ELM Test has been completed with virtual one to many workshops and one to ones with farmers in the Dark Peak and South West Peak. The final report brings together the findings from the White Peak, Dark Peak and South West Peak and demonstrates that farmers and land managers strongly support a local approach and that they want recognition and reward for the public goods they are already delivering. ELM payment levels are critical if the desired level of uptake and outcomes such as nature recovery and climate change mitigation and adaptation are to be delivered.

FiPL has been launched and is now in full delivery with a total of 72 projects supported in 21/22. Following discussions Defra agreed to reprofile the project fund to £475,000 in 21/22, £1.1 million 22/23 and £1.1 million in 23/24. Authority staff continue to support farmers and land managers to develop projects which deliver for the themes of climate, nature, people and place and for the Peak District National Park Management Plan priorities.

The development of One Nature Recovery Plan for the Peak District will continue in 22/23 building on the Nature Recovery Prospectus for the Peak District which was produced as part of NPE's Delivery Plan for Wildlife.

Our partner work on landscape scale projects continues with MFFP, SWPLP and WPP programmes. Covid-19 has led to some delivery being either postponed or redesigned. The MFFP team have gone through a very challenging winter with the whole project team on redundancy notices while business development results were awaited. Despite this people facing an uncertain future undertook a very big delivery year. £1 million of wages budget was raised over 6 months ensuring the continuation of employment contracts, within a successful bidding activity raising £3 million into projects and a further raft of pipeline opportunities which are expected to come good. A short extension into 2022/23 for key SWPLP staff has enabled the revised programme outputs and outcomes to be delivered. The legacy of the programme is being secured in a variety of ways and will continue in 22/23. However, there is currently no successor programme and whilst a number of future projects have been identified funding is not yet secured.

RAG status of strategic interventions:	Red = 3, Green = 3
RAG status of KPIs:	Red = 6, Green = 5

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

Distinctive landscapes that are sustainably managed, accessible and properly resourced

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
KPI 1: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits **2024 target:** At least an additional 10% of Peak District National Park in environmental land management schemes **:** At least an additional 10% of Peak District National Park in environmental land management schemes **2021/22 target:** 40% (cumulative total area) **Responsible officer:** Head of Landscape	Influence the design of the future post-Brexit scheme for roll out in 2025. Influence and deliver tests, trials and pilots for the new scheme through to 2025. Make the case for and influence the design of transitional arrangements	Representation on behalf of the English National Parks has continued through various stakeholder meetings for Environmental Stewardship (ES), Countryside Stewardship (CS), the three ELM schemes, future advice and guidance and the FiPL. The Peak District ELM Test has been completed and the final report approved by Defra. Farmers and land managers across the White Peak, Dark Peak and South West Peak strongly supported: local spatial prioritisation and public goods delivery based on National Character Areas (NCA); local decision-making and advice; Land Management Plans framed by their NCA, focusing on the key public goods that can be delivered; local, expert and trusted advice as an essential element of ELM particularly for a collaborative landscape scale approach. The FiPL project fund budget was re-profiled to £475,000 in year one and circa £1.1 million in years two and three.	**2021/22 target:** 45% (cumulative total area) **Q4 result:** 54% (cumulative total area)	As data for this KPI is still not readily available for the required reporting timescale, the revised approach to collating this information adopted last year has been continued. This approach does include land not in a land management option where traditional boundaries are being restored. So, the reported result remains slightly enhanced. However, there continues to be a slight increase in the area of land in environmental land management schemes, which is positive.

	Continue to support land managers to access current and future schemes	Authority farm advisers have continued to support farmers and land managers to access Countryside Stewardship and understand regulation. However, as the farm advisers have also been supporting the delivery of FiPL this has impacted on the level of support offered for Countryside Stewardship. The Authority's Land Management Grant Scheme continued to support the small-scale practical trials with 6 farmers exploring techniques to develop nature recovery networks across the agriculturally-improved White Peak plateau. The SWPLP completed projects to improve water quality, "slow the flow" and restore grassland and wader habitat. FiPL is now in full delivery with 72 projects delivering multiple outcomes under the themes of climate, nature, people and place.		
KPI 2a: Natural beauty conserved and enhanced **2024 target:** Assessment of landscape changes achieved **2021/22 target:** Develop methodology **Responsible officer:** Head of Landscape	Develop methodology for strategic sustainable landscape monitoring with partners, and assess whether the changes conserve and enhance natural beauty	Progress has been made testing elements of landscape monitoring: The methodology for the interpretation of the sample repeat Landscape Description Unit photographs has been tested and refined. 65% of repeat photographs have been taken and this task will be completed in 22/23. The Landscape Strategy review incorporating the Cultural Heritage Strategy and Biodiversity Action Plan has been completed to draft stage, and	**2021/22 target:** Develop methodology **Q4 result:** Whilst a methodology for strategic sustainable landscape monitoring with partners has not been completed progress has been	The development of the methodology for strategic sustainable landscape monitoring with partners has not been completed. **Issues arising:** The impacts of Covid-19, the rapid evolvement of the Nature Recovery Network and FiPL have impacted on Authority and partner capacity resulting in this target not being achieved.

		circulated to external partners. It will be shared with Members in 22/23. An assessment of the method and timescale for a reappraisal of lead rake information using aerial photography to assess change on a landscape scale has been completed. Possible funding has been identified to extend the Cranfield University project work for the semi-automated approach to creating a land cover model. Progress will be updated in 22/23. **Issues arising:** Covid-19 related capacity issues, the increase of focus on Nature Recovery Networks and the advent of FiPL has impacted on the capacity of the Authority and many partners. The proposed update and ask for key partner comments has not been achieved. Funding not yet secured by Cranfield University for further development and wider application of their initial project. Development of audience and community engagement in special quality view monitoring remains delayed. **Actions to address:** Review the strategic intervention and target in the light of the current position and the emerging National Park Management Plan (NPMP) priorities.	made testing key elements.	**Actions to address:** Review the strategic intervention and target in the light of the emerging National Park Management Plan (NPMP) priorities.

KPI 2b: Natural beauty conserved and enhanced **2024 target:** Assessment of landscape changes achieved **2021/22 target:** 100% of planning decisions in accordance with strategic policy **Responsible officer:** Head of Planning	Ensure all planning decisions are in accordance with strategic policy	There were two applications permitted contrary to strategic policies and three applications raising Policy Issues. **Issues arising:** One case related to challenging issues involving overring public interest of reservoir maintenance and public safety which outweighed the high-level designations. As this was such an exceptional case there is no concern in relation to precedent or fear of undermining of strategic policies, but raised interesting issues regarding the ability to off-set harms to designated Natura sites. The second case involved the granting of permission of a new dwelling outside of the development strategy and specified locations in the development plan. This means that development is permitted in a location that necessitates regular vehicle travel to access employment, services and social needs, increasing carbon and resulting in greater impact on the character of a very small farming hamlet. Members struggled to articulate good exceptional reasons for moving a decision that was contrary to strategic policies. **Actions to address:** Opportunities to discuss the impacts of such decisions at Members planning training and also scope to build the issues facing farming communities into the review of the Local Plan.	**2021/22 target:** 100% of planning decisions in accordance with strategic policy **Q4 result:** 2 Applications contrary to strategic policy	There were two applications permitted contrary to strategic policies relating to a Local Needs dwelling permitted outside of a named settlement and construction of permanent track in the Natural Zone. **Issues arising:** Significant issues with respect to the protection of important habitat; the need for clarity on exceptional circumstances for development in such areas and the scope for biodiversity net gain and mitigation in such circumstances. Also need to consider the sustainability issues in accepting new development in more sensitive and remote locations with no services. **Actions to address:** These are key issues for the review of the Local Plan and the cases will prove useful examples to inform topic debates and policy issues going forward.

KPI 3: Increase the amount of carbon captured and stored as part of routine land use and management **2024 target:** 3,650 tonnes net decrease in carbon emissions from moorland tonnes net decrease in carbon emissions from moorland **2021/22 target:** 2,190 tonnes **Responsible officer:** Head of Moors for the Future Partnership	Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of the Peak District	The numbers presented are based on the DEFRA carbon calculator, which is acknowledged as a fairly rough tool, and so we are currently looking at refining the numbers generated for carbon avoided losses through a number of routes. Business development work is providing new live projects to continue this into the future but issues of revenue funding for the Partnership are presenting difficulties in effectively resourcing this work. The Moor Green Finance Project is providing a model for attracting and spending contributions into natural capital in which there is a growing interest.The ELM Test carbon ready reckoners have helped build interest in carbon management. FiPL climate outcomes provide opportunities for farmers and land managers to further engage with carbon.	**2021/22 target:** 2,190 tonnes **Q4 result:** 1,068 delivered this year making a cumulative total now at 4,797 tonnes of carbon loss avoided	The reducing revenue funding available to the Partnership delivery team is seriously slowing down the ability to effectively capitalise on all the available opportunities. During 2022/23 the Partnership will be considering alternative business models
	Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions	Several projects have or are soon coming to a close. There is much left to do and there are a number of good opportunities to pursue in funding this but capacity in the programme team is reducing this opportunity.		
	Develop the climate change vulnerability assessment and implement the key outcomes **Responsible officer**: Head of Information and Performance Management	The adopted vulnerability assessment has been made available online so that it is fully accessible and easier to navigate. The report recommendations continue to form an integral part of the evidence base for the review of the National Park Management Plan and Authority Delivery Plan.		

High quality habitats in better condition, better connected and wildlife rich through nature recovery networks

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
KPI 4: Increase the area of moorland blanket bog moving towards favourable condition **2024 target:** Restoration activities on 1,500 hectares of degraded blanket bog completed **2021/22 target:** 600 hectares (54% of current bare peat) **Responsible officer:** Head of Moors for the Future Partnership	Continue to have a clear voice on the outcomes we expect to see from moorlands. Support the development of and implement a resilient, sustainable moorland management model **Responsible officer**: Head of Landscape	Liaison with moorland managers has continued with the focus on wildfire prevention and mitigation and visitor management. FiPL has funded the completion of a second phase in developing a strategic approach to the prevention and mitigation of moorland fires. Learnings and next steps will be shared and developed in 22/23. A similar Fire Risk assessment funded by Calderdale Metropolitan Borough Council is providing a useful strategic view which is covering some aspects (rewetting for example) which the FiPL project is not. The 2 together will provide a good assessment of a way forward. UK Countryside Code collateral for 2022 is pending and the Authority continues to maintain dialogue with regional and UK teams at Natural England. The #Peak District Proud microsite now includes 5 additional language translations and this will also be amplified via the Authority's 2022 visitor guide.	**2021/22 target:** 900 hectares (54% of current bare peat) **Q4 result:** 845 hectares of completed work in 2021/22 bringing the cumulative total of completed work to 3294 hectares	Revenue funding is insufficient to maximise the opportunities presented. The present business model of the partnership is being scrutinised through 2022/23 with a view to a change in approach.
	Continue restoration activities on degraded blanket bog to move it	Massive progress has been made this delivery season bringing several		

	towards favourable condition with a focus on reducing the amount of bare peat and rewetting as far as possible in years 1-3	projects to a successful close and delivering c£4m of work. Extensive Business development work is underway to capture new funding out to 2030. Continuing this work relies on effective business development work and this requires an increase in revenue funding to achieve this. The current business model is being reviewed and may need to change in order to fund the partnership adequately into the future.		
	Use the new FCERM (Flood and Coastal Erosion Risk Management) strategy and water companies AMP7 programme to support our moorland restoration work	Very useful work on Opportunity mapping, identifying FRM needs in the MFFP working area has secured funds from the Accelerated Flood Fund of the Environment Agency and will lead to further opportunities from the Flood Defence Grant in Aid budget. AMP7 delivery works are well under way with 2 Utilities and work is starting on advocacy plan for CSR24 and the AMP8 delivery work of all 3 Utilities. Again this will be slowed down by the lack of adequate revenue funding. SWPLP has used Water Enhancement Grant funds used to deliver additional 4,000m2 bare peat restoration at Merryton Low in and have secured Ministry of Defence funding for the restoration for a further 3,000m2 in 22/23.		

KPI 5: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation **2024 target:** Sustain at least 5,000 hectares of non-protected, species-rich grassland **2021/22 target:** 5,000 hectares **Responsible officer:** Head of Landscape	Use and share our data on non-protected species rich (priority habitat) grassland to inform our plans with a view to it becoming publically available and supporting the public payment for public goods approach. Including an annual assessment of net gain/loss	The new Nature Recovery Officer has been working with other key stakeholders sharing ecological data held by the Authority and partners to provide a baseline for nature recovery. This will combine both national and local data. Options for modelling the one Nature Recovery Plan (NRP) for the place which builds on the Nature Recovery Prospectus have started. A Land Manager's Forum is planned in early 22/23 to develop the approach to nature recovery with farmers and land managers. A SWPLP grassland fungi project shows that soil eDNA analysis can identify important and often overlooked but important grassland fungi sites. The final report will be completed in 22/23. Derbyshire County Council's development of a Derbyshire natural capital assessment and action plan has continued and will be completed in22/23. Project outputs will link in to the one NRP.	**2021/22 target:** 5,000 hectares **Q4 result:** 5,000 hectares of non-protected, species-rich grassland sustained	5,000 hectares of non-protected species-rich grassland has been sustained through the work of the Authority's farm advisers, management of the Authority's own grasslands, the work of the SWPLP and FiPL. Active Authority engagement with farmers and land managers on 206 hectares of non-protected species-rich grassland. 143 hectares have been retained and 63 hectares restored.
KPI 6: Increase the area of new native woodland created **2024 target:** Create at least 400 hectares of new native woodland **2021/22 target:** 200 hectares	Identify opportunities for new native woodland, scrub, wood pasture, small plantings and individual trees based on the approach of the right trees in the right places for the right reasons	The Wooded Landscape Plan has been drafted and was approved by members in quarter 3. A final designed version will be shared in 22/23. It will also form part of the revised Landscape Strategy. Woodland creation has continued to be prioritised through the work of the Authority's farm advisers using both national and local funding	**2021/22 target:** 200 hectares **Q4 result:** A further 20.77 hectares of new native woodland has been created this year making the cumulative total	A further 20.77 hectares of new native woodland creation has been supported, similar to the 19.27 hectares created last year. Whilst considerably behind target there are plans for at least 100 hectares of woodland creation in 22/23. **Issues arising:** Larger-scale planting proposals take time

Responsible officer: Head of Landscape		opportunities. A four-year Woodland Trust (WT) partnership will create 105 ha of small-scale woodlands using Nature for Climate funding (£913,500) with Authority costs (£189,000) fully reimbursed. FiPL has funded 6 hectares of wood pasture creation and 7 hectares of wood pasture enhanced. It has also funded 507 in-field and boundary trees, 2,511 metres of hedgerows planted and 996 metres restored. The Local Authorities Treescapes Fund has enabled tree planting on Authority owned land e.g. 50 standards trees (Various properties),1,500 trees (Coombs Dale wood after ash dieback felling). 650 whips have also been given to Tideswell Community Group.	of 56.69 hectares created.	to come to fruition. Existing agri-environment scheme agreements can also be a barrier, as amendments are difficult to obtain and can involve payment reclaims. Numerous funding sources are confusing and can be off-putting. The WT partnership was only agreed in quarter 4 so had a reduced target of 3 hectares for 21/22. **Actions to address:** Continue to support farmers and land managers to create woodlands and plant trees on the basis of the right tree in the right place for the right reason. Removing the barrier that existing agri-environment scheme agreements can present will continue to be pursued. Farm Advisers will continue to support farmers and land managers to consider woodland creation and grant funding.
KPI 7: Maintain and enhance populations of protected and distinctive species **2024 target:** Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s	Work with moorland owners, land managers and partners to deliver resilient, sustainable moorlands that lead to increased numbers of birds of prey	The Birds of Prey Initiative 2021 report was published in quarter 4. Monitoring data is provided by the local Raptor Groups, partner staff and volunteers, and those game keepers who report sightings to the Raptor Groups. The number of nesting pairs of Peregrines remains low with 8 occupied territories. The excellent nesting success in 2020 was not	**2021/22 target:** 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier **Q4 result:** 8 Peregrine, 30 Short-eared owl,17 Merlin, 1 Hen harrier	Target not achieved. **Issues arising:** Breeding pairs of birds of prey in the moorlands have not yet been restored to at least the levels present in the 1990s. **Actions to address**: Continue to work with moorland owners, managers,

2021/22 target: 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier **Responsible officer:** Head of Landscape		sustained in 2021, with only 3 of the 8 territories successfully fledging young. An abundance of voles supported a very successful breeding season for Short-eared Owls with 30 breeding pairs recorded. Although numbers of Merlin increased slightly to 17 pairs for the second successive year is still not yet translating through to the larger breeding population. For the third time in four years, hen harriers also successfully fledged young from a nest on National Trust moorland and whilst a second pair had also initially shown territorial behaviour, they were not subsequently seen. There were 2 confirmed incidences of birds of prey persecution and an increasingly worrying trend in nest-based wildlife crime against raptors expanding from other parts of the Peak District.		gamekeepers and partners to deliver the target number of breeding birds of prey.

Cherished cultural heritage that is better understood and looked after

KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention and likelihood of meeting target**	**RAG status of 2021/22 KPI target**	**Commentary on 2021/22 KPI target**
KPI 8: Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes **2024 target:** 5% increase in audiences actively engaging with cultural heritage	Engage with a range of audiences to promote and increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes, and improve public access to data	Activities include: the Annual Archaeology Day (Pomegranate Theatre, Chesterfield with circa 200 attendees), 2 guided specialist heritage walks with Volunteer Ranger support (Wetton and Throwley), ACID magazine (5,000 copies), the 10 barrow 'biographies' digital Storymap has been commissioned with University of Sheffield prior to the exhibition opening 22/23, £1,400 has been raised	**2021/22 target:** 2.5% **Q4 result:** No data available until November 2022	A range of engagement with a range of audiences has taken place which have promoted and increased knowledge, understanding and engagement with archaeological sites, historic structures and landscapes, and improved public access to data.

2021/22 target: No target **Responsible officer:** Head of Landscape		for repairs and conservation of Batemans' tomb with the work delivered by the Parish Council who also have developed a series of Bateman events, working with community groups such as the Stanage and North Lees heritage Action Group. Conversion of historic buildings Supplementary Planning Guidance has been completed and is available on the Authority's website. Cultural heritage input has also been provided for the Authority's and heritage stakeholder response to government response to the Landscapes Review.Advice has been provided for a range of projects including 6 CS Traditional Building Restoration Pilot restoration projects, SWPLP restoration project for Pyeclough Head Barn and 6 FiPL agreements for Phase 1 restoration / consolidation / minor repair works for 3 historic structures (Tissington Silo, Minninglow & Pikehall limekilns) and 3 barns (Brushfield, Onecote and Standhill). 10 further projects are being explored as part of FiPL.		NFP Synergy survey data for this question will be available in November 2022 for the 2022 target.
KPI 9: Increase the percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced **2024 target:** 10% **2021/22 target:** 6% (198)	Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property	Interventions have been delivered to conserve and/or enhance the Scheduled Monuments and Listed Buildings e.g. Funding secured for 2 scheduled Merryton Low barrows and the Grade 2 Listed Lane End Barn, resurfacing and vehicle management works completed at Pindale, Bateman's Tomb repairs completed, Ecton Balance Cone Brief for restoration	**2021/22 target:** 6% (198) **Q4 result:** 6% (210) The cumulative total is 25% (822) so well above the target of 6% (198).	Overall, the target has been substantially exceeded. Last year's substantial increase in the number of planning and listed building cases has continued this year.

Responsible officer: Head of Landscape		feasibility completed. Input has continued to the national CS Traditional Buildings Restoration pilot (6 buildings restored (Black Harry, Brushfield, Hillside, Newhaven Lodge, Ballidon, Toost Wood) at a total cost £1.49m. 8 Scheduled Monuments have been conserved or enhanced (advice provided, works done and assessed with repairs being identified/delivered). 357 Listed Buildings have been conserved and/or enhanced (advice provided, planning permission and/or Listed Building consent granted). These figures don't include ongoing projects started in the previous year, planning consent discharges or multiple interventions for the same building. The temporary cessation of the pre-application service has impacted the quality of some applications.		
KPI 10: Increase the percentage of Conservation Areas conserved and/or enhanced **2024 target:** 96% (105/109) have adopted appraisals **2021/22 target:** 95% **Responsible officer:** Head of Landscape	Continue to develop and adopt the remaining Conservation Area appraisals to raise awareness, understanding and support for the conservation and enhancement of these areas	No further progress with the drafting of the Conservation Area Appraisal for Winster has been made. The brief for an external consultant to draft the Conservation Area Appraisal for Butterton has been prepared and quotes will be obtained in 22/23. **Issues arising**: Covid-19, the increased number of planning and listed building consent applications and staff changes have all impacted on capacity to complete the Winster Conservation Area Appraisal.	**2021/22 target:** 95% **Q4 result:** 94% have adopted appraisals**.**	The target to increase the percentage of Conservation Areas to have adopted appraisals has not been met. **Issues arising**: Covid-19, the increased number of planning and listed building consent applications circa 20% and staff changes have impacted on capacity to complete the Winster Conservation Area Appraisal. Funding will be needed in 22/23 for external consultants for the Butterton appraisal.

		Actions to address: The brief for external consultants to draft the Conservation Area Appraisal for Butterton has been prepared.		**Actions to address:** Ways to deliver the drafting of the Conservation Area Appraisal for Butterton by external consultants will be explored in 22/23.

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

2021-22 year started with very restricted engagement activity due to Covid-19 and has ended with all Covid-19 restrictions lifted and delivery of engagement activities in full swing. There has been a lot of progress over quarters 3 and 4 on the Diverse Audience Plan: Key highlights include the following.

- Completion of the Health and Wellbeing Art Project working with Derbyshire Wildlife Trust, with the installation of new wooden art trail on the Thornhill Trail (Thornhill Carr NR).
- The Joint application to National Heritage Lottery Fund with Peak District MOSAIC, Yorkshire Dales National Park and North York Moors National Park to work with ethnically diverse audiences across the three parks 'Championing National Parks for all'
- Delivery of teacher training to 10 Sheffield teachers in partnership with Sheffield City Council and ESCAPE project.
- Generation Green has enabled work with targeted audiences, piloting programmes, testing new approaches and building partnerships. Many lessons have been learnt through delivery of this project and hosting the project manager – setting up and working in new ways across English National Parks. This learning will be utilized in legacy planning and future funding, creating a robust foundation. It reached its ambition of turning nature connection into positive green behaviors and green employment. Full report and evaluation in May.
- UK National Parks Youth Voice residential was hosted in the Peak District, with 31 young people attending from 13 National Parks.
- Millers Dale Goods Shed interpretation complete and installed.

The year also saw us celebrate our 70th year in a rather more subdued fashion than we had planned. Despite working around Covid-19 restrictions our print media coverage reached 14.7 million people with a value of just under £260,000 (not including broadcast coverage), whilst social media across the '70 people for 70 years' campaign reached a further 2.7 million people.

Our income targets have been largely exceeded despite the slow start to the year. The Peak District National Park Foundation has raised £c140,518 (target of £100,000) for Management Plan outcomes\projects such as: Moors for the Future, conservation and ash die back mitigation on the Monsal Trail, conservation work at Stanage North Lees estate, Access work and diverse audience projects including a green social prescribing pilot and Ambassador Schools. Grants have also been paid to Peak District Mosaic and SOAR a community organisation working with Engagement Rangers on green social prescribing. The Authority's asset portfolio has performed well financially with income from the car parks and North Lees campsite above target and in total achieving over £116,000 gross income above the 18/19 baseline.

The Foundation continues to grow with an increasing number of corporate partnerships, (25 Peak Partner relationships), and regular donors continue to grow. There is a plan to grow fundraising resource in line with Business Change Manager recommendations and continue the partnership with the Foundation to grow and diversify income and continue to secure external funding via the Authority. The year ended with the 70th anniversary celebration at the Buxton Crescent highlighting shows the strong interest and potential to grow support via the Foundation.

Volunteering numbers have recovered well post Covid-19 restrictions, this year the target of volunteer value has been exceeded by nearly £200K. Several new volunteering opportunities have been created, including volunteers focusing on rights of way, trails and visitor centre welcome. We have also helped to lead on a new UK wide citizen science project 'Look Wild' that has engaged over 1,300 new volunteers delivering 1634 hours of volunteering in the Peak District alone. The year has also seen the Strengthening of strategic direction of volunteering with the manager role now sitting in People Management.

RAG status of strategic interventions: Red = 0, Green = 8
RAG status of KPIs: Red = 0, Green = 4

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

Greater audience reach among under-represented groups

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
KPI 11: Increase the proportion of under-represented groups reached **2024 target:** Peak District National Park audience reach that is 30% closer to the demographics of those within an hour's travel time of the National Park **2021/22 target:** Implement the plan **Responsible officer:** Head of Engagement	Implement our diverse audience plan providing inclusive health, education and accessibility activities, and modernising digital channels that better align with the audiences we want to reach	As Covid-19 restrictions have eased delivery of the Diverse Audience Plan has picked up in pace, see highlights in the KPI commentary.	**2021/22 target:** Implement the plan **Q4 result:** Successful Implementation	Completion of the Health and Wellbeing Art Project working with Derbyshire Wildlife Trust, with the installation of new wooden art trail on the Thornhill Trail (Thornhill Carr NR). Joint application to National Lottery Heritage Fund with Peak District MOSAIC, Yorkshire Dales National Park and North York Moors National Park to work with ethnically diverse audiences across the three parks 'Championing National Parks for all' Delivery of teacher training to 10 Sheffield teachers in partnership with Sheffield City Council and ESCAPE project. Generation Green enabled work with targeted audiences, piloting programmes, testing new approaches and building partnerships.
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Headlines from NFP Survey February 2022 show the gender and ethnicity of visitors is broadly in line with the demographics of those within an hour's travel of the PDNP. Those living in the nearest regions are most likely to have visited in the last two years, with the exception of visitors from London which have been steadily increasing. The visitor age profile varies from the local population, with a higher proportion of those in the 25-34 and 35-44 age categories visiting and lower proportions of older people visiting.		

		The highest social grade (AB) is over-represented among visitors, whereas the lowest social grade (DE) is under-represented.		As part of Generation Green the UK National Parks Youth Voice residential was hosted in the Peak District, with 31 young people attending from 13 National Parks. Improved working with the Peak District Foundation to secure funding Including funding for Ambassador Schools and health and wellbeing Test and Learn projects.
A strong identity and excellent reputation driving positive awareness and engagement				
KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention and likelihood of meeting target**	**RAG status of 2021/22 KPI target**	**Commentary on 2021/22 KPI target**
KPI 12: Increase public connection with the Peak District National Park **2024 target:** Peak District National Park connection is increased by 20% **2021/22 target:** 2% increase **Responsible officer:** Head of Engagement	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park	Survey data from Parishes and partners is currently being collected to inform new communication plan to be developed early in 2022/23.	**2021/22 target:** 2% increase **Q4 result:** 34% of respondents feel a connection to the PDNP.	Social media Engagement – interaction with our content - rose an average of 13% each quarter, with our total overall audience growth rising an average of 3.4% a quarter, now collectively around 135,000 people and seeing a 15% overall growth across 21/22. Our website was visited over 3.1m times with 2.5m unique users across 2021/22, with trails, parking and our North
	Encourage responsible visitor behaviours through Park-wide, stakeholder-supported strategies that reflect care and respect of 'the place', such as #PeakDistrictProud. Use local research to inform understanding of visitor segments and their needs. Grow sustainable tourism	Multi-lingual translations of Countryside Code messaging is now available via the #PeakDistrictProud microsite. Spring dogs campaign video produced and shared with stakeholders.		

	products, including encouraging extended stays, where external funding exists to support this.	Peak District Communications group continue to meet and support shared messaging.		Lees campsite the most popular areas of interest.
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	The latest NFP Synergy data reported 34% of respondents feel a connection to the PDNP. Agreement with this statement has been steadily increasing across the waves, with the largest increase in November 2021.		

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

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
KPI 13: Increase the National Park Authority's sustainable income stream **2024 target:** Generate an extra £225,000 sustainable gross revenue income **2021/22 target:** £90,000 sustainable gross revenue income **Responsible officer:** Head of Engagement	Implement and continue to develop to maximise income without compromising the special qualities of the National Park or exposing staff and visitors to unnecessary risk of Covid-19 transmission, including car park management, new visitor experiences at Millers Dale and Hulme End, maximisation of existing income opportunities and growing our commercial enterprises	Income generation has bounced back following the impacts of Covid-19 with some outstanding achievements (see target commentary). Refurbishment at Derwent Visitor Centre has been completed and the Millers Dale Goods shed will open to the public this Easter.	**2021/22 target:** £90,000 **Q4 result:** £116,641	The asset portfolio and bike hire have exceeded the income target for 2021/22. Commercial filming & photography income across our estates was £7,275 for 20/21, from very little pro-active marketing or promotion due to Covid-19 and resource.
	Continue to fundraise for the National Park Management Plan and Corporate Strategy Outcomes using the National	£c150k raised for Management Plan outcomes. Growing number of corporate partnerships – 25 (and two in pipeline) Peak Partners up from 17		

	Park Foundation as the vehicle **Responsible officer**: Head of Engagement	in 20/21, regular donors 31; increase in smaller grant funding secured via Foundation. £50,000 legacy received in quarter 4. Foundation income target for 21/22 was £100,000 and has been exceeded by around £40,518 70th anniversary celebration event - 125 attendees and strong plan in place for event. Follow up Plan in place to invest to grow fundraising in line with Business Change Manager recommendation.		
KPI 14: Rebuild the value of National Park Authority volunteer support **2024 target:** Volunteer support across the National Park Authority is returned to pre-Covid-19 value of £750,000 per annum **2021/22 target:** No target **Responsible officer:** Head of People Management	Implement volunteer action plan to better align opportunities for volunteering with PDNPA outcomes and increase diversity amongst our volunteers	**Issues arising:** Work continues inline with the volunteering action plan but due to the pandemic some elements of the plan have had to be reprioritised. Health and safety of volunteers has been a large area of work this year. We have however seen development of new volunteer roles and initiatives Work on diversifying our volunteer offer and communicating the value of volunteering needs to be a priority in 22-23	**2021/22 target:** No target **Q4 result:** Year End- 40,766 hours giving a total volunteer value of £697,890	**Issues arising:** Volunteer numbers this year have grown on 20-21. The year total of 40,766 hours giving a total volunteer value of £697,890 is positive and suggests that by 2024 we will have rebuilt volunteer support to pre-pandemic levels. We do however still need to address the impact of the pandemic on the volunteer programme. Recruitment for new volunteers and development of new volunteer roles needs to be a priority going forward to support this KPI.

Outcome: Thriving communities that are part of this special place

The Policy and Communities Team continues to reach wider audiences through our positive engagement plan, switching to online and digital platforms that during the pandemic replaced conventional methods, and that post pandemic will supplement more traditional forms. Last year for the local plan review we ran a series of on-line stakeholder workshops that were attended by 101 representatives from constituent authorities and 3rd sector organisations. In the first quarter of next year we will be running an online survey for parish councils. We are close to being able to procure a bespoke IT platform for the next statutory phases of the plan review. Integrated with the Authority's branding and GIS, it will enable residents and other stakeholders to get involved, and crucially, stay involved – our in-house research has shown that 'staying engaged' is a key issue for us.

We continue to offer our 'community planning menu' and, with this, give significant support to any community wishing to write a statutory neighbourhood plan or non-statutory village plan, to undertake community-led projects that deliver national park purposes, or develop local needs or community-led housing. In 2021/22, Holme Valley Neighbourhood Plan was 'made' (legally part of the Authority's development plan) and we are assisting Hartington Parish Council to prepare their neighbourhood plan submission documents. However, during the process of local plan review the most important part of our community-planning offer is to enable communities to participate in this process.

The community grant continues to be a valued resource. This year we have supported: Holme Village Community Centre (contributed to the redevelopment of an old social club which will be managed by and for the community); Pomeroy Village Hall (contribution to feasibility study); Bradwell Wildflower Project; Bollington Boundary Stone (new National Park boundary stone); Wild About Kinder Podcasts (platforming people who live and work, on and close to Kinder, with messaging about its special qualities and respectful visiting); Lady Manners School Nature Reserve and Rowarth Telephone Box Restoration.

We continue to support local groups such as Hope Valley Climate Action and Stanton Moor Liaison Group. The Parishes bulletin is constantly evolving and will be improved in line with a recent survey of parish councils that asked them how best we could continue this service.

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

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

Influencing and shaping the place through strategic and community policy development

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
KPI 15: Increase the number of residents and other community stakeholders understanding and engaged in the development of strategic policies **2024 target:** 50% increase in number **2021/22 targets:** 40% increase in number **Responsible officer:** Head of Planning	Develop tools for engaging resident communities using digital media channels to promote and engage residents on policy development	The Policy and Communities Team has switched its early phase engagement for local plan review from a system that was largely face to face to one that is largely online. To ensure that the level of engagement is maximised (both in terms of numbers and quality) as we move to the statutory phases of local plan review. The Policy and Communities Team is currently in the late stages of procuring a bespoke IT platform that will enable all of the statutory phases of local plan review, including the public consultations, to be undertaken on line.	**2021/22 target:** 40% increase in number (1,159) **Q4 result:** 172 number of residents and other community stakeholders understanding and engaged in the development of strategic policies making a cumulative total of 1,158 to date	Despite being one less than the target this is considered so close we consider the target is met. This is a very positive result considering that the baseline is derived from 'pre-pandemic' methods of 'high volume face to face' consultation that have not been possible to replicate. This year the focus has been on engagement with stakeholder groups rather than residents. Officers are confident that the remaining years of the project will see a positive increase compared to the baseline experience. The planned survey of parish councils was unfortunately delayed but this has not significantly slowed progress on the review.
	Review resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Authority	We have been unable to progress this review. **Issues arising:** Some of the resource of the planning policy team has been used to support the planning service as a whole. **Actions to address:** The Planning Service as a whole is about to be reviewed.		

KPI 16: Increase the number of communities involved in shaping the place **2024 target:** 40% of Parishes have helped shape their future **2021/22 target:** 16% **Responsible officer:** Head of Planning	Review the menu of community initiatives and extend it to provide lighter touch plans/visions. Full menu to include neighbourhood plans, neighbourhood development orders, community land trusts, community plans, community visions, housing enabling plans, and other projects that shape or influence the place	The *cumulative* number of communities shaping the place by undertaking the community-led initiatives described is increasing. However, the number of communities *actively engaged* with us at any one time is decreasing. This is likely to remain the case until the new local plan is adopted. The team's resources, and in particular the work of the community policy planner, are now refocused to make sure that local communities can shape the place through the local plan process, A comprehensive review of Parish Statements will be undertaken when 2021 Census data is released.	**2021/22 target:** 16% **Q4 result:** 57%	The cumulative number of communities shaping the place is 51 villages (57%), made up of communities engaged in neighbourhood planning, village planning, parish statements and housing enabling. We have been actively engaged in an additional 2 villages (Hathersage and Stanton) undertaking community-led housing enabling and re-instating the Stanton community liaison initiative.

Community development connecting people to place through active participation, events and sustainable projects

KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention and likelihood of meeting target**	**RAG status of 2021/22 KPI target**	**Commentary on 2021/22 KPI target**
KPI 17: Increase the number of PDNPA interventions that help parish councils, community groups and residents to care for the National Park's special qualities **2024 target:** 100 interventions	Continue dialogue across Authority to make this happen e.g. with Engagement Service to connect with diverse audience plan, and with Landscape Service to ensure connection with projects linked to ecology and cultural heritage	Ability of wider teams to support community action extremely stretched by loss of staff and lack of capacity, often with a need to prioritise statutory or higher priority work areas. **Issues arising:** Cross-Authority working has been affected by the re-focus on local plan review and the	**2021/22 target:** 60 interventions **Q4 result:** 24 in year, 91 cumulative	The number of interventions remains consistent, between 20-30 per year. Parish Council liaison has resumed strongly after a gap caused by Covid-19 and changes in personnel. The community grant remains an important aspect of delivery.

2021/22 target: 60 interventions **Responsible officer:** Head of Planning	Develop tools for engaging resident communities using digital media channels towards the promotion of community development (e.g. sharing, promoting local events, encouraging and initiating local projects). Seek to maintain the parish bulletin via email (and hosted on PPPF website) and parish meetings via teleconference.	loss of key personnel in the Engagement team. **Actions to address:** The Policy and Communities Team work across the Authority to review and implement the engagement plan.		

An agile and efficient organisation

Although 2021/22 saw operations continue to return to normal, following the implementation of Covid-secure health and safety measures and risk assessments, the pandemic has continued to have impacts on staff. Those staff that have been working at home during the pandemic started a phased return to their place of work for 40% of their time from October 2021. Our sickness levels are higher than they have been for years, with 8.9 days lost to sickness per full time equivalent. 48% of days lost to sickness relate to mental health/chronic reasons such as stress, anxiety and depression, which is a 17% increase over the previous year, and is inline with the national picture. Covid-19 accounts for the third highest loss in hours due to sickness.

As a result of Covid-19 and its continued impacts, our priority has continued to be on the safety, health and well-being of our workforce. We have continued to undertake regular staff surveys to monitor well-being and provide specific individual support, provided a series of emotional resilience webinars to all workforce and supported individual referrals for coaching/counselling.

Despite this, a great deal was achieved during the year. To ensure the Authority continues to operate effectively, a variety of essential governance, finance and performance related activities are undertaken in quarter 1. Our Financial Accounts for 2020/21, Annual Governance Statement and Performance and Business Plan were all completed by the statutory deadlines. The Member Task and Finish Group continues to steer the review of the National Park Management Plan and ensure the review progresses at the required pace. We have had positive partner engagement in the review through Leaders, operational and working group meetings.

The July 2021 Programmes and Resources Committee meeting received a report outlining how the Authority is delivering to the National Park England Delivery Plan for Climate Change. The same meeting approved a report outlining we had achieved a 12% reduction in carbon emissions from the Authority's emissions in 2020/21, bringing us closer to net zero. The Climate Change Member Steering Group met regularly and, amongst other things, have steered the emerging climate change aim in the National Park Management Plan and steered an essential Member training on climate change, which was well received by attendees.

The March Authority meeting approved the updated Asset Management Plan, which sets out our investment and disposal plans for our property portfolio. Our Customer Services team dealt with over 12,100 customers on the phone and logged over 2800 enquiries. Our information technology services supported staff beginning to do blended working at home and in their place of work and had a successful trial of a new online platform for presenting some of our corporate documents so they are fully accessible. We gained Substantial Assurance in the 2021 Cyber Security Internal Audit Report.

The Authority's Annual General Meeting was held on 2nd July 2021 and the new Members who joined the Authority completed their initial induction during Q2. Our Members meetings have continued to meet off site to enable social distancing, but as of March 2022 all meetings are now back at Aldern House. The work undertaken by the Authority's Internal and External Auditors is a key part of our governance arrangements. Our 2020/21 Statement of Accounts, Annual Governance Statement and Value for Money Assessments have been given the equivalent of substantial assurance by our External Auditors.

The external auditors gave the Authority a satisfactory Value for Money opinion on the 2021/22 accounts. The Medium Term Financial Plan continues to develop and evolve as new information arises and is included in the plan. The current plan was presented to Members in February 2022 as part of the 2022/23 Budget Report. Resources Management Meetings and the Management Team continue to be included in the process for monitoring, reacting to the plan and maintaining the financial sustainability of the Authority.

RAG status of strategic interventions: Red = 2, Green = 20
RAG status of KPIs: Red = 2, Green = 8

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

Our workforce is more diverse, healthy and highly engaged

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
KPI 18: Maintain low sickness levels **2024 target:** Under 6 days per full time equivalent per year **2021/22 target:** Under 6 days per full time equivalent per year **Responsible officer:** Head of People Management	Create wellbeing at work to include: Maintain (and improve upon level of) Investors in People Health and Wellbeing Award in 2022 Enhance our safety culture by raising awareness, developing competence and improving compliance Systematic review of relevant policies (such as Absence Management Policy, Wellbeing at Work Policy, Grievance Policy and Harassment in the Workplace Statement	Health and Wellbeing is a standing item on the Health and Safety Committee. This meets quarterly and every service is represented. Wellbeing pulse surveys to monitor staff mental health and requests for further support. Emotional resilience coaching offered to 29 employees, a total of 78 sessions. Three online Emotional Resilience training sessions delivered in March as a result of wellbeing survey in January. Occupational Health and Safety profile significantly raised during pandemic. Health and Safety policy refreshed to reflect new management structure. Gaps in service representation identified and filled. Employment policies and procedures amended to reflect People Management branding including core values and to reflect new management structure.	**2021/22 target:** Under 6 days per full time equivalent per year **Q4 result:** Sickness figures (days lost per full time equivalent) in each quarter: Q1 = 1.3 Q2 = 1.8 Q3 = 3.1 Q4 = 2.7 Cumulative = 8.9	**Issues arising:** 48% of days lost to sickness relate to mental health/chronic reasons such as stress, anxiety and depression. This is higher than 2020/21 (30.8%) Proportion of absence related to anxiety reflects the national picture – the effects of the coronavirus pandemic were found to be a major contributory factor. Covid-19 is also evident as the 3rd largest loss of hours and highest number of sickness occurrences at 62 (out of 319). Equates to 1 day absence per every fte. There have been 13 long term absence cases over the year, this as well as hours lost to phased return has significant impact. In 2020/21 there were 5 long term cases.

				Actions to address: IIP Health and wellbeing survey and assessment report will identify action areas. Health and wellbeing working group created to progress recommendations. Covid-19 related absence will count as trigger to absence management procedures.
KPI 19: Create a highly engaged workforce **2024 target:** 70% response rate to online Investors in People questionnaire **2021/22 target:** 70% response rate to online Investors in People questionnaire **Responsible officer:** Head of People Management	Create values based environment to attract and retain top talent	Core values of Care, Enjoy and Pioneer have been integrated into our recruitment and performance appraisal systems. Peak Shoutout is a recognition platform which promotes and reinforces our values and behaviours. Postcards are available for casual workers, volunteers and Members. Living the Values workshops held in each service for staff to understand what the values look like in their work. The design and messages to reflect the values were approved by the IIP Delivery Group. Decals (wall transfers) options depicting our values were designed in house. Management Team selected the design which is on display around Aldern House.	**2021/22 target:** 70% response rate to online Investors in People questionnaire **Q4 result:** Easing of Lockdown survey (May) 86% Internal Comms and Wellbeing survey (Jan) 65% Investors in People questionnaire (Mar) 69%	**Issues arising:** Two surveys held in last quarter were below 70% target. The timing overlaps with continued working from home restrictions, high infection rates, high sickness rates, high level of staff taking annual leave before the year end. There is also a view that after two years of living with a pandemic staff energy is low, and engagement with the organisation is decreasing. **Actions to address:** Development of an Internal Communications and Engagement Plan which outlines a pro-active strategy to how and when we communicate and engage with staff.
	Deliver the actions in the Investors in People Action plan (identified from the Investors in People online	Investors in People Delivery Group has representatives from every service. Chaired by the CEO the group has met on a quarterly basis to		

	report and assessor recommendations)	progress IIP actions. The priority areas being: Communicating the values Recognition and reward Equality, Diversity and Inclusion Accreditation assessment has commenced with online questionnaire and will conclude in early May.		To take on board recommendations from the IIP assessment to improve staff engagement. All of the Management Team are now members of the IIP Delivery Plan. This will raise the profile and priority of the work of the group to assist early adoption of initiatives.
	Management demonstrate responses in regular short snap surveys on key and current topics are used to inform decisions	Easing of Lockdown survey results influenced the development of the Blended Working Principles, and return to the workplace. Internal Communications survey results was reported at Staff Briefings and will contribute to Internal Communications and Engagement Plan which will underpin the Corporate Communications Plan. The IIP questionnaire responses contribute to PDNPA accreditation, and gaps identified help develop the 3-year IIP Action Plan.		
KPI 20: Foster an inclusive working environment in which everyone feels that they belong **2024 target:** A workforce profile proportionately representative of national protected characteristics in order to attract and retain diverse talent **2021/22 target:** Move towards the demographics of	Develop Equality, Diversity and Inclusion plan to foster an inclusive workplace by: • Involving all workforce in inclusion • Developing line manager capability • Building senior management commitment to inclusion • Evaluating policies and practices • Examining organisational culture, climate and values	The EDI group members attended online Equality Champion Course All of the workforce completed the Equality at Work online ELMS module. All of the workforce, 'one team' were surveyed on Equality Opportunities in July Management team completed Equality Act and Equality Impact Assessment online ELMS modules	**2021/22 target:** A workforce profile proportionately representative of national protected characteristics in order to attract and retain diverse talent **Q4 result:** Data from People Live (HR database) Number of employees at 31 March 2022 is	**Issues arising:** This is an ongoing process to obtain personal information about our workforce. We have used 3 methods: • Self-service personal data on the People Live system. • Monitoring forms at recruitment. • Equal Opportunities survey It is not mandatory for employees to disclose their

those within an hour's travel time of the National Park **Responsible officer:** Head of People Management		The Equality Policy was revised and a new Equality Diversity and Inclusion policy was developed. An Equality Action Plan was created. The Authority & Resource Management Team report templates were updated to make it clearer how report writers should consider equality in decision making A review of the 'one team' equality data collection (ie volunteers, recruitment) to ensure consistency was undertaken.	190.3 FTE 247 headcount 54% female 46% male Median age 51.5 yrs 2.8% disclosed a disability Only 55% completion of the ethnicity question indicated 99% White British	personal details in relation to the information we seek. **Actions to address:** • People Management to trial (for 12 months) advertising our vacancies wider, with the aim to increase our diversity profile • Secured funding to build on the work already done internally to develop resources and/or training for the whole organisation to raise awareness of EDI. • Attained the Disability Confident employer scheme Encourage 'one team' to feel confident sharing their equality data on the system
We are **financially resilient** and provide value for money				
KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention and likelihood of meeting target**	**RAG status of 2021/22 KPI target**	**Commentary on 2021/22 KPI target**
KPI 21: To have a medium term financial plan	Develop a medium term financial plan (MTFP) that covers years 2-5 of the new Corporate Strategy (Year 1 -	The MTFP continues to develop and evolve as new information arises and is included in the plan. The current MTFP was presented to Members in February 2022 as part of the 2022/23	**2021/22 target:** Plan developed in 2021/22 and then monitored and updated	The MTFP is fully developed and is now updated as a matter of course it is a standing item on the RMM agenda.

2024 target: Plan developed in 2021/22 and then monitored and updated **2021/22 target:** Plan developed in 2021/22 and then monitored and updated **Responsible officer:** Head of Finance	2021/22 falls within the current MTFP)	Budget Report. RMM and the Management Team continue to be included in the process for monitoring and reacting to the MTFP and for maintaining the financial sustainability of the Authority.	**Q4 result:** The plan continues to be monitored and updated on a regular basis.	
	Develop a new Capital Programme for the Authority (following the adoption of the corporate Asset Management Plan)	Work on developing a new way of setting the budget and ensuring that the MTFP is monitored appropriately has overtaken the new Capital Strategy. **Issues arising:** Due to work required on the MTFP and setting the 2022/23 budget resources have not allowed for time to refresh the Capital Strategy. **Actions to address:** The refreshed Asset Management Plan was approved by Members in February 2022 and will be incorporated into the updated capital strategy. It is planned for this to be brought to Members later in 2022.		
KPI 22: To have arrangements in place to secure economy, efficiency and effectiveness in all our operations **2024 target:** An unqualified value for money opinion (the best result possible) issued by External Audit **2021/22 target:** An unqualified value for money	Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review	No current actions to take. The team continues to review operations as issues arise.	**2021/22 target:** An unqualified value for money opinion (the best result possible) issued by External Audit **Q4 result:** The external Auditors will review the Authority's Value for Money as part of the 2021/22 audit	The external auditors gave the Authority a satisfactory Value for Money opinion on the 2021/22 accounts which were approved by Members in November 2021. Work is now beginning on the Statement of Accounts for 2021/22.
	Introduce electronic purchase order, authorisation and invoice scanning and the implementation of an electronic travel and subsistence claims system	Exchequer mobile is being trialled by CMPT with a plan for a rollout across the Authority. The electronic travel and subsistence will be looked at as part of the tender for a new finance system.		

opinion (the best result possible) issued by External Audit **Responsible officer:** Head of Finance			to be carried out in June 2022	
Our **well-maintained assets** support the delivery of our landscape, audience and community outcomes				
KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention and likelihood of meeting target**	**RAG status of 2021/22 KPI target**	**Commentary on 2021/22 KPI target**
KPI 23: To have a corporate Asset Management Plan **2024 target:** Plan to be implemented **2021/22 target:** Plan to be adopted in 2021/22 **Responsible officer:** Head of Asset Management	Develop a corporate Asset Management Plan	The Asset Management Plan was updated and the revised version approved in March 2022 to reflect organisational structure changes and Corporate Strategy amendments that have taken effect since 2020. The Asset Management Plan action plan is updated to reflect changing priorities and needs of the organisation.	**2021/22 target:** Plan to be implemented with active asset disposal plan in place. **Q4 result:** Authority approved asset disposal and investment plans in quarter 4	Work is progressing on implementing the plan including: Securing capital investment to address maintenance backlog Service restructure complete, recruitment ongoing Disposal of Lower Greenhouse Farm and significant progress on disposal of Brosterfield Lease surrenders of Marsh Farm and Parsley Hay Ranger Base Progress on implementing North Lees business plan on target
	Develop and implement a new Carbon Management Plan for the Authority **Responsible officer**: Head of Asset Management	The Carbon Management Plan (CMP2) was approved in July 2020. Progress on implementing the CMP2 continues including achieving a full understanding of our emissions sources and significant progress toward gathering data on the emissions associated with the land the Authority owns. Work also continues on improvements to the performance of our property		

		portfolio with 2 heat pump systems being installed over the period, both replacing coal fired heating, and 2 solar PV systems. A further 3 heat pump systems are due to be installed within the coming year. Work is also progressing on integrating the financial demands of our carbon management plan into our asset management process and disposal procedure.		

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

KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention and likelihood of meeting target**	**RAG status of 2021/22 KPI target**	**Commentary on 2021/22 KPI target**
KPI 24: To achieve at least reasonable assurance rating for the way we look after our data in an ever changing environment **2024 target:** For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports **2021/22 target:** For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports	Ensure security services and control frameworks (e.g. anti-virus, encryption, disaster recovery, business continuity, server and client hardware and software etc) are fit for purpose and reflect best practice and that staff awareness and preparedness is improved and measured	The majority of our staff have completed the compulsory Data Security and Data Protection Courses. We have implemented cyber security training, which continues to show improvements in staff understanding and actions in regards to phishing threats.	**2021/22 target:** For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports **Q4 result:** Target met.	The April 2021 Cyber Security Internal Audit Report gave Substantial Assurance to the Authority.

Responsible officer: Head of Information and Performance Management				
KPI 25: More of our data is digitally accessible internally and externally and is used to inform our decision making **2024 target:** All services, capture, store and access data in a consistent and efficient manner **2021/22 target:** All services, capture, store and access data in a consistent and efficient manner **Responsible officer:** Head of Information and Performance Management	Support the work of the Authority-wide group established to develop new and enhance existing services using data	We continue to trial a new fully accessible reporting platform on our website for some of our documents with the view to roll this out to further services if it is fit for purpose. Initial documents that are on the platform are the Peak District Climate Change Vulnerability Assessment, the State of the Park report, the National Park Management Plan 2021/22 Annual Monitoring Report and the National Park Management Plan Public Consultation results. We will continue to trail this with the National Park Management Plan 2021/22 Annual Monitoring Report and National Park Management Plan 2023-28.	**2021/22 target:** All services, capture, store and access data in a consistent and efficient manner **Q4 result:** Target met.	We have made good progress across the year towards this target. The fundamentals are in place to enable this, and they have continued to be rolled out to key functions. This will be continued for other teams and functions during 2022/23.
	Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)	We have completed work to enable staff to self-serve data related to tree conservation and being created by the South West Peak Partnership so that the data is captured in the field and available spatially. Work continues to progress the migration of Planning Services to a new platform with the potential to deliver a self-service mapping portal to our customers.		
	Lead business change programmes with internal teams and services to improve efficiency and effectiveness of business	We are supporting progressing the IT elements of the Engagement Service Business Change outcomes. Discussions continue to ensure that		

	processes and associated data management practices to improve data and information availability both internally and externally	the Service's IT applications are the most effective for their needs.		
	Design and implement with other landscape organisations shared ICT systems and services and explore/utilise joint procurement opportunities	This year we have jointly procured with other National Park Authorities AppCheck Web Security and Lifesize Video Conferencing. We have a joint approach with other National Park Authorities and DEFRA to fulfil legal and data records regarding FiPL.		

The Authority is **well managed** to achieve its objectives and enhance its performance

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
KPI 26: To have best practice governance, risk and performance management arrangements in place **2024 target:** All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent **2021/22 target:** All internal and external audits relating	Undertake a review of Governance arrangements, including the delegations to committees and officers	Governance arrangements are reviewed on an on-going basis to ensure they are fit for purpose this includes our Committee and Officer delegations which led to Members approving a temporary suspension of our standing orders to allow for the agile and efficient delivery of the FiPL programme in line with the National Framework and grant conditions.	**2021/22 target:** All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent **Q4 result: Target Met**	2020/21 Statement of Accounts, AGS and Value for Money Assessments have been given the equivalent of substantial assurance by our External Auditors who will close down our accounts on receipt of the Whole Government Accounts. Internal Audit have report on Block 1 audits and provided substantial assurance on Main Accounting and ICT with no areas for action and Risk Management which received
	Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff	The In-Tend on-line procurement portel has been customised to the Authority's requirements and successfully used in a pilot procurement.		

to governance, risk and performance management are rated as providing substantial assurance or equivalent **Responsible officer:** Head of Law		**Issues arising:** The next stage is the targeted roll out of the evaluation tool by way of face to face external training which has not been possible due to prioritisation of work in the pilot areas. **Actions to address:** Procurement in line with standing orders successfully continues throughout the Authority. The external training days are banked and can be used in line with pilot users working capacity moving forward.		a reasonable assurance. Block 2 audits Visitor Centres, Business Continuity and Income & Debtors are continuing and will be report in 2022/23.
	Coordinate the delivery of the corporate strategy and drive through delivery and business planning, performance and risk management processes **Responsible officer**: Head of Information and Performance Management	The quarter 2 performance report was presented to the November 2021 Authority meeting. Service delivery plans and risk registers are in place for the delivery year 2022/23, which will be the final year of the Corporate Strategy.		
KPI 27: Our Members are more representative of our audiences **2024 target:** Move towards greater diversity in our Members **2021/22 target:** Move towards greater diversity in our Members **Responsible officer:** Head of Law	**Not reported in Year 3**	**Not reported in Year 3**		

We have **effective partnership arrangements** in place				
KPI and targets	**RAG status of strategic intervention**	**Commentary on strategic intervention and likelihood of meeting target**	**RAG status of 2021/22 KPI target**	**Commentary on 2021/22 KPI target**
KPI 28: To identify all existing partnership arrangements and review their effectiveness **2024 target:** Complete review in 2021/22 and monitor effectiveness **2021/22 target:** Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose **Responsible officer:** Head of Information and Performance Management	Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose	The partnership protocol was updated in 2020. We are working with our strategic partners on the review of the National Park Management Plan.	**2021/22 target:** Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose **Q4 result:** Target met.	The partnership protocol was updated in 2020. We are working with our strategic partners on the review of the National Park Management Plan.
	Monitor the implementation of the National Park Management Plan 2018-23 delivery plan	The National Park Management Plan Advisory Group continues to oversee implementation of the delivery plan. The 2021/22 annual monitoring report is being taken to the May 2022 Authority meeting.		
	Coordinate the development of the Peak District National Park Management Plan 2024-2029	The Member Task and Finish Group for the review of the National Park Management Plan continues to meet on a monthly basis to steer the process and ensure the review progresses at the required pace. The Leaders Group has met twice to engage with the plan review process. We have had positive partner engagement in the review.		

Foreword

This past year marked the 70th anniversary of the Peak District National Park and our purposes and duty remain as relevant today as they were 70 years ago. There has been a lot of uncertainty and difficulties brought by Covid during this period. We have also seen the Government's response to the Landscapes (Glover) Review as we begin to understand what this means for our landscape and National Parks. However, I believe we have a real opportunity to show how and where we deliver for nature, climate and people; and that in these changing times the 555 square miles of the Peak District National Park has never been more important or valuable, both locally and for the nation.

Despite this challenging year, we can still celebrate many successes. Close working with our National Park England and DEFRA partners saw the new Farming in Protected Landscapes scheme launched and is now in full delivery. Volunteering numbers have recovered well post Covid restrictions, and this year the target of volunteer value has been exceeded by nearly £200k and our income targets have been largely exceeded despite the slow start to the year. The Moors for the Future Partnership also secured £3 million for vital projects, with a further raft of pipeline opportunities on the horizon.

In this Performance and Business Plan, we report on our third year (2021/22) of progress against our 2019-24 Corporate Strategy and set out our targets for the fourth and final year (2022/23). Despite the disruption of the pandemic over the previous two years, the 'Look Back' section shows that we have made some excellent progress across all of our outcomes (landscape enhancement, audience and community engagement, and being an agile and efficient organisation). However, we have not met all of our KPIs this year, despite having revised some of our targets. In particular, due to other priorities, we have been unable to deliver our plans for landscape monitoring and in line with the national picture employment our staff sickness levels are higher than they have been for years.

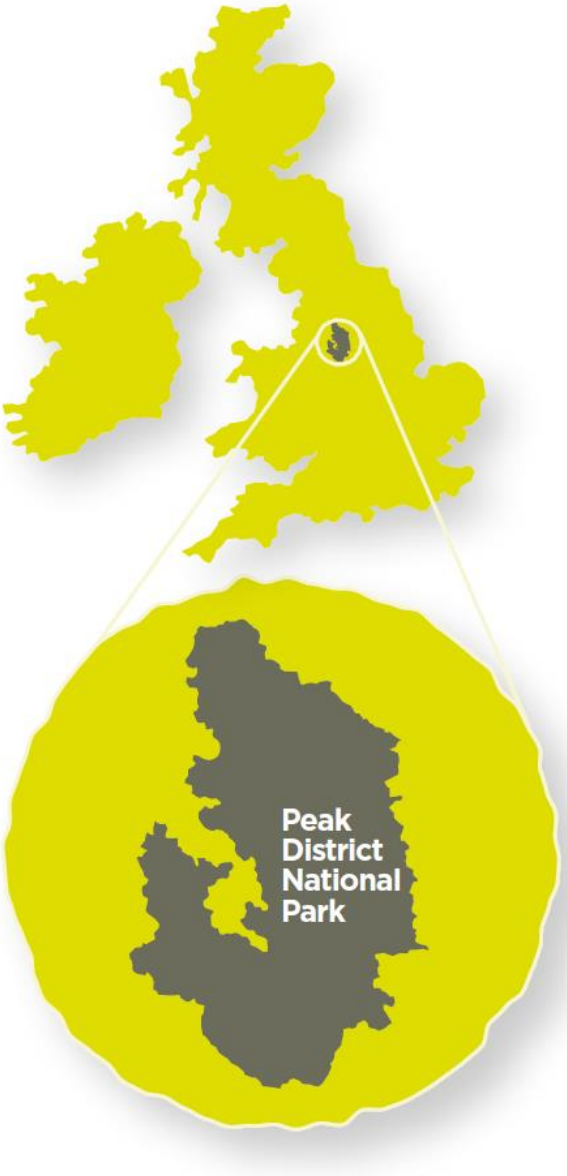
Entering the final year of this corporate strategy there is an ambitious agenda ahead. We will welcome a new Chief Executive and with partners we will continue to develop our new 5-year Management Plan. This will define national park leadership and how we will work with partners on key areas like climate change, nature recovery, the transition to a more sustainable way of farming in a protected area and fostering the well being of communities. Uncertainty remains around where the resources to achieve it all will come from. Nevertheless, national parks have always punched above their weight and achieved a great deal from a small base.

In the Peak District we have a solid base of 70 successful years as the country's founding national park, so let's treat the year ahead as an opportunity to positively embrace change – a new chapter for us all.

Andrea McCaskie
Chief Executive

Andrew McCloy
Chair

Introduction



National parks

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

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

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

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

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

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

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

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

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

The NPMP is the partnership plan for the place – providing the framework for all Peak District stakeholders to work together to achieve national park purposes and conserve and enhance the special qualities. It outlines the main issues and priorities for the place and sets

out how, together, these will be tackled. Preparation has begun on developing the next NPMP.

Our Corporate Strategy 2019-24

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

The strategy is organised around three outcomes. They work together as an integrated set, rather than in isolation. The outcomes are:

- A sustainable landscape that is conserved and enhanced
- A National Park loved and supported by diverse audiences
- Thriving and sustainable communities that are part of this special place.

We also have an additional outcome around our organisational performance:

- The Peak District National Park Authority is an agile and efficient organisation.

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

Our funding

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

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Table 1: A sustainable landscape that is conserved and enhanced

Outcome: **A sustainable landscape that is conserved and enhanced**		
Key Performance Indicator (KPI) and 2024 target	**Strategic interventions**	**Responsible**
Distinctive landscapes that are sustainably managed, accessible and properly resourced		
KPI 1: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits **2024 target:** At least an additional 10% of Peak District National Park in environmental land management schemes	Influence the design of the future post-Brexit scheme for roll out in 2025. Influence and deliver tests, trials and pilots for the new scheme through to 2025. Make the case for and influence the design of transitional arrangements	Head of Landscape
	Continue to support land managers to access current and future schemes	Head of Landscape
KPI 2: Natural beauty conserved and enhanced **2024 target:** a) Assessment of landscape changes achieved b) 100% of planning decisions in accordance with strategic policy	Develop methodology for strategic sustainable landscape monitoring with partners, and assess whether the changes conserve and enhance natural beauty	Head of Landscape
	Identify interventions to address any negative changes and further enhance natural beauty	Head of Landscape
	Ensure all planning decisions are in accordance with strategic policy	Head of Planning
KPI 3: Increase the amount of carbon captured and stored as part of routine land use and management **2024 target:** 3,650 tonnes net decrease in carbon emissions from moorland	Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of the Peak District	Head of Moors For the Future Partnership
	Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions	Head of Moors For the Future Partnership
	Develop the climate change vulnerability assessment and implement the key outcomes	Head of Information and Performance Management

High quality habitats in better condition, better connected and wildlife rich through nature recovery networks		
KPI 4: Increase the area of moorland blanket bog moving towards favourable condition **2024 target:** Restoration activities on 1,500 hectares of degraded blanket bog completed	Continue to have a clear voice on the outcomes we expect to see from moorlands. Support the development of and implement a resilient, sustainable moorland management model	Head of Landscape
	Continue restoration activities on degraded blanket bog to move it towards favourable condition with a focus on reducing the amount of bare peat and rewetting as far as possible in years 1-3	Head of Moors For the Future Partnership
	Use the new FCERM (Flood and Coastal Erosion Risk Management) strategy and water companies AMP7 programme to support our moorland restoration work	Head of Moors For the Future Partnership
KPI 5: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation **2024 target:** Sustain at least 5,000 hectares of non-protected, species-rich grassland	Use and share our data on non-protected species rich (priority habitat) grassland to inform our plans with a view to it becoming publically available and supporting the public payment for public goods approach. Including an annual assessment of net gain/loss	Head of Landscape
KPI 6: Increase the area of new native woodland created **2024 target:** Create at least 400 hectares of new native woodland	Identify opportunities for new native woodland, scrub, wood pasture, small plantings and individual trees based on the approach of the right trees in the right places for the right reasons	Head of Landscape
KPI 7: Maintain and enhance populations of protected and distinctive species **2024 target:** Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s	Work with moorland owners, land managers and partners to deliver resilient, sustainable moorlands that lead to increased numbers of birds of prey	Head of Landscape
	Identify future priority species in key areas for enhancement and/or reintroduction	Head of Landscape
Cherished cultural heritage that is better understood and looked after		

KPI 8: Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes **2024 target:** 5% increase in audiences actively engaging with cultural heritage	Engage with a range of audiences to promote and increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes, and improve public access to data	Head of Landscape
KPI 9: Increase the percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced **2024 target:** 10%	Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property	Head of Landscape
KPI 10: Increase the percentage of Conservation Areas conserved and/or enhanced **2024 target:** 96% (105/109) have adopted appraisals	Continue to develop and adopt the remaining Conservation Area appraisals to raise awareness, understanding and support for the conservation and enhancement of these areas	Head of Landscape

Table 2: A National Park loved and supported by diverse audiences

Outcome: **A National Park loved and supported by diverse audiences**		
Key Performance Indicator (KPI) and 2024 target	**Strategic interventions**	**Responsible**
Greater audience reach among under-represented groups		
KPI 11: Increase the proportion of under-represented groups reached **2024 target:** Peak District National Park audience reach that is 30% closer to the demographics of those within an hour's travel time of the National Park	Implement our diverse audience plan providing inclusive health, education and accessibility activities, and modernising digital channels that better align with the audiences we want to reach	Head of Engagement
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Head of Engagement
A strong identity and excellent reputation driving positive awareness and engagement		
KPI 12: Increase public connection with the Peak District National Park **2024 target:** Peak District National Park connection is increased by 20%	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park	Head of Engagement
	Encourage responsible visitor behaviours through Park-wide, stakeholder-supported strategies that reflect care and respect of 'the place', such as #PeakDistrictProud. Use local research to inform understanding of visitor segments and their needs. Grow sustainable tourism products, including encouraging extended stays, where external funding exists to support this	Head of Engagement
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Head of Engagement
Fundraising for Mend Our Mountains **Active support** through National Park points of contact to generate sustainable income		

KPI 13: Increase the National Park Authority's sustainable income stream **2024 target:** Generate an extra £225,000 sustainable gross revenue income	Implement and continue to develop the plan to maximise income without compromising the special qualities of the National Park or exposing staff and visitors to unnecessary risk of Covid-19 transmission, including car park management, new visitor experiences at Millers Dale and Hulme End, maximisation of existing income opportunities and growing our commercial enterprises	Head of Engagement
	Continue to fundraise for the National Park Management Plan and Corporate Strategy Outcomes using the National Park Foundation as the vehicle	Head of Engagement
KPI 14: Rebuild the value of National Park Authority volunteer support **2024 target:** Volunteer support across the National Park Authority is returned to pre-Covid value of £750,000 per annum	Implement volunteer action plan to better align opportunities for volunteering with PDNPA outcomes and increase diversity amongst our volunteers	Head of People Management

Table 3: Thriving and sustainable communities that are part of this special place

Outcome: **Thriving and sustainable communities that are part of this special place**		
Key Performance Indicator (KPI) and 2024 target	**Strategic interventions**	**Responsible**
Influencing and shaping the place through strategic and community policy development		
KPI 15: Increase the number of residents and other community stakeholders understanding and engaged in the development of strategic policies **2024 target:** 50% increase in number	Develop tools for engaging resident communities using digital media channels to promote and engage residents on policy development	Head of Planning
	Review resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Authority	Head of Planning
KPI 16: Increase the number of communities involved in shaping the place **2024 target:** 40% of Parishes have helped shape their future	Review team resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Authority	Head of Planning
	Undertake biannual updates and promotion of Parish Statements to encourage a dynamic approach to keeping them up to date and developed by the community as far as possible	Head of Planning
	Ensure a comprehensive review is undertaken of Parish Statements to take account of a new Census in 2021	Head of Planning
Community development connecting people to place through active participation, events and sustainable projects		
KPI 17: Increase the number of PDNPA interventions that help parish councils, community groups and	Continue dialogue across Authority to make this happen, e.g. with Engagement Service to connect with diverse audience plan (young, health issues etc), and with Landscape Service to ensure connection with projects linked to ecology and cultural heritage	Head of Planning

residents to care for the National Park's special qualities **2024 target:** 100 interventions	Develop tools for engaging resident communities using digital media channels towards the promotion of community development (e.g. sharing, promoting local events, encouraging and initiating local projects). In particular seek to maintain the parish bulletin via email (and hosted on PPPF website) and parish meetings via teleconference	Head of Planning

Table 4: The Peak District National Park Authority is an agile and efficient organisation

The Peak District National Park Authority is an agile and efficient organisation		
Key Performance Indicator (KPI) and 2024 target	**Strategic interventions**	**Responsible**
Our workforce is more diverse, healthy and highly engaged		
KPI 18: Maintain low sickness levels **2024 target:** Under 6 days per full time equivalent per year	Create wellbeing at work to include: • Maintain (and improve upon level of) Investors in People Health and Wellbeing Award in 2022 • Enhance our safety culture by raising awareness, developing competence and improving compliance • Systematic review of relevant policies (such as Absence Management Policy, Wellbeing at Work Policy, Grievance Policy and Harassment in the Workplace Statement)	Head of People Management
KPI 19: Create a highly engaged workforce **2024 target:** 70% response rate to online Investors in People questionnaire	Create values based environment to attract and retain top talent	Head of People Management
	Deliver the actions in the Investors in People Action plan (identified from the Investors in People online report and assessor recommendations)	Head of People Management
	Management demonstrate responses in regular short snap surveys on key and current topics are used to inform decisions	Head of People Management
KPI 20: Foster an inclusive working environment in which everyone feels that they belong **2024 target:** A workforce profile proportionately representative of national protected characteristics in order to attract and retain diverse talent	Develop Equality, Diversity and Inclusion plan to foster an inclusive workplace by: • Involving all workforce in inclusion • Developing line manager capability • Building senior management commitment to inclusion • Evaluating policies and practices • Examining organisational culture, climate and values	Head of People Management

We are **financially resilient** and provide value for money		
KPI 21: To have a medium term financial plan **2024 target:** Plan developed in 2019/20 and then monitored and updated	Develop a medium term financial plan (MTFP) that covers years 2-5 of the new Corporate Strategy (Year 1 - 2019/20 - falls within the current MTFP)	Head of Finance
	Develop a new Capital Programme for the Authority (following the adoption of the corporate Asset Management Plan)	Head of Finance
KPI 22: To have arrangements in place to secure economy, efficiency and effectiveness in all our operations **2024 target:** An unqualified value for money opinion (the best result possible) issued by External Audit	Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review	Head of Finance
	Introduce electronic purchase order, authorisation and invoice scanning and the implementation of an electronic travel and subsistence claims system	Head of Finance
Our **well-maintained assets** support the delivery of our landscape, audience and community outcomes		
KPI 23: To have a corporate Asset Management Plan **2024 target:** Plan to be adopted in 2019/20 and then implemented	Develop a corporate Asset Management Plan Implement Asset Management Plan	Head of Asset Management
	Develop and implement a new Carbon Management Plan for the Authority Implements Carbon Management Plan providing annual report against progress for Members	Head of Asset Management
Our data is high quality, securely managed, and supports decision making and delivery		

KPI 25: More of our data is digitally accessible internally and externally and is used to inform our decision making **2024 target:** All services capture, store and access data in a consistent and efficient manner	Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)	Head of Information and Performance Management
The Authority is **well managed** to achieve its objectives and enhance its performance		
KPI 26: To have best practice governance, risk and performance management arrangements in place **2024 target:** All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent	Undertake a review of Governance arrangements, including the delegations to committees and officers	Head of Law
	Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff	Head of Law
	Coordinate the delivery of the Corporate Strategy and drive through delivery and business planning, performance and risk management processes	Head of Information and Performance Management
	Develop our Corporate Strategy 2025-2030	Head of Information and Performance Management
KPI 27: Our Members are more representative of our audiences **2024 target:** Move towards greater diversity in our Members	Identify and remove barriers that may restrict the appointment of Members from underrepresented groups (e.g. review our meeting format and dates/times of meetings)	Head of Law
We have **effective partnership arrangements** in place		

KPI 28: To identify all existing partnership arrangements and review their effectiveness **2024 target:** Complete review in 2019/20 and monitor effectiveness	Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose	Head of Information and Performance Management
	Monitor the implementation of the National Park Management Plan 2018-23 delivery plan	Head of Information and Performance Management
	Coordinate the development of the Peak District National Park Management Plan 2024-2029	Head of Information and Performance Management

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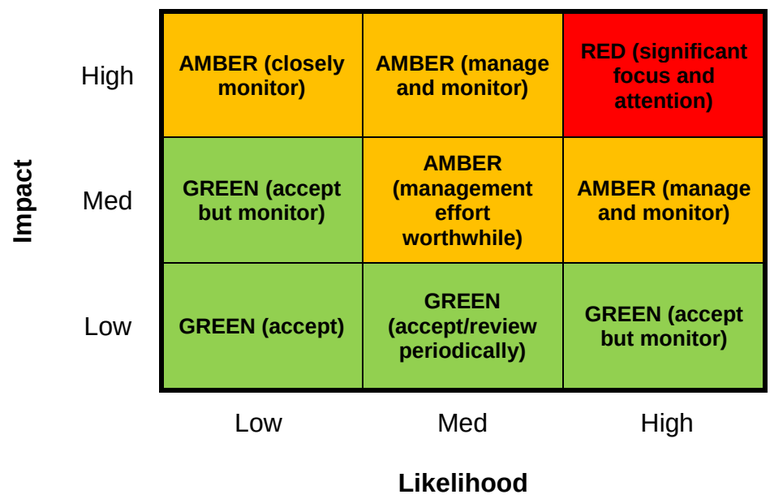
APPENDIX 3: Corporate Risk Register 2021/22 – Q4 position, showing movement since the start of the year

IMPACT				
	High	Failure to achieve sustainable gross revenue income targets (£260k) for the PDNP (commercial income and donations including from the Foundation) (ref. 20/21C)	Failure to develop nature recovery networks in the Peak District National Park *(ref. 20/21D)* Potential impact on national park purposes if the A57/A628 Mottram Hollingworth tunnel doesn't go ahead *(ref. 21/22D)* Farming in Protected Landscapes Fund (FiPL) not getting sufficient uptake by farmers and land managers to spend the circa £1.2m project fund by 31 March 2022 (*ref. 21/22F* updated Q1 2021)	Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and continuing Countryside Stewardship issues leading to the potential loss of a range of grassland habitats *(ref. 20/21B)* Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery of elements of the Corporate Strategy and National Park Management Plan *(ref. 21/22C)*
	Medium		Four Principal financial risks within the Moorlife 2020 European funded project: exchange rate movements; the sterling ceiling set for the total project budget; the contractual treatment of partner contributions; and the possibility of expenditure being found ineligible (ref. *20/21A)* Implications of the Landscapes Review 2019 *(ref. 21/22A)* Impact of the coronavirus pandemic on delivery of planned Corporate Strategy outcomes, the Authority's financial position, staff wellbeing and how we maintain the #PeakDistrictProud message of 'care, respect and enjoy' for all audiences within and outside the National Park both during lockdown and as we come out of it *(ref. 20/21F)* Not being financially stable in the medium term due to uncertainty of national park grants *(ref. 21/22B)*	Failure to adequately protect and prepare for Cyber Security threats *(ref. 20/21E)*
	Low		Not achieving volunteer hours due to Covid-19 impacts, limited volunteering opportunities and suspension of volunteer recruitment to new volunteering roles *(ref. 21/22E)*	
		Low	**Medium**	**High**
		LIKELIHOOD		

Corporate Risk Register 2021/22

Risk Rating Legend



Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: JW (Chief Finance Officer)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Four Principal financial risks within the Moorlife 2020 European funded project: exchange rate movements; the sterling ceiling set for the total project budget; the contractual treatment of partner contributions; and the possibility of expenditure being found ineligible *(ref. 20/21A)*	Capping Sterling budget	High x High Red	Consider hedging transaction Project has claimed 70% of Euro funding, and interest rates more favourable; therefore, exchange rate risk has fallen Reserve of £500k to mitigate impacts of ineligible expenditure. Continuous monitoring of budget	**Impact**	Medium	Medium	Medium	Medium	Medium	Periodic assessment	Chief Finance Officer Budget monitoring group Programme and Resources Committee or Authority	Moorlife project extension granted until 2022, therefore final claim delayed until after the end date. Risks will continue to exist until final claim is received <u>and</u> the final audit of the project is complete.
				Likelihood	Medium	Medium	Medium	Medium	Medium			
				Rating	**Amber**	**Amber**	**Amber**	**Amber**	**Amber**			

Corporate Risk Register 2021/22

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: SLF (Head of Landscape)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and continuing Countryside Stewardship issues leading to the potential loss of a range of grassland habitats *(ref. 20/21B)*	National influencing for post Brexit agri-environmental policies and support systems Local communications across the farming and land management industry Agri-environment scheme promotion and support for farmers and land managers through the 44 Protected Landscape organisations NPMP work Environmental Land Management (ELM) Defra Test and Trial using the National Character Area approach National pilot of ELM Sustainable Farm Incentive phase 1 will start in 2021 with phase 2 (with more upland options) being rolled out in 2021. A national pilot for Local Nature Recovery is being developed for later in 2021/22. There is also call for up to 10 Landscape Recovery pilots in 2021. National rollout of ELM is planned for late 2024	High x High Red	Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC, Protected Landscape organisations Public payment for public goods/ benefits Influencing role through PDNPA links and NPE's Future of Farming, national stakeholder meetings and through the forthcoming Farming in Protected Landscapes Programme	**Impact**	High	High	High	High	High	On going	Quarterly updates on progress	Representation on behalf of the English National Parks and influencing nationally has continued through various stakeholder meetings. Promotion of the opportunities for increased public good delivery, how farming is changing and the range of support available for farmers and land managers has continued with other agencies and partners. Agri-environment scheme promotion including the Farming in Protected Landscapes (FIPL) Programme has continued across all 44 Protected Landscapes. FiPL Year 1 in the Peak District has delivered 72 projects supporting 65 farmers and land managers. Countryside Stewardship Scheme (CSS) annual payment rates for land management options have been reviewed and the majority increased. However, the species-rich grassland restoration option is now at a higher rate than the maintenance option which could reduce the incentive to look after grassland of high environmental quality. The review of capital grant payment rates is on hold. The ELM Test and Trial has been completed and demonstrates that farmers and land managers like the National Character Area descriptions and want the new ELM schemes to be local e.g. local spatial prioritisation, local flexibility, local trusted advice and guidance. Further opportunities to influence the design of the 3 ELM schemes continue to be sought. The SFI pilot is up and running with early lessons feeding in to ELM, and an invitation for expressions of interest for the Landscape Recovery scheme is open and will close in Q1. The review of the NPMP continues to be supported and will continue through next year..
				Likelihood	High	High	High	High	High			
				Rating	**Red**	**Red**	**Red**	**Red**	**Red**			

Corporate Risk Register 2021/22

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: SLF (Head of Landscape)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Failure to develop nature recovery networks in the Peak District National Park *(ref. 20/21C)*	Development of a Peak District Nature Recovery Prospectus including a high level map through NPE. This will be one of 10 for all English National Parks as part of the further development of the NPE Nature Recovery Plan Participation in the Greater Manchester Local Nature Recovery Strategy Pilot Provision of farmer and land manager support through the Authority's farm advice service, the South West Peak Landscape Partnership (SWPLP) (Glorious Grasslands, Slowing the Flow, Wonderful Waders, Future Farmscapes) and Moors for the Future Programmes Dark Peak and South West Peak moorland focus on birds of prey through the Birds of Prey initiative Breeding birds surveys Engagement with moorland owners though the Moorland Liaison Group Engagement with Police and Crime Commissioner	High x High Red	Development of one more detailed Nature Recovery Plan for the Peak District with partners and stakeholders Further develop and (if funding is obtained) expansion of the White Peak practical field trials, engaging with farmers and land managers to address biodiversity loss in the farmed landscape. Promoting the results of the White Peak Defra ELM test and trial and the practical field trials Encouraging creation of new native woodlands, wood and scrub pasture and trees in the landscape with species not vulnerable to diseases like ash die-back	**Impact**	High	High	High	High	High	Ongoing	Delivery of the Peak District Nature Recovery Prospectus Development of a more detailed nature recovery plan for the Peak District Breeding birds survey Birds of Prey initiative meetings and conference calls Ongoing monitoring of M4F, SWP and WP programmes	The PD Nature Recovery Prospectus and the suggested approach for the development of 1 Nature Recovery Plan for the Place has been shared with key stakeholders and will be shared with farmers and land managers in Q1. Local Nature Recovery Strategies (LNRS) are likely to be developed at a county rather than a National Park level so the 1 Nature Recovery Plan for the Peak District will need to feed into the LNRS's (6) and vice ser versa. Farmer and land manager support continued through the Authority's farm advice service, South West Peak Landscape Partnership, Moors for the Future and the FIPL Programmes. Focus on birds of prey continued through Birds of Prey Initiative and the 2021 report was completed in Q4. Whilst an excellent year for short eared owls last year's breeding success was more mixed for other species. Engagement with moorland owners through the Moorland Liaison Group has continued with a focus on a strategic approach to fire prevention and mitigation and visitor management. A report on a strategic approach to wild fire prevention and mitigation including fire behaviour modelling has been completed and will be published in Q1. The next Chatsworth Liaison meeting is planned for Q1.
				Likelihood	Medium	Medium	Medium	Medium	Medium			
				Rating	**Amber**	**Amber**	**Amber**	**Amber**	**Amber**			

Corporate Risk Register 2021/22

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: BJT (Head of Planning)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)	Start	Q1	Q2	Q3	Q4	Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
Potential impact on national park purposes if the A57/A628 Mottram Hollingworth tunnel doesn't go ahead *(ref. 21/22D)*	Holding objection Good communication with Highways England and supportive partners in Friends of the Peak District and DCC	Medium x High Amber	Assess and comment on Development Consent Order (DCO) Reaffirm objection at NPA if concerns upheld Seek support from partners	**Impact**	High	High	High	High	High	Q1 receipt of DCO Q2/Q3 take decision to object to Authority	Quarterly updates on DCO position	DCO received and NPA decision to object made at 4th February full Authority meeting. Members formalised the existing holding objection to a full objection on the basis of the unacceptable impacts of the scheme on the Special Qualities of the National Park. Hearings continue through April and May 2022, with the focus of risk moving from direct impacts from development, to indirect impacts of traffic growth from the A57 Link Roads scheme on key corridors of the National Park, namely the Woodhead and Snake Pass routes.
				Likelihood	Medium	Medium	Medium	Medium	Medium			
				Rating	**Amber**	**Amber**	**Amber**	**Amber**	**Amber**			

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: CD (Head of Moors for the Future Partnership)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)	Start	Q1	Q2	Q3	Q4	Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery of elements of the Corporate Strategy and National Park Management Plan *(ref. 21/22C)*	Partial funding of the core team. Core contributions secured via projects where possible Reduce hours / redundancy of core team	High x High Red	High level advocacy by PDNPA Management Team with Partners Identify funding opportunities that support the partnership infrastructure with bidding, supported as appropriate. Financial contingency in place for redundancy Monitoring of core income with Chief Finance Officer through MFFP Programme Tracker	**Impact**	High	High	High	High	High	Q1 Core Income monitoring added to MFFP Programme Tracker	Core budget monitored monthly and reported to the CFO quarterly	Monitoring of Core and Programme Income monitoring through MFFP Programme Tracker, which is reported monthly at Resource Management Meetings. Anticipated core income for 2021/22 is an improving situation for 2021/22; however, risk remains a red risk, due to forecast drop in income for 2022/23, resulting in the implementation of a Change Management Process for the remainder of the financial year 21/22. Income (actual + forecast, including anticipated pay income) for the Programme is reported to RMM on a monthly basis via the Programme Tracker.
				Likelihood	High	High	High	High	High			
				Rating	**Red**	**Red**	**Red**	**Red**	**Red**			

Corporate Risk Register 2021/22

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: SLF (Head of Landscape)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)	Start	Q1	Q2	Q3	Q4	Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
Farming in Protected Landscapes Fund (FiPL) not getting sufficient uptake by farmers and land managers to spend the circa £1.2m project fund by 31 March 2022 *(ref. 21/22F updated Q1 2021)*	Continuing involvement in the Defra Core Working Group	High x High Red	Seek to move some of the project funds from Y1 to Y2 and Y3 through the Defra Core Working Group. Also to encourage Defra to change from actual spend to allocation by the end of financial years 1 and 2.	**Impact**	High	High	High	High	High	Ongoing to 31 March 2022		Defra confirmed that the £1.2M project fund allocation could be re-profiled and reduced to £475k for 2021/22. The project fund allocation for 2022/23 and 2023/24 has been increased to circa £1.15M per year. By the end of Q4 72 projects have been funded supporting 65 farmers and land managers. Levels of interest remain good and the programme will continue to be promoted, increasingly via case studies and through farmer to farmer word of mouth. The 3 fte FiPL team is now in place and continues to be supported by the Authority's farm advisers.
				Likelihood	Medium	Medium	Medium	Medium	Medium			
				Rating	**Amber**	**Amber**	**Amber**	**Amber**	**Amber**			

Outcome: A National Park loved and supported by diverse audience
Lead officer: SW (Head of Engagement)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)	Start	Q1	Q2	Q3	Q4	Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
Failure to achieve sustainable gross revenue income targets (£260k) for the PDNP (commercial income and donations including from the Foundation) *(ref. 20/21C)*	Service delivery plans Authority-approved budget Peak District National Park Foundation	Medium x High Amber	Revamped online shop and new products Resumption of Covid suspended trading activities at earliest opportunity Development and promotion of Foundation fundraising plan and project pipeline Bakewell and Derwent Visitor Centre refit and upgrades	**Impact**	High	High	High	High	High	Q1 – spend per head increase however lower footfall due to Covid restrictions Q2 and Q3 – support by additional part time officer to secure more Peak Partners Q3 and Q4 – enhance trading offer and visitor engagement	Trading and fundraising income levels.	2021/22 target: £90,000 Q4 result: £116,641 Trading in all areas has returned to or exceeded pre covid levels. With restrictions now removed the risk of not achieving targets is lower
				Likelihood	Medium	Medium	Medium	Medium	Low			
				Rating	**Amber**	**Amber**	**Amber**	**Amber**	**Amber**			

Corporate Risk Register 2021/22

Outcome: An agile and efficient organisation
Lead officer: EF (Head of Information and Performance Management)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)	Start	Q1	Q2	Q3	Q4	Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
Failure to adequately protect and prepare for 8 Security threats *(ref. 20/21E)*	Client and Server access controls; anti-virus; anti-spam; user access controls; locked down devices; storage encryption; active managed firewalls; Mobile device management; email and web filtering and monitoring; user awareness training; comprehensive backup and disaster recovery provisions; penetration testing; vulnerability scanning; Network Access Control (NAC); and patch management.	High x Medium Amber	User training and scenario testing Intra-service firewall reviews Removable device controls IT 'run books development Investigation of external support for incident management and response Security assessment reviews Skills training Vulnerability and activity reporting	**Impact**	Medium	Medium	High	Medium	Medium	See Service Delivery Plan	Through the security incident log. Significant failures or breeches will be escalated The risk area is assessed by the Authority's Internal Auditors when developing the annual programme of audit work to be undertaken	Cyber security training continues to show improvements in staff understanding and actions in regards to phishing threats. Data Protection and Data Security training completed as mandated. Internal Audit April 2021 Cyber Security report gave Substantial Assurance. Monitoring and reporting actions continue to evolve to adapt to the latest threats. Significant progress has been made over the last year and Internal Audit's report is assuring. Proposed this moves to a Service risk in 2022/23 and is continued to be managed this way.
				Likelihood	High	High	Medium	High	High			
				Rating	**Amber**	**Amber**	**Amber**	**Amber**	**Amber**			

Outcome: An agile and efficient organisation
Lead officer: Head of Finance (JW)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)	Start	Q1	Q2	Q3	Q4	Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
Not being financially stable in the medium term due to uncertainty of national park grants *(ref. 21/22B)*	Budget set for 2021/22 includes £610k of savings	Medium x High Amber	Workshop in March to highlight requirements to management team MTFP review early in 2021/22 Alternative options for savings from CFO	**Impact**	Medium	Medium	Medium	Medium	Medium	March Q1 Q2	Review presented to RMM April 2021 Budget monitoring Further report to RMM	MTFP currently standing item at RMM. Members workshops were held in Sept, Oct & Nov. 2022/23 balanced budget approved in Feb 2022. Medium Term Financial Plan also agreed. Cost reduction planning through 2022/23.
				Likelihood	Medium	Medium	Medium	Medium	Medium			
				Rating	**Amber**	**Amber**	**Amber**	**Amber**	**Amber**			

Corporate Risk Register 2021/22

Outcome: All outcomes
Lead officer: AGM (Chief Exec)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)	Start	Q1	Q2	Q3	Q4	Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
Implications of the Landscapes Review 2019. Need to swiftly understand the implications on, and appropriately respond to, any funding, and policy and governance framework proposals. A risk the government response fails to help amplify our positive impact both locally and nationally. Alongside a risk that legislation in the form of the Environment and Agriculture Bills fails to recognise the importance of National Parks and role of National Park Authorities in supporting policies for nature recovery *(ref. 21/22A)*	Working collectively with other English NPs on progressing the NPE road map in response to the Landscapes Review report	Medium x High	10 English NPAs have agreed the collective focus for our road map as: national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and being leaders in tackling the climate change emergency As well as collectively engaging with Defra to secure certainty on future national park grant and identifying key principles for how any possible new National landscapes Service can act in the best service of national parks	**Impact**	Medium	Medium	Medium	Medium	Medium	Ongoing	Budget report for national park grant Success of the NPE delivery plans in gaining traction with Defra and other Government departments and partners A governance and policy framework that helps amplify our local and collective national impact	We have received the Government response to the Landscapes Review and responded to it welcoming the ambition, vision & the overall direction travel in terms of the mission of protected landscapes to be beacons in nature recovery, climate action, as places for all and in working with the communities who live and work in these landscapes. However there are a handful of specific recommendations we disagree with; and that we need to be pragmatic about what we can achieve based on what we are resourced to do. It is therefore important that we are adequately supported for the tasks Government wishes us to carry out. All of our activities, from current responsibilities through to future ambitions, are self-evidently constrained by available resources; and it is inevitable that continuing pressure on our budget in terms of diminished central support will impact on our performance and the ability to deliver. The 4 NPE delivery plans continue to be well received and each NPA is working on local delivery. Our local delivery is being reported to Members at P&R committee.
				Likelihood	Medium	Medium	Medium	Medium	Medium			
				Rating	Amber	Amber	Amber	Amber	Amber			

Corporate Risk Register 2021/22

Outcome: All outcomes
Lead officer: AGM (Chief Exec)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Impact of the coronavirus pandemic on delivery of planned Corporate Strategy outcomes, the Authority's financial position, staff wellbeing and how we maintain the #PeakDistrictProud message of 'care, respect and enjoy' for all audiences within and outside the National Park both during lockdown and as we come out of it *(ref. 20/21F)*	Government legislation and guidance Working with partners via Local resilience forums Monitoring impact on our people Monitoring impact on our finances	High x High	Seeking to reduce costs Use of the Governments support schemes (such as the Job Retention Scheme) Outturn – support from reserves from 19/20 resources Good recovery planning in line with government guidance Working closely with local partners and nationally	**Impact**	Medium	Medium	Medium	Medium	Medium	Easing of lockdown planning framework in place at strategic, tactical and operational level RMM quarterly monitoring – people, money, outcomes - and monitoring of income impact and COVID-19 reserve use 6 month performance monitoring in place for corporate strategy delivery	RMM, quarterly performance monitoring – on people, money outcomes Authority 6 monthly performance reporting	Easing of lockdown meetings now moved to operational business as usual activity, with staff returning to the office as part of a one year blended working trial. Other aspects of our Covid response have now been operationalised into routine business – e.g. cross partner communicators group, or have been paused for now due to the need not being there. Our proactive response to planning for reasonable worst case scenario has meant we are in a good place to plan ahead now with time and consideration. Operations continue to return to a level of normality and the safety, health and well-being of our workforce remains our priority. Levels of sickness have increased by 17% over the previous year and whilst this is in line with the national employment picture we have and will continue to monitor closely.
				Likelihood	Medium	Medium	Medium	Medium	Medium			
				Rating	**Amber**	**Amber**	**Amber**	**Amber**	**Amber**			

Corporate Risk Register 2021/22

Outcome: All outcomes
Lead officer: TR (Head of People Management)

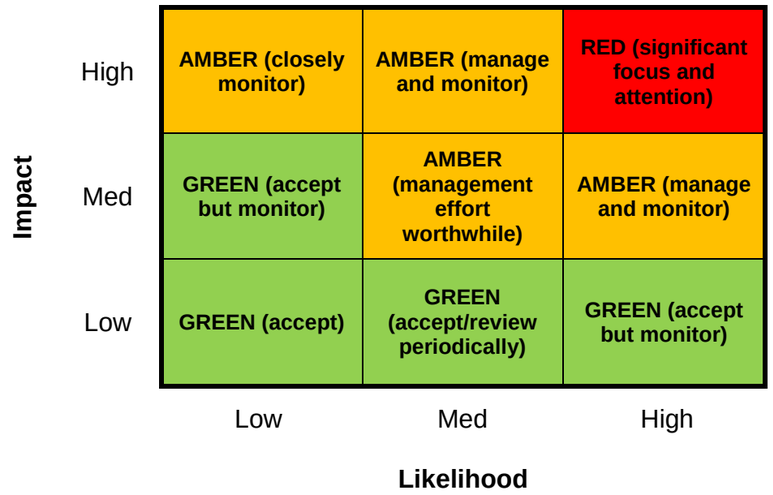
Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)	Start	Q1	Q2	Q3	Q4	Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
Not achieving volunteer hours due to Covid-19 impacts, limited volunteering opportunities and suspension of volunteer recruitment to new volunteering roles *(ref. 21/22E)*	Communication and engagement plan to assist volunteer retention Volunteer activities restarting Working closely cross departmentally to ensure consistency Volunteer Engagement Ranger training programme underway	High x High	Implement volunteer action plan 2021-24 to better align opportunities for volunteering with PDNPA outcomes and increase diversity amongst our volunteers and offer Restart recruitment of new volunteer roles	**Impact**	Medium	Medium	Medium	Medium	Medium	Throughout 2021	Volunteer hours and numbers from Better Impact	Volunteer activities rebuilding post COVID. Volunteer Rangers returning in greater numbers New roles and projects e.g Generation Green) in Trails and Visitor centres are supporting volunteer numbers to rise End Q4 Volunteer value £200k above target.
				Likelihood	High	High	Medium	Medium	Low			
				Rating	**Amber**	**Amber**	**Amber**	**Amber**	**Green**			

APPENDIX 4: Corporate Risk Register 2022/23 – Start of the Year

IMPACT				
	High	Post Covid economy and labour market (such as increase in NICs, inflation and cost of fuel/energy, employee mobility driving higher wages) impacts on PDNPA ability to attract and retain staff *(ref: 22/23A)*	Failure to develop the 1 Peak District Nature Recovery Plan with partners which works with and complements Local Nature Recovery Strategies. *(ref. 20/21D updated start of year 22/23)* Potential impact on National Park purposes from a number of individual network improvements along the A57/A628 corridors *(ref. 21/22D updated start of year 22/23)* Not achieving the national performance standards for determining planning applications in a timely manner *(ref: 22/23C)* Failure of continued farmer and land manager engagement with the Farming in Protected Landscapes (FiPL) programme and failure to demonstrate that local flexibility under a national framework improves delivery of local priorities. (*ref. 21/22F* updated *start of year 22/23*) Sustained impact of the coronavirus pandemic on the health and wellbeing of staff *(ref: 22/23B)* Following notification of a flat cash settlement for the National Park Grant for years 2022/23, 2023/24 and 2024/25, the Medium Term Financial Plan shows that the current budgets are unsustainable, therefore there is a risk to the Authority of not making the necessary cost reduction to balance the 2023/24 budget and beyond to 2025/26 *(ref: 22/23D).*	Area of NP land safeguarded in Environmental Land Management (ELM) schemes does not increase due to continuing uncertainty leading to potential environmental loss particularly grassland habitats. *(ref. 20/21B updated start of year 22/23)* Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery of elements of the Corporate Strategy and National Park Management Plan *(ref. 21/22C)*
	Medium		Four Principal financial risks within the Moorlife 2020 European funded project: exchange rate movements; the sterling ceiling set for the total project budget; the contractual treatment of partner contributions; and the possibility of expenditure being found ineligible (ref. *20/21A)* Implications of the Landscapes Review 2019 *(ref. 21/22A)*	
	Low			
		Low	**Medium**	**High**
		LIKELIHOOD		

Corporate Risk Register 2022/23

Risk Rating Legend



Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: JW (Chief Finance Officer)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Four Principal financial risks within the Moorlife 2020 European funded project: exchange rate movements; the sterling ceiling set for the total project budget; the contractual treatment of partner contributions; and the possibility of expenditure being found ineligible *(ref. 20/21A)*	Capping Sterling budget	High x High Red	Consider hedging transaction Project has claimed 70% of Euro funding, and interest rates more favourable; therefore, exchange rate risk has fallen Reserve of £500k to mitigate impacts of ineligible expenditure. Continuous monitoring of budget	**Impact**	Medium					Periodic assessment	Chief Finance Officer Budget monitoring group Programme and Resources Committee or Authority	
				Likelihood	Medium							
				Rating	**Amber**							

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: SLF (Head of Landscape)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Area of NP land safeguarded in Environmental Land Management (ELM) schemes does not increase due to continuing uncertainty (on-going implications of Brexit and Covid-19; new ELM scheme details including payment levels not being clear) leading to potential environmental loss particularly grassland habitats.	National influencing for post Brexit agri-environmental policies and support systems including further improvements to the existing Countryside Stewardship (CS) scheme and the design and payment levels od the new ELM schemes. Continuing to deliver NPE's Environmental Land Management Delivery Plan for National Parks. Local communications across the farming & land management industry Agri-environment & Environmental Land Management (ELM) scheme promotion and support for farmers & land managers through the 44 Protected Landscape organisations. Input to the NPMP review. Support farmers & land managers to access the existing CS scheme, Farming in Protected Landscapes (FiPL) and to participate/ learn about the national ELM pilots and roll out (Sustainable Farm Incentive, Local Nature Recovery & Landscape Recovery).	High x High RED	Influencing role through PDNPA links and NPE's Future of Farming, national stakeholder meetings. Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC, Protected Landscape organisations Increase promotion of the opportunities for increased public good delivery. Promoting the results of the White Peak Defra ELM test and trial and the practical field trials	**Impact**	High					On-going	Quarterly reporting	
				Likelihood	High							
				Rating	**Red**							

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: SLF (Head of Landscape)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Failure to develop the 1 Peak District Nature Recovery Plan with partners which works with and complements Local Nature Recovery Strategies.	Development of one Peak District Nature Recovery Plan building on the existing Nature Recovery Prospectus produced as one of a suite of ten prospectuses for each of the ten English National Parks. Continuing to deliver NPE's Environmental Land Management and Wildlife Delivery Plans for National Parks. Input to the NPMP review. Provision of farmer and land manager support through the Authority's farm advice service, Moors for the Future and the Farming in Protected Landscapes Programmes and the legacy of the South West Peak Landscape Partnership Programme. Encouraging creation of new native woodlands, wood and scrub pasture and trees in the landscape with species not vulnerable to diseases like ash die-back. Dark Peak and South West Peak moorland focus on birds of prey through the Birds of Prey initiative Breeding birds surveys. Engagement with moorland owners though the Moorland Liaison Group. Engagement with Police and Crime Commissioner.	High x Medium Amber	Promoting the results of the White Peak Defra ELM test and trial and the practical field trials. Further develop and (if funding is obtained) expansion of the White Peak practical field trials, engaging with farmers and land managers to address biodiversity loss in the farmed productive landscape. Promotion of the Wooded Landscapes Plan.	**Impact**	High					On-going	Quarterly reporting.	
				Likelihood	Medium							
				Rating	**Amber**							

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: BJT (Head of Planning)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Potential impact on National Park purposes from a number of individual network improvements along the A57/A628 corridors *(ref. 21/22D updated start of year 2022/23)*	Objection formalised by Authority Good communication with National Highways and supportive partners in Friends of the Peak District and DCC Strong inputs to Inquiry into A57 Link Roads scheme	Medium x High Amber	Use submitted comment on Development Consent Order (DCO) to provide strong input to Public Inquiry Review Statement of Common Ground with National Highways Seek support from partners	**Impact**	High					Q1 Input to Public Inquiry Maintain dialogue with National Highways and seek to re-establish relationship and dialogue with Transport for the North re national thinking on east-west connectivity between city regions and across the National Park	Quarterly updates on DCO and Inquiry position	.
				Likelihood	Medium							
				Rating	**Amber**							

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: CD (Head of Moors for the Future Partnership)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery	Partial funding of the core team. Core contributions secured via projects where possible Reduce hours / redundancy of core team	High x High Red	High level advocacy by PDNPA Management Team with Partners Identify funding opportunities that support the partnership infrastructure with bidding, supported as appropriate. Financial	**Impact**	High					Across 2022/23	Tracker monitored by RMM monthly Core budget monitored monthly and	
				Likelihood	High							

Corporate Risk Register 2022/23

of elements of the Corporate Strategy and National Park Management Plan *(ref. 21/22C)*			contingency in place for redundancy Monitoring of core income with Chief Finance Officer through MFFP Programme Tracker	**Rating**	**Red**						reported to the CFO quarterly	

Outcome: A sustainable landscape that is conserved and enhanced
Lead officer: SLF (Head of Landscape)

Risk Description	**Existing controls**	**Risk rating before mitigation L x I**	**Mitigating action**	**Risk rating with mitigating action L x I (Green, Amber or Red)**						**Timeframe of mitigating actions**	**How monitor/ indicator**	**Quarterly update**
					Start	**Q1**	**Q2**	**Q3**	**Q4**			
Failure of continued farmer and land manager engagement with the Farming in Protected Landscapes (FiPL) programme and failure to demonstrate that local flexibility under a national framework improves delivery of local priorities.	Continuing to deliver NPE's Environmental Land Management Delivery Plan for National Parks. Continuing involvement in the Defra FiPL Core Working Group. Continue to promote FiPL and opportunities for farmers and land managers to access support and funding for projects which deliver FiPL climate, nature, people and place outcomes and NPMP priorities. Authority farm advisers continuing to support the delivery of FiPL.	High x Medium Amber	Focus on multi outcome projects that offer value for money, are deliverable and sustainable. Identify the wider outputs of engagement with FiPL e.g. farmers and land managers developing their ambition for public good delivery on their holding.	**Impact**	High					On-going to 31 March 2024 Uptake and outputs/ outcomes from FiPL funded projects	Quarterly reporting	
				Likelihood	Medium							
				Rating	**Amber**							

Outcome: All outcomes
Lead officer: AGM (Chief Exec)

Risk Description	**Existing controls**	**Risk rating before mitigation L x I**	**Mitigating action**	**Risk rating with mitigating action L x I (Green, Amber or Red)**						**Timeframe of mitigating actions**	**How monitor/ indicator**	**Quarterly update**
					Start	**Q1**	**Q2**	**Q3**	**Q4**			
Implications of the Landscapes Review 2019. Need to swiftly understand the implications on, and appropriately respond to, any funding, and policy and governance	Working collectively with other English NPs on progressing the NPE road map in response to the Landscapes Review report	Medium x High	10 English NPAs have agreed the collective focus for our road map as: national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and being leaders in tackling the climate change emergency	**Impact**	Medium					Ongoing across 2022/23	Budget report for national park grant Success of the NPE delivery plans in gaining traction with	The 4 NPE delivery plans continue to be well received and each NPA is working on local delivery. Our local delivery is being reported to Members at P&R committee.

framework proposals. A risk the government response fails to help amplify our positive impact both locally and nationally. Alongside a risk that legislation in the form of the Environment and Agriculture Bills fails to recognise the importance of National Parks and role of National Park Authorities in supporting policies for nature recovery *(ref. 21/22A)*			As well as collectively engaging with Defra to secure certainty on future national park grant and identifying key principles for how any possible new National landscapes Service can act in the best service of national parks	**Likelihood**	Medium						Defra and other Government departments and partners A governance and policy framework that helps amplify our local and collective national impact	
				Rating	**Amber**							

Outcome: All outcomes
Lead officer: TR (Head of People Management)

Risk Description	**Existing controls**	**Risk rating before mitigation L x I**	**Mitigating action**	**Risk rating with mitigating action L x I (Green, Amber or Red)**						**Timeframe of mitigating actions**	**How monitor/ indicator**	**Quarterly update**
					Start	**Q1**	**Q2**	**Q3**	**Q4**			
Post Covid economy and labour market (such as increase in NICs, inflation and cost of fuel/energy, employee mobility driving higher wages) impacts on PDNPA ability to attract and retain staff *(ref: 22/23 A)*	Conditions of employment NJC for Local Government Services (Green Book) LG Pension Scheme PDNPA Purpose and location Investors in People award Values led organisation	L x H	• People is considered an area for future investment in MTFP • Recognition and reward group to explore further options • Engagement and Planning Business Change programmes • Restructuring services. • Annual negotiated pay agreement	**Impact**	High					Across 2022/23	Staff turnover rate Proportion of hard to fill vacancies	
				Likelihood	Low							

Corporate Risk Register 2022/23

				Rating	Amber							

Outcome: All outcomes
Lead officer: TR (Head of People Management)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Sustained impact of the coronavirus pandemic on the health and wellbeing of staff *(ref: 22/23 B)*	• Absence Management Policy • Regular meetings with manager • OHU referrals • Derwent Rural Counselling referrals • Emotional resilience 1-2-1 coaching • Blended working principles	MxH	Health and Wellbeing initiatives from IIP H&W action plan Move to 60% contracted hours in the workplace • More social contact • Better line management support People Live sickness reporting 'go live' Covid-related sickness included in triggers	**Impact**	High					Move from 40% to 60% on 16 May. IIP H&W report and recommendations by end of May	Monthly monitoring of sickness absence as part of payroll instructions. Authority 6 monthly performance reporting	
				Likelihood	Medium							
				Rating	**Amber**							

Outcome: All outcomes
Lead officer: BJT (Head of Planning)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Not achieving the national performance standards for	Supporting staff Recruiting to key vacant posts	HxH	Continuing to support staff Business Change process	**Impact**	High							.

determining planning applications in a timely manner *(ref: 22/23C)*	Commissioned two consultants to progress planning applications Allocating cases appropriately across the team Dealing with cases on ability to progress rather than date order		Recruit to key vacant posts Ensure specialists allocate and respond to consultations in a timely manner Resource outside the service to put up site notices Quicker determination on refusals Redirect Planning Policy Team to planning applications for temporary period Commission third consultancy to progress planning applications	**Likelihood** **Rating**	Medium **Amber**							

Outcome: All outcomes
Lead officer: JW (Chief Finance Officer)

Risk Description	**Existing controls**	**Risk rating before mitigation L x I**	**Mitigating action**	**Risk rating with mitigating action L x I (Green, Amber or Red)**						**Timeframe of mitigating actions**	**How monitor/ indicator**	**Quarterly update**
					Start	**Q1**	**Q2**	**Q3**	**Q4**			
Not achieving the required cost reduction savings required to balance the revenue budgets for 2023/24 to 2025/26 as per the Medium Term Financial Plan (MTFP) *(ref: 22/23D).*	Balanced budget set for 2022/23. Savings made for the 2021/22 budget allowed for time to make strategic decisions.	HxH	Having an up to date MTFP. Cost reduction strategy agreed by RMM. MTFP standing item on RMM and Management Team. Timetable for Management Team to adhere to for making the necessary budget savings.	**Impact** **Likelihood** **Rating**	High Medium **Amber**					By December 2022 for the setting of the 2022/23 budget in February 2023	Monthly updates at RMM and Management Team Production of budget report for Members for February 2023 Authority meeting.	

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Appendix 5

Quarter 3, Quarter 4 and Year End Report on Complaints and Freedom of Information and Environmental Information Regulations Enquiries

Complaints

Summary of Complaints in YTD	Q1 & Q2	Q3 & Q4	YTD	2021/22 Target
Number of Complaints Received in Quarter:	10	7	**17**	**<20**
Percentage of complaints dealt with in accordance with agreed deadline of 15 working days	50%	100%	**75%**	
Number of Complaints in Quarter regarding an Authority Member:	0	0	**0**	**-**

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
C.504 20/10/21 Stage 2	Planning Service An unauthorised satellite disc, which previously provided broadband to the locality has been removed as a result of PDNPA enforcement action. Complainant feels that the Authority has issued conflicting advice, not sufficiently consulted the local community and failed to properly weigh the visual impact of the disc against the benefit to the community of the service that it provided.	17/11/2021 Within 20 working day deadline	The Complainant had already been in contact with the Enforcement and Monitoring Team and received responses regarding the issues raised so the complaint was registered as Stage 2. The initial responses had explained that the original site of the satellite disc represented unauthorised development in the Natural Zone and that the application for a replacement disc was withdrawn by the Applicant. Subsequently, the applicant had not been able to find an alternative site that was commercially acceptable to them. The complaint response explained the complex planning history of the site and also explained that in order to consider the benefit to the local community, Officers invited the applicant to consider sites outside the Natural Zone (which they chose not to progress). The Authority also gave additional flexibility in terms of the timeframes to comply with the Enforcement Notice.	None required

Appendix 5

C.505 09/11/21 Stage 1 14/03/22 Ombudsman	Complaint against an Authority Officer raising the following issues: • Inappropriate interference with an independent statutory committee • Bias and collusion • Complainant's record as a member of the independent statutory committee • Constructive dismissal Complaint referred to Ombudsman	29/11/2021 Within 15 working day deadline	Complaint fully investigated but no evidence found to support any of the issues raised. . Whilst no evidence was found to support the complaint, it was acknowledged that there had been a misunderstanding; it was hoped that the investigation and response had provided some clarity. The Complainant did raise a further issue with regard to the new guidance for appointing the Chair and Vice Chair of the committee and this was considered but decided there was nothing further to be added to the initial response to the Complainant. Awaiting further details from the Ombudsman	Formal procedural guidance to be produced for appointing a Chair and Vice Chair to the statutory committee listed in the complaint.
C.506 21/12/21 Stage 1	Planning Service Complaint regarding lack of disabled accommodation in a planning approval at a holiday park within the National Park including: 1. What are the statutory requirements for disabled access in this type of development? 2. To what extent did the PDNPA consider disabled access? 3. If PDNPA did make any requirements, were these requirements met? 4. Is there anything that PDNPA	17/01/2022 Within 15 working day deadline.	Explained to Complainant that access considerations were considered in the application however the PDNPA is only able to intervene after permission is granted if there is a breach of conditions or other unauthorised works. Also the Authority has no control over the internal layout of the lodges. Monitoring of accessibility standards would be a matter for the District Council under building regulations.	None required

	should / could have done to ensure disabled access which PDNPA did not do? 5. Who would monitor compliance with this?			
C.507 24/12/21 Stage 1	Planning service Complaint regarding decision making at Planning Committee in relation to an application which Members had been minded to approve, but which was deferred to the next Committee due to being contrary to policy. The application was then refused at the subsequent Committee.	19/01/22 Within 15 working day deadline.	Explained application was taken to a subsequent Committee due to the original decision being contrary to policy resulting in significant risk of landscape harm. This is a long standing practice of the Authority and allows a fresh perspective following the preparation of a report which considers the implications of approval. The Authority monitors decisions made contrary to policy as a key indicator of its ability to conserve and enhance the Natural Park.	Discussions will take place between Head of Planning, Chair and Vice Chair of Planning Committee and Democratic Services as to how to set the right expectations for agents and applicants for deferred reports.
C.508 11/02/22 Stage 1	Asset Management Service Complaint regarding public toilets owned by the Authority, at a Visitor Location, being unclean. Complainant requested toilets be cleaned as a matter of urgency on health and safety grounds.	17/02/22 Within 15 working day deadline.	Issue investigated with cleaning contractor who confirmed that the toilets had been cleaned that morning prior to opening. Apologised to Complainant and explained there was currently no provision in place for urgent cleaning over and above the regular schedule.	Emergency response service set up with cleaning contractor for all Authority's public toilets.
C.509 18/02/22 Stage 1	Landscape Service Complaint regarding a condition on a planning permission and requesting details of who the Authority was answerable to.	n/a	Complaint withdrawn by Complainant as premature - clarified that they were seeking information and did not wish to pursue a formal complaint at present.	n/a
C.510 17/03/22 Stage 1	Complaint regarding two Authority Officers	Response due by 07/04/22 and will be reported on in Q1 2022/3		

Appendix 5

Update on Complaints Reported in Previous Quarters

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
C.499 18/08/21 Stage 2 (Stage 1 reported in Q2)	Planning service Complaint escalated to Stage 2 raising the following issues: • The Authority's explanation as to why a condition could not be attached is inconsistent. • The development is causing safety issues and the previous rear entrance has been deliberately obstructed to stop vehicles entering. • The Complainant has already contacted the Police, the Highways Authority and the pub owners and been advised that they cannot assist. • Complainant requests the Authority issue a discontinuance order.	Response due by 24/09/2021 Extension of time requested until 08/10/2021 Responded to 05/10/21 Outside 20 working day target	Complainant advised of the following: • Traffic movement in the lane and associated parking issues were not considered to be material considerations in the application although there being no overall loss of parking space was considered. • Conditions can only be applied if they are relevant to each case and only in respect of land within the applicant's control. The access falls outside of planning control and is a civil matter. • There are no grounds for a discontinuance order.	None required.

Ombudsman	Complainant escalated complaint to Local Government Ombudsman stating Complainant had had access problems since the Authority granted planning development at business premises near to home	None required	Ombudsman Decision: Will not investigate this complaint about planning permission which the Complainant says has resulted in access problems. The right of access is a private matter unaffected by the Authority's grant of planning permission.	n/a
C.502 08/09/21 Stage 1 (Receipt reported in Q2)	Planning Service Complaint regarding: • lack of engagement from the Authority with the Agent, despite the application being under consideration for 21 weeks. Several unsuccessful attempts were made by the Agent to contact the Case Officer. • The first contact the Agent had was the decision notice outlining refusal of permission. • Agent feels that issues could have potentially been ironed out if the Authority had engaged with them during the process	02/11/21 Outside 15 working day deadline	Apologised to Complainant and outlined the pressures that the Planning Service has been working under. Acknowledged that communication is vital to both sides and will be investigating any instances where this has failed and working with Officers to understand causes and improve.	Managers will be investigating any instances where this has failed and working with Officers to understand causes and improve.
C.503	Planning Service	Response due	Explained that delay was caused by the agent withdrawing	None required.

Appendix 5

22/09/21 Stage 1 (Receipt reported in Q2)	Complaint regarding lateness, and inconsistency of advice given by Planning Officer and Manager, leading to delays throughout the process and resulting in an authorised scheme which is unsatisfactory to the applicant.	13/10/21 Extension of time agreed to 22/10/21 Response sent 22/10/21 Outside 15 working days target.	and resubmitting the application following conversations with the planning officer to avoid a refusal. Further alterations to the scheme were subsequently requested by the Planning Manager and the agent took time to respond. The submitted amended plans resulted in the application being approved.	

Appendix 5

Complaints Review

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

Numbers of Complaints Received Over Last 3 Years												
Year	No of Total Complaints					No of Stage 1 Complaints		No of Stage 2 Complaints		No of Ombudsman Complaints		
Period 1 April to 31 March	Received	Withdrawn	Planning Service	Against Other Services	Against Members	Planning Service	Other Services	Planning Service	Other Services	Planning Service	Other Services	Members
2019/20	19	0	11	6	2	11	6	8	3	2	1	0
2020/21	13	0	5	8	1	5	8	0	4	3	0	0
2021/22	17	2	11	6	0	10	5	3	1	1	2	0

The following trends in complaints have been identified:

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

2020/21 – Development Management Service: handling of planning applications and enforcement issues.
Other Services: – Covid-19 related issues and actions of officers

2021/22 – Planning Service (was Development Management): impacts of planning permissions on others, lack of responses or late responses by Officers
Other Services: Actions of Officers

The number of complaints received overall has increased this year, as shown in the table above, however it is still in line with our annual target of receiving less than 20 complaints per year. The percentage of responses sent within the 15 working day deadline (75%) is lower this year than the

previous 2 years due to extensions to deadlines not being agreed with Complainants. Officers will be reminded that if they are unable to meet the original response deadline that they need to agree extensions. Three complaints were pursued to the Local Government and Social Care Ombudsman, of these two were not upheld and one is awaiting confirmation of action (if any) to be taken.

Appendix 5

Quarter 3 and Quarter 4 report on Freedom of Information (FOI) and Environment Information Regulation Enquiries (EIR)

Quarter	No. of FOI Enquiries dealt with	No. of EIR Enquiries dealt with	No. of Enquiries dealt within time (20 days)	No. of late Enquiry responses	No. of Enquiries still being processed	No. of referrals to the Information Commissioner
Q1	7	9	16	0	2	0
Q2	7	8	15	0	2	0
Q3	14	5	19	0	4	0
Q4	12	8	19	1	4	0
Year end (cumulative)	**40**	**30**	**69**	**1**	**4**	**0**

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11. MEMBERSHIP OF THE APPOINTMENT PROCESS PANEL (RC)

1. Purpose of the report

To note the membership of the Member Appointment Process Panel ('the Panel') and to confirm the Panel will look at expressions of interest for annual appointments in the context of the appointment principles.

Key Issues

- **The Authority has established a Panel to oversee the process for making appointments to key positions at the Annual Meeting each year.**
- **In the run up to the Annual Meeting on 1 July 2022 the Authority are asked to confirm the Membership of the Panel as appointed at the annual Authority meeting last year and appoint to one Local Authority Member vacancy.**
- **Any Members who are considering being nominated to the roles of Chair or Deputy Chair of the Authority or as a Chair or Vice Chair of a Standing Committee should not participate in the work of the Panel.**

2. Recommendations

1. **To confirm the Members appointed to the Member Appointment Process Panel at the annual Authority meeting in July 2021 as Cllr B Woods, Cllr K Richardson, Ms Y Witter and Cllr P Tapping, with Cllr V Priestley as one Secretary of State reserve Member.**
2. **To appoint a Member to the Local Authority reserve Member vacancy on the Panel.**
3. **To confirm that the Panel will look at expressions of interest in the context of the appointment principles set out in paragraph 6.**

How does this contribute to our policies and legal obligations?

3. There is no legal requirement to have a Member Appointment Process Panel. However, in previous years the Panel has proved to assist decision making at the Authority's Annual Meeting by Panel Members attempting to resolve any potential issues before the meeting. The Governance Review Working Group in its report to the Authority in May 2020 concluded that the working of the Panel did make a significant contribution to the smooth running of the Annual Meeting and should therefore continue.

Background Information

4. In March 2013 the Authority established a Member Appointment Process Panel to assist with appointments to key positions at the Annual Meeting. Usually the Panel comprises of two Local Authority Members, one Parish Member and one Secretary of State Member. At the annual Authority meeting in July last year Cllr K Richardson, Cllr P Tapping, Miss Y Witter and Cllr B Woods were appointed as Panel members, with Cllr W Armitage and Cllr V Priestley appointed as reserve Members until the annual meeting this year.

5. The purpose of the Panel is to:

    - invite, receive and consider expressions of interests from Members in the annual appointments

- apply the agreed existing appointment principles to identify any issues that conflict with the agreed principles
- contact relevant Members to discuss and resolve issues if possible
- compile a list of candidates for the appointments for consideration at the Annual meeting.

6. Following this meeting of the Authority all Members will be contacted to establish their preferences regarding appointments to Committees, Sub-Committees and Advisory Groups and key positions such as Chair and Deputy/Vice Chair positions. The Panel will then meet in June to consider the responses and check them against the appointment principles. The Authority agreed the amended appointment principles proposed by the Governance Review Working Group in May 2020 (Minute No 34/20) and these are set out below:

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

- *open opportunities for Members to stand for office*
- *take into account that some Members have time-limited appointments to the National Park Authority, which may limit their options for standing for office*
- *recognise that there is strength in office-holders coming from different categories of Members*
- *are based upon good practice learned from past experience*

To this end, the following apply:

1. *Any Member is eligible to stand for election for any post.*
2. *Members will not normally be appointed to the position of Chair and Deputy Chair of the Authority or the Chair and Vice Chair of its standing committees in their first year of office.*
3. *All appointments to the position of Chair and Deputy Chair of the Authority or the Chair and Vice Chair of its standing committees should be limited to continuous periods of no more than four full terms.*
4. *Appointments should seek to achieve a balance of different categories of Members, namely national Secretary of State appointees, Parish Members and Local Authority Members.*
5. *All Members will have the opportunity to vote for their preferred candidates at the AGM.*
6. *Members wishing to stand for elected positions must be able to demonstrate:*
    - *A commitment to the purposes of the Authority and their successful delivery.*
    - *A willingness to act on behalf of all Members of the Authority and not one particular group or interest.*

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

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

7. If there are any issues identified prior to the meeting, Panel Members will attempt to resolve them before the meeting. This approach has worked well in previous years and has led to quicker but more informed decision making at the Annual Meeting.

Proposals

8. At the time of establishing the Panel the Authority agreed that Members seeking appointment to become the Chair or Deputy Chair of the Authority or the Chair or Vice Chair of a Standing Committee should not be a member of the Panel. In anticipation of this year's Annual Meeting, the current Panel Members have been contacted to establish whether any of them intend to be nominated for any of these positions.

9. All current Members of the Panel have indicated that they are able to continue on the Panel except Cllr Armitage, the Local Authority reserve Member.

10. Therefore, the Authority is asked to appoint a Local Authority Member to replace Cllr Armitage as a reserve Member for the Panel. The Panel meeting will take place during the week commencing 6 June.

Are there any corporate implications members should be concerned about?

Financial:

11. Attendance at meetings of the qualify as an approved duty, as confirmed at the Annual meeting held on 2 July 2021 (minute ref 53/21), so Panel Members can claim travel and subsistence. The revenue costs associated with this can be met within the 2022/23 Revenue Budget.

Risk Management:

12. No issues.

Sustainability:

13. No issues.

Equality, Diversity and Inclusion:

14. No issues.

15. Climate Change:

No issues

16. Background papers (not previously published): None.

17. Appendices

None.

Report Author, Job Title and Publication Date

Ruth Crowder, Democratic Services Manager, 12 May 2022
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Minutes of Local Plan Review Member Steering Group 21st February 2022

Supporting Economic Development

10am via Webex

1. Roll Call

Officers	Members
Joanne Cooper (Planning Liaison Officer)	Chris Furness
Adele Metcalfe (Policy and Communities Team Manager)	Janet Haddock Fraser
Brian Taylor (Head of Planning)	Robert Helliwell
Sarah Welsh (Policy Planner)	Ken Smith

1. Apologies

Andrew McCloy, Yvonne Witter, Annabelle Harling

The Head of Planning advised that he would have to leave part way through the meeting.

Previous Minutes

The minutes of previous meeting held on the 24th January 2022 were approved as a correct record, other than two typing errors which were subsequently corrected.

2. Introduction and Presentation

The aims of the session were outlined as follows:

- To inform members about current planning policy for supporting economic development, including farming, and to highlight issues relating to the performance of policy and new challenges
- For members to debate these issues around a series of key questions
- For members to give officers a clear steer on the key questions

The Policy Planner delivered a presentation outlining the national policy context, the current local plan policies, the results of the early stages of engagement and the plans for further evidence gathering.

3. Key Questions

A discussion took place around key themes and questions which had been circulated prior to the meeting.

The key questions were:

a. How should the outcome for economic development and the spatial objectives for achieving this outcome change in response to climate change, nature recovery and the new challenges and opportunities for farmers, land managers and businesses?

b. Should we permit the change of use of entire farmsteads to holiday accommodation or business use?

c. Policy E2 (businesses in the countryside) permits small-scale business development on farmsteads or groups of estate buildings, but only if this 'supports' the primary business and the primary business retains ownership and control. Are these important principles to maintain or should some flexibility in some circumstances be considered?

d. Current practice is that modern buildings are required to be removed when no longer needed for agricultural purposes. But Core Strategy Policy E2 (A) gives scope for modern buildings to be reused for business purposes (non-farming) where no suitable traditional buildings exist. What scope should we give for the re-use of modern farm buildings?

e. What issues with regard to the health and well-being of residents and visitors are raised in developing policies for supporting economic development?

Key Question a.

How should the outcome for economic development and the spatial objectives for achieving this outcome change in response to climate change, nature recovery and the new challenges and opportunities for farmers, land managers and businesses?

The spatial outcome for the economy in the current Local Plan is as follows,

"By 2026 the rural economy will be stronger and more sustainable, with more businesses contributing positively to conservation and enhancement of the valued characteristics of the National Park whilst providing high quality jobs for local people". (Core Strategy, para 13.8)

The core strategy spatial objectives set out how planning will achieve this outcome for the whole National Park and for each of the 3 landscape character areas.

Across the whole of the National Park

- Support agricultural and land management businesses that conserve and enhance the valued characteristics of the landscape;
- Support diversification of agriculture and land management businesses;
- Encourage the effective re-use of traditional buildings.

For the White Peak and Derwent Valley

- Support business start-up and development particularly where it creates high skill - high wage jobs in the named villages in Policy DS1 and shown on the key diagram;
- Retain and enhance the role of Bakewell as an agricultural market town and centre for business;
- Protect employment sites in sustainable locations such as Bakewell, Tideswell and through the Hope Valley, but consider redevelopment of lower quality employment sites in less sustainable locations for other uses including mixed use.

For the Dark Peak and Moorland Fringe

- No specific area outcomes

For the South West Peak

- Seek to retain an appropriate range of employment sites in sustainable locations such as Longnor and Warslow.

Discussion

Members discussed the likely impact of the government's new Environmental Land Management Schemes (ELMs). It was felt that at present it was difficult to predict with any certainty what the effect of the scheme would be. This is a concern to farming communities. There is uncertainty with regards to the following:

- That payments may not be adequate
- That it may be too complicated
- That it may encourage farmers to move towards increased production and diversification rather than conservation
- The potential effect of this on the landscape
- Lack of certainty over which size of farms would be the most affected.

Members also discussed the balance in Authority policy between farming activity and diversification. The current policy position is that alternate uses of land must support the main use (i.e. agriculture). It was felt that this may have to be reconsidered if ELMs does not work for some farmers, however this would need to be balanced with the important link between agriculture and the management of the landscape. Further clarity will have to be sought from DEFRA about the provisions of ELMs.

The Head of Planning left the meeting at 10.40.

It was also discussed whether policy should move away from the language of conservation and towards the language of nature recovery.

Member Steer

Members felt that the current language was still appropriate and that it is in line with our statutory purposes and should therefore be retained, however some more modern language, in particular around climate change, could be added.

Key Question b.

Should we permit the change of use of entire farmsteads to holiday accommodation or business use?

Discussion

Members felt that consideration needed to be given as to whether the land would still be farmed or was capable of being farmed, either by the applicant or by somebody else, and that each case had to be looked at on its own merit. It was noted that such changes of use can enable the preservation of farmsteads in the landscape, as a heritage asset. The location of the farm concerned was also felt to be significant.

Member Steer

This may be acceptable in some circumstances

Key Question c.

Policy E2 (businesses in the countryside) permits small-scale business development on farmsteads or groups of estate buildings, but only if this 'supports' the primary business and the primary business retains ownership and control. Are these important principles to maintain or should some flexibility in some circumstances be considered?

Discussion

Members felt that if such flexibility was introduced, policy would have to restrict what was meant by "business use" so that it did not include businesses which would be very disruptive or polluting, e.g. by causing a lot of traffic and car parking. A key issue would be whether the business benefitted the whole rural economy. The importance of co-ordinating this policy with the National Park Management Plan was acknowledged, and the Policy Team Manager advised that a workshop had already been set up to enable this.

Members also were keen to consider areas of business other than farming, and whether new business sites are required.

The reuse of old quarry sites as business parks was raised as a possibility and the example of Outlands Quarry at Bradwell was given. Current policy favours restoration of minerals sites, as quarrying is only allowed under exceptional circumstances in the National Park, however whether this could be appropriate on some sites could be explored with the Minerals Team.

Anecdotally, some Members had been advised that further business units within the National Park are required, however this was not supported by the business surveys that had been previously undertaken. Further survey work will be done to see if this position has changed. It was acknowledged that the existing policy had presumed that the use of existing sites would intensify, but in fact that had not occurred.

It was agreed that a question that should be asked in the planned business survey is whether the expansion and development of new businesses is being stymied by a lack of available business space. It would also be important to ask the owners of business parks regarding their occupancy rates and whether any of their units were hard to let.

Members requested that "in or on the edge of" settlements wording be avoided as it had proved problematic to apply. The Policy Manager advised that this was being looked at and alternatives, including development boundaries would be considered.

Member steer
We could look at flexibility but only for certain types of business.

Key Question d.

Current practice is that modern buildings are required to be removed when no longer needed for agricultural purposes. But Core Strategy Policy E2 (A) gives scope for modern buildings to be reused for business purposes (non-farming) where no suitable traditional buildings exist. What scope should we give for the re-use of modern farm buildings?

Discussion

Members felt that these buildings should be reused if possible, as efficient use of resources is an important factor in combatting climate change. Each case should be judged on its own merits and it would depend on the particular building and on the proposed use.

It was acknowledged that this was more or less the approach of the current policy.

Member Steer

Current policy approach is right.

Key Question e.

What issues with regard to the health and well-being of residents and visitors, are raised in developing policies for supporting economic development?

Discussion

It was felt that there was nothing specific that is not related to general community aims. Other matters such as emissions, are outside the control of the National Park Authority.

Member Steer

As noted in the discussion.

4. **Next Steps**

Minutes will be circulated to members in advance of the next meeting.

5. Date of next meeting

The next meeting is on 21st March 2022 at 10am and will discuss Climate Change and Sustainable Building.

Minutes of Local Plan Review Member Steering Group Date

21st March 2022 at 10am

Online via Webex

1. Roll Call

Officers	Members
Joanne Cooper (Planning Liaison Officer)	Chris Furness
Tim Nicholson (Transport Policy Planner)	Janet Haddock Frazer
Adele Metcalfe (Policy and Communities Team Manager)	Annabel Harling
Brian Taylor (Head of Planning)	Andrew McCloy
Sarah Welsh (Policy Planner)	Ken Smith
Clare Wilkins (Community Policy Planner)	

Apologies

Yvonne Witter

The minutes of the previous meeting held on the 21st February 2022 were agreed as a correct record.

2. Introduction and Presentation

The aims of the session were outlined as followed

To ensure that Members were aware of the current planning policies and the key issues and pressures relating to the following

- Climate Change
- Cultural Heritage
- Sustainable Building
- Utilities
- Estate Planning
- Design Guide

To approve the draft Local Plan Review survey for Parish Councils.

The draft survey was approved with a few minor amendments and suggestions which were noted by the Policy and Communities Manager.

Officers gave presentations setting out the key issues as outlined above and the current policy in those areas.

3. Key Questions

A discussion took place around key themes and questions which had been circulated prior to the meeting.

The key questions were:

Cultural Heritage

a. Does new policy need to be more specific about the buildings and the landscape types where change of use is acceptable in principle?

b. Should we consider designating local green spaces?

c. How do we balance visual 'enhancements' versus embedded carbon?

Whole Estate Plans

d. Should we consider including WEPs in the local plan review? What do you see as the advantages and disadvantages?

Utilities

e. The future demand for energy is changing. Does the Local Plan need utility policies to take account of the moves towards electric and hydrogen vehicles?

Climate Change

f. Do our Climate Change (CC) policies need to go further?

- If yes, how?
- What scale should renewable schemes be?
- Should we encourage community renewable schemes 'in or on the edge of' settlements?
- Should we increase our sustainability standards for new build?

Sustainable Building

g. Do we need to review our approach to design?

4. **Debate**

Cultural Heritage Key Questions

a. **Does new policy need to be more specific about the buildings and the landscape types where change of use is acceptable in principle?**
b. **Should we consider designating local green spaces?**
c. **How do we balance visual 'enhancements' versus embedded carbon?**

Discussion

Members commented that the Authority should not be looking at housing provision in the open landscape at all. Applications should be assessed via "setting" and "significance" and that it is important that policy uses this type of language which is acceptable and defined in planning law e.g. the NPPF.

It was also considered important to bear in mind the effect of the relaxation of permitted development rights and the how this would impact what the Authority can and cannot control.

It was also noted that encouraging housing in the open countryside would be contrary to adopting a "Climate Change First" approach as it increases the need for travel.

Members discussed the current policy wording of "in or on the edge of settlements" and the difficulties that they felt this has presented when attempting to apply it. The difficulties have been caused by these areas not being defined, but it was appreciated that there may be resource issues in the amount of work involved in setting development boundaries. It was also appreciated that being too specific can cause its own problems.

Officers suggested that one approach would be to guide exceptions based on particular criteria, e.g. transport links

With regards to local green spaces, Members felt that it would be useful to continue to identify these spaces that are important to communities. However it was important to ensure that this does not result in the creation of the equivalent of "green belts". Additionally it should be ensured that they are not misused in order to prevent housing development on suitable sites.

Members discussed different approaches to the question of visual enhancements versus embedded carbon, or demolishing versus rebuilding. One suggestion was to ensure that when considering a "demolish and rebuild" scheme, an energy assessment is made of the old building versus the new building and a reasonable "payback time" is agreed, i.e. when the "break even" point should be. Another factor to consider is the energy cost of building new developments.

It was agreed that there will already be a great deal of existing guidance on these matters produced elsewhere, and that it would be sensible to see what is already out there.

It was noted that the age of the current housing stock and the proportion of it which is designated as listed buildings limits what can be done in terms of retrofitting. There may be a need for guidance which takes this into consideration as many more people live in older houses than in new builds.

Member Steer on Key Questions:

- **Change of use to create housing in the open landscape is not acceptable.**
- **We should explore the use of green space designation but not allow this to prevent all development.**
- **We should consider embedded carbon in planning decisions.**

Whole Estate Plans Key Questions

d. Should we consider including Whole Estate Plans in the local plan review? What do you see as the advantages and disadvantages?

Discussion

Members felt that Chatsworth could inform the consideration/development of WEPs, not least because of the existing collaboration between the Estate and the Head of Landscape regarding the ITEMP (Inheritance Tax Exemption Management). For example Authority staff provided a comprehensive archaeological survey report.

Members asked for clarification as to how WEPs would differ from the ITEMPs which are already in place between estates and Natural England. Officers advised that Whole Estate Plans would be built into the Local Plan and contain more planning considerations.

It was felt that Whole Estate Plans should be supported, it would allow 'estates' to be defined, and that further information could be obtained locally from the Wentworth Estates, and internally from the Head of Landscape whose work with estates on wild fire prevention would be relevant.

Member Steer on Key Question

- **We should consider including Whole Estate Plans in the local plan review.**

Utilities Key Questions

e. The future demand for energy is changing. Does the Local Plan need utility policies to take account of the moves towards electric and hydrogen vehicles?

Discussion

It was acknowledged that there will be difficulties in providing better facilities for EV charging in the Park as roadside provision is visually intrusive and the majority of houses do not have a drive or a garage for private provision.

Members discussed whether Community Renewables Hubs could be enabled. A potential site for these could be in existing car parks. It was felt likely that Parish Councils would begin to start wanting to do this and that the Authority would need to have a position on it. It was also thought likely that the Authority would get planning applications specifically relating to vehicle charging in the future.

The Transport Planner advised Members that assessments had been made as to whether the Authority's car parks would be suitable for overnight charging and in general it had been found that the power supply was insufficient.

Member Steer on Key Question

- **It is necessary for the Authority to have a policy position on EV charging.**

Climate Change Key Questions

f. Do our CC policies need to go further?
- **If yes, how?**
- **What scale should renewable schemes be?**
- **Should we encourage community renewable schemes 'in or on the edge of' settlements?**
- **Should we increase our sustainability standards for new build?**

Discussion

The Head of Planning underlined the significance of viability and proportionality in CC policy, in that any measures that we require applicants to take must be financially viable, and proportional to the size and nature of the development.

Officers advised that DDDC were writing an SPD on Sustainable Design which would include a matrix for sustainability measures with a weighting for each. This aimed to enable Officers to assess the extent to which applicants were really considering carbon reduction. The Authority could consider using this or something similar. Members expressed an interest in seeing this.

Members thought it would be interesting to make a distinction between the decisions made at a delegated level, and those made by committee as they felt that committee Members have been proactive in requiring climate change measures.

Members noted the high proportion of responses to the local plan survey stating the Authority should look at Climate First policies and felt that this underlined the need for a Climate Change First approach to the whole policy review. They felt that the Authority should push climate change measures in every application, no matter the size, and that this should involve promoting and encouraging such measures not just allowing them as and when they are proposed by applicants.

It was felt that this is in line with the Authority's statutory duty to "conserve and enhance", the meaning of which may have changed in practice since the 1995 Environment Act. It was noted that in the Government's response to the Glover Landscape review, it is stated that the government are looking at first and second purpose terminology and that the Authority would need to consider the implications of this in due course

Members noted that Hope Valley Cement Works produces a large proportion of the CO2 emitted in the National Park. Any reduction in this would be likely to come about as a result of national regulations rather than local discussion.

The importance of linking in with the National Park Management Plan was raised, and that this plan aims for the authority to be an exemplar in its approach to Climate Change. It was also noted that the Authority must facilitate rather than hinder the public's desire to tackle climate change.

With regards to renewables it was suggested that business parks and industrial sites could play a greater role in solar energy than they do at present.

It was suggested that a new balance will need to be found in how the Authority weighs different factors when it makes planning decisions, and that the carbon aspect will need to be more central to this process and the landscape impact possibly less so, e.g. a more relaxed approach to solar panels may be necessary. However it was unlikely that the Park would be a suitable site for commercial energy production

The importance of considering the energy hierarchy and the reduction of demand for energy was also underlined.

Member Steer

- **Climate change policies should go as far as they possibly can**
-

Sustainable Building Key Questions

g. Do we need to review our approach to design?

Discussion

Members advised that they would welcome a return of the periodic meetings between officers and local agents/architects. This should take priority over holding the Design Awards again – but both to be achieved subject to resources.

With regards to the Authority's existing Climate Change and Sustainable Building SPD, which was published in 2003, Members recognised that this is an important document that needs a refresh, however light touch, for example to incorporate the innovations in this area since it was written. It was also felt that the Authority should strive to be innovative in this area and that this would require a shift in attitude across the Authority.

It was felt that it would be useful to fill in any gaps in the Authority's current design guide which was written in 2007, however it was acknowledged that these gaps were there due to a lack of resources. Filling them properly would require buying in the skills to do this, but there was little resource to do so. It was felt that the Design Guide is still a very useful and much used document.

The idea of a "Design Advisory Panel" was discussed however there were concerns that the participants may not necessarily understand what design ideas were appropriate for the National Park and that waiting for the input of such a panel might cause delays in the decision process. It was decided that advice should be sought from the South Downs Authority who already have such a panel in place.

Member Steer

- **We should peruse a 'sense check' of the suite of design guides and produce new guidance to 'fill the gaps' already identified.**

5. **Date of next meeting -** Monday 25th April - Transport

14. OUTSIDE BODY AND CONFERENCE FEEDBACK REPORT

Name of Body	**Cultural Heritage and Landscape Lead Member meeting with professional staff**
Date of Meeting	**14th April 2022**
Member in attendance	**Ken Smith**
Supporting Officer	**Suzanne Fletcher, plus team managers Anna Badcock and Rhodri Thomas**
Issues raised at the meeting of significance to the Authority	
1.	Progress on production of revised Landscape Strategy & Action Plan, a draft copy of which has been commented on.
2.	Progress with the Wooded Landscapes Plan, the text of which has been finalised; illustrations now being prepared; creation of a fully-funded 3-year woodland creation post at the Authority as part of implementation of the Plan.
3.	Progress with Landscape Change Monitoring and the possibility of a repeat of the earlier Monitoring Landscape Change in National Parks, for which a funding bid may be submitted this financial year.
4.	Progress with Nature Recovery Plan for the Peak District which includes areas outside the National Park; intended to feed into the more city-based Local Nature Recovery Schemes; includes Biodiversity Nett Gain, Rewilding and Local Plan issues.
5.	Cultural Heritage issues including: maternity cover for Senior Conservation Archaeologist now in place; Building Conversions SPD now on the Authority website; feedback on Derbyshire Archaeology Day on 26 March at Pomegranate Theatre, Chesterfield; cultural heritage KPIs 2021/22.
6.	S W Peak Project: now winding down and conservation of one barn will only include Phase 1 work because of lack of time to complete. Volunteering with S W Peak has been very successful with great feedback from participants.
Issues on which the views of Authority Members are sought	
1.	
2.	
Relevant documents such as reports and hyperlinks	
1.	Re 2 above: Trees in England. Management and disease since 1600. 2017. Williamson, T. Barnes, G. & Pillatt, T. Hatfield: University of Hertfordshire Press.
2.	

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