

Public Document Pack

Peak District National Park Authority

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



Our Values: Care – Enjoy – Pioneer

Our Ref: A.1142/3667

Date: 20 April 2023



NOTICE OF MEETING

Meeting: **National Park Authority**

Date: **Friday 28 April 2023**

Time: **10.00 am**

Venue: **Aldern House**

PHILIP MULLIGAN
CHIEF EXECUTIVE

AGENDA

1. **Roll Call of Members Present, Apologies for Absence and Members Declarations of Interest**
2. **Urgent Business**
3. **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

4. **Chair's Briefing** 5 mins

FOR DECISION

5. **National Park Management Plan - Overall Progress Report 2018-23** (*Pages 5 - 20*) 20 mins
Appendix 1
6. **Organisational Change Proposal (PM)** (*Pages 21 - 24*) 30 mins
7. **Exempt Information S100(A) Local Government Act 1972**
The Committee is asked to consider, in respect of the exempt items whether the public should be excluded from the meeting to avoid the disclosure of Exempt Information.

Draft Motion:-

That the public be excluded from the meeting during consideration of agenda item 8 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, paragraph 3 'information relating to the financial or business affairs of any particular person (including the Authority holding that information).

PART B

8. **Organisational Change Proposal (PM)** 60 mins

Duration of Meeting

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

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

after which the committee will re-convene.

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

Agendas and reports

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

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports.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

Public Participation and Other Representations from third parties

Since the Coronavirus restrictions have eased the Authority has returned to physical meetings. However, meetings of the Authority and its Committees may still take place at venues other than its offices at Aldern House, Bakewell when necessary. 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 makes an audio visual broadcast and recording available after the meeting. From 3 February 2017 the recordings will be retained for three years after the date of the meeting. During the period May 2020 to April 2021, due to the Covid-19 pandemic situation, Authority meetings were broadcast via YouTube and these meetings are also retained for three years from the date of the meeting.

General Information for Members of the Public Attending Meetings

Since the Coronavirus restrictions have eased the Authority has returned to physical meetings. However, meetings of the Authority and its Committees may still take place at venues other than its offices at Aldern House, Bakewell when necessary, the venue for a meeting will be specified on the agenda. 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 visually broadcast via YouTube and the broadcast will be available live on the Authority's website.

This meeting will take place at Aldern House, Baslow Road, Bakewell, DE45 1AE.

Aldern House is situated on the A619 Bakewell to Baslow Road. 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 P Brady
Cllr M Chaplin	Cllr D Chapman
Cllr C Farrell	Cllr C Furness
Cllr C Greaves	Cllr A Gregory
Prof J Haddock-Fraser	Mr Z Hamid
Ms A Harling	Cllr A Hart
Cllr Mrs G Heath	Cllr I Huddleston
Cllr C McLaren	Cllr D Murphy
Cllr Mrs K Potter	Cllr V Priestley
Cllr K Richardson	Miss L Slack
Mr K Smith	Dr R Swetnam
Cllr P Tapping	Cllr D Taylor
Cllr J Wharmby	Ms Y Witter
Cllr B Woods	

Constituent Authorities
Secretary of State for the Environment
Natural England

5. NATIONAL PARK MANAGEMENT PLAN - OVERALL PROGRESS REPORT 2018-23

1. Purpose of the report

This report provides Members with overall progress on implementing 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 fifth year (2022-23) of the National Park Management Plan, an overall progress 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.
- Following the adoption of the 2023-28 National Park Management Plan and the intention to form a new delivery group to support the implementation of the new plan, the current Advisory Group chaired by Dianne Jeffrey was disbanded at the end of March 2023. We thank Dianne for her time and commitment over the last two Plan periods.

2. Recommendations

- 1. That Members approve the National Park Management Plan - Overall Progress Report 2018-23.**
- 2. That any necessary changes to the proposed wording of the Overall Progress Report 2018-23 are delegated to the Chief Executive.**

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

Requirement to produce and update the National Park Management Plan

1. 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.
2. 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.'
3. 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.

4. Through Our Corporate Strategy 2019-24, the National Park Authority delivered its contribution to this National Park Management Plan.

4. Background Information

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 focused 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

5. Proposals

Delivery Progress

Under each Area of Impact, there were a set of intentions that provided further detail on what we aimed to achieve. In total there were fifteen intentions. An Annual Monitoring Report has been produced at the end of each year to outline the progress made in terms of implementing actions in the delivery plan.

Overall, despite resources being directed to dealing with covid during some of the plan period, excellent progress has been made across every area of impact to implement the actions in the delivery plan over the last five years. Particular successes include the Moors for the Future Partnership continuing to deliver excellent moorland restoration works alongside scientific monitoring. #PeakDistrictProud (#PDP) has shared the positive ways in which people can help care for the National Park and the countryside code has been refreshed and released, including being available in 21 languages. The White Peak Partnership supported the development and implementation of the Peak District Environmental Land Management Scheme (ELMs) test. The Farming in Protected Landscapes (FiPL) programme was an unexpected opportunity which was developed in a very short period with Defra, launched in July 2021 and is now successfully delivering at a landscape scale for climate, nature, people and place.

The areas where we made less progress than anticipated or not as originally envisaged are the sustainable travel and integration of more trees into the landscape elements of intention 1.1 climate change and the monitoring at a landscape scale element of intention 3.1. In terms of sustainable travel, this was included as a new action just before the covid pandemic started, so we lost the first year of delivery due to people's attention being on managing the impact of the pandemic. Since then, we have developed partnerships across the various transport boundaries that cross the National Park and started to collate our existing travel data. We have also built on the success of the Hope Valley Explorer, which offers visitors an alternative sustainable travel experience.

However, we haven't progressed this to the stage of being in a position to offer a low carbon sustainable transport which supports and encourages a new sustainable travel hierarchy.

In terms of integration of more trees into the landscape, we haven't planted as many trees as anticipated due to larger-scale planting proposals taking time to come to fruition. They often necessitate existing agri-environment scheme agreement amendments, which can be a barrier, and the complexity and number of different funding sources is confusing and can be off-putting.

In terms of monitoring at a landscape scale, we have reconsidered how we undertake this action, and are currently working on a different methodology than at the start of the NPMP. We are now using a method of reassessing changes to the landscape using repeat detail Landscape Description Unit (LDU) photos.

The Overall Progress Report 2018-23 can be found at Appendix 1. Members are asked to approve this Overall Progress Report. This is the final monitoring report associated with the 2018-23 Management Plan as the new five year management plan is in place from April 2023.

As Member's are aware, the 2023-28 National Park Management Plan was adopted by the Authority at its December 2022 meeting (minute reference 98/22). Partner engagement during the review was the highest it has been in recent years, which led to a lot of support for the final plan. To ensure that the engagement continues and that the delivery plan is implemented a new delivery group and partnership group will be established. This means that the National Park Management Advisory Group, which was established in 2007 to advise on delivering the Plan was disbanded at the end of March 2023. We are grateful to all the partners that have been represented on the group since its inception, and their commitment to implementing the Plan. We are especially grateful to the independent Chair of the group, Dianne Jeffrey for her enthusiasm, time and commitment in Chairing the group over the last two Plan periods. Dianne has been instrumental in ensuring all voices were heard and that the annual conferences were well received.

6. Are there any corporate implications members should be concerned about?

1. Financial:

None, as delivery of the National Park Management Plan 2018-23 has ceased.

2. Risk Management:

None, as delivery of the National Park Management Plan 2018-23 has ceased.

3. Sustainability:

None, as delivery of the National Park Management Plan 2018-23 has ceased.

4. Equality

None, as delivery of the National Park Management Plan 2018-23 has ceased.

7. Climate Change

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?

None, as delivery of the National Park Management Plan 2018-23 has ceased.

1. How does this decision contribute to the Authority meeting its carbon net zero target?
None, as delivery of the National Park Management Plan 2018-23 has ceased.
2. How does this decision contribute to the National Park meeting carbon net zero by 2050?
None, as delivery of the National Park Management Plan 2018-23 has ceased.
3. Are there any other Climate Change related issues that are relevant to this decision that should be brought to the attention of Members?
No.

8. Background papers (not previously published)

None

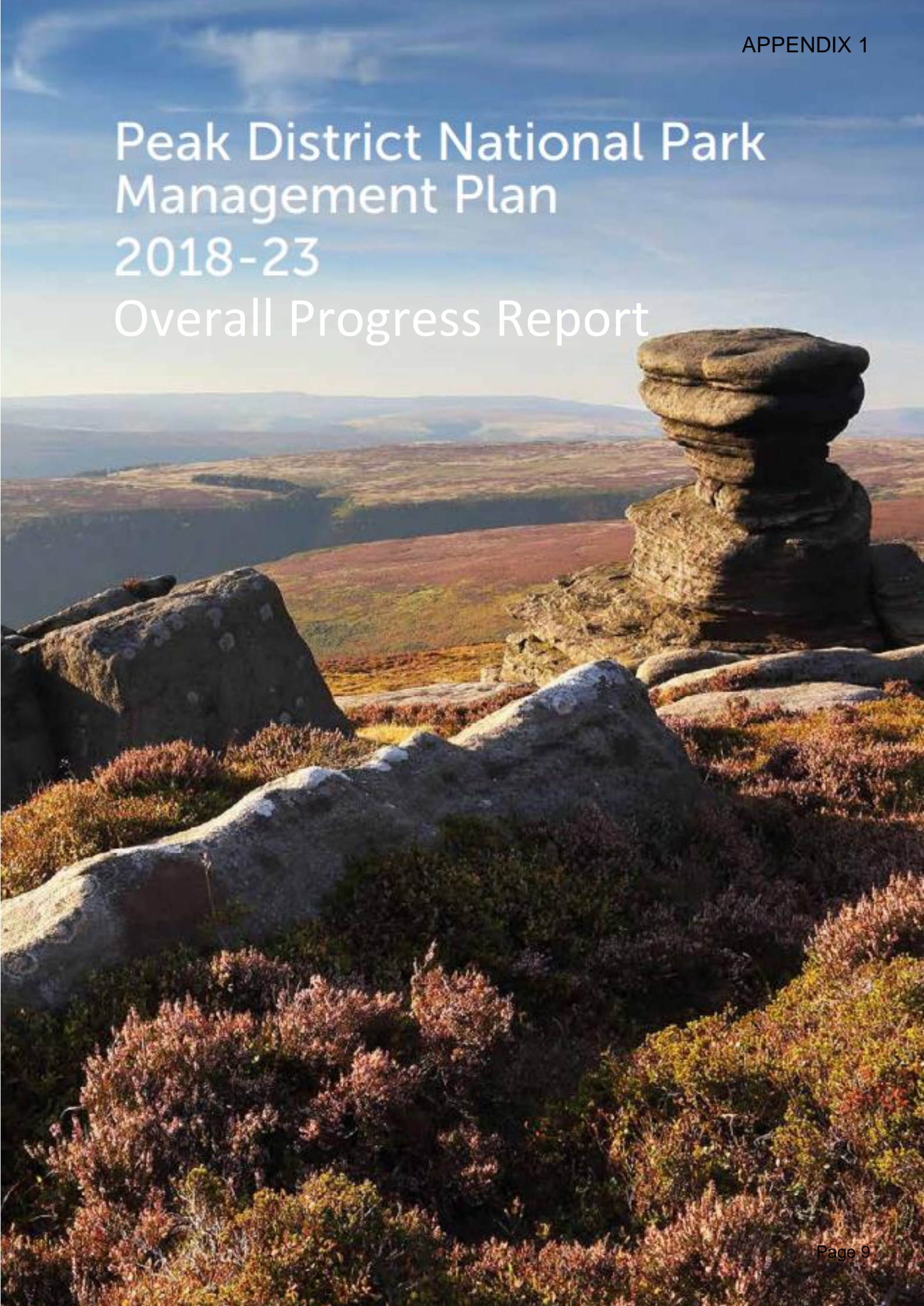
9. Appendices

Appendix 1 - Peak District National Park Management Plan - Overall Progress Report 2018-23

Report Author, Job Title and Publication Date

Sarah Rowley, Data, Strategy & Performance Officer, 20th April 2023

Peak District National Park Management Plan 2018-23 Overall Progress Report



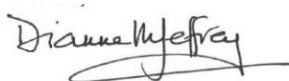
FOREWORD

The fifth year of the 2018 – 2023 Peak District National Park Management Plan has been full of change and we close this period of reporting with enthusiasm for the next plan period and optimism as we build on previous successes. The rhythm of life across the landscape of the park has returned to a 'new normal' following the turmoil of the previous few years. I am extremely proud of the progress within this Management Plan period and extend my sincerest thanks to all the partners involved in delivery.

Moorland restoration work has continued as the Moors for the Future partnership successfully delivered activities on 551 ha of degraded blanket bog and blocked erosion in over 11,000 gullies to the equivalent distance of circa 55km. Encouraging visitor enjoyment and engagement has been further boosted this year with a pilot of multi-lingual signage at Bloor Pastures and downloadable interpretive content at Stanage North-Lees Estate, plus an additional six 'Miles without Stiles' routes have been completed.

The following report provides detail on the overall progress on implementing the Peak District National Park Management Plan 2018-23. I am extremely proud of the partnership work which has contributed to the successful delivery over the past two plan periods, and after 10 years the Advisory Group, of which I am the Independent Chair, has come to a close with the end of this plan. I wish the Peak District National Park Authority and all the delivery partners all the best as they strive to achieve the ambitious aims outlined in the next National Park Management Plan (2023-28).

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.

The Management Plan 2018-23 was organised around six main themes known as Areas of Impact, which were 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

This document provides a look back over the last five years to report key activity in the Areas of Impact as detailed above.

AREA OF IMPACT 1:

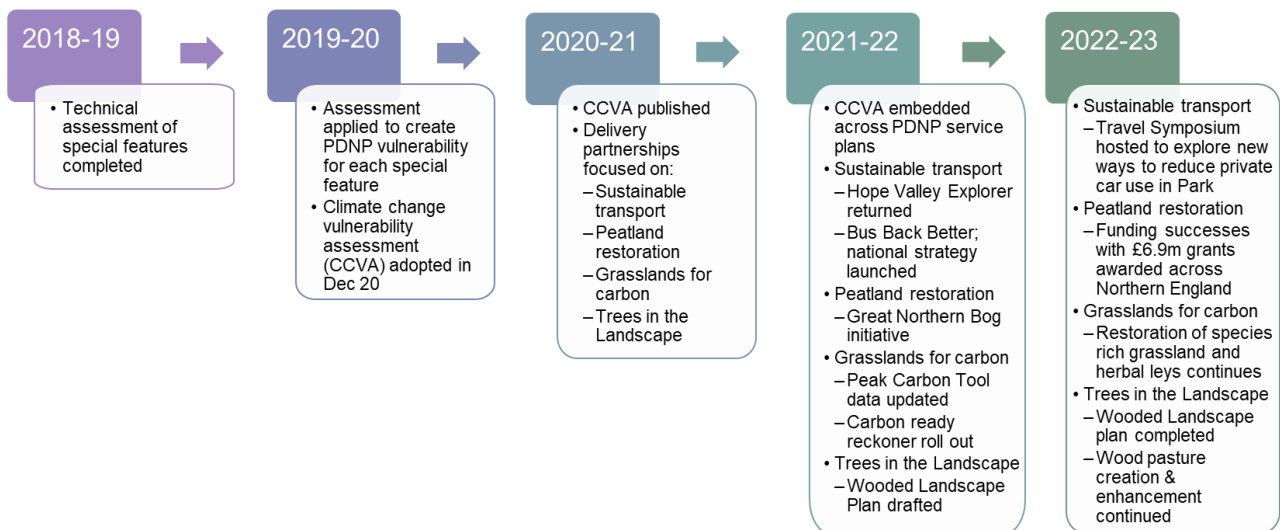
PREPARING FOR A FUTURE CLIMATE

INTENTION 1.1: REDUCE THE EFFECTS OF CLIMATE CHANGE ON THE SPECIAL QUALITIES

ACTION

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 2:

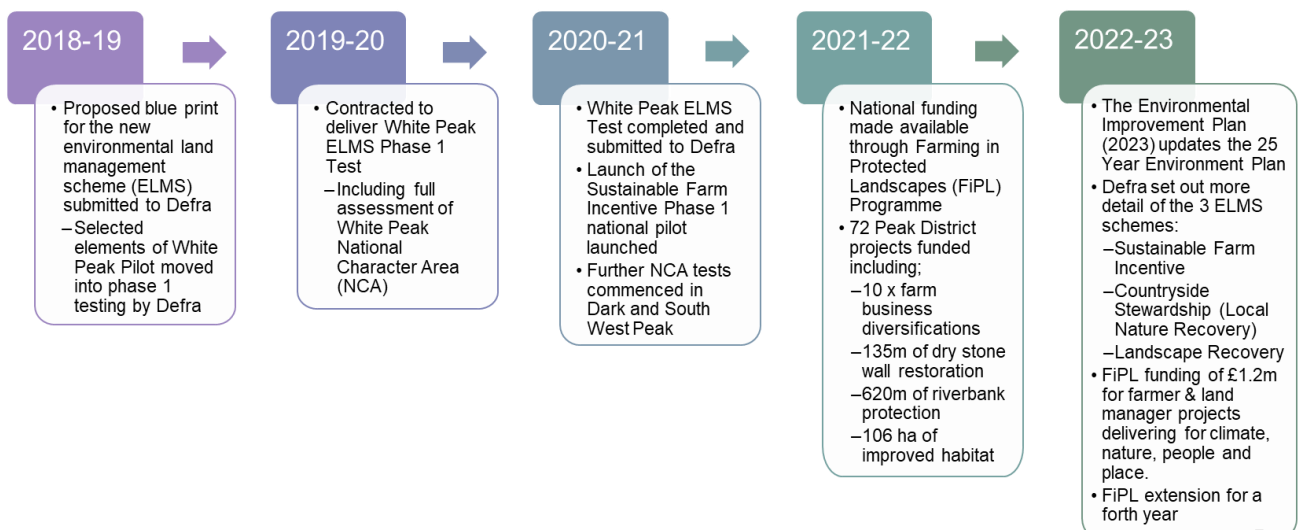
ENSURING A FUTURE FOR FARMING AND LAND MANAGEMENT

INTENTION 2.1: SECURE FUNDING FOR FUTURE LAND MANAGEMENT TO BENEFIT ALL

ACTION

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 2:

ENSURING A FUTURE FOR FARMING AND LAND MANAGEMENT

INTENTION 2.2: ENSURE THAT THE MANAGEMENT OF UPLAND MOORS DELIVERS ENVIRONMENTAL, SOCIAL & ECONOMIC BENEFITS

ACTION

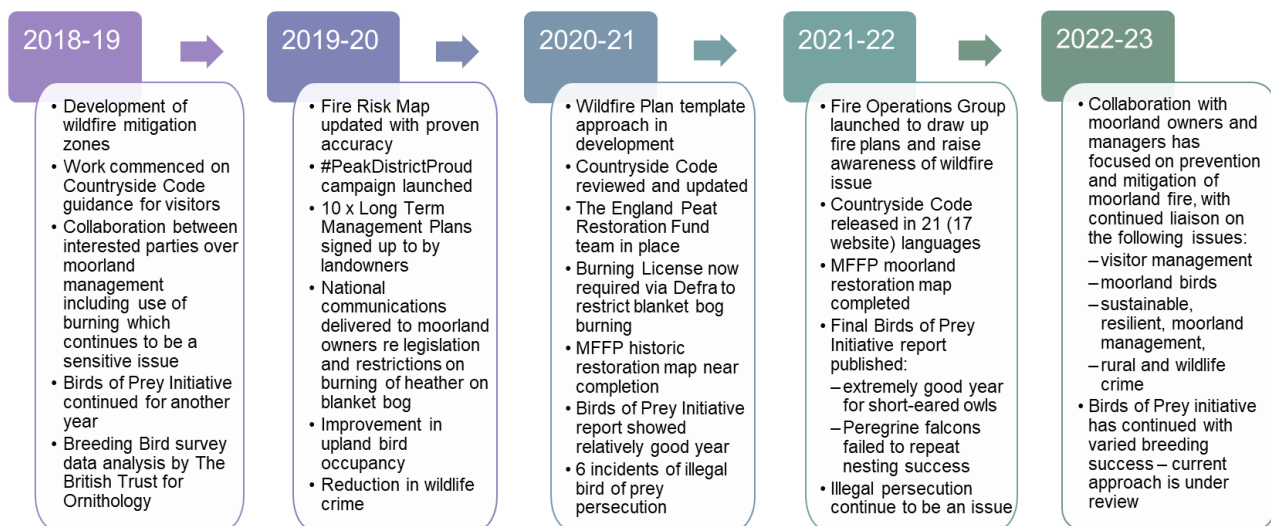
To ensure that the management of upland moors delivers environmental, social & economic benefits; we will seek to restore populations of birds of prey to at least the levels present in the late 1990s, with the addition of hen harrier as a regularly successful breeding species.

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 3:

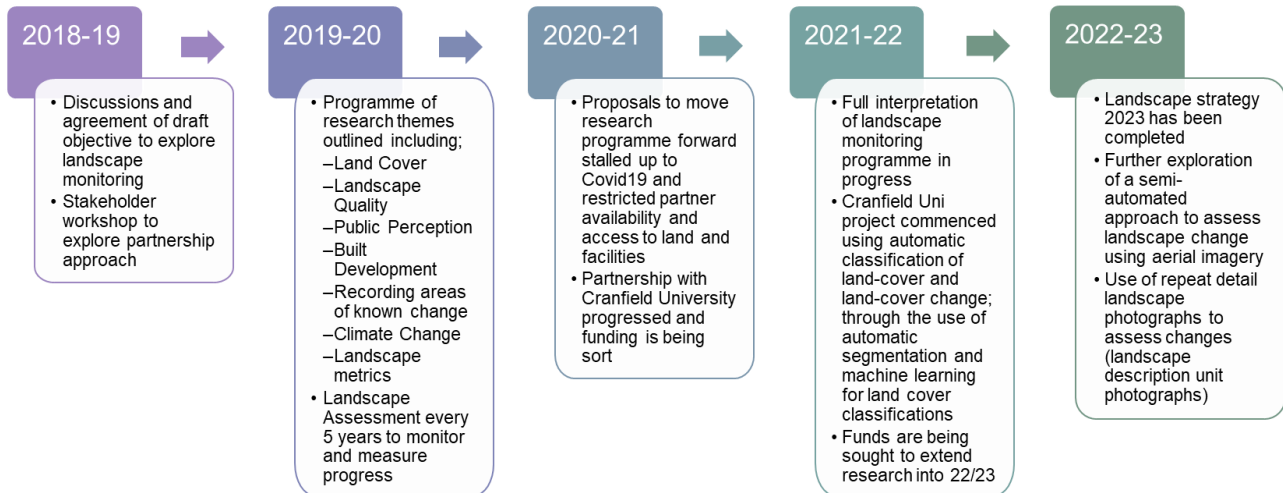
MANAGING LANDSCAPE CONSERVATION ON A BIG SCALE

INTENTION 3.1: ESTABLISH MONITORING AT A LANDSCAPE SCALE

ACTION

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 3:

MANAGING LANDSCAPE CONSERVATION ON A BIG SCALE

INTENTION 3.2: DEVELOP A WHITE PEAK PARTNERSHIP

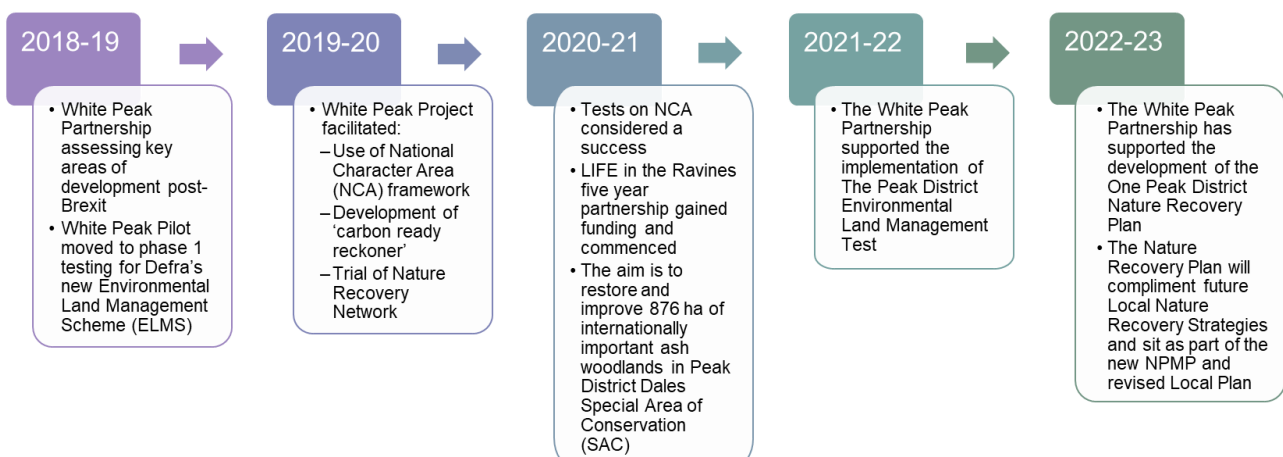
ACTION

The White Peak Partnership has been key to the delivery of Intention 2.1 securing funding for future land management for the benefit of all.

The White Peak Project tested the following:

- Use of a National Character Area framework to deliver public goods and the 25 Year Environment Plan in language accessible to land managers.
- Development of a 'ready reckoner' to show the public goods being delivered e.g. carbon.
- Trial of a nature recovery network.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 3:

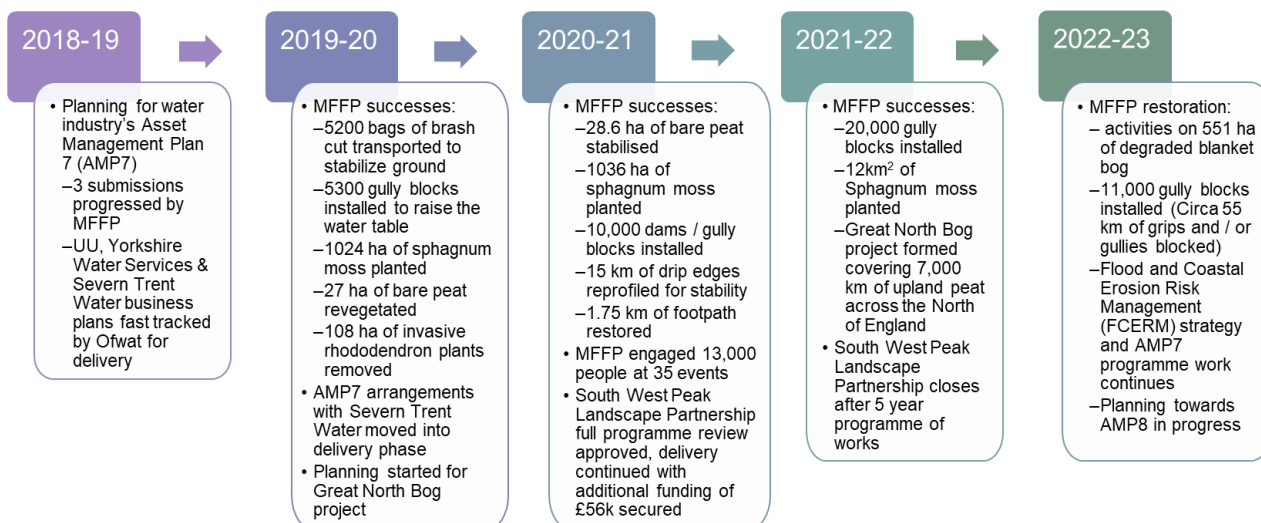
MANAGING LANDSCAPE CONSERVATION ON A BIG SCALE

INTENTION 3.3: MAINTAIN EXISTING LANDSCAPE SCALE DELIVERY

ACTION

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.

2018 – 2023 PROGRESS



AREA OF IMPACT 4:

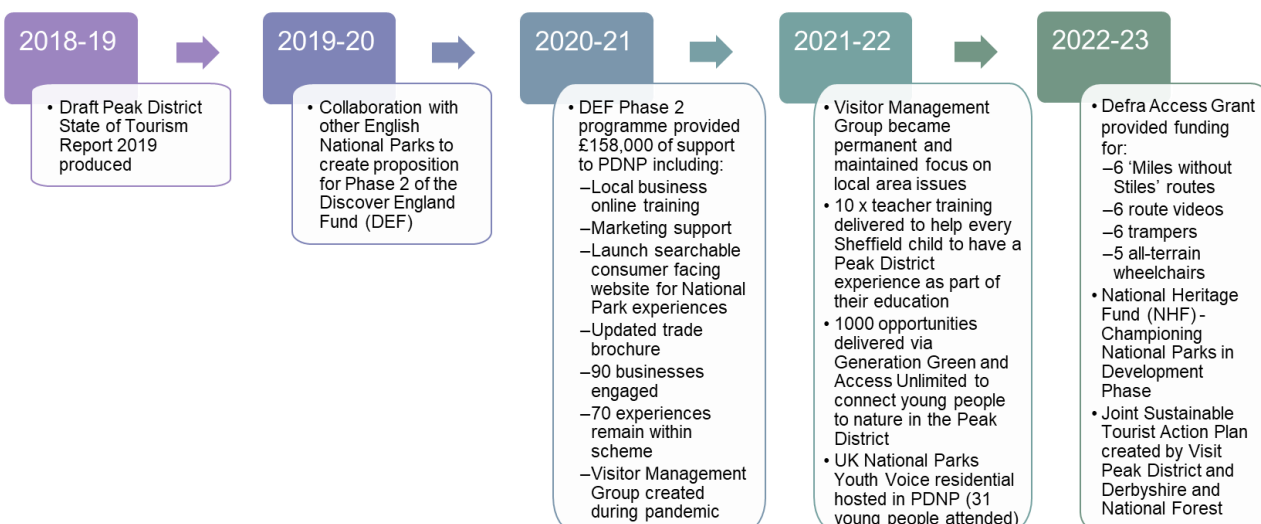
A NATIONAL PARK FOR EVERYONE

INTENTION 4.1 AND 4.2: OVERCOME PHYSICAL AND PERCEIVED BARRIERS TO ACCESS

ACTION

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 5:

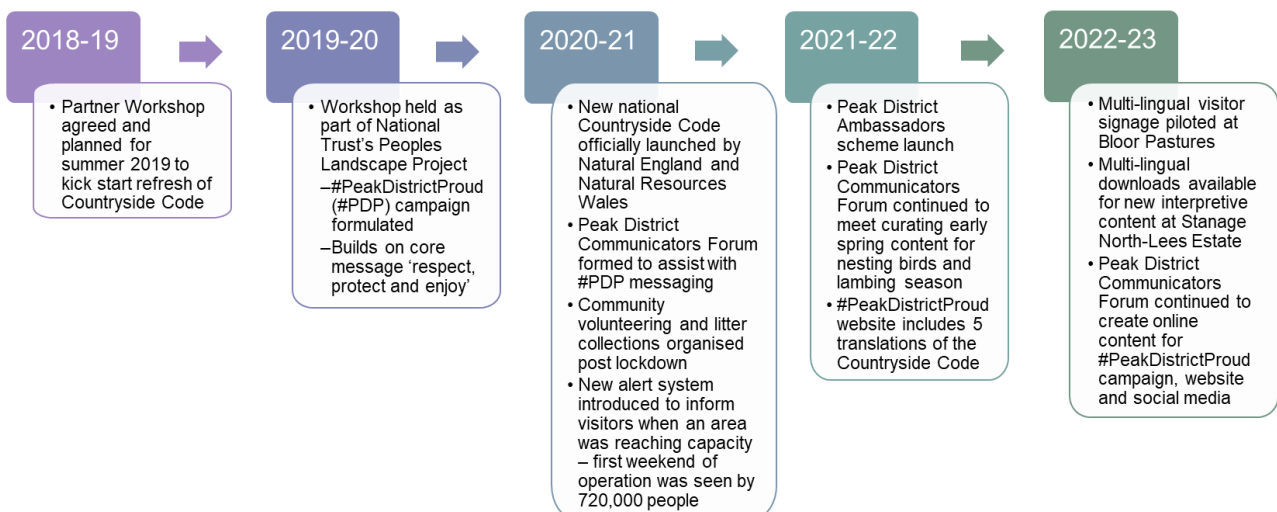
ENCOURAGING ENJOYMENT WITH UNDERSTANDING

INTENTION 5.1: BALANCE OPPORTUNITIES FOR ENJOYMENT WITH CONSERVING A FRAGILE ENVIRONMENT

ACTION

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 5:

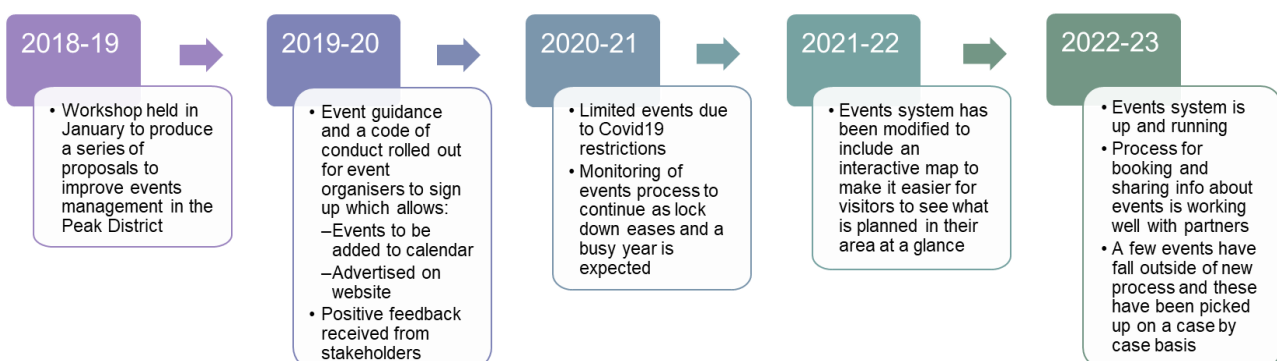
ENCOURAGING ENJOYMENT WITH UNDERSTANDING

INTENTION 5.2: ENSURE SHARED RESPONSIBILITY

ACTION

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

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 5:

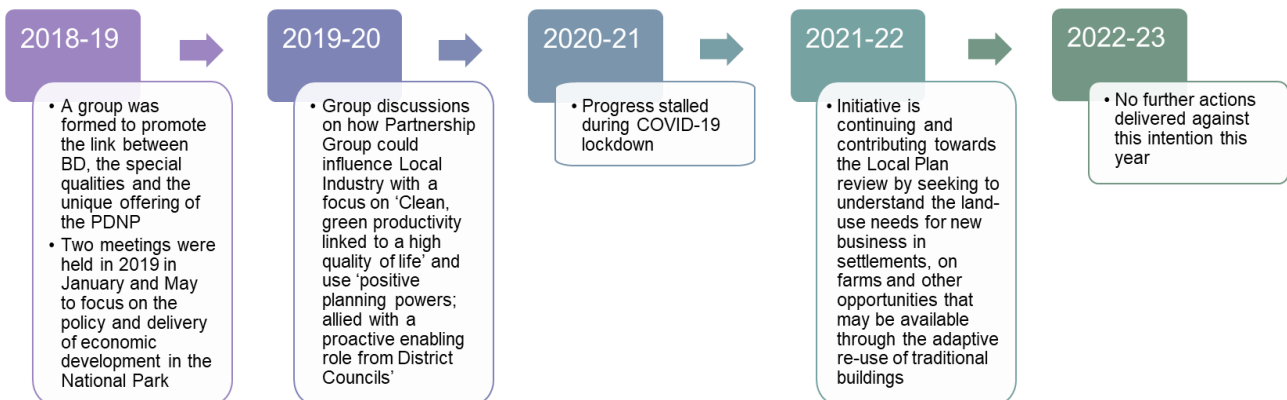
ENCOURAGING ENJOYMENT WITH UNDERSTANDING

INTENTION 5.3: DEVELOP AN AWARENESS AND UNDERSTANDING OF THE BENEFITS OF THE PEAK DISTRICT NATIONAL PARK

ACTION

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 6:

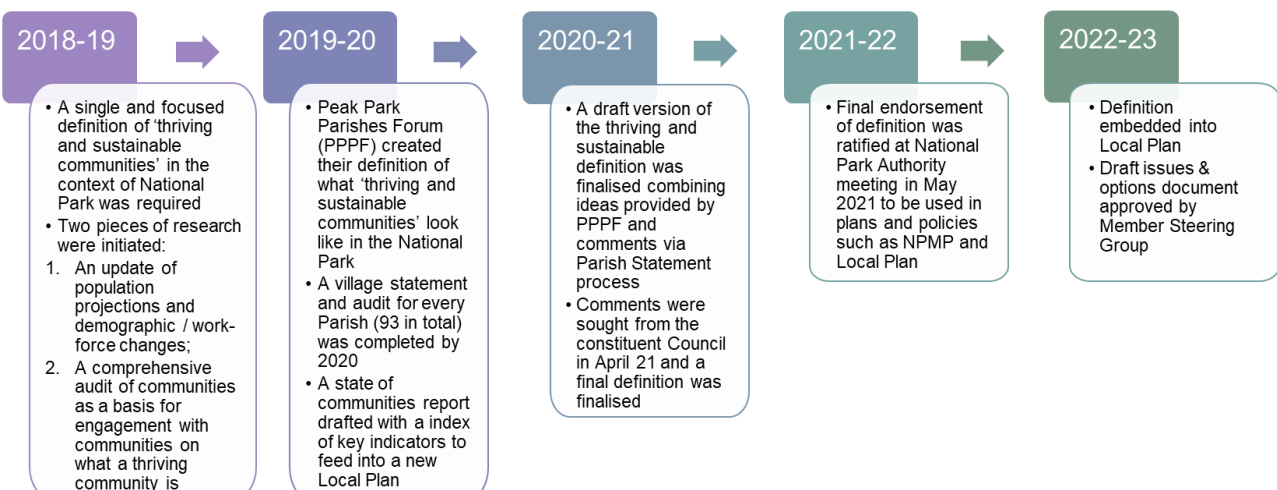
SUPPORTING THRIVING AND SUSTAINABLE COMMUNITIES AND ECONOMY

INTENTION 6: SUPPORTING THRIVING AND SUSTAINABLE COMMUNITIES AND ECONOMY

ACTION

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 6:

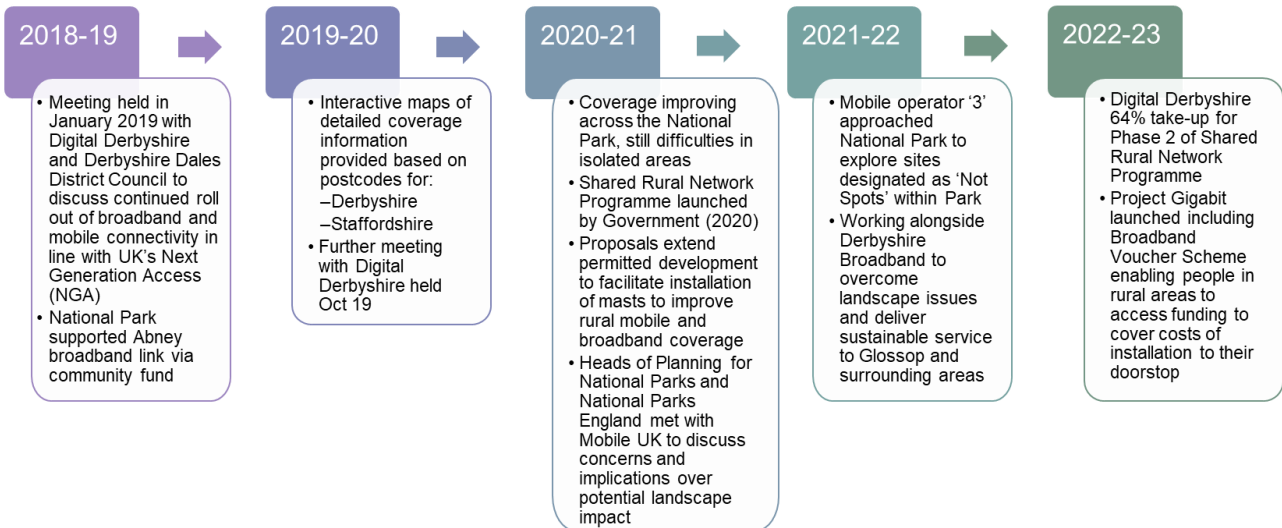
SUPPORTING THRIVING AND SUSTAINABLE COMMUNITIES AND ECONOMY

INTENTION 6.1: IMPROVE ACCESS TO SERVICES

ACTION

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 6:

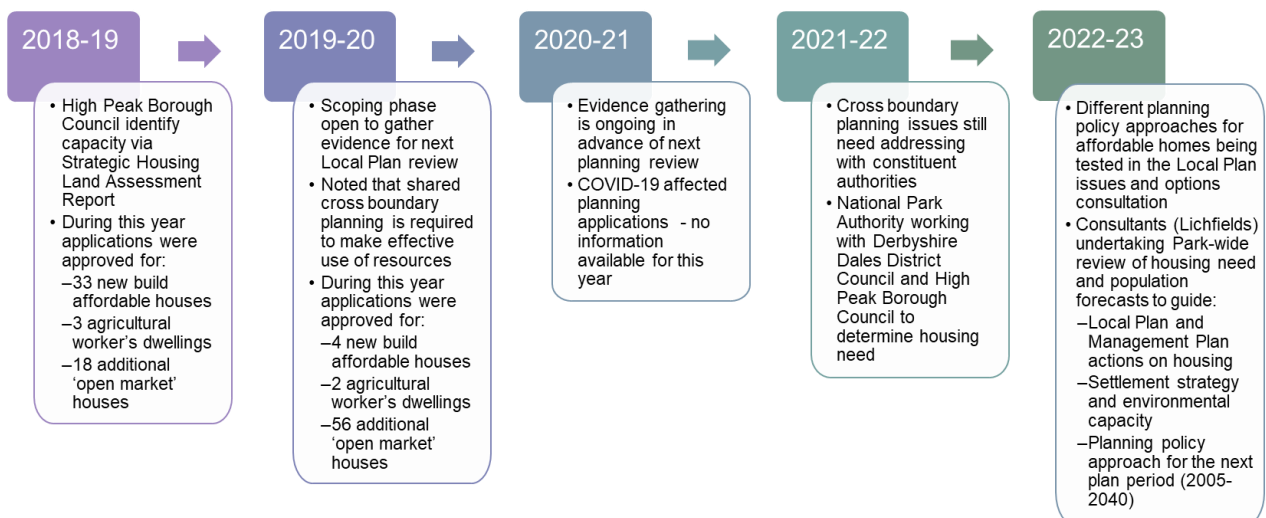
SUPPORTING THRIVING AND SUSTAINABLE COMMUNITIES AND ECONOMY

INTENTION 6.2: SUPPORT THE PROVISION OF LOCALLY NEEDED HOUSING

ACTION

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.

2018 – 2023 KEY PROGRESS



AREA OF IMPACT 6:

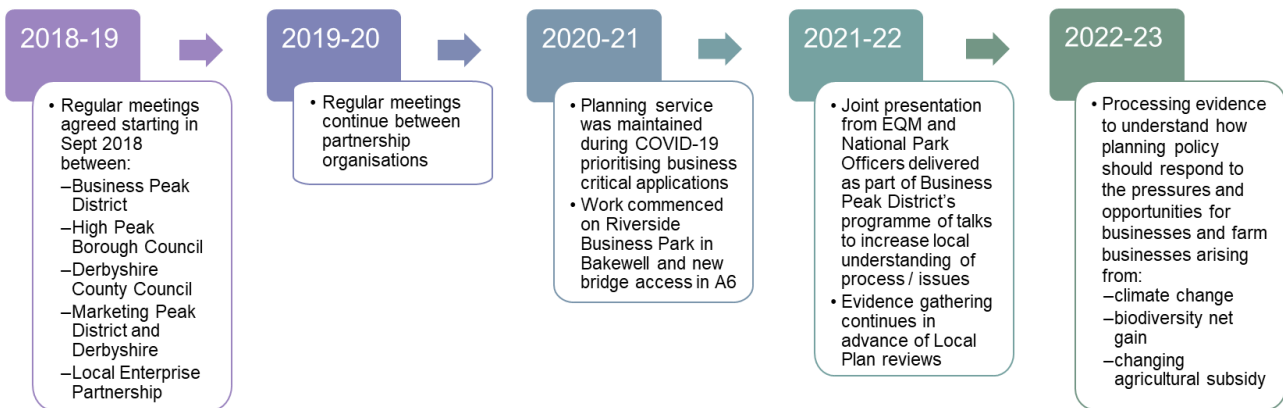
SUPPORTING THRIVING AND SUSTAINABLE COMMUNITIES AND ECONOMY

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

ACTION

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.

2018 – 2023 KEY PROGRESS



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6. ORGANISATIONAL CHANGE PROPOSAL (PM)

1. Purpose of the report

To highlight key issues and give background to the confidential Part B item on organisational change.

2. Key Issues

- The Authority is faced with a flat-cash grant from Defra and rising inflation. Some savings are required because of this.
- In addition, the Authority's pay structure has fallen behind regional comparators meaning it is hard to recruit and retain key staff. This has particularly affected the performance of our Planning Service but other services are also affected. To be effective the Authority needs to be able to recruit and retain sufficient staff and not carry ongoing vacancies which result in a lack of delivery and existing colleagues having unsustainable workloads. To do this we need to implement a new pay strategy, which will require further savings to be made on top of those needed to address the flat-cash grant.
- The existing management structure of the Authority needs to be rationalised so that the CEO can operate at a more strategic level. As well as reducing the size of the management team, certain functions would benefit from being moved within or between Services to create better alignment, allow improved performance and offer up savings.
- A new, smaller, organisational structure is needed so that we can have an affordable organisation with a full roster of employees paid at the right rate and focusing on our core functions.
- To finance the new structure and pay strategy we need to both stop or change the way we do certain things and take a more commercial and enterprising approach to income generation.

3. Recommendation

- 1. To support the proposal to commence formal consultation on organisational changes with discussion on the proposals and financial impacts to be held in the confidential part of the meeting.**

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

Legally the Authority needs to have a balanced budget and these proposals are designed to achieve a long term financially sustainable position with an on-going balanced budget.

The proposals will mean we can deliver our statutory planning functions to a higher standard.

Overall there will be a reduction or change in what the Authority does, which has implications for delivery of the National Park Management Plan (NPMP) and Authority Plan. However, to not make these changes means that challenging recruitment and staffing issues will continue and get worse, which itself will impact on our ability to deliver our statutory duties, policies, legal obligations, Management Plan and Authority Plan.

5. Background Information

Our role is to speak up for and care for the Peak District National Park for all to enjoy forever. Our statutory purposes and duty focus on conserving, enhancing, understanding and enjoyment. We need to deliver our purposes and duty in a way that is resilient and affordable. To do this we need to be able to attract and retain the right people and for that we need to implement our pay strategy.

The pay strategy is based on pay modelling that originally took place in 2019 and has been updated in December 2022. The pay modelling shows the Authority's pay scales are below the regional public sector median for most grades. It is proposed that we recalibrate our pay scales so as to be able to attract and retain the right staff.

At the Authority meeting on 3rd February 2023, Members unanimously gave their support for the start of a process to explore ideas around a new structure.

Since 3rd February, there have been extensive briefings with Heads of Service, teams, volunteers and stakeholders. A comprehensive set of FAQs has been made available and an online mechanism was established to receive feedback from colleagues, volunteers and members of the public. Over 70 individuals or groups have submitted feedback. Feedback has also been received directly from a number of stakeholder groups and individuals.

A review of business-critical tasks has been undertaken to ensure there is continued delivery of contractual, statutory and vital services during a period when many people may have their attention diverted by the change process. An initial review of the potential impact of the restructure on delivering the National Park Management Plan and Authority Plan has been undertaken and concluded that, if implemented, these proposals would impact on our ability to deliver commitments in the Authority Plan and NPMP. In terms of the actions we deliver on our own in the Authority Plan, there would be no change to the action, but how we deliver the outcome of the action may change. In terms of the NPMP, there are a number of actions in aim 3, Welcome Place, that we would no longer have the staff resource to deliver. At an appropriate time, we would need to have discussions with partners around the future of these actions.

Once the restructure is agreed and completed there will need to be a fuller review of the NPMP and Authority Plan, which should coincide with the publication of long-awaited new guidance on Management Plans and a new outcomes framework from Defra. Consideration has been given to potential new website requirements. A detailed project management plan has been developed for the change process and ongoing communication has taken place with everyone involved.

6. Proposals

We need a smaller, more affordable staffing base that is focused on achieving high quality delivery of our core responsibilities. The changes I propose we commence formal consultation on will also increase cross-organisational working (reducing silos) and help create a more enterprising approach in some areas. The culture I am trying to build across the Authority is one of vision, ambition, dynamism and delivery. We need to be more confident, responsive and enabling. Significant additional resources are being put into the planning service to cope with higher demands and improve our performance.

Frontline services that directly deliver the NPMP have been protected as much as possible although new approaches will be needed in some critical areas such as visitor

engagement. Back office savings have been made within most teams providing enabling services based on finding efficiencies, new ways of working and reprioritisation. Resources will be invested in areas and activities that will enable the required transformation. The end result of the change process will be to have an affordable, resilient organisation.

Funding for the transformation will come from the recent one-off Defra grant and our reserves. Difficult decisions will be required but the need to make savings is unavoidable and what is being proposed will create an organisation that is fit for purpose now and able to build up again in the future.

Detailed proposals with financial information and impacts on people are presented to Members in the confidential Part B paper.

7. Are there any corporate implications members should be concerned about?

Financial:

Financial details are covered in the confidential, Part B report.

Risk Management:

Any change can be unsettling and largescale changes affecting many people risks having a negative effect on morale and productivity. There is also a flight risk during change processes. This risk is more acute for certain roles. The situation is being managed carefully and plans are in place for coverage of the statutory officer functions and other key roles.

Change processes of this scale risk public concern and negative publicity even when the changes are in the best interest of the Authority and conducted to high standards. There has already been some negative publicity about the potential closure of visitor centres.

Change processes of this scale consume significant management time.

Our ability to recruit during this process and even afterwards is not yet fully known.

Sustainability:

Potential changes would minimise impacts on sustainability work.

Equality, Diversity and Inclusion:

It is recognised that some of actions could have the potential to negatively affect people that are protected under the Equality Act, however the intended outcomes and benefits of the proposals plus the mitigations that will be put in place will mean the proposals are justified and overall beneficial. To evidence this, an Equality Impact Assessments on the proposed organisational changes will be submitted with the final Authority report.

Climate Change

There are no issues to highlight

8. Background papers (not previously published)

None.

9. Appendices

None.

Report Author, Job Title and Publication Date

Phil Mulligan, CEO, 20 April 2023.

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