

# Public Document Pack

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Our Ref: A.1142/71  
Date: 15 January 2015



## NOTICE OF MEETING

Meeting: **Audit Resources & Performance Committee**  
Date: **Friday 23 January 2015**  
Time: **10.00 am**  
Venue: **The Board Room, Aldern House, Baslow Road, Bakewell**

JOHN SCOTT  
ACTING CHIEF EXECUTIVE

## AGENDA

1. **Apologies for Absence**
2. **Minutes of previous meeting** (*Pages 1 - 4*)
3. **Urgent Business**
4. **Public Participation**  
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.
5. **Members Declarations of Interest**  
Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.
6. **Moors for The Future Operational Plan 2015 - 2016 (SLD/CD)** (*Pages 5 - 34*) 30 mins  
Appendix 1
7. **2014/15 Quarter 3 Corporate Performance and Risk Management Report (A9194/WA)** (*Pages 35 - 66*) 20 mins  
Appendix 1  
Appendix 2  
Appendix 3

8. **Environmental Management Officer (HR Post File/ RMM)** (*Pages 67 - 70*) 10 mins

9. **North Lees Campsite** (*Pages 71 - 86*)  
Appendix 1

Appendix 2

Map

10. **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 the following Agenda Items to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, Item No 11 under Paragraph 1 "Information relating to any individual" and Paragraph 3 "Information relating to the financial or business affairs of any particular person (including the authority holding that information)", Item No 12 under Paragraph 3 "Information relating to the financial or business affairs of any particular person (including the authority holding that information)".

## **PART B**

11. **Exempt Minutes of the Audit, Resources and Performance Committee held on 7 November 2014** (*Pages 87 - 90*)

12. **North Lees Campsite - exempt report** (*Pages 91 - 96*)  
Appendix 1

## **Duration of Meeting**

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

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

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

### **Agendas and reports**

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

### **Background Papers**

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

B, can be inspected by appointment at the National Park Office, Bakewell. Contact Democratic Services on 01629 816200, ext 362/382. E-mail address: [democraticservices@peakdistrict.gov.uk](mailto:democraticservices@peakdistrict.gov.uk).

### **Public Participation and Other Representations from third parties**

Anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Director of Corporate Resources to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website [www.peakdistrict.gov.uk](http://www.peakdistrict.gov.uk) or on request from Democratic Services 01629 816362, email address: [democraticservices@peakdistrict.gov.uk](mailto:democraticservices@peakdistrict.gov.uk), fax number: 01629 816310.

### **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 such 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. The recordings will usually be retained only until the minutes of this meeting have been confirmed.

### **General Information for Members of the Public Attending Meetings**

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

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

### **To: Members of Audit Resources & Performance Committee:**

Chair: Cllr A McCloy  
Vice Chair: Cllr C Furness

Mr P Ancell	Mrs F Beatty
Cllr D Birkinshaw	Cllr G Claff
Cllr A R Favell	Cllr D Greenhalgh
Mr Z Hamid	Cllr P Harrison
Cllr Mrs G Heath	Mr R Helliwell
Ms S Leckie	Cllr S Marshall-Clarke
Cllr C McLaren	Mr G Nickolds
Clr Mrs L C Roberts	Mrs E Sayer
Cllr Mrs N Turner	Cllr D Williams

Constituent Authorities  
Secretary of State for the Environment  
Natural England

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## MINUTES

**Meeting:** **Audit Resources & Performance Committee**

**Date:** Friday 7 November 2014 at 10.00 am

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

**Chair:** Cllr A McCloy

**Present:** Cllr C Furness, Mr P Ancell, Cllr G Claff, Cllr A R Favell, Mr Z Hamid, Cllr P Harrison, Mr R Helliwell, Ms S Leckie, Cllr S Marshall-Clarke, Mr G Nickolds, Cllr Mrs L C Roberts, Mrs E Sayer and Cllr D Williams

**Apologies for absence:** Mrs F Beatty, Cllr D Birkinshaw, Cllr Mrs G Heath and Cllr Mrs N Turner

### 85/14 MINUTES OF PREVIOUS MEETING

The minutes of the last meeting of the Audit, Resources and Performance Committee held on 19 September 2014 were approved as a correct record.

### 86/14 PUBLIC PARTICIPATION

Four members of the public had given notice to speak under the public participation at meetings scheme.

### 87/14 MEMBERS DECLARATIONS OF INTEREST

Item 6

Cllr A McCloy, personal interest as a member of the Ramblers Association and as a contributor to their magazine, but had not covered this issue.

It was noted that all Members had received correspondence from Mr N Bennett, Mr H Cleary, Mr H Wright and Mr C Mitchell.

Item 9

Ms E Sayer, personal interest as a member of the Heritage Lottery Fund Board

Mr G D Nickolds, personal interest as Chair of East Midlands Heritage Lottery Fund

Item 12

Cllr G Claff, personal and prejudicial interest as a member of High Peak Borough Council.

### 88/14 PROPOSED TRAFFIC REGULATION ORDER AT LEYS LANE (A76225/SAS)

It was noted that details of the site visit by Members, which had taken place on the previous day, had been tabled and that the route plan and photos of the site were on display at the meeting.

The following spoke under the public participation at meetings scheme:

- Mr H Cleary on behalf of Manchester 17 Motorcycle Club and Manchester Group of Trail Riders' Fellowship
- Mr C Woods, Peak District Green Lanes Association and Friends of the Peak District
- Mrs J Poulter, Rocking the Boat

*10.20am Cllrs Greenhalgh and Williams and Mr Hamid joined the meeting but did not take part in this item..*

- Ms H Stephens, Individual

The Chair stated that proposals for a permanent traffic regulation order(TRO) had been consulted on but that other options were possible and detailed in the report at paragraph 44. Members then discussed and considered the proposals. A motion for a permanent TRO, as set out in paragraph 44.(i) of the report was moved and seconded.

Cllr S Marshall-Clarke declared a personal interest in this item as a member of Derbyshire County Council.

The motion for the permanent TRO was voted on and carried.

**RESOLVED:**

**The Authority proceeds to make a Permanent Traffic Regulation Order under Section 22 BB(2)(a) Road Traffic Regulation Act 1984 that will have the effect of prohibiting use by mechanically propelled vehicles at all times on Leys Lane (subject to specified exceptions).**

**89/14 INTERNAL AUDIT REPORT BLOCK 1, 2014/15 (A1362/7/PN)**

Ian Morton, Audit Manager from Veritau Ltd, the Authority's internal auditors, was present at the meeting and introduced the report. He thanked officers for all their help. He also reported that an Authority officer had attended a Veritau training session.

Members considered the report of the internal auditors' recommendations for the first block of the 2014/15 audit and the agreed actions. The recommendation to receive the report was moved, seconded, voted on and carried.

**RESOLVED:**

**That the internal audit reports for the four areas covered under Block 1 for 2014/15 be received (in Appendices 1 – 4) and the agreed actions considered**

**90/14 2014/15 QUARTER 2 CORPORATE PERFORMANCE AND RISK MANAGEMENT REPORT ( A91941/WA)**

Members considered the report on the monitoring information at the end of Quarter 2, monitoring of the corporate risk register and monitoring of complaints and freedom of information requests.

It was noted that the Tour de France had now been removed from the risk register and that the budget proposals risk had moved down as work on this progressed.

Members requested details of trends in complaints and it was agreed that information on trends over the last 3 years would be included in the year end report.

Members requested that an extra recommendation be added to congratulate officers involved in achieving green status of performance objectives and this was agreed.

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

**RESOLVED:**

- 1. That the Quarter 2 Corporate Performance Return, given in Appendix 1, is reviewed and any remedial action agreed.**
- 2. That the risk register be reviewed and status of risks accepted, including the deletion of risk 3 and lowering of risk status of risk 4.**
- 3. That the status of complaints and Freedom of Information Requests be noted.**
- 4. That officers involved in achieving green status of performance objectives be congratulated.**

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

**91/14 SOUTH WEST PEAK LANDSCAPE PARTNERSHIP - ACCEPTANCE OF HLF STAGE 1 DEVELOPMENT FUNDING (KS-J)**

The Ecologist, Karen Shelley-Jones, introduced the report and had tabled a poem which summarised the essence of the scheme. It was noted that the Authority was very hopeful of the Heritage Lottery Fund bid being successful.

Members welcomed the report as a good example of partnership working and it was agreed to add an extra recommendation to commend officers on all their efforts on the bid. The recommendation as amended was moved and seconded then voted on and carried.

**RESOLVED:**

- 1. That Committee approve the proposal from the South West Peak Landscape Partnership to accept, on confirmation of approval from HLF, stage one bid funding of the development phase from the HLF Landscape Partnership Grants Programme and;**
- 2. The sign off of contractual arrangements with partners and contractors is delegated to the Development Officer in consultation with the Assistant Director Land Management.**
- 3. Acceptance of the grant is delegated to the Assistant Director Land Management in consultation with Heads of Law and Finance.**

**4. That officers involved in the bid be commended for all their efforts.**

**92/14 ITEM FOR APPROVAL WITH NO DISCUSSION: EXTERNAL AUDIT (KPMG) - 2013/14 ANNUAL AUDIT LETTER (A1362/RMM)**

**RESOLVED:**

**That the 2013/14 Annual Audit Letter be considered and noted.**

**93/14 EXEMPT INFORMATION S100 (A) LOCAL GOVERNMENT ACT 1972**

**RESOLVED:**

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

**SUMMARY**

The Committee determined the following items and full details are contained in the exempt minutes:

94/14 Strategic options for the future management of trails and cycle services (JBD)  
95/14 Cycle hire progress report (MB)

The meeting ended at 1.13 pm



## **6. MOORS FOR THE FUTURE OPERATIONAL PLAN 2015 - 2016 (SLD/CD)**

### **1. Purpose of the report**

This report puts before committee the third Operational Plan from the Moors for the Future Partnership. This plan is for the commitments in the financial year 2015/2016, but includes a look back at achievements in the previous year and a look forward, both at commitments for the following year 2016/2017 and the expectations of business development during and beyond this time frame. The Operational Plan is an appendix to this report.

### **2. Key issues**

During the year of this 2015/16 Operational Plan the Moors for the Future Partnership has so far raised and committed funds of £1.83m. The value of projects in the pipeline (subject to approval) is an additional £2.6m. This is supported by £88k contribution from this Authority.

The Authority's Resource Management Team and this Committee regularly receive business cases for new projects from Moors for the Future.

The implementation of these business cases bring significant investment into the moorland landscape of the Peak District and all have then been successfully out-turned over the past 12 years. Over £20m has been secured and invested by the Partnership's team over this period.

There are regularly 20 to 30 live projects being out-turned at any time. The present combined value of directly delivered live projects is over £4m.

This plan sets out our programme delivery plan and helps the approvals process better understand how new projects fit into the bigger vision of delivering on both the National Park Management Plan and the requirements of the Moors for the Future Partners.

An integral part of the Programme Management approach is the production of this annual Operational Plan which adds to the transparency of the whole programme and allow the approvals process to scrutinise new proposals more effectively.

The projects within the Operational Plan are funded by, and involve, a number of important partners. This will give the Authority good engagement opportunities with major partners who have significant influence over the management of the moorland landscape.

The Partnership programme is at an interesting juncture. We are in a transition period with several projects due to be completed in March 2015. Currently work is being undertaken to determine whether, for example, final reports can be delivered in April or May and if so whether the necessary budget is in place to pay staff costs to do so. So it is likely that a few projects will be extended into 2015/16, together with four projects which are continuing into 2015/16 and beyond.

An application was made (in October) for a grant from the EU Life fund for a large project – MoorLIFE2020 – with funding from several partners. We understand that the outcome of this application will be known in Spring 2015; with a potential start mid July 2015 onwards.

While we await the outcome of this Life 2014 grant application we are considering a scenario where the grant is not forthcoming. We are in discussions with our funding

partners to continue a programme of capital works, with associated scientific monitoring and communications.

An Integrated Project application to the Life 2015 fund is likely to be submitted by Defra. We have been involved from an early stage with the planning of what will be a national peatland restoration project. If successful any works emanating from this project will commence in 2016.

If MoorLIFE2020 bidding is successful the intention is to use this as match funding potential for further bidding opportunities, for example to the Heritage lottery Fund.

### 3. **Recommendation**

1. **That the Audit Resources and Performance Committee supports this Operational Plan and recommends it to the Moors for the Future Partnership's Strategic Management Group.**

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

The strategic fit of the Operational Plan is relevant to the Peak District National Park Management Plan strategic themes and covers many aspects which will support the delivery of the National Park Management Plan. More specifically:

#### A Diverse Working and Cherished Landscape

Action DL1.2 – Deliver conservation on a landscape scale through a diverse range of models, in keeping with Landscape Character Assessment and supporting adaptation to climate change

Action DL1.3 – Ensure that the conservation and enhancement of landscape character areas extends beyond the national park boundaries

Action DL3.1 - Conserve and enhance biodiversity by continued action for priority habitats, sites and species within the national park in line with the Biodiversity Action Plan

Action DL 3.4 - Focus on the natural environment, ecosystem services and the part we play in these systems, through integrated action and fostering greater understanding

Action DL 3.5 – Manage river water quality and supply within the national park

Action DL 4.2.1 - Protect and enhance the storage of carbon through blanket bog stabilisation and restoration

Action DL4.2.2 – Research and demonstrate the role of peat/soil in water storage and water flow risk management, and carbon storage and management within the national park

### 5. **Background**

A year ago this committee approved the Moors for the Future Business Plan, this Operational Plan is a practical manifestation of the current Business Plan. At the time that the previous Operational Plan (which is presently in delivery) was approved by this committee the team intended to complete the suite of revised management tools during 2014, with implementation of a new project toolkit, a new future strategy and a new annual reporting process to fully celebrate the magnificent work the Partnership is delivering. Due to the phenomenal amount of work required for the MoorLIFE 2020 bid the work to produce a new forward strategy and a new reporting process has not progressed.

The new project tool kit is in place and work has now started on the new future strategy.

The Resource Management Team meeting on 3 December 2014 fully endorsed this Operational Plan - with minor amendments – which have been made.

## 6. **Proposals**

The plan agreed at ARP in January 2013 is to have an on-going Moors for the Future Operational Plan which will be reviewed once a year, bringing the next financial year version to the respective January ARP committee. The annual reporting to committee will follow the programme below with some flexibility to fit around large projects in order for the reporting to encompass work in a meaningful way. Individual reports will continue to be brought to Committee as necessary to gain authority for new initiatives as required to meet Standing Orders.

The reporting structure is:

- **December RMT Meeting** The draft Operational Plan for the following year will be presented for comments.
- **Audit Performance and Resource Committee January**  
Final version of Operational Plan put to Committee for approval; committee then to recommend the final version (after changes required by Committee) to Moors for the Future Strategic Management Group.
- **Moors for the Future Partnership Strategic Management Group January**  
Accept the Operational Plan for the upcoming financial year.

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

The production and monitoring of the Operational Plan and annual reporting each year, in addition to the increasing work to ensure protocol and contract compliance, is increasing in both size and the need for technically skilled administration and financial management. This is becoming increasingly difficult to finance due to the reluctance of all parties to pay employment costs. The partnership manager will be paying close attention to partner advocacy during the 2015/16 delivery year in order to maximise any available resources

## 8. **Financial:**

The resources available to produce the Operational Plan each year are those of the existing staff team with welcome advice from senior officers. No additional resources are available.

**Background papers** - None

### **Appendices**

Appendix 1 - The Moors for the Future Operational Plan 2015/2016

### **Report Author, Job Title and Publication Date**

Sharon Davison, Programme Office Manager / Christopher Dean, Partnership Manager,  
Moors for the Future Partnership, 15 January 2015

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## **Moors for the Future Partnership**

### **Operational Plan 2015-2016**

**Including a review of 2014 –15 and a forward look for delivering legally committed contracts and expected areas of business development.**

**Authors: C Dean, S Davison, M Buckler, J Walker, L Turner**

**Date: 18 November 2014**





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## **I Executive Summary**

This is the third annual Operational Plan produced by the Moors for the Future Partnership (MFFP). The Plan communicates to our funding partners and staff how we intend to deliver the agreed projects.

This strengthening of our business planning reflects the organisational changes made during 2012-13 to transform MFFP from a project delivery vehicle to a programme delivery vehicle. These changes have the support and backing of our accountable body, the Peak District National Park Authority, and of our many partners.

Over the past 12 years the MFFP team has successfully delivered a range of technical solutions that address our mission - **“to restore the quality of the South Pennine Moors, to improve its benefits as a quality water catchment area, a diverse ecological, recreational and agricultural resource which will be managed to ensure the enduring legacy of these benefits.”**

Over the past year, on behalf of 13 partners, we delivered 19 projects with a total project value in excess of £4.6m. The Partnership programme is at an interesting juncture - we are in a transition period with several projects completed in March 2015. At the time of production of this plan seven projects are continuing into 2015/16.

This year, **2015 - 16** we have a committed budget (to date) of £1.8m agreed with partners to deliver seven projects (some of these projects should be viewed as programmes due to their complexity, multiple sites and objectives) with an additional project value of £2.6m in the pipeline. In 2016-17 our operational plan covers the deployment of just under £4m (£1.4m contracted, £2.6m pipeline).

In our Business Plan 2013 – 2020 we address the bigger picture of how MFFP will develop the funding streams for further remediation and legacy management. We will produce updated Vision and Strategy documents and will be reviewing our suite of management documents over the next 12 months.

The continuing challenge for MFFP this year will be to ensure that the organisation has the capacity and capability to continue to deliver programmes over this transition phase. We are planning to continue the successful delivery of our programme of projects and our resource planning accounts for this.

## **2 The Purpose of the Operational Plan**

The purpose of the operational plan is to allow members of the Peak District National Park’s Audit Resources and Performance Committee to monitor overall programme progress and how the MFFP outcomes and projects together achieve PDNPA - and our other partners’ - objectives. In particular, it will be the business tool by which MFFP manages its annual activities to achieve our objectives:

- **Objective One – Awareness Raising**

*“To raise awareness and promote positive action for the conservation of the moorland landscape”*

- **Objective Two – Conservation Management**

*“To develop and deliver sustainable land management for these important upland resources, ensuring appropriate consideration of all of their benefits”*

- **Objective Three - Science**

*“To develop expertise for the sustainable management of moorlands ensuring that the programme is properly resourced with the capacity and capability to achieve this”*



### 3 Look Back at 2014/15 (this is a summary of highlights)

#### **Awareness Raising – achievements 2014/15**

##### **MoorLIFE**

To raise awareness of the EU funded MoorLIFE project and the importance of moorland biodiversity we:

- Launched the Be Fire Aware campaign and showcased an interactive fire-aware display and games – the first of its kind - at the Edale Moorland Centre and Derwent Visitor Centre, in the Peak District National Park. More than 40 people attended the launch including collaborators from the fire services, fire operations groups, academics and landowners.
- Updated and installed new educational panels at all of the Dark Peak and South Pennine interpretation sites including Crowden, Torside and Rishworth Common.
- Produced and uploaded a further four new podcasts covering moorland conservation techniques: how we apply lime, seed and fertiliser; geotextile application on bare peat; increasing diversity with plug plants and reintroducing *Sphagnum*.
- Filmed aerial footage of all of the MoorLIFE sites to show their condition after restoration works have been undertaken.
- Produced a promotional video for the project covering techniques used plus before and after footage of the conservation and science work undertaken across the five year project. This will be an invaluable communication tool for stakeholders. It enables the project and Partnership to promote the outcomes in a visual and easy to understand format.
- Generated web and social media updates.
- Promoted and held a MoorLIFE Seminar in Manchester – a seminar and workshops focussing on *Sphagnum* reintroduction . 100 delegates attended from academia, key conservation organisations, and the business sector. Latest research and findings on *Sphagnum* were shared and collated to feed into MFFP strategic plans.
- Issued press releases generating good news coverage both locally and nationally. Highlights include an article in Fire Times; interviews of the team filmed for a new BBC2 series, featuring the Pennine Way and inclusion of the MoorLIFE project on the Ecosystem Knowledge Network website.
- Developed four smartphone applications for people to identify and learn about life on the moorlands – MoorPLANTS, MoorWILD, MoorMOSS, MoorSIGHTS. All apps are also available to read online or download and cover plants; *Sphagnum* moss; wildlife and moorland features.
- Held a final project conference in the South Pennines to disseminate knowledge and outcomes of the project.

##### **Community Science Project**

This year the project team have established a new community engagement project to secure the future legacy of the South Pennine Moorlands by developing a programme of volunteer engagement activities and events; the volunteers will collect valuable scientific data to feed into national climate change initiatives and influence future land management plans.

We delivered several monitoring pilot projects with specialist steer from the MFFP science team and the Stockholm Environment Institute (SEI), York University, to successfully deliver phase I - proof of concept - including:

- Opportunistic moorland bird surveys
- 18 targeted seasonal bumblebee campaigns
- Set up long-term monitoring sites around Edale and Holme and developed strategic relationships and links with key moorland user groups
- Engaged, recruited and trained community volunteer groups through a series of engagement events
- Trialled and developed data collection using iRecord
- Set-up online and social media sites to engage and retain volunteers known as ‘moorcitizens’ and stakeholders

- Developed the delivery plan for the next three and half years (December 2014 to May 2018). The plan covers the volunteer experience and their development including volunteer role descriptions, a volunteer handbook and expenses policy, as well as opportunistic and targeted wildlife surveys and long-term moorland monitoring sites
- Submitted the Heritage Lottery Funded (HLF) bid for the delivery phase of the Community Science Project and were successfully awarded over £600k HLF funding in September 2014. In addition, we secured partner funding and potential funds from a local business
- Recruited the new Community Science Project Team: Project Manager, Communications Officer and Community Science Project Officer
- Secured a contract with SEI York University to develop and deliver surveys for Spring 2015.

### **Advocacy (meetings / initiatives) and events attended**

The team have represented the Moors for the Future Partnership and its interests at a wide range of regional and national meetings and initiatives (as delegates, technical advisors and / or steering committee members) including:

- Natural England Integrated Biodiversity Delivery Area Initiative;
- Expert panel: Natural England Project “Improving the Evidence Based Guidance Relating to Favourable Condition for Priority Habitats, SSSIs and SACs”;
- Peak District NE Ecosystem Service pilot in the South Pennines (phase 1 and 2);
- Defra multiple benefit demonstration catchments;
- South Pennines / Peak District Upland Monitoring Group;
- Dark Peak NIA Partnership monitoring meetings;
- South Pennine Moors Sustainable Land Management Group;
- Healthy Waterways Trust;
- Manchester and Pennine Waters forum;
- Peak District Fire Operations Group;
- SOURCE Project (Calderdale);
- SPM Sphagnum Technical Advisory Group;
- STEMnet (Science, Technology, Engineering and Mathematics Network);
- IUCN Peatlands UK;
- Upland Hydrology Group;
- Upland Monitoring Group.

### **Presentations (oral, posters)**

- Oral presentation to British Ecological Society Meeting of their Macroecology Specialist Interest Group (SIG) and Citizen Science SIG entitled ‘Citizen science and data deficits’.
- Three posters presented at the ‘Peatland Action: learning from success’ conference
  - Sphagnum Restoration using Beadamoss in the Peak District
  - Sphagnum reintroduction – current peatland restoration works and monitoring
  - A carbon audit of the MoorLIFE project
- ‘Market Stall’ at the NIA Annual event, London
- Manchester and Pennine Waters forum – ‘soapbox’ talk
- STEM Ambassadors – Year 10 enrichment day talk, Longdendale High School
- British Ecological Society Peatland SIG – ‘In the Bog’ conference
- Manchester Metropolitan University geography student visit; presentation to first year students
- Whaley Bridge Amenity Society –Introduction to work of MFFP
- National Parks Educators’ Conference
- Peak District Conservative Association (Glossop Branch) – Update on MFFP works
- Defra Life funding workshops
- Lunchtime seminar at Manchester Metropolitan University
- Sheffield Hallam University – evening Geography departmental seminar talk on work of MFFP and science programme
- Sheffield Hallam University – afternoon visit of Geography students
- ‘Science in the Park’ events, Peak District National Park

We continued to participate in the IUCN Peatland Programme UK Steering Group, as well as participating in workshops to develop an EU LIFE funded peatland Integrated Project bid. We presented Moors for the Future as a 'case study' to the EU in Brussels, showing synergies and conflicts between different EU Directives.

We also presented posters on the MoorLIFE carbon audit and ran sphagnum workshops at the Pennine Prospects Conference 2014 in Halifax including presenting posters on flood mitigation and clough woodland creation.

We have participated in Catchment Partnership workshops for the Derwent, Mersey, Don and Aire and Calder catchments.

### **Contributions to consultations / reviews / research**

- Environment Agency's River Basin Management Plans
- Environment Agency's Flood Risk Management Plans
- NELMS (New Environmental Land Management Scheme)
- IPENS (Improvement Programme for England's Natura 2000 Sites)
- Natural England's Peak District Long-term Monitoring Network Site
- Shaun Maskrey PhD: Looking at flood risk differently in Hebden Bridge
- Monitoring Indicators of Climate Change (Peak District National Park)

### **Events hosted**

A 'Catchment Monitoring & Management Workshop' in Sheffield in collaboration with Carbon Landscapes and Drainage Project in May. This scientific meeting looked at techniques for monitoring hydrology and dissolved and particulate concentrations of carbon and other elements in stream catchments.

We launched the second phase of our Making Space for Water Project in Manchester in September which was attended by 32 people representing land managers, academics, private companies and NGOs.

We have led field visits with the Chair of the Environment Agency, with land managers on behalf of Natural England and the National Farmers' Union, with the Upland Hydrology Group and for a variety of other interested projects from across the UK.

We developed and undertook training events for moorland owners on behalf of Defra, looking at land management for a range of ecosystem services.

### **Web/online**

- Produced a quarterly MoorNews e-newsletter for partners and stakeholders; covering news and project work with a special Tour de France themed edition in July 2014
- Introduced new social media guidelines
- Updated the Partnership website with news items, new project information; research news; posters and video pages to refresh content. Number of visits 23,000 (16,400 unique visits)
- Continued to refresh social media sites with updates via Twitter and Facebook to signpost users to website and further information / calls to action
  - Twitter followers: 2,362
  - Facebook likes: 360
- Created a Partnership Google+ page
- Published 100 Tweets in 100 days leading up to the Tour de France
- Commenced the transfer of the Peatland Compendium website to IUCN and agreed terms of engagement through Memorandum of Understanding. Therefore ensuring the continued development and use of this valuable site at a national level.

### **Media highlights**

Secured national and regional coverage of:

- Community Science Project and bumblebee events

- Be Fire Aware Campaign
- Audio Trails
- Pennine Way series on BBC2
- Lord Smith, Chair of Environment Agency visit.

### **Communication links**

We developed communication contacts with Peatland Restoration project (Catchment Restoration Fund), Clough Woodland Project, Yorkshire Water and Private Lands Project to increase awareness of Partnership outcomes and benefits.

### **Outputs**

#### **Reporting / publications**

- Kinder Catchment Project final report
- Woodhead Water Project final report
- Dark Peak NIA final report
- Making Space for Water final report
- MoorLIFE Project final report
- Ashop and Alport Catchment Restoration Fund final monitoring report
- Dark Peak NIA baseline cultural services report
- Moscar Science Project update report
- Trajectory of vegetation change report
- Trajectories of hydrological change - briefing note
- *A deliberative approach to payments for peatland ecosystem services* (2014) Mark Reed and Jasper Kenter. Report to MFFP as part of Making Space for Water report.
- *Sustainable management of peatlands: an ecosystem services assessment*. Jim Rouquette. Report to MFFP as part of making Space for Water report.
- *Peatland conservation at the science-practice interface*. Joseph Holden, Aletta Bonn, Mark Reed, Sarah Buckmaster, Jonathan Walker (MFFP), Martin Evans, Fred Worrall; in 'Peatland Restoration and Ecosystem Services – Science, Policy and Practice'. Cambridge University Press.
- *Evidencing the impact of moorland restoration work on SSSI condition status in the South Pennines*. MFFP report to Yorkshire Water and Natural England.
- Database of scientific data with INSPIRE standard metadata

#### **Collaborating partner outputs and outputs acknowledging MFFP support**

- Shuttleworth, E.L. Evans, M.G. Hutchinson, S.M. and Rothwell, J.J. (2014) Peatland restoration: controls on sediment production and reductions in carbon and pollutant export. *Earth Surf. Process. Landforms*.
- Harrison, C. (2014) Small Wind Turbines (SWTs) and bird activity around the South Pennine Moors Special Protection Area. Poster presented at the British Ornithologists' Union conference "Ecology and Conservation of Birds in Upland and Alpine Habitats".
- Martin-Ortega, J., Allott, T.E.H., Glenk, K., Schaafsma, M. (2014) Valuing water quality improvements from peatland restoration: Evidence and challenges. *Ecosystem Services* 9:34-43.
- Reed, M.S., Stringer, L.C., Fazey, I., Evely, A.C., Kruijssen, J.H.J. (2014) Five principles for the practice of knowledge exchange in environmental management. *Journal of Environmental Management* 146(15): 337-345.

### **Conservation and Land Management – achievements 2014/15**

The team has continued works on the following conservation and land management projects this year:

- MoorLIFE
- Yorkshire Water (YWS) SSSI Recovery Project
- Private Lands Project
- YWS Non-owned catchment Project

- South Pennines Commons Project
- Clough Woodland Project
- Peatland Restoration: Rivers Alport and Ashop (Catchment Restoration Fund)

The majority of the works in all of these projects continue to be remediating large-scale areas of bare and eroding peat, although other significant works are present.

## Project overviews

### MoorLIFE

Works continued on Bleaklow, Turley Holes, Rishworth Common and Black Hill. Follow up heather brash works were completed during winter 2014/15. Over 400 stone dams were constructed on Bleaklow this year. Works to apply *Sphagnum* mosses continued, with mosses applied to 587 hectares on Rishworth Common and Bleaklow in 2014/15. This included trials on 94.5ha testing different methods of application. We also planted 110,000 plug plants on Bleaklow and Woodhead. Lime, seed and fertiliser application continued across the project sites with 350ha being treated during the year.

### YWS SSSI Recovery Project

For five years Moors for the Future has been project managing work to bring Yorkshire Water's 11,500 hectares of Sites of Special Scientific Interest into favourable condition. Working closely with Yorkshire Water, Natural England, tenants, farmers, shoots and local authorities; the work has brought together stakeholders to find pragmatic, effective solutions based on good evidence.

In the 2014/15 financial year the work included:

- Dry stone walling, fencing and grip blocking on Snailsden Moor, Turley Holes, Soyland Moor and Rishworth Moor to enable sustainable, controlled grazing.
- A full survey of the drainage on Katty White's Allotment and Humberstone Bank Moor to enable effective rewetting in the coming years which will encourage a more appropriate species mix for blanket bog habitats.
- Manual and chemical control of the highly invasive and damaging *Rhododendron ponticum* on Snailsden Moor and Butterly Moor.
- Rewetting of Thurlstone Moor by blocking grips, (man-made drainage channels), with peat dams and plastic piling.
- Diversification of monoculture swards (primarily *Molinia caerulea*, a grass which dominates other species to the detriment of biodiversity and the recovery of blanket bog and dwarf shrub communities), through various techniques:
  - On Nab Water and Butterly flailing has reduced the depth and thickness of the molinia swards, so that in 2015/16 herbicide application followed by reseeding (and/or the planting of plugs) can diversify the species occurring within the grassland.
  - On Rishworth a new trial has been initiated to investigate a more cost effective solution by inoculating Molinia dominated areas with Sphagnum (11 species) after minimal site treatment (flailing and windrowing). It is hypothesised that the sphagnum will grow on these sites and therefore will add floral diversity to these sites while also directly contributing to the formation of active peat.
- Lime and fertiliser has been aerielly applied to Deanhead Moor and Soyland Moor, giving over 18 hectares vital assistance to heal bare peat by enabling locally native species to increase their growth and development.
- Wild fire is a significant threat to these fragile moorland habitats and this year work has continued to protect the moors through the cutting of fire breaks. Rishworth is one of the most arson-prone sites in the region and so this work has used records of previous burns to focus attention of areas most at risk.
- On Nab Water 200m<sup>2</sup> of scrapes have been dug to improve the habitat for birds.
- On Heptonstall, where over £300k has been spent in recent years to improve the moorland habitat, some old drain have actually been re-dug so that the farming commoners can access their land and manage their grazing stock which are vital for the long term success of the moor.
- Bracken management was undertaken in the north on the sites Katty White's Allotment, Humberstone Bank and High Woodale. 20ha were treated which prevented bracken from expanding to cover and out-compete more desirable blanket bog species.

- Archaeology: to ensure that our work does no harm to existing archaeological artefacts on site, surveys were conducted on Rishworth and Butterly and work plans were amended to prevent any damage. MFF liaised closely with the West Yorkshire Archaeological Service to ensure that no archaeology was damaged in the restoration of these sites.

### **YWS Non-owned catchment Project**

The Moors around Marsden, (owned by the National Trust), collect water which Yorkshire Water treats at Longwood Water Treatment Works. In response to rising costs at the treatment works, YWS has invested over £2million in the surrounding moorland to improve its ability to store and clean the water before it reaches Longwood. MFF are the expert advisors on moorland restoration for this project.

In the 2014/15 year this project has delivered:

- 520ha lime and fertiliser onto degraded blanket bog to encourage plant and seed growth
- 307ha seed to give a nurse crop to stabilise the bare peat
- 2500 bags of heather brash covering 125,000m<sup>2</sup> of bare peat also to stabilise it
- 81 stone dams, 161 plastic piling dams and 1,376 coir ‘bales’ to hold back sediment in the gullies and slow the flow of water off the moor.

This work was preceded by an archaeological survey of Close Moss, Pule, Bobus and Buckstones Moors to ensure all historic artefacts were protected.

### **Castleshaw**

NE requested MFF’s assistance to deliver works to this piece of land which is adjacent to Close Moss, one of the NOC project’s work sites. It has no known owner and the only known commoner had not the financial backing to deliver this work himself. The land was degraded moorland, on blanket bog, which was more economical to do as part of the wider package of work which MFF were already delivering as part of the NOC project. The tasks undertaken were:

- 734 bags of heather brash
- 160 coir “bales”
- 21ha lime, seed and fertiliser
- 15,000 plug plants
- 28 stone dams
- 23 plastic dams

### **Natural England Conservation Plan Project**

Works have continued to finish these plans, with new plans coming on board through the Private Lands Project.

- Deer Hill Moss – Works were completed on this site, with all heather brushing and gully blocking completed. The site was also treated with lime, seed and fertiliser.
- All final claims and submissions for the other plans were made during this year.

### **Peatland Restoration: Rivers Alport and Ashop (Catchment Restoration Fund)**

The works on this project are divided into 3 packages; MFFP are delivering packages 1 and 3. Works continued on this project with lime and fertiliser application (172ha on Kinder Scout and 1.2ha on Bleaklow). In addition *Sphagnum* application occurred over 78ha, with various techniques being undertaken in order to assess their effectiveness. This has included dense planting of *Sphagnum* within one micro catchment in order to understand whether creating a carpet of *Sphagnum* quickly is feasible and what impact it has on water quality and flow.

### **National Trust projects**

Works completed on behalf of the National Trust on their HLS agreements have included:  
 LSF Treatment on 6ha of Coldwell Clough  
 LSF treatment on 40ha of East Crowden  
 940 bags of heather brash on Park Hall

### **South Pennine Commons Project**

Work continued on the South Pennine Commons Project. Fencing was completed on the Manor of Rochdale Commons (6,200m) and bare peat restoration work was completed across the project area. Further Secretary of State consent has been sought for additional fencing and cattle grids.

### **Clough Woodland Project**

1,200 hectares of priority planting sites to create this habitat were identified and over 600 hectares were included in applications for the English Woodland Grant Scheme. The project has been extended to cover the whole of the Moors for the Future core work area, with a formal intention from the partners to work for the period covered by the Moors for the Future Business Plan. We will report to Audit Resources and Performance Committee with an outline plan of suggested planting areas.

### **Private Lands Project**

This extensive series of projects started this year within the following agreements:

- **Crowden**  
Initial bare peat stabilisation works were undertaken, with 3,500 bags of heather brash flown onto site and spread. Initial treatment with lime, seed and fertiliser has been planned and programmed in.
- **Langsett and Ladycross**  
We responded quickly to a request from the agreement holder to undertake 40ha of Lime, seed and fertiliser associated with bare peat stabilisation works on the site, which we completed as part of the wider programme.
- **Moscar**  
2.5 km of footpath restoration works, and associated bare peat stabilisation works on Whinston Lee Tor on Moscar were completed and the additional project on the Cutthroat bridge bridleway, working with Derbyshire County Council repairing (1.5 km), was consulted on and completed. Extensive archaeological investigations were undertaken through this. A small trial area of gully blocking work was undertaken, including blocking of sub-soil gullies, with an extensive monitoring programme underway.
- **Peaknaze**  
Works started on this project, with 750 bags of heather brash applied on during the winter period.
- **Saddleworth**  
Bare peat stabilisation work continued on Saddleworth, with further applications of lime and fertiliser to 186ha and follow-up treatments with 2000 bags of heather brash. Peat and heather bale dams were constructed within 13km of actively eroding gully systems.

We also completed capital works plans for new HLS agreements on Deer Hill Moss, Meltham, Stalybridge Estates and The Roych.

### **Science Team – achievements 2014/15**

This year the MFFP science team has been working to:

- evidence the impact / success of capital restoration works
- research and development into new restoration land management initiatives / practices
- advance understanding of moorlands and their functioning
- undertake long-term monitoring of biodiversity and ecosystem service change

We continue the delivery of landscape-scale science projects that evidence the impacts of blanket bog restoration work on biodiversity and ecosystem service provision (see table below). These projects form an integrated monitoring programme at MFFP through reference sites with shared methodologies. Two of the projects, our Defra demonstration catchment project, Making Space for Water, and the Peatland Restoration (Catchment Restoration Fund) project are both located within the same water body catchment. This has provided us with the opportunity to link these projects, instrument up this catchment for hydrological monitoring and as a result set up a demonstration water body catchment, the River Ashop, at a policy relevant scale; additionally we are using the latest technologies to enable remote data downloads to cut fieldwork costs in the future.

The MFFP science team have also been working very closely with the MFFP communications team on the delivery of the Community Science Project and also took on the project management of the entire Dark Peak Nature Improvement Area from the RSPB in May.

#### **Landscape-scale monitoring projects evidencing the impact of blanket bog restoration on biodiversity and ecosystem services**

<b>Project</b>	<b>Academic Collaboration</b>	<b>Focus</b>	<b>End</b>
<b>Moscar Science Project</b>	-	Economics, biodiversity	2015
<b>Woodhead Gully Blocking Monitoring Project</b>	Manchester	Flood risk, water quality	2015
<b>MoorLIFE</b>	Manchester	Biodiversity (Sphagnum)	2015
<b>Kinder Catchment Project</b>	Manchester	Water Quality (storms)	2015
<b>Making Space for Water</b>	Manchester	Flood risk	2015
<b>Dark Peak Nature Improvement Area</b>	Sheffield	Biodiversity	2015
<b>Ashop Demonstration Catchment (CRF)</b>	-	Water quality, carbon	2015
<b>Community Science Project</b>	York	Biodiversity citizen science	2017

A significant area of work for us is Research Facilitation. Through this service we support academic initiatives and student projects through logistical advice and support, data provision, funding, hosting student placements and projects, and collaborative working.

We also continue to support our restoration team by virtue of our science programme, through initiatives to provide evidence for future restoration methods and best practice. For example management of historic restoration sites plus a continued role in monitoring for *Phytophthora pseudosyringae* on bilberry on potential heather brush donor sites that is to be used as part of the restoration process with the National Park.

#### **Project work**

We had seven landscape-scale monitoring projects running this year. These projects all aim to evidence the impact of our moorland restoration work and the impact of vegetation cover, on a range of potential benefits provided by moorlands (ecosystem services), specifically: biodiversity, water quality, water provision, flood risk and fluvial carbon losses. The current funding phase of all of these projects comes to an end in March 2015. This year was a major data analysis and reporting year for the Science Team.

#### **Other Projects**

- Evidencing the impact of moorland restoration work on SSSI condition status in the South Pennines. Yorkshire Water and Natural England, 2014.
- Diversification of *Molinia* swards using *Sphagnum* propagules. Delivered in collaboration with MFFP Conservation and Land Management team (Yorkshire Water SSSI Recovery Project); Natural England and Yorkshire Water, 2014.

### **Research Facilitation**

#### **Collaborative Projects**

We have continued our collaboration with the Adapting to the Challenges of Changing Environment (ACCE) training programme. ACCE is a NERC funded doctoral training partnership led by the Universities of Sheffield, York and Liverpool, with the NERC Centre for Ecology and Hydrology. The aim of the programme is to train researchers of the future to understand and solve fundamental and applied environmental and ecological questions of national and global importance. MFFP are partners in this initiative and our involvement as such will include co-supervision of students, offering internships and potentially specific training opportunities (e.g. access to field sites, attendance at career workshops).

#### **Student research collaborations**

This year we continued collaborations (funding partner, supervision) on five doctoral studentships



Four will be completed this year.

- *Fluvial Carbon dynamics in restored peatland catchments: implications for water supply.*  
Andrew Stimson, University of Manchester  
Effect of catchment-scale peatland restoration (reseeding and gully blocking) on headwater fluvial carbon flux.
- *Carbon, communities and contestation*  
Dylan Young, University of Leeds  
Resilience of moorlands and future land management of restoration sites
- *Impact of local residential and renewable energy development on moorland bird populations in the SPM SPA*  
Chris Harrison, Manchester Metropolitan University  
Impact of local development (including micro-wind turbines) on breeding birds in SPM SPA
- *Restoration and recovery of Sphagnum on degraded blanket bog*  
Angus Rosenburgh, Manchester Metropolitan University
- *Cultural and educational services from green-space: does biodiversity matter*  
Debbie Coldwell, University of Sheffield  
Importance of biodiversity in delivering cultural and educational ecosystem services  
- ends 2016.

This year we have administered funding towards two student projects from Manchester Metropolitan University through funding from Kirklees, Bradford and Calderdale Metropolitan Borough Councils to support the research carried out within the PhD of Chris Harrison (MMU):

- *Assessing the impact of small wind turbines on moorland bird populations in the habitat fringe of a Special Protected Area*  
Tom Squires, Manchester Metropolitan University
- *Patterns of movement and habitat use by moorland birds across a moorland-fringe habitat transition zone, South Pennine Moors Special Protection Area*  
Wayne Donnar, Manchester Metropolitan University

Masters Projects:

One ongoing Masters Project funded by MFFP:  
*Sphagnum restoration on degraded blanket bog*  
Joshua Riggs, Manchester Metropolitan University

Completed Masters Project supported by MFFP:  
*Variations in Sphagnum occurrence on intact and eroded blanket bog*  
Karen Rogers, Manchester Metropolitan University/Birmingham University

## **Funding Proposals**

Funding proposals submitted / supported this year include:

- *Climate change and communities: local climate resilient futures: action research and evaluation*  
MFFP, University of Leeds, University of Nottingham, National Flood Forum  
Joseph Rowntree Foundation  
Not funded
- *Place-based Payment for Ecosystem Services Scheme for the Dark Peak*  
MFFP, URS, University of Manchester, University of Leeds, University of Durham, IUCN UK  
Defra  
Not funded

- Soil Security Research Programme: TOPSOIL consortium  
University of Leeds, University of York and University of Aberdeen  
NERC  
Awaiting outcome
- *Developing Manchester based expertise in interdisciplinary study of terrestrial carbon cycling*  
University of Manchester, MFFP  
University of Manchester Research Initiative  
Awaiting outcome

### **Programme Management – achievements 2014/15**

Our staff of 4.6 wte permanent, 21.8 fixed term and 34 casual posts delivered projects with a value >£3.3m. In addition we delivered £975k of work on a project management basis for Yorkshire Water Services.

We negotiated, tendered, contracted, and processed financial transactions with more than 100 contractors and suppliers and drew down funds/made claims amounting to £3.04m. The first claim from HLF for the delivery phase of the Community Science Project was made. A methodology for claiming from Natural England's Higher Level Stewardship scheme (Private Lands Project) was proposed and accepted.

We reviewed and updated our GIS filing structure, produced a GIS user guide and filing protocol, revised our project start up process and produced a casuals' handbook.

Our Project Management toolkit was enhanced enabling consistent recording and monitoring methods to continue.

Training in MS Project, Excel and Access; GIS software, financial management, English language, ecological identification and individual coaching was undertaken.

Four Partnership Strategic Management Group meetings and a workshop on business development and our future Strategy document took place during the year.

There have been approximately 8,332 hours of work undertaken by casuals between March and October 2014 with 6 Research Assistants being recruited to 'top up' the casual pool.

The cross-project way of working continues to enable us to use resources efficiently and gives us resilience in our programme management.

#### **Staff changes during the year:**

##### **Starting**

Katy Sunter (Senior Conservation Works Officer), Jamie Freestone (Conservation Works Officer), a Community Science Communications Officer and a Community Science Officer were appointed during the year. We intend to recruit a Project Administrator in 2014/15 to undertake claims which are increasingly complex and across multiple projects.

##### **Moving**

Sarah Proctor was appointed Community Science Project Manager.

A number of projects were completed in 2014/15 with the associated project staff posts coming to an end.

## **4 This year's Activity – 2015/16**

Many of the projects that were undertaken in 2014/15 came to an end at the end of the financial year, in March. Several projects are due to start in 2015/16, although confirmation of secured funding has not yet come through.

### **Continuing Projects**

#### **MoorLIFE**

The project has had an extension which means that the following pieces of work will continue into 2015/16:

- Final project report
- Press releases, layman's report and disseminate work focussing on key strategic outcomes delivered by the project across the five years.
- Lime and fertiliser application work with final treatments during July.

#### **Clough Woodland Project**

The Clough Woodland Project will develop further planting schemes identified in 2014. Further work will be undertaken to promote the importance of clough woodland and to engage with smaller landowners, prior to the development of other schemes as transition arrangements for funding become available. We will report to Audit Resources and Performance Committee with an outline plan of suggested planting areas.

The project will develop best practice guidelines and undertake prioritisation analyses for other Environment Agency regions within the National Park and across the South Pennines. We will continue to promote the project using the MFFP website and local and national press and will continue to develop our promotional material. We will continue to monitor the impacts of clough woodland planting in the Ashop and Alport catchments on flood risk mitigation and water quality subject to the success of a funding proposal to the Woodland Trust.

#### **Community Science Project**

In the Community Science Project we will:

- Roll out a programme of citizen science in the Dark Peak and South Pennines, collecting vital data for national climate change initiatives. This will involve opportunistic surveys; targeted and environmental monitoring.
- Recruit volunteers from local communities and groups as outlined in the audience development plan;
- Develop volunteers with varying levels of time-commitment to participate in science and learn new skills;
- Explore and grow new social media and digital opportunities such as online forums;
- Implement the first year of the activity plan; building on lessons learnt in the development phase.

#### **National Trust Projects**

We will be continuing our works with the National Trust Marsden Moor and High Peak Estates, undertaking lime and fertiliser application on Wessenden, Close Moss and Park Hall on Kinder. Potential work includes delivery of lime and fertiliser applications on Alport, Ashop and East Crowden.

#### **Private Lands Project**

Works will continue on Crowden, Saddleworth, Peaknaze and Moscar. Works will commence on, or agreements will be completed for, Stalybridge, Mossy Lee, The Roych, Deer Hill Moss, Meltham, Woodhead and Wessenden Head.

We will continue to promote the works of the project using the MFFP website and local and national press, in consultation with Natural England and the relevant landowners.

## **Research Facilitation**

### **Student research collaborations**

- *Cultural and educational services from green-space: does biodiversity matter*  
Debbie Coldwell, University of Sheffield, 2015  
Importance of biodiversity in delivering cultural and educational ecosystem services

## **South Pennines Commons**

The works on the South Pennines Commons sites will be entering their third year with revegetation work and gully blocking works continuing and current plans will finish in December. Further plans will be written and submitted as required for the Commons.

## **New and Unconfirmed projects**

### **Making Space for Water**

We have asked for additional funding from Defra to continue the science project monitoring the capital works undertaken on the Edge on Kinder. We continue to investigate and develop funding proposals to UK Research Councils in collaboration with academic institutions.

### **MoorLIFE 2020**

The MoorLIFE 2020 project, if successful, will be awarded in May 2015, with work commencing in July 2015. MoorLIFE2020 will have significant works for all of the Partnership teams. If successful the MoorLIFE 2020 project will provide the resources required to extend the monitoring on existing MFFP monitoring sites.

During the first year of the project, we will complete the following actions:

- Recruitment of project team;
- Development of Integrated Project Plan and Objective plans;
- Undertaking contracting for all feasible works through the life of the project;
- Undertaking landowner and agency consents to capital works
- Development of Approved Code of Good Practice for Active Blanket Bog and associated supporting materials with stake-holders;
- Development of project website;
- Develop landowner and stakeholder engagement plan
- Plan and set up an extensive programme of monitoring the impacts of capital works on biodiversity and ecosystem services

## **Yorkshire Water Projects**

Our current contract to deliver works for Yorkshire Water Services, for the SSSI Recovery Project, ends in March 2015. A full programme for AMP6 was prepared in 2012 and we envisage that works will continue beyond 2015. We will tender for contract management for YWS when calls are released.

### **Programme outputs**

- Collate results for separate reports to produce shared 'big messages'
- Preparation of scientific papers for peer-reviewed journals

### **Collaborating partner outputs**

- Expected peer reviewed publications from PhD student collaborations

### **Presentations (oral, posters)**

- Society for Ecological Restoration Conference, Manchester
- Proposal to the Linnaean Society in collaboration with British Ecological Society

## **Funding Proposals**

MFFP will continue to investigate external funding opportunities towards the delivery of our vision, aims and objectives.

## **Programme Management - 2015/16**

Table 2: Core and Project Funding 2015/16

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
<b>Operational Partners</b>			
PDNPA	88,000		88,000
Environment Agency			
Severn Trent	15,000		15,000
United Utilities			
Sub total	103,000	0	103,000
<b>Project Partners</b>			
EU LIFE			
HLF		3,500	3,500
National Trust			
Natural England		20,500	20,500
RSPB			
S Pennines Commons		800	800
Yorkshire Water			
Sub total	0	24,800	24,800
<b>Total</b>	<b>103,000</b>	<b>24,800</b>	<b>127,800</b>

Pipeline	Core funding £	Core funding from projects £	Total core funding £
<b>Operational Partners</b>			
PDNPA			
Derbyshire CC	20,000		20,000
Environment Agency	60,000		60,000
Severn Trent			
United Utilities	15,000		15,000
Sub total	95,000	0	95,000
<b>Project Partners</b>			
EU LIFE		23,750	23,750
National Trust		2,000	2,000
Pennine Prospects		2,000	2,000
RSPB		2,000	2,000
Woodland Trust			
Yorkshire Water			
Sub total	0	29,750	29,750
<b>Total</b>	<b>95,000</b>	<b>54,550</b>	<b>149,550</b>

Our establishment costs are c.£250,000 - to support a core team of 4.6 permanent staff with additional technical, research and administration staff assistance where required.

The Core team:

Partnership Manager - Chris Dean

Communication Programme Manager - Louise Turner

Programme Manager – Conservation Land Management - Matt Buckler

Programme Office Manager – Sharon Davison

Science Programme Manager – Jonathan Walker

### The core team covers

- Business development and leadership
- Advocacy and opportunity creation
- Providing expert advice, techniques and methodologies on topic areas which Moors for the Future Partnership has developed
- Programme management and logistics
- Communications and website development
- Staff management, recruitment and induction
- Trouble shooting and emergency cover
- Financial monitoring and management
- Setting and monitoring protocols

The final report and financial claim will be made for the MoorLIFE Project, with a pre-project financing being made if successful with the MoorLIFE2020 grant application. Reports and claims continue to be made for the Community Science, South Pennines Commons and Private Lands projects.

Table 3: Projects 2015/16

Projects contracted/approved	ARP Minute Reference	Anticipated gross expenditure of project work 2015/16 £	Funders
MoorLIFE	49/09 (Services)	70,000	PDNPA, EU Life, EA, NT, UU, YWS
Moscar Science	RMT 55	40,000	NE
Clough Woodland	40/14	15,000	EA
Community Science	39/14	239,135	HLF, EA, NE, NT, RSPB, STW, UU, YWS
Castleshaw Common	64/12	46,772	NT
South Pennines Commons	09/10 (Services)	300,865	
Private Lands	48/13	1,118,492	NE
Sub total		1,830,264	
Pipeline – subject to relevant approval			
Clough Woodland	40/14	23,000	NT, WT
MoorLIFE 2020		2,600,000	PDNPA, EU LIFE, STW, UU, YWS, NT, PP, RSPB
Sub total		2,623,000	
<b>Total</b>		<b>4,453,264</b>	

Partners (abbreviations where used):

PDNPA Peak District

EU LIFE European Commission - Environment - LIFE Programme

EA Environment Agency

HLF Heritage Lottery Fund

NE	Natural England
NT	National Trust
PP	Pennine Prospects
STW	Severn Trent Water
UU	United Utilities
WT	Woodland Trust
YWS	Yorkshire Water Services

### **Project Teams**

At the time of writing, 18.4 wte fixed terms posts (20 members of staff) are due to end at the end of March 2015 or during the financial year.

Negotiations with partners are currently underway and funding bids are being developed to continue projects and develop new work (see 'Look Forward' – below).

To deliver the MoorLIFE2020 Project we will be recruiting up to 20 (18.3wte) posts during the year; recruitment will commence in May/June (once agreements are in place).

### **Advocacy and events**

The team will continue to represent the Moors for the Future Partnership and its interests at a wide range of relevant regional and national meetings and initiatives and disseminate our scientific findings generated from our research and monitoring programme to best evidence future land management initiatives and best practice.

### **Training and Development**

The Moors for the Future Partnership is a learning organisation which is pioneering innovation in the science of moorland remediation and management. We will continue to develop the skills and capability of our staff as identified in the annual learning and development plans.

The programme team will review MFFP strategic business documents (including this operational plan) to reflect stakeholder needs and the new vision and strategy.

## Risk Assessment

Programme Management risks are monitored on a quarterly basis. Any changes in risk will be identified to PDNPA (as lead partner) and significant risks highlighted on the Directorate and/or Corporate Risk Register. Strategic Management Group will be advised. In addition, individual project risks are identified on the Programme Progress Log and reviewed bi-monthly.

Description of Risk	Impact on Programme	Impact (I)	Probability (P)	Risk Rating	Mitigating Actions
Long term staff sickness	Programme management and delivery affected	2	2	4	Staff trained and appropriate skills base to backfill.
Staff recruitment / retention	Programme management and delivery affected	2	3	6	Adequate project support particularly during final months of projects.
IT – inadequate server back up (loss of data)	Business continuity adversely affected. Loss of historic data	3	2	6	Fit for purpose back up system installed during 2014
Insufficient / inadequate accommodation	Loss of time dedicated to programme management / delivery	2	3	6	Monitor workspace management. Work is underway to identify options for accommodation and/or alternative working arrangements.
Failure to plan resources for multiple projects	Project(s) fail to meet delivery objectives	3	1	3	Gateway approval process and project management toolkit in place. Monitoring and communication in conjunction with work planning across portfolio. Issues identified, support put in place.
Lack of PDNPA Committee Support	Approval for projects (pre-project set up work time wasted)	3	1	3	Strong lines of communication with Members. Identify Champion(s). RMT 'pre Committee' process adds robustness.
Failure to maintain core income	Programme management affected. Bidding for future work and funding impacted	3	1	3	Funding opportunities with strategic focus identified and followed up as appropriate. Reduce hours/redundancy of core team. Financial contingency in place.
Failure to obtain funding	Programme delivery affected	3	1	3	Adapt projects/programme to deliver within resources.
Failure to engage partners	Current and future projects	2	1	2	Robust Action Plan; active engagement, communication and awareness raising

Formula used for assessing Risk Rating

Impact		Probability	
1	Insignificant / Negligible	1	Very Unlikely / Rare
2	Moderate	2	Possible
3	Critical / Catastrophic	3	Almost Certain



## **5 Look Forward – 2016/17**

### **Awareness Raising – Commitments 2016/17**

Deliver year 2 plans of the Community Science Project, MoorLIFE 2020 and support the Private Lands Project.

Continue to support our innovative conservation and science programmes through partnership communication vehicles and channels as well as developing campaigns at a regional, national and international level.

Identify and secure communication project and funding streams through new business and programme opportunities. We will seek and harness funds to secure and protect the legacy of the MFFP through further public and landowner engagement.

Seek and aid new partnership ventures to conserve and promote our moorland uplands.

### **Conservation and Land Management - Commitments 2016/17**

Currently, the following projects are proposed through 2016/17:

#### **Clough Woodland Project**

In 2015 the New Environmental Land Management Scheme (NELMS) will come into operation, which will integrate agri-environment and forestry schemes. We envisage that the Clough Woodland project will continue in 2016/17 with a solid body of evidence supporting the concept developed to this date and plans and grant applications being delivered as part of any NELMS applications.

#### **MoorLIFE 2020 Project**

During 2014/15, we have developed the MoorLIFE 2020 project which will continue in the 2016/17 Financial Year.

#### **National Trust works**

We hope to work with NT to further develop their proposals for follow-up plans.

#### **Private Lands Project**

Works on the HLS schemes will be entering their third year and the project will be continuing. Follow-up schemes will be required for the earliest projects.

### **Science Programme - Commitments 2016/17**

The MFFP Science team work programme into this year is dependent on the outcome of funding bids submitted this year and in 2016/17

- We will continue to be a partner on the ACCE project, training the next generation of (moorland) scientists.
- If successful in our funding proposals, we will continue delivering a programme of projects evidencing the impact of blanket bog restoration on biodiversity and ecosystem services.
- We will continue to collaborate with the MFFP Communication team on the delivery of the Community Science Project
- If successful, we will deliver the monitoring within the MoorLIFE2020 Project.

Table 4 Core and Project Funding 2016/17

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
<b>Operational Partners</b>			
PDNPA	88,000		88,000
Environment Agency			
Severn Trent			
United Utilities			
Sub total	88,000	0	88,000
<b>Project Partners</b>			
HLF		4,500	4,500
Natural England		18,000	18,000
Sub total	0	22,500	22,500
<b>Total</b>	<b>88,000</b>	<b>22,500</b>	<b>110,500</b>

Pipeline	Core funding £	Core funding from projects £	Total core funding £
<b>Operational Partners</b>			
PDNPA			
Derbyshire CC	20,000		20,000
Environment Agency	60,000		60,000
Severn Trent	15,000		15,000
United Utilities	15,000		15,000
Sub total	110,000	0	110,000
<b>Project Partners</b>			
National Trust		2,000	2,000
Pennine Prospects		2,000	2,000
RSPB		2,000	2,000
Woodland Trust			
Yorkshire Water			
Sub total	0	6,000	6,000
<b>Total</b>	<b>110,000</b>	<b>6,000</b>	<b>116,000</b>

Table 5: Projects 2016/17

Projects contracted/ approved	ARP Minute Reference	Anticipated gross expenditure of project work 2016/17 £	Funders
Community Science	39/14	241,420	HLF, EA, NE, NT, RSPB, STW, UU, YWS
Private Lands	48/13	1,118,492	NE
Clough Woodland	40/14	15,000	EA
Pipeline – subject to relevant approval			
Clough Woodland	40/14	23,000	NT, WT
MoorLIFE 2020		2,600,000	PDNPA, EU Life, STW, UU, YWS, NT, PP, RSPB
<b>Total</b>		<b>3,997,912</b>	

## **6 Look forward - Business Development (Expectations)**

We will continue to develop relationships with new partners.

### **Core Funding**

We will continue to engage with core funding partners to establish new Statements of Intent and negotiate core funds / membership fees into the future.

Funds will be sought to develop the general infrastructure of the MFFP team, bidding for funds to improve processes and systems of work and infrastructure. This is required to fully expand the capabilities of the team to undertake extensive programmes of work.

Allocating resource to business development is crucial to ensuring we are continually aware of funding opportunities, always have a bidding action in development and always have a pipeline of priorities for funding opportunities within the Operational Plan.

The aim of the planning is to identify options and costs and develop proposals / bids or continuing our evidence programme of the impact of restoration and land management activities; this is important as many of the biodiversity and ecosystem service benefits will take many years to realise.

### **Constant funding vigilance**

The team will continue to keep funding opportunities under constant review and will explore all of those which have strong possibilities for funding the Partnership's objectives.

## **7 Monitoring this Operational Plan**

We produce a Programme Progress Log four times a year which identifies approvals and financial values of projects - with risks identified through a Red/Amber/Green assessment - and includes brief summaries of progress highlights. Income and Expenditure of the programme team are also monitored by the Partnership's Strategic Management Group at its meetings.

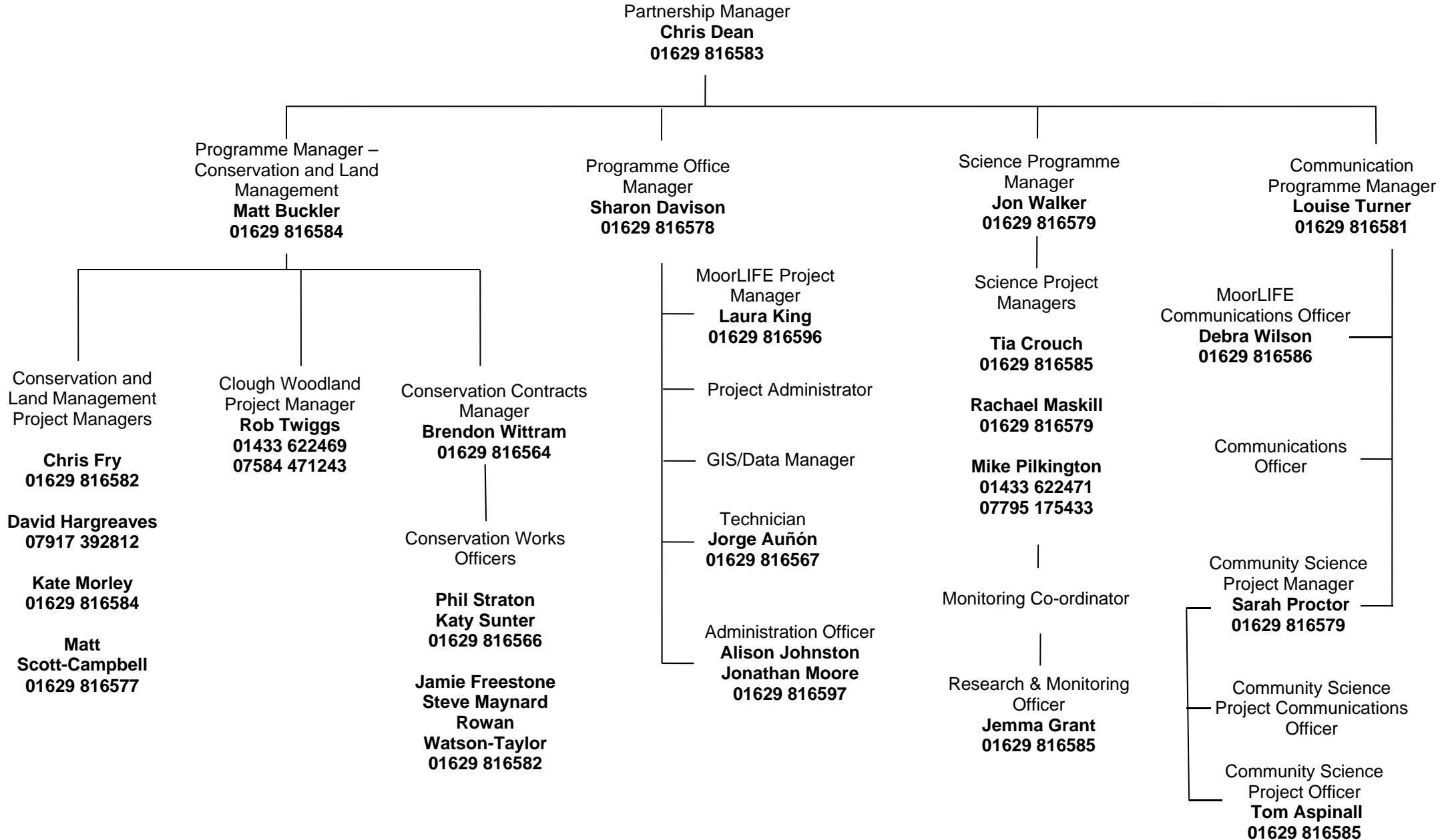
We update our funding approval records on a monthly basis to take account of the need of probity of the approvals processes of our accountable body, the Peak District National Park Authority.

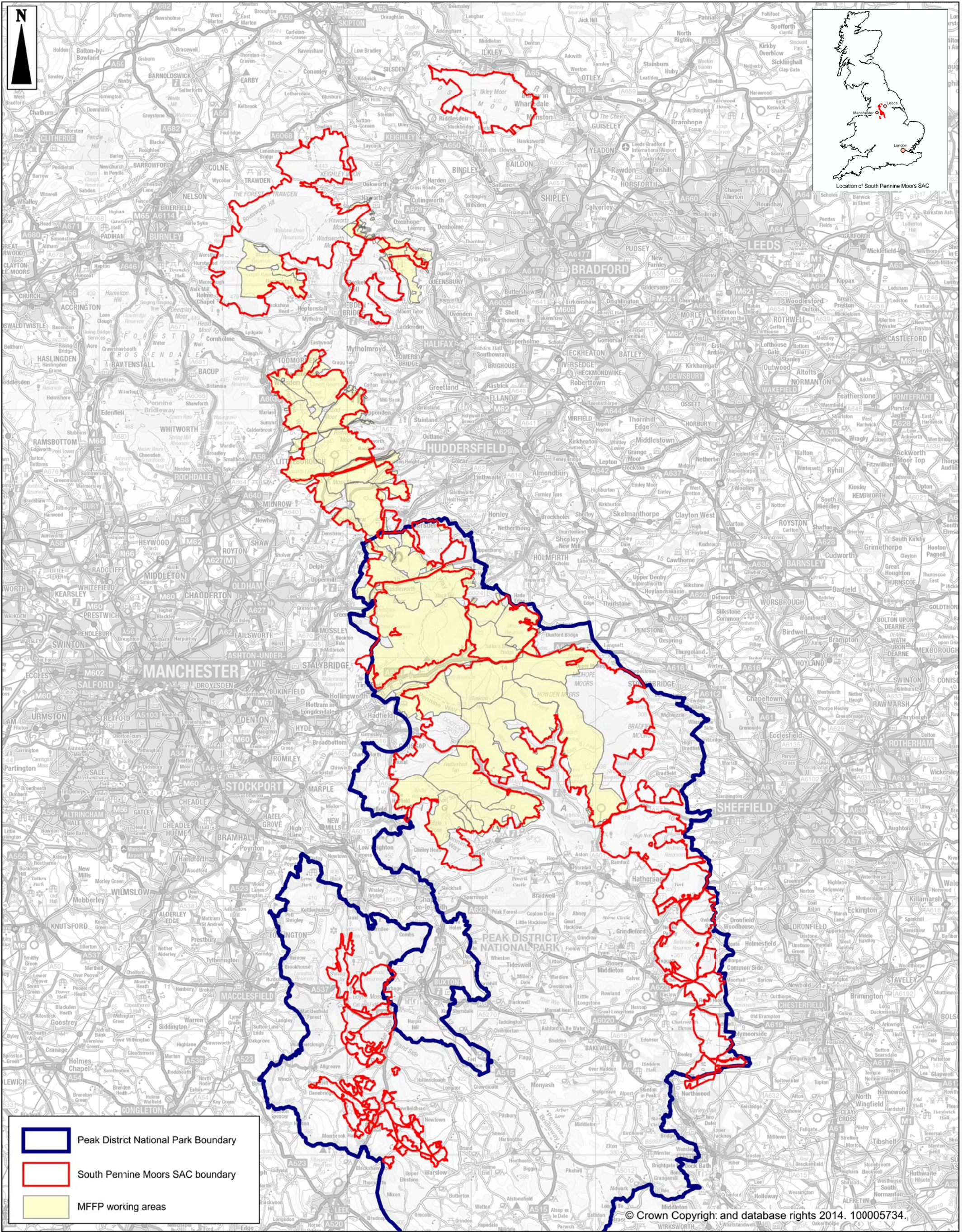
Reports on individual projects are presented to those individual project steering groups and an overview of the programme finances is undertaken by the Peak District National Park Authority.

## **8 Developing Project Income**

We plan to make a bid to HLF Landscape Partnership Programme- as agreed by ARP Committee in the 2013/14 Operational Plan. We anticipate an Integrated Grant Application will be made by Defra to the 2015 Life fund which may provide an opportunity for the Partnership to deliver some aspects of the project.

# MOORS FOR THE FUTURE PARTNERSHIP





Scale: 1:275,000



**Moors for the Future Partnership**

The Moorland Centre  
Fieldhead  
Edale  
Hope Valley  
S33 7ZA

Tel: 01629 816581  
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Drawing Name:  
MFFP working area 2015/2016  
Operational Plan

Drawn by: JA Date: 26/11/2014 Page 33

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## **7. 2014/15 QUARTER 3 CORPORATE PERFORMANCE AND RISK MANAGEMENT REPORT (A91941/WA)**

### **1. Purpose of the report**

This report provides Members with monitoring information at the end of Quarter 3 (Oct - Dec 2014) for review of performance against our 2012-15 Corporate Objectives; monitoring of the corporate risk register; monitoring of Freedom of Information Requests; monitoring of complaints; and to highlight any other significant issues of which Members should be aware.

### **2. Key Issues**

- At the end of Quarter 3, following monitoring of Service operational actions and corporate indicators, 10 of the 12 Corporate Objectives are green in their overall status and 2 amber. 8 of the success factors are amber and 1 is red.
- Four risks have lowered in risk rating:
  - 4. Failure to make and deliver an effective plan for achieving a structurally balanced budget for 2015/16.
  - 8. Failure to effectively manage external funding to deliver on our Corporate Objectives.
  - 9. a) Failure to realise the 2014/15 financial targets & b) failure to agree on (longer term) financial targets for the property portfolio.
  - 10. Failure to meet trading income targets, in particular cycle hire.

### **Recommendations**

3. **1. That the Quarter 3 Corporate Performance Return, given in Appendix 1, is reviewed and any remedial action agreed.**
- 2. That the corporate risk register, summary given in Appendix 2 be reviewed and status of risks accepted, including the lowering of risk status of risks 4, 8, 9 and 10.**
- 3. That the status of complaints and Freedom of Information Requests, given in Appendix 3, be noted.**

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

4. Performance and Risk Management contributes to Corporate Objective 11 to be a well run public body with proportionate and effective ways of working, delivering excellent customer service and living our values. Monitoring the Corporate Indicators and Service operational actions against our Corporate Objectives and Success Factors is part of our approach to ensuring mitigating action can be taken to maintain and improve performance or to reprioritise work in consultation with staff and Members.

### **Background**

5. The format of performance reporting to this committee follows the format agreed in January 2013 (minute 7/13).
6. Performance Information is reported by each Corporate Objective (of which there are 12) by providing: a visual representation of the status of the Corporate Objective and each of its associated success factors; an overview of the activity contributing to each Objective; a commentary on where we are doing well; an understanding of associated risks; specific issues; and remedial action.

7. The visual representation is on a traffic light system (using green for on target, amber for some remedial work required and red where there are some significant issues) and is based on an analysis of:
  - a) the status of activity within service plans contributing to the delivery of that Objective and success factor;
  - b) the outturn against the performance indicator relating to the success factor.
8. The Authority's risk management policy and supporting documentation was approved by Authority on 25 March 2011 (minute 21/11), and is reviewed annually as part of the Authority's review of the Code of Corporate Governance. In line with these arrangements,.
9. Information is given so that Members of Audit, Resources and Performance Committee, 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.
10. Reporting is dependent on the accuracy of data provided by the Heads of Service, Assistant Directors and indicator lead officers, as agreed with Directors and Chief Executive.

### **Proposals**

11. Members are asked to review and agree the Quarter 3 Corporate Performance Return as detailed in Appendix 1.
12. Members are further asked to review and agree the proposed changes to the Corporate Risk Register in Appendix 2.
  - The movement of four risks to a lower risk status
  - No risks have been escalated to the Corporate Risk Register during the quarter.
13. That the status of complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) Enquiries in Appendix 3 be noted.

### **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. A number of fixed term officer posts support the work contributing to a number of Objectives and are resourced to the end of 2014/15. Resources beyond this point were discussed as part of the Authority's budget planning process, Autumn 2014.
16. **Background papers** (not previously published) – None

### **Appendices**

1. Quarter 3, 2014/15 Corporate Performance Return
2. Quarter 3, Corporate Risk Register status
3. Quarter 3, Complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) Enquiries

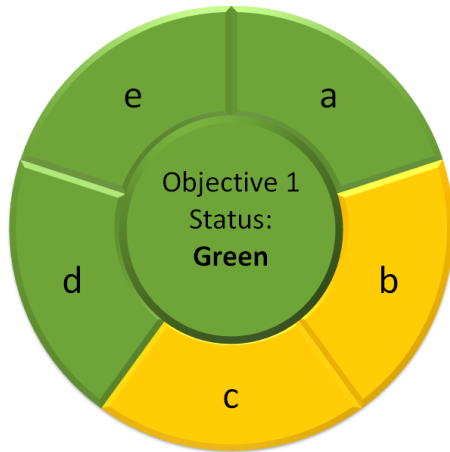


**Report Author, Job Title and Publication Date**

Wendy Amis, Senior Performance Officer, 15 January 2015

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## **Objective 1: Lead or enable landscape-scale environment and heritage conservation programmes through multi agency partnerships**



*We will know we have been successful when:*

- a) *we have identified and delivering on 3 new projects in partnership that correspond with landscape character areas in the national park;*
- b) *we have focused work on the Landscape Strategy, the Biodiversity Action Plan and the Cultural Heritage Strategy to support the delivery of the revised National Park Management Plan;*
- c) *we have increased the amount of Authority owned Site of Special Scientific Interest land in favourable condition from 32% to at least 35% by 2025;*
- d) *we have developed formal relationships with all the Local Nature Partnerships with the national park and/ or developed a Peak District Local Nature Partnership;*
- e) *we have met our targets for the rescue and restoration of buildings and monuments.*

### **Quarter 3 Summary**

#### **Overall status:**

Successes this quarter include the Peak District Local Nature Partnership bid for the South West Peak Landscape Partnership; submitting the MoorLIFE 2020 bid; Dane Valley Woodland Project is almost complete and has exceeded HLF targets; achieving the year end Cultural Heritage income target (£35,000). Targets for rescue and restoration of buildings and monuments achieved. Delays experienced in developing a revision to the Cultural Heritage Strategy.

#### **Key Activity in this Area:**

- Regular meetings between the Local Nature Partnership, Lowland Derbyshire and Nottinghamshire LNP and D2N2 LEP;
- Work continues on the Peak District State of Nature report;
- Partnership work continues locally on birds of prey (and nationally on hen harriers). The 2014 breeding season report will show disappointing results for peregrines with only 2 successful pairs in the Dark Peak (2015 target is 15 pairs);
- Our position statement on moorland burning encouraged debate. Discussions continue with partners;
- Completed habitat work on Spout Moss, Warslow Moors for wading birds (particularly snipe and curlew);
- Discussions begun with Natural England on conservation of grassland sites given continual threats;
- Moors for the Future (MFF) contributed to IUCN Peatlands conference in Inverness and the Worlds Parks Conference in Australia;
- Land management continues through MoorLIFE, Yorkshire Water SSSI Recovery Project, Private Lands Partnership, Clough Woodland Project and South Pennines Commons Project;
- After a significant bidding operation, a bid was submitted in October to the EC LIFE Nature programme for 17 Million Euros;
- Tissington and Parsley Hay undergrounding of overhead electricity wires schemes completed; and significant progress at Longendale.
- Continued input to CAP Reform and Rural Development Programme;
- Good progress on Cultural heritage projects with Peak Farmsteads Characterisation project (EH-funded; in partnership with HPBC and SMDC) underway;
- Continuation of: Ecton, Lead Rakes and Chatsworth parkland management plan projects;
- Calver Weir project concluded satisfactorily, additional community projects spinning off from it;
- Decennial (formerly quinquennial) review of listed buildings under way for 2014/15;
- The Trans-Pennine Study has concluded and short term measures being announced by the Department for Transport in their Road Investment Strategy. The Department stated they would commission a longer term study into a Trans-Pennine tunnel. The full report is expected in March 2015.

#### **Specific Issues:**

1. The need to continually raise the quality and affordability of funding bids in order to be successful
2. Achieving Favourable SSSI Condition on upland habitats.
3. The appropriateness of some grouse moor management practices, notably burning on deep peat and bird of prey conservation, has attracted increasing national profile recently.
4. No historic building or archaeology grant schemes available after this year.
5. Setback to wader recovery project with loss of staff

#### **Action to address issues:**

1. Continue to work with External Funding Officer to explore new opportunities for funding, internal costs and affordability particularly to support and influence communities in their funding bids.
2. Still awaiting framework for agreeing realistic targets for Peak District SSSIs from Natural England.

3. The Peak District Bird of Prey Initiative, led by the Authority, works with moorland managers to further bird of prey conservation.

4. None

5. Options for continuation to be considered in Q4

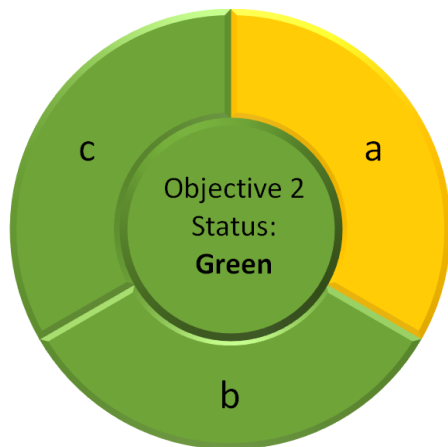
**Risk Implications:**

Low risk

**Contextual Information:**

None

## **Objective 2: Be the main provider of integrated advice and support to farmers and land managers to enable farms and other land use businesses to achieve national park purposes.**



*We will know we have been successful when:*

- a) *there is a more streamlined approach to providing advice and support between the Peak District Land Management Advisory Service (PDLMAS) partners;*
- b) *we continue to broker 30 agri-environment schemes per annum;*
- c) *the area of land in the National Park in agri-environment schemes (ELS, HLS or equivalent) is 94,000 ha (that is, 65% of the national park as a whole).*

### **Quarter 3 Summary**

#### **Overall Status:**

Regular updates for farmers and land managers provided by Defra on their Common Agricultural Policy (CAP) Reform proposals. Close working with farmers, land managers and land owners remains a priority to stimulate interest in and understanding of the schemes as the details emerge.

#### **Key Activity in this Area:**

- Defra published further CAP updates in October, November and December confirming progress on greening, active farmer, young farmer, double funding and the new environmental land management scheme – Countryside Stewardship <https://www.gov.uk/search?q=CAP+Reform>
- Defra, Natural England, the Forestry Commission, the Environment Agency and the English NPAs have started to review the National Protocol. This will set out how these agencies/organisations will work together to deliver the new Countryside Stewardship in National Parks;
- The targeting process for Countryside Stewardship has continued to be developed, with comments on the draft Dark Peak, White Peak and South West Peak National Character Area targeting statements being co-ordinated by the National Park and Nature Peak District;
- Discussions with the NFU and local Agents indicate that there is a gap in support for the new digital approach to CAP, particularly for the first to come on line, the Basic Payment Scheme (BPS). Discussions with the Rural Payments Agency are on-going to explore the Authority offering digital support for BPS;
- The PDLMAS drop in centre at Bakewell market continues, staffed by PDNPA, NE, Environment Agency, Rural Action Derbyshire and the Farming Life Centre;
- The PDLMAS survey returns are now being collated and analysed. Early indications are that there is little duplication or contradiction of advice, that there is strong interest in the future national grant schemes and in on farm renewables.

#### **Specific Issues:**

1. Whilst greater detail of BPS, Countryside Stewardship and Countryside Productivity Schemes is available the full picture is still unclear.
2. Amber status for (a) relates to us awaiting the results of the PDLMAS survey rather than performance issues.

#### **Action to address issues:**

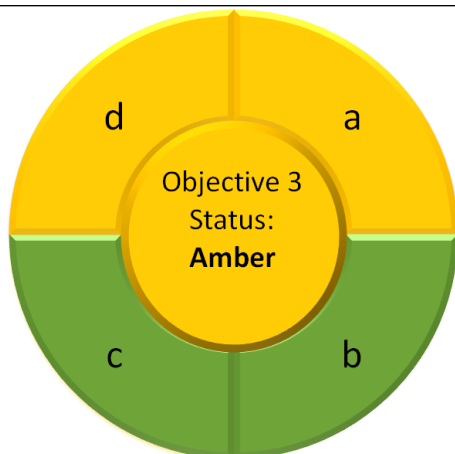
1. Continue to contribute to and influence nationally & locally key CAP Reform issues affecting upland farming. Work with partners to set in place a co-ordinated approach for digital delivery and farm advice for the new schemes. Foster interest, familiarisation and understanding of the new schemes and in particular of the new digital approach.

#### **Risk Implications:**

Uncertainty about the new schemes for farmers/land managers may still lead to a reduction in the area of the National Park in agri-environment schemes and therefore a loss of environmental interest.

**Contextual information:** None

**Objective 3: Provide a high quality planning service to the community of the National Park that achieves national park purposes and that is responsive to and contributes to the debate on planning reform nationally and locally.**



*We will know we have been successful when:*

- a) *we have delivered the key milestones in our Planning Improvement Plan 2013/14;*
- b) *our new Development Management Policies are found to be sound and are adopted;*
- c) *we have evidence of improvement in public confidence in Planning;*
- d) *there is a sustained reduction in the number of outstanding enforcement cases by 2015.*

### **Quarter 3 Summary**

#### **Overall Status:**

The improvement on planning application determination figures has been sustained. We have continued to hold meetings with key stakeholder groups to raise public confidence.

#### **Key Activity in this Area:**

- Progress on Development Management policies document with a draft planned for publication early 2015, and a way forward agreed on Recreation Hubs;
- The Authority responded to a Government consultation on mobile phone “partial hot spots”;
- Targets being met or exceeded on planning application determination figures. The figure for major applications exceeded the level required, thus avoiding possible designation as a poorly performing planning authority;
- High level of work in the Minerals team on Review of Old Minerals Permissions (ROMPS) and applications;
- The Authority’s planning decisions continue to have a high level of support on appeal; the impact of any allowed appeals on policy is assessed;
- Charges for pre-application advice on some developments, introduced on 1 April 2014, is working well, with largely positive feedback from planning Agents and projected income is above target;
- Regular bulletins to parishes and agents;
- Three in-house training events held on “Planning for non-planners”;
- Planning Service relocation completed with Mineral Team move in November 2014.
- The number of overall enforcement cases has been reduced;

#### **Specific Issues:**

1. Meeting the target for producing a draft DM plan in early 2015 will require careful project management.
2. The Monitoring and Enforcement team has focussed on the high priority cases in this quarter, but some cases need additional focus..
3. Our Planning Improvement objectives for the adoption of a local validation list is behind schedule, but expected to be dealt with in the next quarter.
4. Increased risk of costs associated with ROMPS.

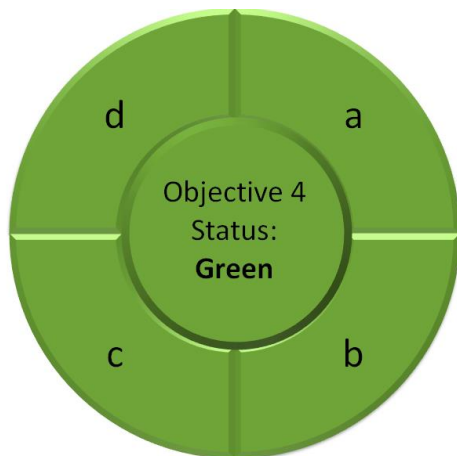
#### **Action to address issues:**

1. Policy Planning team allocating time and resources to ensure timescales are met.
2. Focus of Monitoring and Enforcement team on high priority cases.
3. Work being undertaken to adopt a local validation list by Q4 to ensure targets are met.
4. ROMPS legal and minerals finance plan in place to manage risks

**Risk Implications:** Reputational risk of not increasing public confidence.

**Contextual information:** None

## **Objective 4: Lead a programme to reduce greenhouse gas emissions across the National Park and adapt to climate change by inspiring and enabling others and through direct actions in our own operations.**



*We will know we have been successful when:*

- a) *through planning pre-application advice and information, we have enabled others to take action to reduce their greenhouse gas emissions;*
- b) *the Authority's own carbon footprint has been reduced by 30% (in line with the agreed Carbon Management Plan);*
- c) *we are increasing the area of moorland under restoration management, leading to a reduction in the loss of stored carbon;*
- d) *we have developed a carbon reduction demonstration project.*

### **Quarter 3 Summary**

#### **Overall Status:**

We have made good progress on the Climate Change Adaptation Report to DEFRA. The cycle friendly grant scheme continues to support sustainable travel. Moors for the Future continues to make a significant contribution to this objective.

#### **Key Activity in this Area:**

- The Sustainable Development Fund has funded rainwater harvesting, low energy lighting and minor works to improve the environmental performance of Wetton village hall;
- The cycling friendly grant scheme assisted 6 businesses in the last quarter along the new proposed routes: Longshaw Estate, Hope Sports Club, North Staffs Railway, the Nightingale Centre, Whitehouse Farm B&B and the YHA (across 4 sites);
- Following a successful planning application and business plan, the ground source heat pump at North Lees Campsite is ready to progress. However, the lack of viable tenders for letting the site has meant that the significant investment will not be made until the medium term future of the site is more certain;
- Disposal of Losehill Hall Bungalow as part of the office accommodation project leading to a 7t reduction and annual carbon emissions;
- A schedule to install a biomass system at Hayes Farm, Warslow is now in place;
- Investigations into the feasibility of further carbon reduction capital projects is underway;
- The six holdings in the "On farm carbon, water, waste and renewables project" have been supported to explore hydro and solar systems. The University of Nottingham is now carrying out a detailed feasibility study for the hydro potential of one of the farms;
- All the autumn/winter 14/15 brush collection and spreading works are underway. This covers the MoorLIFE, Private Lands Partnership and Yorkshire water projects;
- Planning work is well underway for 2 projects to trial and monitor the re-introduction of Sphagnum moss (one on Kinder as part of the Making Space for Water project and one in the South Pennines as part of breaking up the dominance of Purple Moor Grass). A cover of Sphagnum moss would be the gold standard of restoration, effectively bringing degraded bogs back to life and start sequestering Carbon once more;
- Following a successful stage 2 bid to the HLF, we are recruiting staff to implement the Community Science Project. This involves communities recording climate change across the moorland landscape, engaging in the subject and producing scientifically robust information;
- MoorLIFE project videos of the work to protect the peat carbon resource were uploaded to YouTube. The end of project conference will be held in Halifax in March;
- Work to redesign the climate change Supplementary Planning Document (SPD) is near completion. It will be accompanied by case studies highlighting several examples of best practice;
- The Peak District Climate Change Adaption Report to DEFRA is in preparation.
- Investigating the possibility of developing a funded carbon budgeting project.

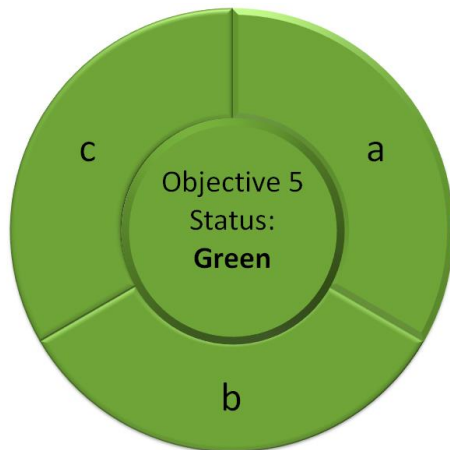
**Specific Issues:** None

**Action to address issues:** None

**Risk Implications:** None

**Contextual information:** None

## **Objective 5: Work with others in an integrated way to support local people to develop community facilities, local needs housing and services in ways that are sustainable and contribute to national park**



We will know we have been successful when:

- a) we fulfil our role in delivering the Peak District Affordable Housing Plan by annually working with at least 3 communities to agree the sites that would address the need for affordable housing;
- b) we support annually 4 community sustainable projects;
- c) we work annually with 5 communities/ parishes/ villages to support or develop their plans (including neighbourhood plans).

### **Quarter 3 Summary**

#### **Overall Status:**

We are working with 10 parishes on neighbourhood plans, a very positive situation. Anticipating targets will be met on housing enabling and good progress is being made on sustainability projects, which bring together a range of outputs through SDF, cycling grants and community development support.

#### **Key Activity in this Area:**

- **Affordable housing – Proactive enabling:** Progress made on needs surveys at Castleton, Hope and Edale with site search and community engagement also completed at Castleton
- **Neighbourhood plans – dealing with the different stages of plan preparation:**
  - Significant activity in processing neighbourhood plan designations (new communities coming forward in remote areas such as Holme, Saddleworth, Leekfrith and Onecote)
  - Approaching our first examination in January at Chapel-en-le-Frith
  - Kick-starting the process with community events in Bakewell
  - Focus on policy development and assessing plan consistency at Bradwell;
- **Sustainability projects – projects and community development through SDF/Cycling/SMDC Funding:**
  - SDF grant used to support sustainability measures at Wetton village hall (low energy lighting, Rainwater harvesting)
  - Community development support in the Staffordshire Moorlands area has facilitated a project in Grindon to restore the village pond utilising help from the rangers.

#### **Specific Issues:**

1. Ability to organise a corporate response where potential inconsistency lies between the neighbourhood plan and the adopted Core Strategy, e.g. need to secure a formal response for the Bradwell plan.
2. Targets in themselves are manageable but the sheer number of Neighbourhood Plans coming forward (10) is now placing a strain on our ability to meet other targets for housing and projects.
3. Need for on-going Village Officer resource.

#### **Action to address issues:**

1. Understanding timeframes for plans and scheduling in meetings to secure specialist officer inputs.
2. Secured full time resource.
3. Reprioritising resources to extend the Village Officer post beyond March 2015.

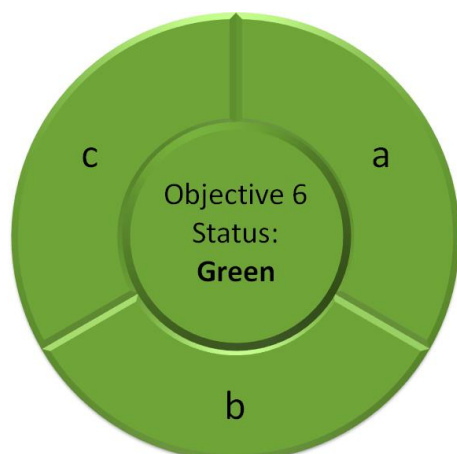
#### **Risk Implications:**

Reputational risk of inconsistent messages being given.

**Contextual information:** none



## **Objective 6: Support a sustainable economy by working with businesses and other agencies, particularly focusing our efforts on environmental management.**



*We will know we have been successful when:*

- a) annually, 100 Peak District businesses (non-agri environment and non-Environmental Quality Mark) are supported by Authority environmental grants, advice and programmes of work;*
- b) we have taken reasonable steps to secure a sustainable future for the Environmental Quality Mark and Business Peak District;*
- c) more community outcomes are achieved through enterprise by increasing the support given to social enterprise.*

### **Quarter 3 Summary**

#### **Overall Status:**

We continue to work with Business Peak District (BPD) and undertake high level strategic work with a range of partners including High Peak Borough Council, Derbyshire Dales and Staffordshire Moorlands District Councils. Dialogue with key Local Enterprise Partnerships continues.

#### **Key Activity in this Area:**

- Seven events have been co-ordinated through BPD this quarter - HMRC tax webinar, business networking meeting, Digital Derbyshire (Selling on the internet & Google analytics), Funding for businesses updates and Pension auto-enrolment;
- The BPD AGM was held at the beginning of December and new elections to the Board were made;
- A further 18 businesses have received 1:1 support this quarter;
- Authority Grants are enabling a further 4 businesses to expand or develop new forms of business diversification;
- Support for the Inspired by the Peak District brand champion project has continued with D2N2 funding a promotional video of 5 brand champions;
- We are continuing to pursue how we could share services across the relevant local authorities for rural business advice and support and particularly for BPD;
- The EQM Community Interest Company (CIC) has continued to focus on existing award holder reassessments and marketing. The recruitment event and subsequent award panel have resulted in 5 new awards this quarter making the total number of Peak District EQM award holding businesses 67. A successful EQM networking event was also held during this quarter;
- 2 social enterprises have been supported.

#### **Specific Issues:**

1. Continuing need to work with business partners to clarify and secure funding sources for business growth. It is proving difficult to achieve a single consistent approach for business support in the Peak District as the Local Enterprise Partnerships (LEP) develop their growth hubs.
2. The EQM CIC continues to focus on improving its service particularly the web based application, in order to retain existing award holders. The potential growth of the scheme, in terms of the number of award holding businesses, will continue to be slower than originally estimated but the budget continues to be balanced.

#### **Action to address issues:**

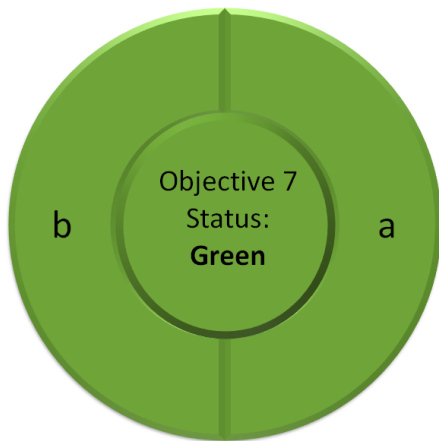
1. Continue to seek dialogue with the LEPs via BPD, Enterprise Peak District and LA partners.
2. The Authority will continue to provide EQM with in kind support with a formal review of the licence terms planned towards the end of 2015/16.

#### **Risk Implications:**

Reduced funding and business support, particularly environmental support available to Peak District businesses

**Contextual information:** None.

## **Objective 7: Enable individuals, the community and voluntary sector to increase their contribution to the national park.**



*We will know we have been successful when:*

- a) our work is supported by at least 8,500 volunteer days annually and the proportion from our target groups increases or is maintained;*
- b) over 90% of volunteers enjoy their experience and feel they have made a contribution to the national park.*

### **Quarter 3 Summary**

#### **Overall Status:**

All volunteer programmes are on track to meet the target.

#### **Key Activity in this Area:**

- The new volunteering web pages are now live, allowing volunteers to more easily register their services;
- Volunteer rangers continue to improve access and rights of way; deliver against water company partnership targets and deliver our guided walks programme;
- The Learning & Discovery Team volunteers have spent several days working on the wildlife area at Longdendale;
- The Science Team at Moors for the Future have had continued support from volunteers in the field across several research projects. 119 volunteer days were attended as part of the annual manual dipwell campaign, which took place again this autumn. This campaign monitored the water table across moorland sites in the Peak District and South Pennines under the same weather conditions every Thursday for 12 weeks;
- The Dark Peak Nature Improvement Area visitor surveys took place, with two four day sessions in September and December, mobilising 36 volunteers from across the partnership to collect a total of over 1,000 visitor questionnaires <http://www.moorsforthefuture.org.uk/dark-peak-nia-0>
- The HLF award for the Community Science Project will have a positive influence on the number of volunteer days/year provided in the future: <http://www.moorsforthefuture.org.uk/news/moorcitizens-wins-lottery-funding-help-combat-climate-change>

#### **Specific Issues:**

None.

#### **Action to address issues:**

None

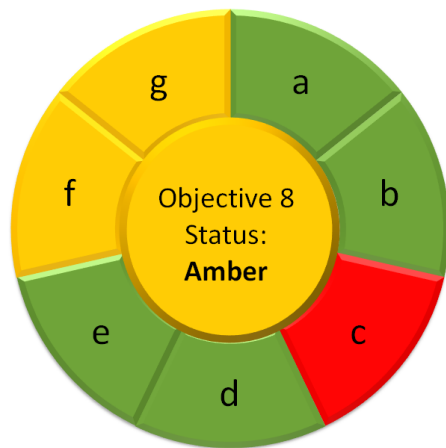
#### **Risk Implications:**

None

#### **Contextual information:**

None

**Objective 8: Provide and enable recreation services that promote health benefits, widen participation, reduce impact on the environment and manage conflicts between users.**



We will know we have been successful when:

- a) Action plans for all high priority unsealed routes are being implemented\*;
- b) we have increased awareness of opportunities for recreation in the national park;
- c) we have increased opportunities for people to access recreational facilities using sustainable means;
- d) we have encouraged others to develop opportunities to experience the national park by bike, horse, on foot and on water;
- e) over 90% of the users of our recreational facilities are satisfied with their experience;
- f) we have widened participation of the services we offer to our target audiences;
- g) at least 85% of our Rights of Way network continues to be easy to use.

**Quarter 3 Summary**

**Overall Status:**

Good performance on management of rights of way and recreation action plan, currently meeting our targets but with concerns for the future. We remain unlikely to meet the targets for success factor c.

**Key Activity in this Area**

- Following consultation, Members confirmed their decision to prohibit all mechanically propelled vehicles at all times on grounds of natural beauty and amenity from a green lane at Great Longstone;
- Vehicle users considered proposals for managing motorised vehicles on green lanes in the Hartington part of the National Park at a meeting held in October;
- Supported the LAF in their inspection of the next 6 green lane priority routes in the Staffordshire part of the National Park;
- Provided advice to Derbyshire County Council on their repairs at Chapel Gate;
- A review is ongoing on a long-term direction restricting access to open access land;
- 5 public path diversions are on-going;
- New public footpaths have been created at the Intakes above Hayfield;
- An access fund has been set up for donations for work to improve access in the National Park;
- New signage has been developed for open access land in the National Park;
- Pedal Peak District behaviour change website is being renewed and refreshed with Pedal Peak 2 partner input [@pedalpeak](http://www.lovetoride.net/peakdistrict). Twitter followers grown to over 4,853;
- Property managers for Warslow, the Trails and Stanage North Lees have been appointed;
- Officers are attending a mountain bike development group set up & facilitated by Derbyshire Sport, an action identified in the cycle strategy;
- Planning is underway for Summer of Cycling 2015;
- Work has commenced with partners around an events advisory system;
- Work has commenced on the 'You're Welcome' access guide.

**Specific Issues:**

1. The 85% target for rights of way may not be achievable at year end due to uncertainties and prioritisation in our constituent rights of way authorities.
2. There are reduced resources to deliver the Summer of Cycling 2015.
- 3.

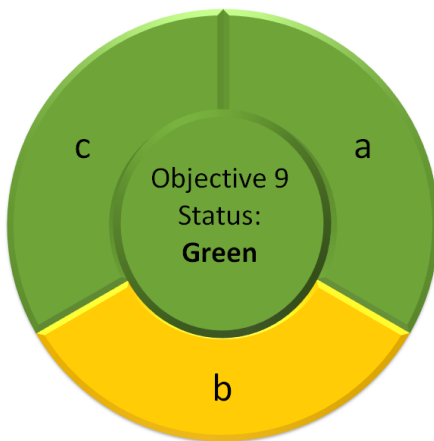
**Action to address issues:**

1. Review the authorities approach in the light of our giving strategy and of reduced partner resource commitments to this work.
2. We have planned a shorter, more focused 'summer of cycling 2015 programme using established links and partners to manage resources more efficiently.

**Risk Implications:** None

**Contextual information:** none

**Objective 9: Support the development of a coherent and successful Peak District tourism sector which takes account of the needs of the environment, local residents, local businesses and visitors.**



*We will know we have been successful when:*

- a) we have an updated tourism strategy for the Peak District by March 2014, subject to key delivery partners being able to work to this timetable;*
- b) the number of Peak District tourism businesses participating in Environmental Quality Mark (EQM) has increased;*
- c) the visitor elements of the sustainable transport action plan are being delivered.*

## **Quarter 3 Summary**

### **Overall Status:**

The first stage of the review of Visit Peak District has concluded and a two brand approach (Visit Peak District and Discover Derbyshire) will be pursued. The Wider Peak District Cycle Strategy and action plan was approved paving the future cycling related tourism product development.

### **Key Activity in this Area:**

- We have received the results of our first visitor survey since 2005 and completed our first ever non-visitor survey, in Manchester. The results will be used to help understand and manage impacts, plan services and products for visitors;
- We are working with Derbyshire Business & Retail to review the retail at visitor centres and cycle hire centres. The focus is on the improvement of total sales and profit in the visitor centres and cycle hire shops. The review includes products, profit levels, maximising selling space and improving customer experience and uses the feedback from the Customer Insight report;
- We have had 285,389 visitors to our visitor centres so far this year, an increase of 2,969 (1%) compared to 2013/14;
- The first stage of the review of Visit Peak District has concluded and a two brand approach (Visit Peak District and Discover Derbyshire) will be pursued. Further development work is needed to implement this decision and the Authority's tourism strategy work can resume when this is underway;
- Two tourism businesses have not sought to renew their EQM award. The total number of Peak District EQM awards for tourism businesses 63 (out of a total of 67);
- The animation aimed at promoting pro environmental behaviour and responsible visiting, targeting young people, has been produced with plans for release from January onwards;
- The Wider Peak District Cycle Strategy and Action Plan were agreed by Authority in October and activity is now shifting to focus on delivery;
- The review of Peak Connections has concluded. We are shifting this effort into exploring how we can support sustainable transport product development. Plans are underway to hold a sustainable transport summit in March to generate ideas and support for innovative solutions;
- Preparations are underway to provide 'in-kind' support to enable Eroica Britannia to grow sustainably generating further opportunities for UK and overseas visitors bringing a range of benefits to the region.

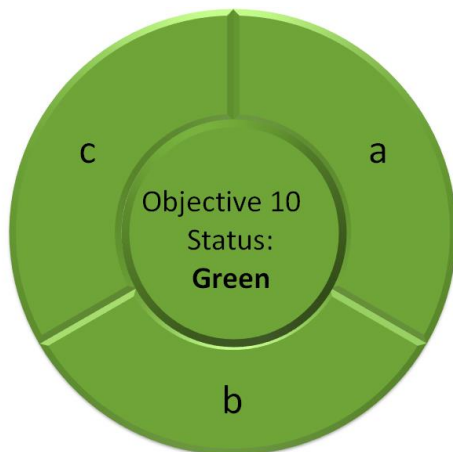
**Specific Issues:** None

**Action to address issues:** None

**Risk Implications:** None

**Contextual information:** None

**Objective 10: Inspire a wider range of people to access and better understand the national park, through some direct provision of services and enabling others to do so.**



*We will know we have been successful when:*

- a) we continue to provide a similar number of learning opportunities and more target audiences take part in the activities;*
- b) we maintain the proportion of users of our learning and understanding services that have an increased understanding of the national park;*
- c) we are involved in an increased number of formal partnerships that aim to reach new audiences and increase understanding.*

### **Quarter 3 Summary**

**Overall Status:**

Performance is on track with an expectation that targets will be met at year end.

**Key Activity in this Area:**

- At the beginning of the quarter the National Park Management Advisory group's conference was themed on inspiring generations. This went really well and produced a lot of good ideas;
- The Peak District hosted the UK National Parks Educators and Outreach conference. This provides an opportunity for training and sharing best practice in these areas among the NP family;
- The Learning and Discovery Team have developed a new Mountain Environment Day for schools in response to changes in the National Curriculum and schools requests.
- 465 secondary pupils took part in the new programme 'Limestone features and Mineral Extraction' at Hope Cement Works—with great support from Hope Cement Works staff;
- In response to the launch of the 'Our Environment Our Future' Fund we are submitting a pre application proposal in partnership with the Brathay Trust and the Lake District NPA. The pre-application is going in in December and we should know if we will be asked to put in a full bid in January;
- We are also re-working the First World War bid that was submitted to HLF in February and was unsuccessful. This will be re-submitted in the New Year but to the HLF First World War: Then and Now fund. The project will be for less money but focused around delivery at our visitor centre engaging local community and schools;
- The partnership with Manchester City Council has been refreshed and extended with a recent joint meeting between PDNPA, Manchester City Council and Sheffield City Council, which was positive;
- Mosaic's transition to an independent body is proceeding as planned;
- The Authority's interpretation toolkit is being updated to reflect our new brand (both logo and tone of voice guidance);
- The findings of the visitor and non-visitor survey are informing the update of the Authority's strategy on connecting people to the park.

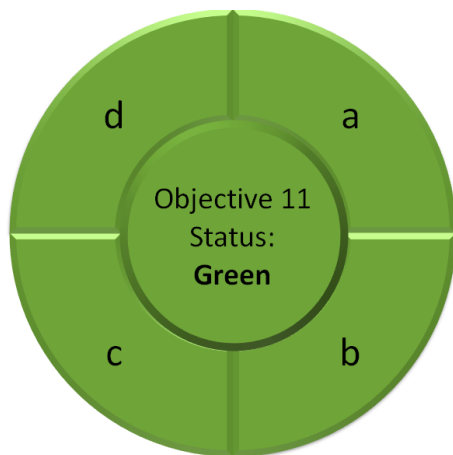
**Specific Issues:** None

**Action to address issues:** None

**Risk Implications:** None

**Contextual Information:** None

**Objective 11: Be a well-run public body with proportionate and effective ways of working, delivering excellent customer service and living our values.**



*We will know we have been successful when:*

- a) we renew our Customer Service Excellence certification;*
- b) we maintain our 'Investors in People' award;*
- c) we have received an unqualified opinion from our external auditors on our financial statements and governance arrangements.*
- d) New signature programmes (from the NPMP) are making progress with delivery through the effective working of the wider delivery partnership.*

### **Quarter 3 Summary**

**Overall Status:**

Good progress continues to be made against service plan actions and our success measures.

**Key activities over the quarter include:**

- Having successfully retained the Customer Service Excellence standard, management team will consider an action plan for further customer service improvements in December;
- We have been successful in retaining the Investors in People standard following a recent interim assessment;
- Following 2 workshops for Members the Authority approved proposals for achieving a balanced budget in 2015/16;
- Our new Chief Executive, Sarah Fowler, has been appointed to start on 26/01/2015;
- Development of the new Corporate Strategy continues involving staff and members at workshops on 11 December and 9 January respectively;
- Implementation of the staff engagement action plan continues with: a well-being at work policy ready for consideration by the Authority in February and the trade union recognition and procedural agreement ready for consideration by the Local Joint Committee in January; development of workshops for team managers to be delivered in March; a 60% return rate on the staff survey- the analysis of this will be available for reporting in Q4; staff roadshows being held to talk about the budget and the new corporate strategy – the feedback on these was more positive with 82.38% of staff who attended rating it excellent, very good or good;
- The new responsive website has been launched;
- The new modern.gov electronic system has been launched and is being implemented to help with efficiencies and reduced resources in Democratic services;
- Progress is being made in developing the new Information Management strategy for the period 2015- 2018; the new Head of information Management starts in January on the retirement of the current post holder;
- Discussions with the Moors for the Future team have been held on how their support needs will be met if the Moorlife 2020 bid is successful. This includes a review of their accommodation needs;
- The National Park Management Plan annual conference took place in October. The annual report with delivery plans for 2015/6 were presented to the Authority in December and minor amendments to the NPMP agreed.

**Specific issues:**

1. There continues to be delays in other HR policy/guidance development (around absence management, managing change, and mediation) due to other priorities including an increase in case work and the Chief Executive recruitment process.
2. The social media management policy has not yet been finalised as we want to give time to incorporate learning from the last 6 months in the final version.

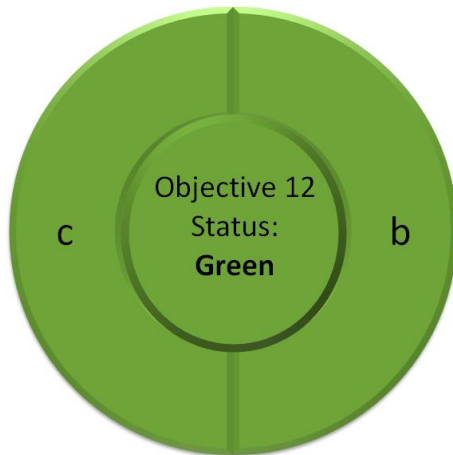
**Action to address issues:**

1. It is likely that these will not be completed within the current performance year although we have taken action to recruit casual HR officers and casual HR admin assistants to assist with the current HR workload.

**Risk implications:** None

**Contextual information:** None

**Objective 12: Develop an approach to income generation to harness a more entrepreneurial focus on service delivery that is socially, economically and environmentally sustainable.**



We will know we have been successful when:

- b) *achieve £258k from increased income generation/cost reductions arising from wider market activities by the end of March 2015;*
- c) *The Asset Management Plan has been reviewed (by March 2014) to reflect the changing priorities of the National Park and implementation has begun.*

### **Quarter 3 Summary**

**Overall Status:**

We are on course to achieve our targets.

**Key Activity in this Area:**

- We anticipate exceeding our target of £258,000 by a margin of 20%;
- Car park income, following an increase in charges, is approximately £50,000 higher than in 2103/14;
- Planning pre-application fee income is as per our estimates, with application fees about £20,000 higher than in 2013/14;
- Visitor centres are achieving anticipated income levels.
- PDNP Cycle Hire and Derbyshire Dales District Council are now working in partnership to offer leisure card holders 25% off cycle hire & 10% off Cycle servicing. Cycle hire will also be advertising in the children's holiday timetable programme and future joint projects are planned.

**Specific Issues:**

1. Cycle hire income is likely to be approximately £19k above previous year based on performance to date, but below their budget targets.

**Action to address issues:**

1. Action plan is in place for cycle hire as agreed by ARP Committee. Staff efficiencies are being rigorously planned over the winter period

**Risk Implications:**

None as the income targets overall should be met.

**Contextual information:**

None

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Corporate Risk Register 2014/15, Q3 (Overview)

<b>IMPACT</b>	<b>High</b>	5. Update information management strategy	2. Ownership planning policies and decisions 7. Finance incorporated into capital investment proposals 9. Property portfolio financial targets	6. Align strategic plans to skills/capacity
	<b>Medium</b>	4. Deliver balanced budget 15/16 8. Manage external funding for delivery	1. Agri-environment scheme take up	
	<b>Low</b>		10. Meet trading income targets	
		<b>Low</b>	<b>Medium</b>	<b>High</b>
<b>LIKELIHOOD</b>				

## Corporate Risk Register 2014/15, Q3 (Overview)

### **Corporate Risk Register: list of risks**

1. Lower take up of agri-environment schemes due to uncertainty with regard to the details of the CAP reform and risk of reduced funding, with considerable impact on National Park purposes (carried over from 2013/14).
2. Failure to obtain ownership of policies and decisions (carried over from 2013/14 but updated).
3. Failure to maximise the opportunities for the Peak District of the Tour de France (carried over from 2013/14). Q2: REMOVE FROM REGISTER
4. Failure to make and deliver an effective plan for achieving a structurally balanced budget for 2015/16.
5. Failure to develop updated Information Management strategy to support delivering new business plan from 2015/16.
6. Failure to align strategic plans with capacity and skills at senior level.
7. Failure to ensure robust financial analysis and financial objectives in the assessment of significant capital investment proposals.
8. Failure to effectively manage external funding to deliver on our Corporate Objectives.
9. a) Failure to realise the 2014/15 financial targets for our property portfolio.  
b) Failure to agree on financial targets for the property portfolio longer term.
10. Failure to meet trading income targets, in particular cycle hire (carried over from 2013/14 but updated).

Corporate Risk Register 2014/15, Q3 (Overview)

Corp. Obj	Risk Description	Existing controls	Risk before mitigation	Additional mitigating action	Risk rating with mitigating action Lxl (expressed as Green, Amber or Red)					Time frame of action	Lead officer	How monitor/indicator	Quarterly update	
						Start	Q1	Q2	Q3					Q4
11	4. Failure to make and deliver an effective plan for achieving a structurally balanced budget for 2015/16	a)Timetable for budget planning b)Enterprise+ Board Integrated c)Property Board d)Updated External Funding strategy	Impact: High  Likelihood: High  <b>RED</b>	a) Business plans being produced for key areas out of enterprise+ and integrated property work programmes b) RMT discussions in May and June c) member workshop 20 June b) prioritisation of work	<b>Impact</b>	High	High	High	Med		By December Authority meeting	RMM	RMT  Autumn workshops with members	Plans in place based on expected Defra settlement. However, confirmation of settlement has been delayed until early in 2015.
				<b>Likelihood</b>	Med	Med	Low	Low						
				<b>Rating</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>GREEN</b>						

## Corporate Risk Register 2014/15, Q3 (Overview)

Corp. Obj	Risk Description	Existing controls	Risk before mitigation	Additional mitigating action	Risk rating with mitigating action Lxl (expressed as Green, Amber or Red)					Timeframe of action	Lead officer	How monitor/ indicator	Quarterly update	
						Start	Q1	Q2	Q3					Q4
12.	8. Failure to effectively manage external funding to deliver on our Corporate Objectives	Accountability and resources have been identified. Experienced staff.	Impact: High  Likelihood: Medium  AMBER	External funding framework and protocol in place. Alignment to Corporate Business Plan.	<b>Impact</b>	Med	Med	Med	Med		March 2015	RG	RMT/ SMT	Secured South West Peak project to support NPMP Signature programmes. Started work on shaping our approach to external funding (strategy).
					<b>Likelihood</b>	Med	Med	Med	Low					
					<b>Rating</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>GREEN</b>					

Corporate Risk Register 2014/15, Q3 (Overview)

Corp. Obj	Risk Description	Existing controls	Risk before mitigation	Additional mitigating action	Risk rating with mitigating action						Timeframe of action	Lead officer	How monitor/ indicator	Quarterly update
					Lxl (expressed as Green, Amber or Red)									
						Start	Q1	Q2	Q3	Q4				
12	<p>9a. Failure to realise the 2014/15 financial targets for our property portfolio.</p> <p>9b. Failure to agree on financial targets for the property portfolio longer term.</p>	Integrated Property Board set up to manage internally.	<p>Impact: High</p> <p>Likelihood: High</p> <p>RED</p>	Business plans being developed in key areas.	Impact	High	High	High	High		Mar 2015	RG	Integrated Property Board	<p>a) All property managers now in post but forecast to be below targets.</p> <p>b) Proposed targets for 2015/16 will go to Mar ARP with the new financial model for the Authority's properties.</p>
					Rating	AMBER	RED	RED	AMBER					

## Corporate Risk Register 2014/15, Q3 (Overview)

Corp. Obj	Risk Description	Existing controls	Risk before mitigation	Additional mitigating action	Risk rating with mitigating action LxI (expressed as Green, Amber or Red)						Timeframe of action	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
12	10. Failure to meet trading income targets, in particular cycle hire carried over from 2013/14 – updated risk)	a) Service plans in place b) Weekly monitoring by managers c) monthly monitoring by manager with Assistant Director d) action plan agreed by ARP for cycle hire e) Budget Monitoring Group	Impact: Medium  Likelihood: Medium  <b>AMBER</b>	Reports requested from managers in key areas	<b>Impact</b>	Med	Med	Med	Low		March 2015	MB	Weekly and monthly monitoring by managers  Budget monitoring Group	Cycle hire action plan was agreed at Nov ARP and outcomes in the plan are on target.  Visitor centre, car park and Planning income is above target.
<b>Likelihood</b>	Medium	Medium	Medium	Medium										
<b>Rating</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>GREEN</b>										

**Quarter 3 Report on Complaints and Freedom of Information (FOI) and Environmental Information Regulations (EIR) Enquiries  
(1 October to 31 December 2014)**

Total Number of Complaints Received in Quarter 3 was 3.  
Of these 0 were made regarding an Authority Member.

Total Number of Complaints Received April 2014 – December 2014: 12

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome
C.394 02/10/14 Stage One	<p>Planning Service</p> <p>Complaint regarding a planning permission decision for a dwelling two years after it had previously been refused by the Authority because the development contravened several policies. The Complainant wishes to know what has changed in the two intervening years. Also requested proof that an officer did not unduly influence the decision and questioned the competence of the ecology report.</p>	<p>Stage One: 17/10/14</p> <p>Within 15 working day deadline</p>	<p>Stage One: The officer explained that the individual planning merits of the disputed planning application were materially different from the merits of the earlier application for 2 houses, determined at appeal and the differences between the two proposals were set out in detail in the report to Planning Committee on 08/08/14. Stated that clear and transparent reasons were set out in the report dated 12/09/14 explaining why the Authority would be entitled to make a different decision compared to the decision made by the Planning Inspectorate on the application for two houses on the same site.</p> <p>Whilst the complainant might disagree with the Authority on the merits of the case, this is a planning judgement where the Members reached a different view, which they were entitled to do on the basis of the information available to them, by visiting the site, and by discussing the merits of the enhancement case in the public forum of a Planning Committee meeting. In reaching this conclusion Members considered this application to be in accordance with HC1(C)II of the Core Strategy, and therefore in accordance with the Authority's adopted policies rather than being an exception to policy. Notwithstanding this, the committee reports show that Members agreed with Complainant that there was no established local need for the dwelling in terms of the</p>

			<p>Authority's affordable housing policies, and that the property would not remain affordable; however, the planning application was not approved on this basis.</p> <p>The ecological information received confirmed that the site offers very few habitat opportunities for a range of protected and important fauna, but does acknowledge the potential presence for slow worms, and states two slow worms were observed on the application site. Condition 4 attached to the permission for the new house allows the Authority to secure appropriate mitigation to avoid harm to slow worms during the construction phase of the proposed development and therefore would prevent any substantial adverse effect on any special nature conservation interest.</p> <p>The Stage One reply stated that there is a clear and transparent 'audit trail' that demonstrates that the Planning officer in question declared an interest and did not take any part in the process or have any influence on the decision on planning application. Members of the Planning Committee made their decision in a transparent and accountable manner. Moreover, the minutes of the meeting confirm Members resolved to approve the application subject to conditions but not subject to any legal agreement. This reinforces officers' view that there are no grounds to revoke the permission given that Members were not in any way influenced by the officer's previous involvement with the applicant, and clearly did not give any weight to the legal agreement between applicant and the Community Land Trust. Minutes demonstrate Planning officer acted properly and professionally in the case to ensure there was no question of a conflict of interest having previously represented the applicant.</p> <p>Stated that the Parish Council's views were fairly represented, and the level of support from the Parish Council for the proposals was not exaggerated or over stated in such a way that would have unfairly swayed the</p>
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<p>26/11/14 Escalated to Stage Two</p>		<p>Stage Two: Meeting arranged between Complainant and Chief Executive took place on 05/12/14</p>	<p>decision made by Members.  Stage Two: At the meeting held between CEO and Complainant on 05/12/14 the CEO agreed to look into the matter further as the Complainant was not satisfied with the Stage 1 reply. The CEO was unable to do this before he left the Authority at the end of December and has asked a member of Management Team to take the case on</p>
<p>C.395 03/10/14 Stage One</p>	<p>Land Management  Complaint regarding the actions of an officer in relation to tree felling and that an earlier letter was not treated as a formal complaint.</p>	<p>17/10/14  Within 15 working day deadline</p>	<p>The officer responded to a phone call from the Complainant's contractor and advised the contractor to stop work as he was unaware of the proposed work. The Complainant also rang the officer to state they did have permission to do the work. The officer was busy with other casework at the time, and therefore it is considered that the officer's actions were reasonable. The fact that the Complainant felt able to proceed with the felling work later that morning suggests that the Complainant was able to provide adequate reassurance to the contractor without undue cost and delay, reinforcing the view that it was not unreasonable for the officer to advise the contractor to stop work until permission could be confirmed. However, can understand that having secured permission for the work from the Authority's Planning Team, it may have been frustrating that other Authority staff could not give the contractor confirmation of permission straight away. The Authority will consider whether there are ways in which it can amend the recording systems or procedures in the future to improve its customer service, to enable checks on permissions. As regards an earlier letter from the Complainant not being treated as a formal complaint this seemed to be a request for financial compensation and only stated that the Complainant may go on to make a formal complaint. Nevertheless, it is accepted that the Complainant did send an email indicating that it was to be treated as a formal complaint. However, it appears that there was then some misunderstanding between the Complainant and another officer in that the officer thought the complaint was to be withdrawn and requested the</p>

			Complainant to confirm whether or not the complaint was to be pursued. It appears that no such confirmation was received until the email relating to this complaint was received and duly registered as a formal complaint. The Authority is satisfied that the complaints procedure has been properly implemented.
C.396 07/10/14 Stage One	<p>Planning Service</p> <p>Complaint regarding handling of a planning application, in particular:</p> <ul style="list-style-type: none"> <li>• that maladministration by the Authority has caused the complainant to incur additional expenses in fees and building costs.</li> <li>• suffered delay in the development of the site caused by the Authority's decision to re-consult neighbours</li> <li>• the failure to consult the Complainant re: erection of a shed on adjacent land</li> </ul>	Reply due by 28/10/14	<p>Director of Planning discussed the issues with the Complainant on the telephone. He confirmed that sufficient work had been undertaken on the site for the Authority to accept that the Complainant has commenced development of planning permission (as requested by the complainant).</p> <p>The Director apologised for the lengthy delay in dealing with planning application for an alternative design on the site, with an application submitted in August 2013 being determined in October 2014. Whilst there were some issues with the application, it is acknowledged that this was an undue amount of time to determine an application where the principle of development had already been accepted.</p> <p>The Director reviewed the history of the planning application, for the shed (adjacent to the complainant's site) and confirmed that our practice on public consultation, both now and at the time of that application, would not include notifying an adjoining land owner. It is agreed that the roof of the shed "oversails" the building more than was shown on the approved plans and that the precise siting seems to be very slightly different from the submitted plans, although it is not clear whether this arises from the way in which the plans were drawn or how the building was sited. In both instances, the variations were not considered to be significant enough for the Authority to take further action, which the Complainant accepts.</p>

## Updates on Complaints Reported in Previous Quarters

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome
<p>C.376 23/01/14 Ombudsman</p> <p>Stage One and Stage Two responses reported in Quarter 4 of 2013-2014)</p>	<p>Planning Service</p> <p>Complaint regarding the length of time taken to enforce an enforcement notice issued in 2013.</p>	<p>23/05/14</p> <p>Within 31 day deadline</p>	<p>Ombudsman Decision: The business use has ceased. The Complainant does not have a continued injustice from business activities at the farm.</p> <p>Further investigation discontinued as will not achieve a worthwhile outcome for the Complainant. The Ombudsman has no power to require an Authority to issue a Section 215 Notice or take enforcement action. The Authority has considered both, but decided action is not currently merited. The Ombudsman cannot intervene in these decisions.</p>
<p>C.386 24/12/14 Stage Two</p> <p>(Stage One response reported in Quarter 1 of 2014-2015)</p>	<p>Planning Service</p> <p>Complaint regarding the handling of a planning application and the degree to which the Authority as a local planning authority acted reasonably and in the best interests of the property concerned. Complainant unhappy with Stage One response, in particular with regard to officer mishandling of the application and bias.</p>	<p>Response due by 26/01/15</p>	<p>To be reported in next quarter.</p>
<p>C.390 6/08/14 Stage Two</p> <p>(Stage One response reported in Quarter 2)</p>	<p>Planning Service</p> <p>Complaint regarding a planning application decision, specifically:</p> <p>1) the original permission granted is carelessly worded in that it does not adequately preserve the street</p>	<p>01/09/14 - Clarification of redress required requested from Complainant and received on 19/09/14</p> <p>Stage Two response: 13/10/14</p>	<p>1. The applicant did consult the Authority on the stone and officers have inspected a sample of the natural stone which is being used. Given the variety of stone (and reconstituted stone, which is being replaced), it has been difficult for the applicant to choose a stone which matches that which exists on each elevation and it is accepted that it may have been preferable to use a slightly</p>

	<p>scene of a conservation area and 2) the specific approval by planning officers of stone that does not match the existing stonework on the roadside elevation is negligent.</p> <p>The Complainant asserted that the Stage One response failed to address the specific complaints or to address the redress requested.</p>		<p>different stone (or coursing) in the street elevation, to reflect the more random nature of the stone work on this part of the existing house, but there is also a strong case to make that the stonework on the extension should be consistent. In practice there are no “hard and fast” rules on these matters, which are often subjective design assessments. Therefore, it is not accepted that the extension, as now built, does not preserve the street scene on the conservation area.</p> <ol style="list-style-type: none"> <li>2. It is accepted that it would, in hindsight, have been better had the planning permission (either through the plans themselves or through a specific condition) clearly defined the type of stone and the style of coursing etc., so that the stonework on the front and side elevations more closely matched the existing or, if was not intended to do this, to explicitly set out what was expected. Therefore, Director of Planning will issue a note to all planning officers who deal with planning applications, setting out the need to consider whether the notes on submitted drawings adequately describe what is intended in terms of new or matching stonework and to consider in each case whether a note simply stating that the stonework will match the existing is adequate or whether a more detailed planning condition should be imposed. This is particularly relevant where there is contrasting stonework on the building, as in this case.</li> <li>3. Explained the quarterly reporting of complaints to Members procedure and that this complaint would be included in the next quarterly report.</li> </ol>
<p>C.393 25/09/14 Stage Two</p>	<p>Planning Service</p> <p>Complaint regarding the time taken to process a planning application</p>	<p>24/10/14</p> <p>Response was 2 days over 20 working day</p>	<p>Complainant advised that frustration at the delay in determining these applications was understood, but that the Authority is in a difficult position in which a decision which is open to challenge in any way whatsoever is likely</p>

	and stating that the Authority was taking undue notice of a third party.	deadline	to result in a judicial review. It was explained that we have no option but to act with great caution in order to avoid this. It was further explained that it would not be in the Complainant's interests, or those of the Authority, to make a potentially unsound decision which ignores the legal advice we have received.
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**Quarter 3 Report on Freedom of Information (FOI) and Environment Information Regulation Enquiries (EIR).**

<b>No of FOI Enquiries received</b>	<b>No of EIR Enquiries received</b>	<b>No of Enquiries dealt with in time (20 days)</b>	<b>No of late Enquiry responses</b>	<b>No. of Enquiries still being processed</b>	<b>No of referrals to the Information Commissioner</b>
21	4	23	0	4	0

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## 8. ENVIRONMENTAL MANAGEMENT OFFICER (HR POST FILE/ RMM )

### 1. Purpose of the report

This report proposes that the current fixed term contract post of Environmental Management Officer becomes a permanent post on the establishment due to business needs.

### Key issues include

- The current fixed term contract post ceases on 31 March 2015
- There is a continuing business need for the skills and knowledge provided by this post into the future
- A report is brought to committee as there is no delegation to make a fixed term contract post a permanent post on the establishment without member approval

### Recommendations

2. 1. **That the post of Environmental Management Officer be made a permanent post on the staff establishment for 30 hours per week at grade G from 1 April 2015; and the post of Property Technician at grade F for 15 hours per week be disestablished from 1 April 2015**

### How does this contribute to our policies and legal obligations?

3. The post contributes to achieving the following corporate objectives:

Objective 4: lead a programme to reduce greenhouse gas emissions across the NP and adapt to climate change by inspiring and enabling others and through direct actions in our own operations – the post leads on delivering the carbon management action plan

Objective 12: Develop an approach to income generation to harness a more entrepreneurial focus on all service delivery that is socially, economically and environmentally sustainable- the post is a key part of the team that supports the delivery of the Aldern House objectives following the strategic asset review, and gives technical support into property development and the wider property portfolio.

The Director of Corporate Resources' assessment is that there will be a continuing need for the expertise and capacity that this post brings to support delivery of the emerging new corporate strategy both for our environmental management objectives and to support the objectives for Aldern House and the wider property portfolio.

### Background

4. The Environmental Management Officer post was established as a fixed term contact post from 30 June 2008 and has been extended over the years funded by one off extra resource allocations and more recently partially by the Technician post vacancy savings. The Director of Corporate Resources made a commitment during the last budget planning process to find a way of retaining the post without the need for a call on a corporate extra resource allocation. The current fixed term post ceases on 31 March 2015 and the sources of funding to make it a permanent post are described below.
5. Three options for the post were considered by Resource Management Team as follows:

- a) OPTION 1 Do nothing to extend the post and retain the Technician post (15hrs per week at scale F) on the establishment - the Environmental Management Officer (EMO) post would finish on 31 March 2015; the Technician post which partly funds the EMO post would remain a permanent post on the establishment.
- b) OPTION 2 Extend the Environmental Management Officer post scale G for a further year from 1 April 2015 at 30 hours per week
- c) OPTION 3 Establish a permanent post of Environmental Management Officer scale G for 30 hours per week from 1 April 2015 and disestablish the permanent post of Technician scale F, 15 hours per week (NB currently this post is vacant)

6. Resource Management Team supported option 3 recognising the following advantages and disadvantages to this option:

**Advantages:**

- Gives a clear message that the set of skills this post currently brings are needed into the future and that they are equally important to the other posts in the property support team. If the sources of funding proposed ceases into the future the Director of Corporate Resources would want to review the full permanent staff structure of the property support team against the Authority's priorities.
- Gives appropriate support and maintains existing capacity for delivering carbon management action plan, supporting AH objectives (including current AH project on accommodation moves which is anticipated to end in May 2015) and delivering services to the wider property portfolio

**Disadvantages:**

- All posts in property support team would have to be considered if there is a reduction in funding
- All team members will need to continue to cover work of Technician

**Proposals**

7. It is proposed that:

- the Environmental Management Officer post is made a permanent post on the establishment from 1 April 2015 for 30 hours per week at scale G, funded as described in the financial section
- The Property Technician post, 15 hours per week scale F be disestablished from 1 April 2015.

**Are there any corporate implications members should be concerned about?**

8. **Financial:**

Cost of proposed Environmental Management Officer post at scale G at 30 hours per week	£24,701
Funded by:	
a) disestablishment of Technician post scale F 15 hours per week	a) £11,175
b) Income from external tenants (as per business case for Aldern House)(see foot note)	b) £6,000
c) Contribution from corporate overhead budget (funded through external projects)	c) £7,526

Footnote: £6,000 in 2015/16 to be underwritten by corporate overhead budget until contract in place for external tenant



9. **Risk Management:**

The following risks have been identified if the proposal is agreed:

- a) That we are unsuccessful in obtaining an external tenant to fund the post as indicated
- b) That the corporate overhead budget is insufficient to underwrite 2015/16 and any future years if necessary
- c) Lack of understanding of the implications for staff if there is a reduction in income sources in the future

These will be mitigated by (but not fully removed):

- a) Discussions with staff
- b) Continuing to market spare capacity at Aldern House and follow up leads
- c) Successful external funding bids across the Authority with an appropriate corporate overhead cost accounted for

10. **Sustainability:** The post is a key source of environmental management expertise for the Authority.

11. **HR:** The current fixed term contract postholder is entitled to be appointed to this permanent post. The current Technician post is vacant.

12. **Background papers** (not previously published) - None

**Appendices** - None

**Report Author, Job Title**

Ruth Marchington, Director of Corporate Resources

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**9. NORTH LEES CAMPSITE ( PM 9804 / MB/RN)**

**Purpose of the report**

This report updates members on the tender process for North Lees campsite undertaken in the autumn (2014) and, together with the Part B report, outlines the options for a member decision on how the campsite should be managed going forward.

**Key issues**

1.
  - Together with stakeholders, a new Vision has been developed for Stanage-North Lees to: ‘Care for, enjoy and promote understanding of the North Lees Estate in a sustainable way which respects and enhances wildlife, heritage and landscape for everyone, forever.’
  - A new management regime is in place for Stanage-North Lees. Since September 2014 the property has been managed within Enterprise & Field Services with the new North Lees Manager taking up the post on 1 December.
  - ARP Committee in September 2013 approved the proposal to rent the campsite out, and for this action to be implemented within the following 2 years. As a result a tendering process was implemented in autumn 2014.
  - Only one tender was received which was turned down, primarily owing to the poor financial implications for the Authority. The main reasons stated for the poor tender return were the necessary TUPE arrangements and the need for capital investment in the campsite facilities.
  - The campsite has historically been run at a trading loss or with a small contribution to full cost recovery and will not make the predicted contribution of £8000 to the budget of Stanage-North Lees in 2014/15.
  - The campsite provides an alternative to wild camping on the Sheffield Moors. It also gives opportunities for engagement with visitors and is core to the delivery of the new Vision for the property with its aspirations for outreach, engagement and visitor giving. It also has the potential to provide an event space for the property.
  - Stakeholders, including Stanage Forum, believe that the campsite should be managed as an integral part of Stanage-North Lees.
  - Options for re-tendering the campsite involve significant HR issues.

## Recommendations

2. 1. That members should consider the options for the future management of North Lees campsite and make a decision about the preferred option after consideration of this Part A report and the Part B report.

<b>Option 1</b>	<b>Close the campsite.</b>
<b>Option 2</b>	<b>Close the campsite early Oct 2015 and re-assess the market and potential investment opportunities.</b>
<b>Option 3</b>	<b>Manage in-house for 3 years with minimal revenue investment then re-assess the market and potential investment opportunities.</b>
<b>Option 4</b>	<b>Manage in-house</b>
<b>Option 5</b>	<b>Manage in-house for 3 years with £60,000 capital investment, then re-assess the market and potential investment opportunities.</b>
<b>Option 6</b>	<b>Manage in-house with £60,000 capital investment, prepare a detailed Business/Mitigation Plan for consideration by ARP Committee in September 2015.</b>

### How does this contribute to our policies and legal obligations?

3. The campsite contributes to all of the four objectives which make up the ‘Welcoming & Inspiring Place’ segment of the National Park Management Plan (W11 – W14). The campsite also contributes to DL3 and DL4 within a ‘Diverse, Working & Cherished Landscape’ and to ES4 within an ‘Enterprising and Sustainable Economy’.

## Background

4. Together with stakeholders a new Vision has been developed for Stanage-North Lees to: ‘Care for, enjoy and promote understanding of the North Lees Estate in a sustainable way which respects and enhances wildlife, heritage and landscape for everyone, forever.’ This vision was endorsed by our Audit Resources and Performance Committee (ARP Minute 54/14 19 Sept 2014). In recognition of the landscape, wildlife and heritage significance of Stanage-North Lees and the desire to achieve exemplary upland land management in terms of both the environmental assets and the recreational resource, the aim is to manage the property in a prudent and business-like fashion to maximise opportunities to deliver National Park objectives whilst minimising costs and with a plan to delivering full cost recovery. The campsite falls neatly within this aim, contributing to the recreational opportunities on Stanage-North Lees, ensuring an alternative to wild camping is available over the whole of the Sheffield Moors, and potentially acting as one of the main mechanism for delivering National Park messages and engagement of visitors. The challenge for the campsite is to maximise these opportunities whilst ensuring a positive financial contribution is made to Stanage-North Lees as a whole.
5. Following recommendations as outlined in the DTZ report and the ARP Report 20th September 2013 (ARP Minute 66/13) tenders were sought for leasing the campsite for a five year term as part of the approved business plan. (The DTZ report was noted by Members at 7th February 2014 Authority Meeting (Minutes 06&08/14) with Management Team response to the DTZ recommendations approved by Members on 23<sup>rd</sup> May 2014 Authority Minute 27/14.) Whilst nine expressions of interest were received only one tender was submitted. This tender was turned down owing to the details of the business plan, with considerable uncertainty over the proposed financial

arrangements which in poor trading years could have involved the Authority in considerable expense, and with no control over capital expenditure and liability. Feedback received for the lack of tenders included the necessary TUPE (Transfer of Undertakings (Protection of Employment Rights) Regulations 2013) arrangements and the outdated campsite facilities. The relatively short term of the proposed lease will undoubtedly have had an impact on the attractiveness of the option. It is worth noting that the DTZ report did not make allowance for the TUPE arrangements when making their recommendation.

6. The Stanage-North Lees Management Plan (2002 – 2012) recognises that the campsite co-ordinates well with other local businesses, is respected in the local community as well as nationally and internationally by its customers, and makes a significant contribution towards education and promoting understanding of visitors to the area. On a day to day basis it is also well recognised as being managed in an exemplary fashion owing to the commitment of the Campsite Warden. The site was first established to provide camping opportunities for visitors in the heart of the Peak District (but with close proximity to Sheffield) and to provide an alternative to wild camping which impacts on the landscape and heritage value of the National Park. The campsite provides a valued National Park experience not only for climbers and cyclists but also for groups including Duke of Edinburgh and school groups (who make up 20% of the campers), low income and disadvantaged families. It is invaluable in giving both National Park and environmental messages directly by the campsite wardens and indirectly through the ethos of the site. The value to the Authority and the National Park is therefore considerably more than financial.
7. There have been considerable fluctuations in the financial performance of the campsite over the last five years relating to summer weather, changes in staff contracts and opening times, and maintenance costs. It has only irregularly made a significant contribution to Full Cost Recovery and the figures for 2014/15 suggest that the campsite will make a small loss rather than reach the planned profit target of £8000. Whilst recognising the difficulties of addressing this situation during the months of January – March we have engaged with the British Mountaineering Council (BMC) to put in place a marketing campaign targeting climbers linked to a discounted rate for BMC and affiliated members. This has the potential to deliver more campers, and so a better financial return, in addition to a proactive and positive relationship with the BMC that should reap benefits for the whole of Stanage-North Lees in the future. An indication of the developing trusted partnership working with the BMC is the donation they have already given us this year for Stanage-North Lees in relation to the BMC event in the summer. Bringing the campsite, campsite staff and the Estate Ranger under the management of Stanage-North Lees has also given us the opportunity to reduce to an absolute minimum the use of casual staff over the winter months by using the Estate Ranger rather than casual staff to cover Campsite Warden absences. Other methods for reducing costs are also being investigated and a marketing plan is under development.
8. In the developing plans for implementation of the Vision for Stanage-North Lees the campsite plays a considerable role. It is the only place on the property where there is direct contact with visitors on a regular basis. The site also has the potential to act as a meeting place for other visitors to the area. This brings considerable opportunities for engagement through events, the distribution of National Park messages and for encouraging visitor giving either financially or through volunteering. In addition the campsite could act as the focus for outreach to the disadvantaged and to groups with disabilities. Opportunities for development of the ranger briefing centre and toilets at Hollin Bank are limited by its location on the fringe of Section 3 Open Access land whereas there is greater opportunity for development at the campsite. The possibility

exists for enhancing the camping experience and providing a venue/meeting place for events. Appendix 1 including Map I describes our aspirations for the campsite within the context of Stanage-North Lees, in more detail.

9. The potential exists for these aspirations to be met through continued direct ownership and management of the campsite or through effective dialogue and agreement with an alternative organisation/individual managing the campsite.

### Proposals

10. Six different options are proposed.

Option 1	Close the campsite
Option 2	Close the campsite early Oct 2015 and re-assess the market and potential investment opportunities.
Option 3	Manage in-house for 3 years with minimal revenue investment then re-assess the market and potential investment opportunities.
Option 4	Manage in-house
Option 5	Manage in-house for 3 years with £60,000 capital investment, then re-assess the market and potential investment opportunities.
Option 6	Manage in-house with £60,000 capital investment, prepare a detailed Business/Mitigation Plan for consideration by ARP Committee in September 2015.

The proposed investment in Options 5 and 6 includes:

- Two new showers within the existing building
- Installing ceilings in the existing toilets/showers to reduce heat loss and make them more welcoming
- Four camping pods
- Development of a robust marketing plan

Feedback from campers and campsite staff indicates that the number of available showers impacts negatively on the camping experience especially at busy times. This may well be having an impact on the number of returning customers and on the campsite's reputation. Diversifying the camping experience by introducing simple camping pods would make the site more attractive to foreign visitors and extend the camping season without significantly changing the character of the site. The DTZ report recommends: 'Consider capital investment at the (camping) sites to diversify the offer, increase revenues and encourage year-round camping.' It specifically recommends considering camping pods.

The advice from the Planning Service is that whilst camping pods would normally be contrary to policy, exceptions may be made where the site is acceptable in landscape terms, as is likely to be the case at North Lees campsite, where a small number of well-located pods may be acceptable.

11. A summary of the impact of the options on the National Park landscape and on our giving, engagement and outreach aspirations is shown in Table 1 with the detail in Appendix 2. The judgement to be made on the preferred option will depend on what weight is given to the financial drivers and what weight to the other drivers described.

Table 1 Summary of expected impacts to the National Park landscape and to opportunities for giving, engagement and outreach.

	National Park Landscape Impact	Impact on relationship with stakeholders/ production of Management Plan	Giving, Engagement and Outreach Impact
Option 1:	High owing to potential for wild camping	High – Unpopular decision	Limited by no camping opportunity although the site could possibly be used a venue for events
Option 2:	Could involve wild camping during closed period	High (Reducing to medium to Low in the future dependant on tenant.)	Limited by the arrangements we can negotiate with the campsite tenant
Option 3:	Could involve wild camping during any closed period	Medium	Limited by poor facilities, insecure future and negotiations with campsite tenant after 3 years
Option 4:	Low - No expected impact	Medium	Limited by poor facilities
Option 5:	Could involve wild camping during re-appraisal period	Medium - Low	Limited by insecure future and negotiations with tenant after 3 years
Option 6:	Low - No expected impact	Low – Most popular decision	Maximises opportunities through direct contact with campers and the development of innovative events and outreach programme based at the campsite.

12. **Financial:**

The financial implications are detailed in the Part B report

13. **Risk Management:**

Appendix 2 addresses risk management in relation to our aspirations for engagement, outreach and visitor giving. With respect to Options 2, 3 and 5 a mitigation plan would be developed to minimise the impacts as far as possible. This would include:

- (i) Considered assessment of the results of any tender process to ensure perpetuation of the ethos of the campsite and a shared vision for the property;
- (ii) Including options for encouraging visitor giving in the leasing arrangements;
- (iii) Including options for National Park for shared engagement and outreach events in the leasing arrangements;

The impact of the options on our financial aspirations is summarised in Table 2.

Table 2 Summary of Financial Impacts

	Most Favourable Financial Impact
Option 1:	High

Option 2:	Very High with an expected positive contribution to the Stanage-North Lees budget
Option 3:	Medium-High
Option 4:	Very Low
Option 5:	Medium
Option 6:	Low

As indicated in Table 2 the results of the appraisal suggest that with Options 4, 5 and 6 there is a high likelihood of full cost recovery not being met within the timescales.

The financial appraisal in relation to options 5 and 6 is based solely on the predicted additional income from 4 camping pods coupled with effective marketing of these.

This financial impact could be mitigated by:

- (i) Further developing and implementing a robust marketing plan. This has already been initiated for this season and could be expected to yield (as yet unquantified) increased visitors/income in future years.
- (ii) Appraising all costs and reducing where possible, including staff costs and in particular staff costs over the winter. In the timescales involved since the North Lees Manager came into post it hasn't proved possible to investigate the majority of these options fully..
- (iii) Implementing an on-line booking system including a deposit system. This is already under discussion. Costs and savings have yet to be identified owing to time constraints and unknown variables.
- (iv) Providing a semi-hard standing for 4 small campervans subject to planning constraints. (Predicted additional income from 2016/17 onwards £2000 plus per annum.)

The objective for developing and implementing a business case for the campsite based on this mitigation plan would be to achieve a Full Cost Recovery enterprise for options 5 and 6.

In addition, we expect that visitor giving originating from the campsite will make a positive (but as yet unknown) contribution to the management of the property. Whilst this might also be possible if the site is run by another person or body, it is likely to be at a much lower level because the site would not be directly associated with the Authority and its work

An evaluation of the performance of the campsite after 3 years would allow us to reduce costs by adopting a revised business plan and/or changing to a different option at this stage if the campsite was continuing to under-perform financially. It would also allow us to build on a "lessons learned" action plan and build on our strengths.

#### 14. **Sustainability:**

Committing to own (either through direct management or a leasing arrangement) an operational campsite at North Lees for the next 20 years gives the opportunity for the installation of a ground source heat pump which will:

- Deliver sustainable energy for the campsite
- Cover the cost of installation (through the tariff) over the 20 year period
- Make estimated energy savings of at least £800/annum



The ground-source heat pump would increase the campsites 'green' credentials potentially allowing it to meet a European Eco-label standard. This would expand the marketing opportunities. However, it is possible that a new owner could also implement the planning permission which has been granted for the installation of the ground-source heat pump.

15. **HR:**

The HR details are in the Part B report.

16. **Communication with Stake-holders:**

The groundswell of opinion amongst the public, as evidenced by those attending the Stanage Forum AGM on 1 November 2014, is that the campsite should be managed by the Authority as an integral part of Stanage-North Lees. This case was also made by the BMC at ARP committee in September 2014.

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

None

**Appendices**

Appendix 1: Stanage-North Lees: Into the Future

Map 1: North Lees Hubs

Appendix 2: North Lees Campsite Option Appraisal: Detail, Risks and Mitigation

**Report Author, Job Title**

Mary Bagley/Rebekah Newman, Assistant Director Enterprise & Field Services/North Lees Manager

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## **STANAGE-NORTH LEES: Into the Future**

The following table outlines initial ideas/proposals for developing Stanage-North Lees according to the principles of the Vision. The contribution that the campsite would make to this is shown in bold. Capital investments are under-lined.

### **Vision**

To care for, enjoy and promote understanding of the Stanage-North Lees Estate in a sustainable way which respects and enhances wildlife, heritage and landscape for everyone, forever.

<b><u>Landscape</u></b>	Existing funds	Possibilities for new External Funding
Further development of conservation measures backed up through agri-environment	In-house	Renewal of agri-environment scheme
Archaeological survey designed to deliver recommendations for people involvement through conservation of features and interpretation		HLF Development phase
Conservation works on Ringinglow Bog including student survey projects	Small scale opportunist works	HLF Delivery Phase
Conservation volunteer action including: - <b>Campsite</b> based working weekends - Using the <b>campsite</b> as the meeting place		HLF Delivery phase
<b><u>People</u></b>		
Improvement works to existing access including footpath access to <b>campsite</b>	Access Funds/Estate & Area Ranger/PPCV	
Disabled Access: - Audit of disabled access and opportunities - Long causeway opportunities (including car parking) - <b>Campsite</b> facilities including <u>disabled toilet/shower/reception</u> and <u>camping pod</u>	Small scale in-house	HLF development phase  "The Big Push" grant to enable access for people with disabilities. HLF Delivery phase
New Access routes e.g. - linking paths through Ridgeway side woods using conservation volunteers in their construction, - open access in woodlands adjacent and close to the <b>campsite</b> These seek to spread the visitor load and engage people in previously un-explored parts of the property	In-house	HLF Delivery phase

<p><b>Interpretation</b></p> <ul style="list-style-type: none"> <li>- Panels in targeted locations using user groups to develop the material. One of these <b>campsite</b> focused and developed with visitors over a series of events</li> <li>- Self-guided trails based on new technology. One, at least of these <b>campsite</b> focussed</li> <li>- Interpretation hub/barn at <u>Hollin Bank Ranger Briefing Centre</u> (with concession)</li> </ul>		<p>HLF Delivery Phase following audit in development phase</p> <p>Veolia</p>
<p>Outreach to disadvantaged and disabled groups targeting Sheffield including:</p> <ul style="list-style-type: none"> <li>- Activity weekends based at the <b>campsite</b></li> <li>- <b>Campsite</b> based events/activities</li> </ul> <p>And including possible construction of <u>multiple-use all-weather shelter/meeting room</u> at the <b>campsite</b></p>		<p>HLF Development phase; Veolia</p>
<p>Events programme including:</p> <ul style="list-style-type: none"> <li>- Open Farm Sunday</li> <li>- Heritage days based at the Hall</li> <li>- Themed weekends at the <b>campsite</b> including Jane Eyre, Robin Hood, Dark Skies, Birds</li> <li>- Programme of walks and talks, a proportion of which will be <b>campsite</b> based or meet at the <b>campsite</b></li> </ul>	<p>Small scale in-house</p>	<p>Larger scale through HLF Development phase</p>
<p><b>Connections</b></p>		
<p>Critical element in Sheffield Moors partnership</p>		
<p>Develop links with foreign towns/organisations/countries developing this based on foreign visitors including climbers visiting the <b>campsite</b></p>	<p>Marketing project</p>	<p>HLF Development phase</p>
<p><b>Resources</b></p>		
<p>Trust</p>	<p>Strategic funds</p>	
<p>Donations, targeting:</p> <ul style="list-style-type: none"> <li>- Car park users</li> <li>- <b>Campsite</b> visitors</li> <li>- User groups e.g. climbing clubs, walking groups</li> </ul>	<p>Branding Project</p>	
<p>Sponsorship, targeting:</p> <ul style="list-style-type: none"> <li>- User Group related facilities including climbing walls</li> <li>- Outdoor shops including <b>camping</b> shops</li> </ul>	<p>In-house</p>	
<p>External funding:</p> <ul style="list-style-type: none"> <li>- HLF</li> <li>- Veolia</li> <li>- Possibly Esmee Fairburn</li> <li>- The Big Push</li> </ul>		
<p>Development of a vibrant farm-based business with an emphasis on exemplary land management, traditional breeds, local produce and farm teas.</p>	<p>In-house</p>	

Please note these are very initial ideas to act as the 'seed' for developing an all-encompassing management plan for Stanage-North Lees

**Appendix 2 North Lees Campsite Option Appraisal: Detail, Risks and Mitigation**

This appendix deals primarily with the non-financial issues.

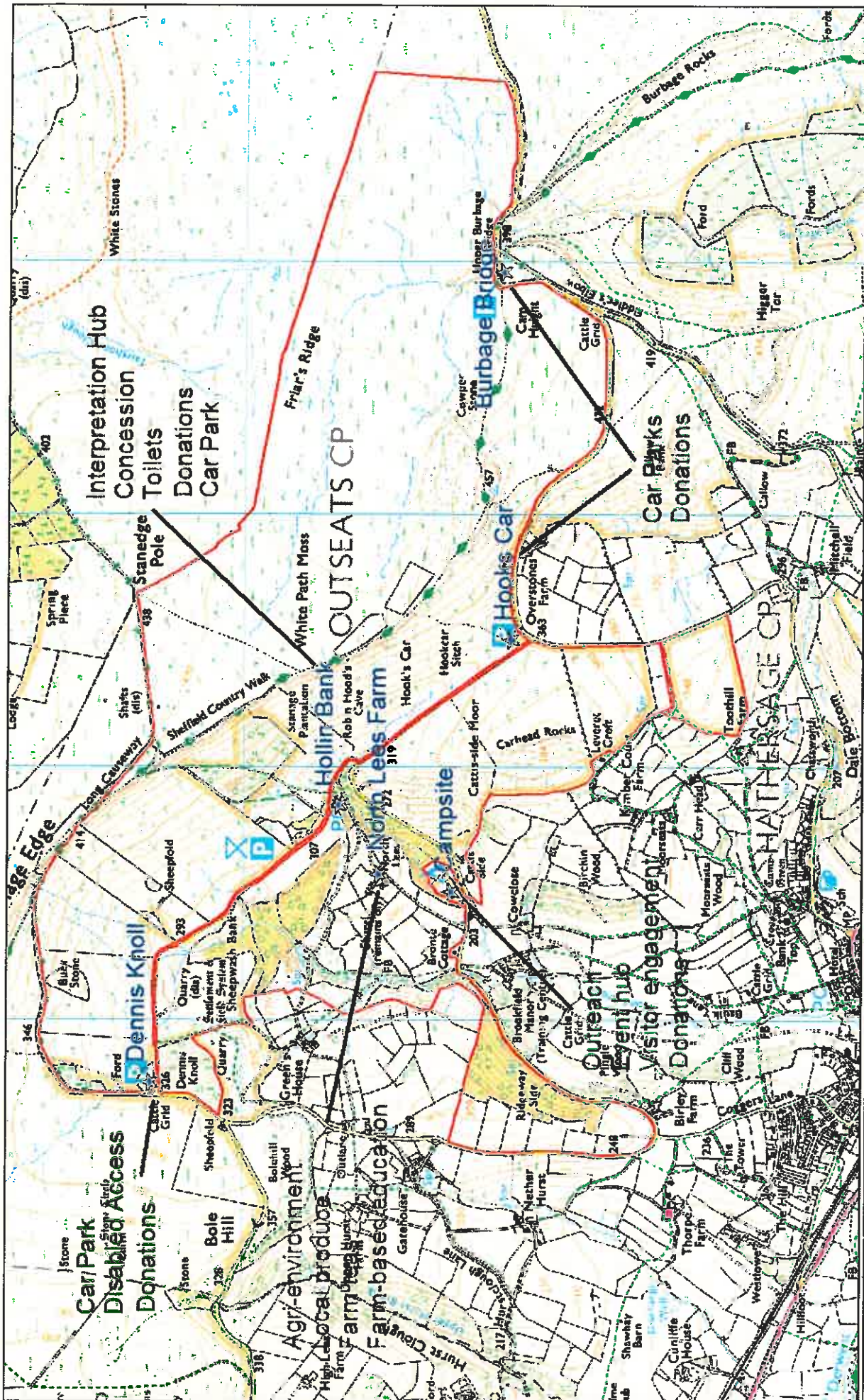
	Option	Risk to implementation of Vision for Stanage-North Lees	Likelihood	Impact	Mitigation proposed
Option 1	Close the campsite	<ol style="list-style-type: none"> <li>1. Relationship with stakeholders including Stanage forum who clearly see a campsite at North Lees as an integral component of the property. This could jeopardise stakeholder involvement in the production and implementation of the Stanage-North Lees Management Plan</li> <li>2. Severely reduced giving opportunities</li> <li>3. Reduced outreach and engagement opportunities</li> <li>4. Landscape implications from wild camping (4540 tents used the campsite in 2014) and staff time in managing this.</li> </ol>	<ol style="list-style-type: none"> <li>1. High</li> <li>2. High</li> <li>3. High</li> <li>4. High</li> </ol>	<ol style="list-style-type: none"> <li>1. High</li> <li>2. High</li> <li>3. High</li> <li>4. High reducing to Medium with effective mitigation</li> </ol>	<ol style="list-style-type: none"> <li>1. Build on the positive relationships already established between critical User Groups and N Lees Manager.</li> <li>2. Maximise giving opportunities elsewhere on the property</li> <li>3. Maximise the outreach and engagement opportunities elsewhere on the property</li> <li>4. Effective sign-posting of campers to other sites; Development and dissemination of Sheffield Moors Partnership approach</li> </ol>
Option 2	<p>Close the campsite early Oct 2015 and re-assess the market and potential investment opportunities.</p> <ol style="list-style-type: none"> <li>1. Install the Ground source heat pump autumn 2015;</li> <li>2. Carry out an appraisal of the improvement works necessary;</li> <li>3. Assess potential for tendering on a long term lease with option for potential lessees or the Authority carrying out the improvements.</li> <li>4. Private operator re-opens the campsite in spring 2016</li> </ol>	<ol style="list-style-type: none"> <li>1. Relationship with stakeholders including Stanage forum who have clearly stated their preference for the campsite to be managed holistically as part of Stanage-North Lees. This is likely to result in a negative approach to the development and implementation of a new Stanage-North Lees Management Plan</li> <li>2. Reduced giving opportunities (A £1 donation from each tent/night using the campsite in 2014 would have brought in an income of £4540 in addition to the possibilities of positive relationships yielding larger donations including legacies.)</li> <li>3. Reduced outreach and engagement opportunities (Campsite visitors – between 8000 and 11000 overreach of the last 4 years - are a core audience but the campsite could also be developed as a venue for additional events/engagement activities targeting other visitors to the area including disadvantaged and disabled people.)</li> <li>4. Wild camping issues limited to winter 2015/16</li> </ol>	<ol style="list-style-type: none"> <li>1. High</li> <li>2. High</li> <li>3. High</li> <li>4. High but only for one winter</li> </ol>	<ol style="list-style-type: none"> <li>1. High</li> <li>2. High reducing to medium with effective mitigation</li> <li>3. High reducing to medium with effective mitigation</li> <li>4. Low in the long-term</li> </ol>	<ol style="list-style-type: none"> <li>1. (i) Build on the positive relationships already established between critical User Groups and N Lees Manager (ii) Ensure a transparent approach in all communication.</li> <li>2. Ensure leasing arrangements with campsite tenant make provision for donations to be made to Stanage-North Lees</li> <li>3. (i) Ensure leasing arrangements with campsite tenant make provision for National Park Authority or shared engagement activities (ii) Maximise opportunities for using Hollin Bank Ranger Briefing Centre as engagement venue. (These are limited by the location on the boundary of the ‘wilderness’ area adjacent to Open Access/Section 3 land.)</li> <li>4. Effective ‘sign-posting’ of campers to other sites. (NB No similar campsites are open in the core winter months.)</li> </ol>

		<p>5. Reduced income over summer 2015 owing to impending closure</p> <p>6. Loss of loyal client base as a result of winter closure and change in campsite staff</p> <p>7. Impact of re-tendering process on time available for North Lees manager to concentrate on implementation of People, Landscape &amp; Connections elements of the Stanage-North Lees vision</p>	<p>5. High reducing to Low with effective mitigation</p> <p>6. Medium reducing to low with effective mitigation</p> <p>7. High</p>	<p>5. Medium in 2015 only and reducing to Low with effective mitigation</p> <p>6. Medium-High (as could result in wild camping and impact on viability of business) reducing to Medium-Low with effective mitigation</p> <p>7. High in 2015/16</p>	<p>5. (i) Effectively support campsite staff (ii) Wide dissemination of appropriate messages to campsite visitors and prospective visitors</p> <p>6. (i) Effective communication and re-assurance with/to loyal clients (ii) Ensure membership options carried forward in lease arrangements</p> <p>7. Consider efficiency and financial implications of involving consultant to implement re-tendering process.</p>
Options 3 and 4	<p>Manage the campsite in-house with minimal/no investment and re-assess management options in 2017 (Option 3) or continue in-house (Option 4)</p> <p>1. Develop &amp; implement robust and targeted marketing plan (given the constraints of no investment)</p> <p>2. Subject to considered appraisal implement on-line booking system.</p> <p>3. Appraise and implement all opportunities for reducing costs including staff costs.</p> <p>4. Subject to re-appraisal in 2017 consider re-tendering (Option 3)</p>	<p>1. Relationship with stakeholders including Stanage forum who have recommended investment in the site in order to maintain and enhance the campsite experience. This could result in a negative approach to the development and implementation of a new Stanage-North Lees Management Plan</p> <p>2. Reduced giving opportunities from a site that could increasingly over time fail to be welcoming owing to the standard of the facilities and consequently could have falling visitor numbers</p> <p>3. Reduced outreach and engagement opportunities on a site with no planned investment</p> <p>If taking up Option 3 re-tendering risks as listed for Option 2 will also apply.</p>	<p>1. Medium</p> <p>2. High</p> <p>3. High</p>	<p>1. High</p> <p>2. Medium</p> <p>3. Medium-High</p>	<p>1. (i) Build on the positive relationships already established between critical User Groups and N Lees Manager (ii) Ensure a transparent approach in all communication. (iii) Ensure stakeholders aware of marketing and positive cost saving exercises</p> <p>2. Maximise giving opportunities elsewhere on the property</p> <p>3. Maximise outreach and engagement opportunities elsewhere on the property</p>

Options 5 and 6	<p>Manage the campsite in-house with £60,000 investment (designed to maximise marketing opportunities, enhance the camping experience and extend the season to reduce winter costs). Re-assess management options in 2017 (Option 5) or continue in-house (Option 6)</p> <ol style="list-style-type: none"> <li>1. Develop and implement robust marketing plan</li> <li>2. Develop and implement on-line booking system</li> <li>3. Appraise and implement all opportunities for reducing costs including staff costs.</li> <li>4. Install 2 new showers and new ceilings in existing toilet blocks (spring 2015)</li> <li>5. Install 4 simple camping pods subject to planning permission (spring 2015)</li> <li>6. Install ground source heat pump (autumn 2015)</li> <li>7. Install semi-hard standing for 4 small campervans subject to planning permission (autumn 2015)</li> </ol>	<p>These options and in particular option 6 allow us to build on the relationships we are already developing with our stakeholders with the aim of producing a robust Stanage-North Lees Management Plan by September 2015.</p> <p>The options and in particular option 6 allow us to maximise the giving, outreach and engagement opportunities on the campsite.</p> <p>Option 6 allows us to include the campsite in discussions with external funders.</p>			
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North Lees 'Hubs'



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