

# Public Document Pack

**Peak District National Park Authority**

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



Our Ref: A.1142

Date: 27 November 2014



## NOTICE OF MEETING

Meeting: **National Park Authority Meeting**

Date: **Friday 5 December 2014**

Time: **10.00 am**

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

JIM DIXON

CHIEF EXECUTIVE

## AGENDA

### PART A

**1 Apologies for Absence**

**2 Chair's Announcements**

**3 Minutes of previous meetings: approve as a correct record** (*Pages 1 - 10*)  
To approve the minutes of the meetings held on 8 September 2014 and 3 October 2014.

**4 Urgent Business**

**5 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.

**6 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.

**7 National Park Management Plan - Report from Advisory Group (AN)** 30 mins  
(*Pages 11 - 44*)  
Appendix A

Appendix B

Appendix C

Appendix D  
8 **Medium Term Financial Planning and 2015/16 Budget Proposals (A137/ RMM )** (Pages 45 - 54) 30 mins

9 **National Park Authority Property Portfolio (RG)** (Pages 55 - 60) 40 mins

10 **Items for approval with no discussion**

The Chair has identified the following item as an item for no discussion unless there is an advance request from an individual Member for a discussion to take place:

1. Constitutional Documents for National Park Enterprises Limited (JBD) Appendix 1 and Appendix 2 (Pages 61 - 106)

11 **Exempt Information S100 (A) Local Government Act 1972**

The Authority is asked to consider, in respect of the exempt item, whether the public should be excluded from the meeting to avoid the disclosure of Exempt Information.

**Draft Motion:**

**That the public be excluded from the meeting during consideration of Agenda Item No 13 to avoid the disclosure of Exempt Information under S100 (A)(4) Local Government Act 1972, Schedule 12A, Paragraph 3: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"**

**PART B**

12 **Appointment of Chief Executive (RMM/TR)** (Pages 107 - 110) 10 mins

**Duration of Meeting**

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

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

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

**Agendas and reports**

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website [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 as 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: National Park Authority Members

Constituent Authorities  
Secretary of State for the Environment  
Natural England

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## MINUTES

Meeting: **National Park Authority Extraordinary Meeting**

Date: 8 September 2014 at 10.30am

Venue: Aldern House, Baslow Road, Bakewell, Derbyshire

Chair: Cllr Mrs L Roberts

Present: Mr P Ancell, Cllr D Birkinshaw, Cllr P Brady, Cllr C Carr, Cllr D Chapman, Cllr C Furness, Cllr D Greenhalgh, Mr Z Hamid, Cllr P Harrison, Cllr Mrs N Hawkins, Cllr A McCloy, Mr G Nickolds, Cllr Mrs K Potter, Cllr Mrs J Twigg, and Cllr D Williams

Apologies for absence: Mrs F Beatty Cllr G Claff, Cllr A Favell, Cllr Mrs H Gaddum, Cllr Mrs G Heath, Cllr H Laws, Ms S McGuire, Cllr S Marshall-Clarke and Ms E Sayer.

## PART A

### 38/14 MEMBERS DECLARATIONS OF INTEREST

There were no declarations of interest.

### 39/14 4 CHIEF EXECUTIVE SALARY REVIEW (A.12001/RMM)

The meeting considered a report from the Director of Corporate Resources asking Members to consider the salary of the Chief Executive post prior to recruitment to the impending vacancy following the resignation of the current postholder.

To facilitate the review the Local Government Association (LGA) had been commissioned to carry out an external independent review which benchmarked the existing salary against the current market to establish the level of remuneration which would attract the best candidates with the skills and experience needed to lead the strategic direction of the Authority and respond to future challenges. Martin Denny from the LGA Workforce Consultancy was present to introduce the report and answer any questions about the recommendations.

It was noted that the Resource Management Team were in the process of developing the 2015/16 budget and the mechanism for funding any increase would be identified as part of this process.

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

**RESOLVED:**

**To accept the recommendation of the independent report in Appendix 1 of the report to place the Chief Executive post on a 3 point salary band from £80,000 to £85,000 subject to a revised role description being approved and being effective from the appointment of the new postholder.**

**40/14 4 RECRUITMENT TO POST OF CHIEF EXECUTIVE(A.12001/RMM/TR)**

The meeting considered the joint report from the Director of Corporate Resources and the Head of Human Resources setting out the proposed recruitment process to be used to appoint a new Chief Executive following the resignation of the current postholder. The process would involve establishing a Member Recruitment Panel, to be chaired by the Chair of Authority, with the aim of making a recommendation on the preferred candidate to the meeting of the Authority to be held on 5 December 2014.

In introducing the report the Director of Corporate Resources proposed that an additional recommendation be added to authorise the Head of Human Resources to put in place appropriate arrangements in the event of their being a gap between the current postholder leaving and the new appointment commencing. It was also proposed that paragraph 10 of the report be amended to suggest that a minimum of 7 Members were needed to run the proposed assessment centre.

During the discussion an amendment to recommendation 2 was moved and seconded proposing that recommendation 2 be amended to add the words "and after appropriate consultation with all Members". The aim of the amendment was to give all Members an opportunity to consider and comment on the revised role description before it was approved. The amendment was put to the vote and approved. It was noted that in order to meet the timescales set out in the report Members would be given a limited timeframe in which to respond to the draft document.

Members also discussed the composition of the Members' Recruitment Panel. A motion was moved, seconded, out to the vote and carried which set the membership at 8 Members with 4 Local Authority Members, 2 Parish Members and 2 Secretary of State Members. In determining the appointments it was agreed unanimously that the current Chair and Deputy Chair of the Authority should be appointed to the Panel. As there were no further Secretary of State nominations it was also agreed that Mr P Ancell be appointed as the second Secretary of State Member. Cllr P Brady and Cllr A McCloy were nominated to the one remaining Parish Member position. Following a vote Cllr A McCloy was appointed to the Panel. Initially five local authority Members, Cllr D Chapman, Cllr D Birkinshaw, Cllr A Favell, Cllr C Furness and Cllr D Greenhalgh were nominated for the four remaining places. But before a vote was taken Cllr D Birkinshaw withdrew his nomination and as there were no further nominations the four remaining Local Authority Members were appointed.

**RESOLVED:**

- 1. That, having noted the resignation of the current post holder, the Authority proceeds to appoint to the full time post of Chief Executive, on an updated role description, at the salary grade agreed in minute number 39/14.**
- 2. That a revised role description be approved by the Head of Human Resources in consultation with the Chair and Deputy Chair of the Authority and after appropriate consultation with all Members**
- 3. That the recruitment process outlined in principle and already started under delegated powers be agreed.**

4. To appoint a Members' Recruitment Panel, chaired by the Chair of the Authority and consisting of a total of 8 Members: 4 Local Authority Members, 2 Parish Members and 2 Members appointed by the Secretary of State as follows:

**Local Authority**

Cllr D Chapman  
Cllr A Favell  
Cllr C Furness  
Cllr D Greenhalgh

**Parish Members**

Cllr A McCloy  
Cllr Mrs L Roberts

**Secretary of State**

Mr P Ancell  
Mr G Nickolds

5. That in the event of a gap between the leaving date of the current Chief Executive and the start date of a new appointment the Head of Human Resources be authorised to approve and implement interim arrangements following consultation with the Chair and Deputy Chair of the Authority.

The meeting ended at 11.35am.

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## MINUTES

Meeting:	<b>National Park Authority Meeting</b>
Date:	3 October 2014 at 10.00am
Venue:	Aldern House, Baslow Road, Bakewell, Derbyshire
Chair:	Cllr Mrs L Roberts
Present:	Mr P Ancell, Mrs F Beatty, Cllr D Birkinshaw, Cllr C Carr, Cllr D Chapman, Cllr G Claff, Cllr Mrs H Gaddum, Cllr D Greenhalgh, Mr Z Hamid, Cllr P Harrison, Cllr Mrs N Hawkins, Cllr H Laws, Cllr A McCloy, Ms S McGuire, Cllr S Marshall-Clarke, Mr G Nickolds, Cllr Mrs K Potter, Ms E Sayer (from 10.20am), Cllr Mrs J Twigg and Cllr D Williams
Apologies for absence:	Cllr A Alexander, Cllr P Brady, Cllr A Favell, Cllr C Furness and Cllr Mrs G Heath.

### PART A

#### 41/14 CHAIR'S ANNOUNCEMENTS

The Chair and the Chief Executive had attended the Dowager Duchess of Devonshire's funeral on the previous day. The meeting held a minute's silence as a mark of respect.

The Chair reported that she had attended a Mosaic celebration event on the previous Saturday. The Chair explained the background of the Mosaic group and how it encouraged Black Minority Ethnic groups to enjoy the National Parks. The event was to celebrate community Champions and that Peak District Mosaic group had now decided to gain independent status as a charitable organisation. Neil Moulden, Chief Executive Officer of Derbyshire Dales CVS was assisting the group of trustees with the transition. The Authority will also continue to support and help the group as much as it can. At the event certificates and badges were presented to long standing Champions, including Authority Member Zahid Hamid who had worked tirelessly with the national Mosaic project. The Hindu Samaj cultural group of Sheffield presented a lovely picture to Authority Rangers and to the Chair as mementos of the 'Elephant in the Park – Storytelling guided walk'. The group had worked with Rangers to organise the walk for the past 3 years.

#### 42/14 MINUTES

The minutes of the meetings held on 4 July and 8 September were approved as correct records.

#### 43/14 MEMBERS DECLARATIONS OF INTEREST

##### Item 7

- Cllr D Greenhalgh, personal interest as a member of the Peak District Local Access Forum and as Chair of the High Peak and Hope Valley Community Rail Partnership
- Cllr A McCloy, personal interest as he co-wrote a cycling website
- It was noted that all Members had received an email from Cllr P Brady

##### Item 8

- It was noted that all Members had received correspondence from Andy Tickle of Friends of the Peak District and CPRE and from Mr J Youatt
- Cllr Mrs K Potter, personal interest as a member of CPRE

##### Item 9

- It was noted that all Members had received correspondence from Andy Tickle of Friends of the Peak District and CPRE and from Mr J Youatt
- Cllr Mrs K Potter, personal interest as a member of CPRE

#### 44/14 7. WIDER PEAK DISTRICT CYCLE STRATEGY (EF)

The Assistant Director, Policy and Partnerships, introduced the Chair of the Strategic Cycling Group, Matt Easter, who was present at the meeting. It was noted that Mr Easter was also the Regional Director of Sustrans. Mr Easter introduced the strategy explaining how it had developed and what the strategy would enable. He emphasised the need to move ahead by delivering the strategy action plan.

The Transport and Climate Change Policy Manager then explained more of the background to the strategy, the involvement of partners and reporting to Members. She emphasised that delivery of the action plan would mainly be by Highway Authorities. It was noted that a further report regarding the recreation hubs would be made to Members in the near future.

The recommendation as printed in the report was moved and seconded. However some Members were concerned that different expectations needed to be addressed and consultation should take place on proposals in the action plan. Officers stated that consultation would be done by the partners responsible for implementing the actions; the concerns raised by Members would be passed on to the local advisory group. Cllr Mrs Gaddum was concerned that she had not been contacted by officers regarding the situation at Cheshire East, it was agreed that officers would now discuss the issue with her. Concern was also expressed about the use of the word 'final' in recommendation 1 with regard to both the strategy and the action plan.

Therefore it was agreed to amend recommendation 1 by splitting it into 2 parts and amending the wording relating to the action plan to state 'The Authority approves the Wider Peak District Cycle Action Plan, at Annex 2 of the report, subject to further consultation and engagement with local communities on specific schemes by the lead bodies'.

Concern had also been expressed about health and safety issues regarding tracks being used by a variety of different users and that these had not been addressed adequately in the strategy or action plan. Therefore it was agreed that officers would report Members' concerns regarding health and safety back to the Wider Peak District Cycle Steering Group.

The amended recommendation 1 together with recommendations 2 and 3 as printed in the report were then voted on and carried.

**RESOLVED:**

1. a.) **The Authority approves the Wider Peak District Cycle Strategy, at Annex 1 of the report, as the final strategy**  
b.) **The Authority approves the Wider Peak District Cycle Action Plan, at Annex 2 of the report, subject to further consultation and engagement with local communities on specific schemes by the lead bodies.**
2. **The Authority asks the Wider Peak District Cycle Steering Group to oversee, update and report on progress on the Action Plan, with periodic update reports to be taken to Members at appropriate times.**
3. **The Authority thanks partners for all their work to date on the strategy.**

*The meeting adjourned at 11.05am for a short comfort break and reconvened at 11.10am.*

**45/14 8. CLIMATE CHANGE IN THE PEAK DISTRICT NATIONAL PARK (EF)**

The Transport and Climate Change Policy Manager introduced the report which gave a general update on policy and actions related to climate change in the Peak District National Park. The report was prompted by the first part of a motion presented to the Authority meeting in May this year by Cllr A McCloy.

Cllr McCloy appreciated the report and stated that it was clear the Authority was doing things in relation to climate change but that more could be done. He put forward the following 4 ideas for consideration which he stated tied in with the National Park Management Plan objective 4:

- Temporary resources for farmers – why are farms not acting? What are the barriers for them? The Authority needs to find out.
- The Learning & Development Team could review the Authority's climate change message. Need to make sure the message is taken to all.
- Do more to help communities move to the goal of a low carbon National Park. Could the Authority run its own Sustainable Development Fund funded by sponsorship/donations from businesses?
- Carbon budgeting – a carbon budget was done for the Authority's offices so the Authority's estates could now be considered eg Warslow.

Members debated the report and Cllr McCloy's 4 points. The Chair stated that any further suggestions on the issues should be sent to Cllr McCloy.

**RESOLVED:**

**That Members note the report.**

**46/14 9. CONSIDERATION OF MEMBER MOTION TO REVIEW CORE STRATEGY POLICY CC2 LOW CARBON AND RENEWABLE ENERGY (A.6101/BJT)**

The Director of Planning and the Policy Planning Manager introduced the report of the officer assessment into the need for formal review of Core Strategy Policy CC2, following the motion by Cllr A McCloy presented to the Authority meeting in May this year. The report stated that there was no immediate need for a review.

The following spoke under the public participation at meetings scheme:

- Mr J Youatt

Most Members were supportive of the report and the recommendations as set out in the report were moved and seconded. An amendment to the motion that a review be carried out was proposed but as this would negate the motion on the table it was not seconded. The motion was then voted on and carried. Cllr Mrs K Potter requested that her vote against the motion be recorded in the minutes.

**RESOLVED:**

1. That there remains no immediate need to review policy CC2
2. That officers complete the professional design stage of the Supplementary Planning Document
3. That the additional words set out at paragraph 37 of the report are shared with key stakeholders and then inserted into the SPD prior to completion of the new design; and
4. That once agreed the new wording at paragraph 37 of the report is placed beside the Core Strategy on the website for the avoidance of doubt in understanding the intent of policy CC2.

**47/14 10. DELEGATION TO OFFICERS: REVIEW OF MINERALS PLANNING PERMISSIONS (A651 / JB/DGB/JS/JEN)**

Members considered a report to change the scheme of delegation in Part 7 of Standing Orders, which sets out the delegation of powers to officers, in relation to planning matters and specifically with regard to the process for the review of mineral planning permissions.

In response to Members' queries the Director of Planning clarified that the delegation referred to consideration of whether or not a review of a mineral planning permission was needed. If officers thought that a review of a mineral planning permission was needed then a report would be made to the Planning Committee.

The recommendation as set out in the report was moved and seconded. This was then voted on and carried.

**RESOLVED:**

1. To note the revised statutory framework for reviews of minerals planning permissions.
2. To delegate authority to the Chief Executive to serve written notice on owners of land or the operator, for submission of new conditions.
3. To delegate authority to the Chief Executive to determine, in respect of periodic reviews of minerals planning permissions:-
  - a. whether or not the Authority will carry out a first, second or subsequent periodic review and to set the dates for that review,
  - b. whether it is expedient to treat as a single site for the purposes of the review, the aggregate of the land to which two or more mineral permissions relate,
  - c. requests for postponement of minerals reviews,
  - d. whether or not to extend the period for submission of a new Environmental Statement, and
  - e. reviews where no Environmental Statement is required (subject to consultation with the Heads of Law and Finance in cases it is proposed

to apply conditions which are different from those applied for and the effect of the new conditions, except insofar as they are restoration or aftercare conditions, is to restrict working rights in respect of the site)

**48/14 11. POLICY ON WORKING WITH BUSINESSES, ORGANISATIONS, INDIVIDUALS AND GROUPS OF INDIVIDUALS ON SPONSORSHIP, PHILANTHROPY AND LEGACIES (JBD)**

The Chief Executive introduced the report which outlined the rationale for the Authority to adopt a policy on receiving gifts in the form of sponsorship or partnerships with business and philanthropic gifts from individuals or communities with effective due diligence.

Members debated the report and the recommendations as set out in the report were moved and seconded, with Ms Emma Sayer proposed as the member of the Due Diligence Panel. Members commented that careful judgement would need to be made regarding possible partners, in particular it was noted that paragraph 5 of Appendix 2 would need careful consideration. The Chief Executive stated that these issues would be looked at by the Due Diligence Panel.

The motion was then voted on and carried.

**RESOLVED:**

- 1. The policy on Working with Businesses, Organisations, Individuals and Groups of Individuals on Sponsorship, Philanthropy and Legacies in Appendix 1 of the report be adopted.**
- 2. Ms Emma Sayer is appointed as a Member to the Due Diligence Panel as at paragraph 3.4 of the policy and that attendance is an approved duty.**
- 3. Members note the National Parks UK Draft Sponsorship and Ethics Policy in Appendix 2 of the report.**
- 4. Endorse this Authority's aspirations that the UK programme of fundraising for national parks be developed over time to grow in scale and scope beyond its currently limited commercial sponsorship programme.**

**49/14 12.1 MEMBER LEARNING AND DEVELOPMENT ANNUAL REPORT (A.111/RC)**

**RESOLVED:**

- 1. That the proposed Member learning and development events programme for January to December 2015 at Appendix 1 of the report be agreed.**
- 2. That Member learning and development activities continue to be recorded in terms of hours and include personal learning and development by Members outside of events organised by the Authority, with the target of 20 hours per Member in every 12 months.**

The meeting ended at 12.40pm.

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**7. NATIONAL PARK MANAGEMENT PLAN – REPORT FROM ADVISORY GROUP (AN)**

**Purpose of the report**

The purpose of this report is to present findings from the National Park Management Plan (NPMP) Advisory Group based on performance from Spring 2013 to Autumn 2014, and to seek approval to make amendments to the online NPMP as a result of the conclusions and recommendations of the NPMP Advisory Group. The report also presents Advisory Group's delivery recommendations for the NPMP until March 2016.

**Key issues**

- **Good progress has continued during the second year of the NPMP, and further activity has been planned to take us up to 2015/16.**
- **Special emphasis during 2014 has been on the Inspiring Generations signature, including screening of 'Project Wild Thing' to Advisory Group members, and the set-up of a cross partnership Inspiring Generations steering group.**
- **The annual NPMP conference was themed around encouraging more children and young people to be independently active in the outdoors. Inspiring Generations was also the topic of the Duke of Devonshire's plenary speech to the conference.**
- **The five signatures programmes are still considered relevant and useful ways of delivering the management plan, but some efforts have been made with community and resident organisations to widen the focus of the Community Led Planning signature.**
- **Peak District transport budget pressures have highlighted the critical state of rural transport. Advisory Group is looking for ways to lead on advocacy, and begin to respond with alternative thinking on sustainable transport.**

1.

**Recommendations**

1. **Receive the summary report of performance made on the NPMP from Spring 2013 to Autumn 2014 (as set out in Appendix a) and note the progress and actions to address underperformance.**
2. **Agree the recommended NPMP delivery plans from April 2015 to March 2016 (as set out in Appendix b).**
3. **Agree the amendments to the on-line NPMP (as set out in Appendix c) and delegate responsibility to the Chief Executive to oversee the amendments to the on-line NPMP, in line with the recommendations of the Advisory Group and in full consultation with the Chair of the NPMP Advisory Group**

2.

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

The NPMP - Partnership for Progress - is the over-arching strategic plan for the national park and central to the future of the park. It sets the long term vision for the national park (up to 20 years) and aims to guide policy over this time, indicating how purposes and duty will be delivered through sustainable development. The Authority has a statutory requirement to produce a NPMP and review it every five years.

### **Background**

3. In March members of the Advisory Group were invited to a screening of Project Wild Thing, and a lively post film discussion resulted in the decision to look at the Inspiring Generations signature more closely in 2014. This coincided with the successful set-up of an Inspiring Generations Steering Group to co-ordinate activities, with membership from Sheffield University, National Trust, Severn Trent Water, Staffordshire, Sheffield and Derbyshire Wildlife Trusts, and the RSPB.

4. In response to some members' concerns that the Community Led Planning signature has now delivered many of its objectives, efforts have been made during the summer to consult on how to widen the focus of the signature. A focus-group type workshop was held with community organisations in September, and a similar activity was held at the Parishes Day in October. More in depth consultation with residents and communities to better understand their needs will take place during the review the NPMP which will begin next year, starting with specific questions about the needs of communities in the next Resident Survey, due late in 2015.

5. In July a progress report identifying any issues and opportunities was considered by the NPMP Advisory Group, and circulated to all partners for consultation before the annual conference.

In summary:

- 77 activities were complete, or on track for completion.
- 17 activities were delayed in starting, had changed priority or were behind schedule.
- 2 actions have been cancelled.

The Chair of Advisory Group will outline some of the key achievements and outstanding issues when presenting this report to Authority. A full report can be found in Appendix a.

6. In October the annual NPMP conference was themed around encouraging more children and young people to be independently active in the outdoors. At the event, the Duke of Devonshire gave the plenary talk on the meaning of Inspiring Generations from the perspective of the Chatsworth Estate, explaining how although the house and estate were conceived as architectural extravaganzas to reflect the wealth and power of the Cavendish family, Chatsworth is now all about the place itself, and the people who come to visit it. Customer surveys have revealed that what people who visit most value about Chatsworth is the landscape. The Duke went on to describe the relationship between the national park and the estate, "And thank goodness for the national park...without it, the landscape around Chatsworth would have been spoiled if not wrecked. The influence of the national park, and its Authority is a big part of the success of Chatsworth."



7. Whilst considering the progress of the previous year and the new pressures and drivers of change the Advisory Group considered that one of the more significant issues facing the national park is the potential impacts of increased transport budget pressures. This situation has highlighted the critical state of rural public transport. Advisory Group is looking for ways to lead on advocacy and begin to respond to the implications of budget cuts. The group will meet with wider partners in early 2015 to discuss how it might explore new ways forward, advocate for changes and champion commercially successful opportunities that meet the needs of visitors and communities.

8. **Proposals**

The NPMP Advisory Group recommends:

Adoption of detailed delivery plans for the period ahead up to March 2016, that partners have agreed to work on together, with milestones for delivery, based on conference outputs, as outlined in Appendix b.

Inclusion of 1 new aim and merging of 7 aims into 3 aims, removal of two aims and inclusion of additional new drivers of change in the online NPMP as outlined in Appendix c.

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

9. **Financial:**

None

10. **Risk Management:**

The NPMP performance management framework escalates any risks to Advisory Group and to Authority on an annual basis.

11. **Sustainability:**

The NPMP plays a central role in indicating how achieving national park purposes and duties will be delivered through sustainable development, and in doing so provides an overarching framework for all National Park Authority policy

12.

**Consultation** : Chair of NPMP Advisory Group, Chief Executive, Director of Planning, Assistant Directors, Lead Officers

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

**Appendices –**

Appendix a

Appendix b

Appendix c

Appendix d

**Report Author, Job Title**

Amanda Nevett, Policy Programme Manager

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**Appendix A**

**Peak District National Park Management Plan – Progress on Signatures**

**Report on Performance from April 2014**

This document provides an update on what has been happening since April 2013 under each of the five Peak District National Park Management Plan Signatures agreed by Advisory Group in 2012. Lead partners have provided updates on progress against the actions they had agreed to deliver during the year.

In summary:

- 77 Activities are on track or complete
- 17 Activities were behind schedule, late in starting or had priorities changed as of March 2014
- 2 actions have been cancelled

<i><b>Environment Open for Business</b></i>	<i><b>Destination Pedal Peak District</b></i>	<i><b>Better, Bigger, more Joined Up</b></i>	<i><b>Community Led Planning</b></i>	<i><b>Inspiring Generations</b></i>
1.1	13.1	19.1	32.1	44.1
2.1	13.2	20.1	32.2	44.2
2.2	13.3	20.2	32.3	44.3
3.1	14.1	20.3	33.1	44.4
4.1	15.1	20.4	34.1	45.1
5.1	15.2	20.5	35.1	45.2
6.1	15.3	20.6	35.2	46.1
6.2	15.4	21.1	36.1	46.2
6.3	15.5	21.2	36.2	47.1
7.1	16.1	21.3	36.3	48.1
7.2	17.1	22.1	37.1	48.2
8.1	17.2	22.2	38.1	49.1
9.1	17.3	22.3	39.1	49.2
10.1	18.1	22.4	40.1	49.3
10.2		22.5	41.1	50.1
11.1		23.1	42.1	51.1
12.1		24.1	42.2	51.2
		25.1	42.3	52.1
		26.1	43.1	53.1
		26.2		
		26.3		
		27.1		
		27.2		
		28.1		
		29.1		
		30.1		
		31.1		

For more information on delayed and cancelled activities, see Appendix d.

## **Peak District National Park Management Plan – Progress on Signatures**

### **Report on Performance from April 2014**

#### Signature 1: An Environment Open for Business

- Rollout of superfast broadband by BT and local councils has started, with a number of Peak District towns and villages benefitting during 2014, and more to be connected during 2015. The National Park Authority is now working with BT to ensure any new infrastructure is implemented in a way which is sympathetic to the historic characteristics of settlements and the landscape. We are also continuing to ensure the importance of superfast broadband is recognised for the remaining residents and businesses of the Peak District not covered by BDUK funded rollout, including working with the Mobile Infrastructure Project.
- The Business Peak District prospectus was launched in December 2013, and aims to attract business and investment into the area based on its special qualities. Building on this, a Peak District economic evidence base has been put together, as the first stage of an ‘Enterprise Peak District’ package of investment. This will help ensure that the Peak District puts forward a strong and consistent set of interventions to all Local Enterprise Partnerships.
- Our response to Climate Change continues through carbon reduction demonstration projects on PDNPA owned properties such as Big Fernyford Farm, whilst through pre-application advice and information we will enable others to take action to reduce their greenhouse gas emissions. The number of planning applications that incorporated energy efficiency and micro-renewables proposals increased from 15% to 41% in 2013/14. A launch of a re-designed Climate Change and Renewables Supplementary Planning Document later this year will encourage even more ‘green’ planning applications in future years. We are also working more closely with the Derbyshire and Staffordshire Climate Change Forums in an effort to achieve more in partnership through 2015 and beyond. The National park Authority has committed to signing the Derbyshire Climate Change Charter.
- Visit Peak District & Derbyshire have been working with a panel of industry experts, Business Peak District and the National Park Authority to create a useful on-line ‘brand toolkit’ which can be used to promote businesses and organisations in the area. The idea is to raise recognition of the Peak District brand by consistent and sustained promotion of the Peak District as a special place to visit, both online, in the press, and in day to day business. The more recognisable and valuable the brand becomes, the more it can help to sell products and services, creating more interest for businesses in the marketplace in which they operate.
- During 2013/14, over 400 businesses were supported by environmental grants, advice and programmes of work by the National Park Authority and Business Peak District partners. The focus for 2014/15 will be on further support events emphasising the ‘Inspired by the Peak District’ brand. Over 50 businesses have now signed up to the ‘Inspired by the Peak District’ brand.

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- Although 12 new businesses signed up to the Peak District Environmental Quality Mark during 2013/14, the total number of EQM businesses declined by 1 from 65 to 64. Reasons included retirement, not wanting to pay the fee, non-compliance or planning enforcement issues. Due to reductions in capacity, case studies to raise awareness and highlight benefits to other businesses and individuals have not been produced as originally planned. It should be noted that EQM now operates on 50% of the resource it enjoyed a year ago, but is still remaining financially viable.

### Signature 2: Destination Pedal Peak District

- Works are underway in delivering the key routes within the Pedal Peak District phase 2 project - extending links to Sheffield, Barnsley, the Hope Valley, Stoke & Staffordshire, Matlock and Buxton. Work can already be seen 'on the ground' between Hathersage and Bamford, with construction of an improved segregated cycleway. A number of grants have been awarded to communities who are promoting and providing facilities to complement cycling as part of the wider project, for example 'Cycle Bamford', the Lido café in Hathersage and Bradfield post office and café.
- The Wider Peak District Cycling Strategy was published in October 2014, after final consultation during the Spring. The strategy outlines our ambition for cycling in the wider Peak District, building on existing plans, working together to gather evidence, and sourcing funding to grow the benefits of cycling. The Plan looks ahead, and aims to further strengthen the Peak District's position as a premier world destination for cycling.
- 2014 was another fantastic 'Summer of Cycling' in the Peak District, with over 100 local events, punctuated by two internationally renowned cycling events taking place. A successful first L'Eroica event was supported by a host of local public and private sector partners, and received excellent reviews from the press and the public. The world famous Tour-de-France passed through 14 miles of the northern Peak District, including the gruelling Holme Moss climb, on 6 July 2014, and was the result of a huge collaboration between Local Authorities, DMPs, volunteers, and provides a great opportunity to showcase the Peak District to the world.
- An audit of key 'recreation hubs' in the national park was undertaken in October 13, with close collaboration with Rangers. The purpose of this audit was to look at basic infrastructure, signage, facilities, and potential risks and opportunities for developing key visitor sites around the National Park in a sustainable way. This is informing Development Management Policies for recreation hubs and informing new on-site branding.
- The Peak District Tourism strategy got off to a good start with a wide range of partners early in 2013. An opportunity arose to work on a D2N2 commissioned tourism study which has

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### **Peak District National Park Management Plan – Progress on Signatures**

#### **Report on Performance from April 2014**

now concluded, and will underpin the visitor economy growth work for the Peak District and Derbyshire. This links directly to projects which are in the Enterprise Peak District package.

- The many activities under the Destination Pedal Peak District signature will also help make the Peak District a UK centre for Health and Wellbeing. Whilst this is an ambitious long term goal, and a relatively new concept for the National Park Authority and partners, we believe the Peak District is well placed to fulfil this role, and can help drive and deliver regional and national targets to improve the mental and physical health of the population.
- A successful initiative between TM Travel and Chatsworth offering reduced entry for bus passengers was established this year, which could provide a foundation for developing an attractive branded bus service as an attraction in its own right. However, funding is extremely limited, and compounded by the lack of resource for the 'Peak Connections' project and cuts to bus subsidies.
- Sustainable travel in and around the Peak District is an issue that we need to explore further. There is very little resource to deliver the aims and ambitions of the Peak Connections project to improve public transport access and opportunities around the Peak District. This is an area that could do with some significant development, as there is the potential not only to link some of the best attractions, destinations and communities in the Peak District, but also to create an attraction in its own right, such as the successful New Forest Tour.

#### Signature 3: Better, Bigger and More Joined Up

- Moorland restoration and management work continues through the Moors for the Future Partnership, and the National Trust Upland Vision, focusing on stabilising important carbon stores within peat and soils. During 2013/14 Moors for the Future raised and invested £4.7 million in the Moorland Landscape, and is on track to achieve £4.9 million in 2014/15. The partnership is also focussing on woodland restoration around the Dark Peak and Derwent Valley catchment. The Clough Woodland project, which is the largest area of upland woodland grant scheme in the country, is being expanded whilst other projects are successfully enhancing and restoring woodland elsewhere in the Peak District. A further example is the Dane Valley Diamonds project which includes partners such as Natural England, Forestry Commission, and the Woodlands Trust.
- Complementing this work, the Environment Agency funded Water Catchment Restoration project is on track for completion by March 2015, with over 250ha of catchment moorland having received initial treatment, and all planned gully blocking completed. It is likely that a bid will be made by the National Park Authority and the National Trust to continue this work beyond 2015.
- There are significant landscape-scale estate management projects throughout the Peak District which help conserve the special qualities of the national park. Notably, the Sheffield Moors Master Plan was published in January 2014 and sets out a partnership approach of

## Peak District National Park Management Plan – Progress on Signatures

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both public sector and charitable organisations to managing 56 sq km area of nationally and internationally important moorland for the next 25 years. The National Park Authority has worked with users and stakeholders to develop a new vision as the basis for an updated management plan for the Stanage and North Lees estate, which forms part of the wider Sheffield Moors area. The new management plan will aim to achieve full cost recovery, and facilitate better investment in conservation and maintenance of natural and recreational assets.

- After laying firm foundations with partners, businesses and organisations in 2013, the Peak District Local Nature Partnership was recently awarded 2.5 million by the Heritage Lottery Fund for a South-West Peak Landscape partnership scheme. The scheme will include habitat restoration and creation, priority species conservation, and integrating cultural heritage and benefits for communities. The Local Nature Partnership remains watchful regarding the appearance of ash dieback within the Peak District area. There remain no reports of the disease within the national park.
- English Heritage has funded novel research managed by John Barnatt, Senior Survey Archaeologist for the Peak District National Park Authority, into the significance of Ecton Mine, an internationally significant (SSSI) mining site dating back to the Bronze Age. This work has brought together surveys of both surface and subterranean evidence. A major monograph, [\*Delving Ever Deeper: The Ecton Mines Through Time\*](#), presents this research. Wider conservation work at the Ecton Hill site involving National Trust, Natural England, the Ecton Mines Educational Trust and the Ecton Field studies association, is seeing restoration of the pump house and surrounding land. The site provides a fascinating insight into historic mining for people of all ages, and is a great example of positive partnership working in the Peak District.
- Partners have represented the profile and interests of local farmers and land owners at a national level to help influence reform of the Common Agricultural Policy, ensuring that the Peak District's voice is heard beyond the national park. More locally, we promote the Peak District Land Management Advisory Service to support and advise farmers on grants and land management. 56 Higher Level Agri-Environment Schemes have been brokered during 2013/14. 122,000ha (85%) of national park land is now covered by agri-environment schemes representing a 1.8% increase on the previous year.
- Links have been re-established between Derbyshire Climate Change Group and National Park Management Plan, and additional staffing resource has been secured to tackle climate change work within the national park.
- A Moors for the Future model estimates that the benefit of peatland stabilisation in terms of avoided carbon loss could be up to 833 tonnes per sq. km per year. This is predominantly through avoided loss of carbon, primarily as a result of the re-vegetation of bare peat and blocking erosion gullies reducing particulate organic carbon losses by 97%. A business case is being assessed for a carbon budgeting model at National Park Authority owned Warslow

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Estate, which if successful could be used to as a low carbon demonstration from March 2015.

### Signature 4: Community Led Planning

- Neighbourhood area designations, which are the first stage of the process, have been undertaken by Chapel, Whaley, Hartington, Bradwell and Bakewell. Bakewell are also working closely with Policy Planners to help with the detailed Development Management Plan policies for Bakewell.
- The High Peak Borough Council Housing Enablement project has been successfully working with local communities to assess demand for local housing, and improve local housing allocation. The project will also help determine whether the capacity for development laid out in the National Park Authority's planning strategy can be delivered. Housing needs surveys have been completed in Hayfield, Castleton, Hope and Bamford, and discussions with the community are taking place (or will take place in the near future) to discuss potential sites, and overall capacity for development.
- The Staffordshire Moorlands Community Engagement project has provided advice and support to help communities deliver local projects. It has engaged Parish Councils and communities that lie both within the National Park and those that lie along its border. The project liaises closely with the Churnet Valley Local Landscape Partnership to deliver cross boundary community activities which enhance the special qualities of the national park and also promote a high quality of life for communities in local villages.
- Increasingly, local people are encouraged to help shape the places in which they live. There are many ways in which people can become involved in planning their communities, but as every community is different there are many techniques that can be applied to address the various issues they might face. We have developed a 'menu' of options including neighbourhood planning, village plans, and information on planning policies and documents that are useful in helping individuals decide which is right for their community. The menu is available online at [www.peakdistrict.gov.uk/planning](http://www.peakdistrict.gov.uk/planning)
- The recently introduced Climate Change and Sustainable Buildings Supplementary Planning Document is now being widely considered by planning applicants prior to submission. Evidence shows that 41% of planning applications consider and incorporate energy efficiency and micro-renewables proposals. The document is being redesigned to make it more attractive and easier to use, which should help achieve a target of 60% consideration and incorporation in planning applications.
- The National Park Authority planning service continues to improve engagement with communities and businesses on planning matters through quarterly bulletins to Parishes



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and developers, and regular meetings with Parishes, the Parishes Forum, and developers. The Localism Act and Neighbourhood planning are fundamental elements of this engagement.

- A Heritage Lottery bid focussing on the impacts of World War 1 on the national park landscape was submitted in December 2013 but failed to attract funding. A revised bid will be submitted in January 2015 to a specific World War 1 fund, and focussing on landscape change, using national park visitor centres.
- The majority of the actions on this Signature have now been delivered. Some partners feel the focus of this Signature in next 2 years should now go beyond the useful but narrow scope of 'Community Led Planning', and tackle some of the other aspects of maintaining thriving and vibrant communities as described in the National Park Management Plan. Work to refresh this signature has begun, and consultation workshops taking place with Parishes and local community organisations.

### Signature 5: Inspiring Generations

- The Peak District Youth Forum has been established for 13 to 25 year olds who want their voices heard on national park issues. Terms of reference for the Youth Forum were agreed in July, although the group decided not to have a formal constitution. The Forum will meet 4 times per year, with a residential weekend event each Spring. Feedback so far has been very positive. The Forum is developing a social media campaign and web page, and exploring training and shadowing opportunities for those keen to be more involved in the national park. It has also worked with the National Park Authority to produce a short film aimed at teenagers which promotes sustainable visiting. The film is called #Do This and can be found on the Authority web site as well as YouTube.
- The Peak District Inspiring Generations group is now well established, having met three times in the past year with representation from National Trust, Severn Trent Water, Staffordshire Wildlife Trust, RSPB, MOSAIC, Derbyshire Wildlife Trust and PDNPA. The group has focussed on 'cradle to grave' initiatives that organisations in the national park run to engage people in outdoor activity. The group is also aiming to forge stronger links to Public Health boards, and is posing some key questions regarding barriers to independent mobility, and the role of outdoor activity in providing opportunities that balance the rights of children with the need for health and safety.
- The Inspiring Generation group have an ambition is to provide one million new opportunities across the Peak District. A sub group is looking at national funding to develop clear strategic direction as well as implementation of a range of mini-programs. The larger Inspiring Generations group would then build on this work, and seek wider funding from a national

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source, such as HLF or Reaching Communities, to roll out a large-scale project which would also draw on the successes of the Stepping Stones to Nature project.

- The number of National Park Volunteers has continued to increase, with too many examples of conservation work across the national park to list. 8,387 volunteer days were organised or supported by PDNPA during 2013/14, and the number of days attended by under-represented groups was 1,917 – exceeding our target of 1,900 annually.
- Partners, including Derbyshire Wildlife Trust, Sheffield Wildlife Trust, Derby University, National Trust, RSPB and Derbyshire County Council have organised four screenings of the film ‘Project Wild Thing’ followed by workshops on how to work with families to encourage unstructured play in the national park. Additionally, a screening of the film to Advisory Group in March highlighted a shared aspiration to target all school age children within a specific radius with a national park experience during their school years.
- Much of the effort of the Peak District MOSAIC has been taken up with establishing itself as an Independent Charitable Organisation. Consequently, some of the planned activity for 2013/14 has not been achieved, resulting in only 8 of 17 interventions being delivered during the year. Nevertheless, six new champions have been recruited, and six new communities have been represented during 2013/14.
- A Heritage Lottery bid to extend the Peak District Award into deprived areas in the North West of England in 2013 was unsuccessful, but re-submission has been encouraged by the HLF. However, despite this set-back, the Peak District Award is now well-grounded and well recognised as a means to encourage participants to deepen their knowledge and understanding of the national park. 300 awards per year are being completed, with different levels of award available depending on time committed, to reach people of all ages and abilities.
- No evidence of progress against the objective to ‘Encourage wider support of individual trusts and charities’ has been demonstrated since the National Park Management Plan was launched in 2012. This may be because the action to deliver the objective is currently to ‘Identify a baseline of existing support and membership by March 2014’ which is quite vague. It also carries underlying issues of business competitiveness and information sharing which cause additional difficulties. Advisory Group recommend the removal of the activity, as well as the removal of the corresponding aim in the NPMP ( see Appendix c, Section B)



## National Park Management Plan

### Appendix B - Delivery Plans 2015-17

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The Delivery Plans are based around the 5 Signature Programmes.

They contain a broad **aim** – the majority of which were developed at the beginning of the plan period in 2012.

They contain **activities** – shown here as ‘activities up to 2014’ and ‘activities 2015 and beyond’, the majority of which have time-bound milestones.

We check **aims and activities** are still right and relevant, and we do this through periodic consultation with National Park Authority staff and Partners, and with our annual Management Plan conference in October each year.

An Environment Open for Business

Aim	Activities up to end 2014	Activities 2015 and beyond	Risks, opportunities and drivers for change
<p><b>1 Support farms and other rural businesses to achieve national park purposes and enable more farmers and land managers to access advice and reward payments</b></p>	<p>a) Peak District Land Mangers Advisory Service provides day-to-day advice and reward payments to support conservation on farmland. A customer service survey was commissioned in March 2014 to review the PDLMAS processes and look for areas of improvement</p> <p>b) Peak District Land Managers Advisory Service, CLA and NFU will further their advice and facilitation role for the New Environmental Land Management Scheme</p> <p>c) Forestry Commission are encouraging forest-based enterprises to expand and find new markets, supported through the Rural Development Programme</p>	<p>a) Continuing: Survey will complete in October with around 100 responses so far – target 200. These are now being analysed, and the implications of this will be reviewed and changes implemented by March 2015</p> <p>b) To some degree this has already commenced, as farmers and land managers get to grips with the implications of changes to CAP reform. NELMS covers the period 2015 – 2020, so the service, along with the CLA and NFU will spend a lot of time providing help, advice and reward payments</p> <p>c) Continuing: The current Rural Development Programme runs from 2014 to 2020</p>	<p>NELMS and CAP reform encourage farmers to prioritise biodiversity, which is of potential benefit to the Peak District. However, there is also the risk that funding is reduced in other areas, and there may be a need to review private sector funding.</p>
<p><b>2 Champion and support the development of environmentally orientated products and services that contribute to quality and green experiences</b></p>	<p>a) Environmental Quality Mark (EQM) supports and promotes businesses that carry out good environmental practices and support sustainability principles. 65 businesses were registered EQM holders in 13/14, with 12 new ones signed up</p> <p>b) Derbyshire Economic Partnership continue to promote and provide support through the LEADER programme to green businesses and new enterprises and initiatives, with emphasis on economic benefits</p> <p>c) Derbyshire LEADER programme has delivered 247.5 new jobs as a result of private sector and LEADER investment, 14 new start businesses supported, 22,611 additional overnight stays reported, and 16,877 additional day visitors to new attractions.</p>	<p>a) EQM is ongoing, but staff and budgets have been reduced by half during 2014, so targets to get 20 – 25 businesses signed up each year have been reduced to 10 - 15 EQM aims to offer European Regional Development Fund business support to 10 Staffordshire Peak District Businesses on behalf of Destination Staffordshire</p> <p>b) Continuing: LEADER continuation is dependent on funding – a competitive bid to secure new funding under the 2014 to 2020 Rural Development Programme for England has been submitted September 2014, with a decision expected early 2015</p>	<p>Risk that funding is not forthcoming</p>
<p><b>3 Ensure that the special qualities of the Peak District underpin future plans and projects for the national park economy, and build business connectivity with urban areas through partnerships</b></p>	<p>a) Business Peak District Prospectus launched</p> <p>b) Enterprise Peak District Outline Economic Growth Strategy Package is being progressed, in line with LEP Growth Strategies</p>	<p>a) This remains relevant, and complements the Enterprise Peak District Economic Growth Strategy – see below</p> <p>b) Ongoing lobbying of LEPs required - PDNPA and partner officers have been working to ensure recognition of the Peak District in LEP growth plans, and will continue to do so through 2015 in an effort to secure a good deal for the rural economy</p>	<p>Risk that rural areas such as the Peak District are overlooked in favour of jobs and growth in the cities, thus losing out on funding</p>
<p><b>4 Seek to ensure that the Peak District is connected with fast broadband speeds and coverage, and mobile networks</b></p>	<p>a) PDNPA and partners have worked with local Councils and communities to seek to influence roll out of BDUK-funded broadband, and continue to work with Department for Culture, Media and Sport (DCMS), BT and Arqiva to find appropriate sites for broadband cabinets and mobile phone infrastructure</p>	<p>a) Continuing: Various National Park communities now connected to superfast broadband, with more being connected during 15/16.</p> <p>b) Mobile Infrastructure Project to erect new masts in Peak District area in 2015 to improve mobile coverage in current 'not-spots' e.g. around Manifold Valley and Snake Pass</p>	<p>Digital by default (claiming and submitting agricultural forms, grants and payments online) means broadband is becoming essential for farmers</p>
<p><b>5 Improve the resilience of businesses within the national park through increased understanding and implementation of climate change adaptation actions, and encourage the take up of emerging green technologies</b></p>	<p>a) PDNPA are working with Derbyshire and Staffordshire County Councils to develop and deliver a co-ordinated local-level approach to addressing and mitigating climate change</p> <p>b) Green-building open days have been held at properties such as Big Fernyford Farm and Beechenhill Farm, which showcase green building techniques</p> <p>c) The Climate Change and Sustainable Buildings Supplementary Planning document is being re-designed to make it more attractive and easier to use, which should further promote take-up of green technologies, alongside Environmental Quality Mark case studies</p>	<p>a) Continuing: through 2015 PDNPA will work with local councils, e.g. supporting, influencing and helping deliver core aims of the Derbyshire Climate Change Charter, whilst also working with English National Parks to increase understanding of the effects of climate change, but also the opportunities that National Parks present to individuals and businesses</p> <p>b) Similar events may be held in 2015, although yet to be confirmed</p> <p>c) This will be published December 2014</p>	

<p><b>6 Raise the brand profile and value of Peak District products and services, and the profile of the area as a place to do business to increase recognition and the diversity of Peak District products</b></p>	<p>a) The 'Inspired by the Peak District' brand and logo was launched in 2013. A toolkit is available through Visit Peak District for businesses interested in taking on the brand</p> <p>b) Brand has been extended for use of all businesses , and now ISO approved</p>	<p>a) Continuing: Visit Peak District are continuing to market and promote the Peak District brand during 2015 through a number of PR initiatives, and also working to promote visits during 'off-peak' times which could boost business in the area.</p>	
<p><b>7 Encourage businesses to provide employment opportunities for local people, especially younger people</b></p>	<p>a) Business Peak District prospectus for inward investment to increase economic activity launched and disseminated via LEPs.</p>	<p>a) Enterprise Peak District Outline Economic Growth Strategy Package is being progressed, in line with LEP Growth Strategies. It is hoped that a closer relationship with LEPs will help in delivering this aim during 2015</p>	<p>There have been fewer apprenticeships than we would wish</p>
<p><b>8 Build a better relationship between the National Park Authority and local businesses, particularly in relationship to planning and sustainable development within a national park</b></p>	<p>a) Planning Improvement Programme fully delivered, with survey and anecdotal evidence suggesting applicants are becoming more confident in the Authority and the planning system.</p> <p>b) Business advice workshops held during 2013</p> <p>c) Planning department holds quarterly meetings with parishes and developers, along with producing a Planning bulletin</p>	<p>a) Complete</p> <p>b) Complete</p> <p>c) Continuing: more workshops need to be done. Still a key issue for PDNPA and other planning authorities</p>	
<p><b>9 Provide advice and support for micro business growth, particularly where it creates high skill, high wage employment and uses the environment as an economic asset</b></p>	<p>a) PDNPA provides direct support to businesses through environmental grants, advice, events and programmes. 10 'one-to-many' business support events have been run during 2014, engaging with 332 businesses.</p>	<p>a) PDNPA and DDDC offer one-to-one support to businesses – ongoing, whilst a programme of events for 2014/15 is being developed including the 'Inspired by the Peak District project'</p>	<p>How can we advance this service with the support of the LEPs?</p>
<p><b>10 Create conditions that encourage the private sector to bring forward development sites which meet the needs of modern businesses</b></p>	<p>a) A development management approach to planning (as opposed to development "control"), working with developers and landowners to find mutually acceptable solutions</p> <p>b) Providing detailed pre-application advice (albeit now with a charge)</p> <p>c) Engaging with Business Peak District, local authorities and the LEPs</p> <p>d) An accord on mobile phone related development has been signed between National Parks England and the Mobile Operators Association, which aims to provide more extensive coverage whilst respecting national park qualities</p>	<p>a) Ongoing</p> <p>b) Ongoing</p> <p>c) Ongoing</p> <p>d) Working with partners to promote and establish good broadband and mobile phone coverage in the National Park through to 2017</p>	<p>Public sector sites need to be looked at too</p>

Aim	Activities up to end 2014	Activities 2015 and beyond	Risks, opportunities and drivers for change
<p><b>11 Develop the wider Peak District in to one of the most cycle accessible national parks in the world</b></p>	<ul style="list-style-type: none"> <li>a) Pedal Peak Phase II project well underway, with stages of links complete in partnership with Derbyshire CC, Staffordshire CC, Sheffield CC</li> <li>b) Summer of Cycling 2014 a big success, including Tour de France and L'Eroica Britannia amongst around 100 other events</li> <li>c) Peak District Cycling Strategy undergoing final refinements</li> </ul>	<ul style="list-style-type: none"> <li>a) All grants should be claimed by March 2016</li> <li>b) L'Eroica Britannia Festival is happening again 19 – 21 June in Bakewell, building on the successes of 2014, and involving a wide range of partners</li> <li>c) Strategy adopted and published October 2014, with delivery of short term aims running to 2017</li> </ul>	<p>To achieve some payback from big events using the Peak District as background, we are looking into 'Events Payback', where any large events would be encouraged or required to work to a standard of responsibility. This may require an events strategy</p> <p>Consider exploring available events and consider bidding / hosting, for example Down Hill and Cross Country mountain biking events, Triathlons or endurance events.</p>
<p><b>12 Make the Peak District a UK Centre for Health and Wellbeing through a diverse range of recreational opportunities for both residents and visitors</b></p>	<ul style="list-style-type: none"> <li>a) The Peak District Recreation Strategy – 'Active in the Outdoors' Action Plan was revised for 2013-15 with specific targets on Healthy Lifestyles through increased participation in recreational activities. This is delivered alongside strategies such as the Active Derbyshire Strategy</li> <li>b) Recognise and embrace the increasing numbers of international visitors, particularly those from China. 'China Welcome' training undertaken by PDNPA, VPD and Chatsworth during 2014, and a Chinese student has looked at opportunities to improve information in Bakewell Visitor Centre.</li> </ul>	<ul style="list-style-type: none"> <li>a) Delivery of key actions in Recreation Strategy Action Plan; new cycling opportunities; walks, rides and events; improvements to the bridleway network</li> <li>b) PDNPA, Chatsworth, VPD and travel and accommodation providers will use findings from training to improve provision of information and facilities for Chinese and international visitors through 2015.</li> </ul>	<p>We need to ensure we have the resources to deliver a high class, quality product</p> <p>Grants, sponsorship – commercial contributions e.g. Red Bull</p> <p>Payment for ecosystem services, eventually funding recreation opportunities to deliver health and wellbeing objectives</p>
<p><b>13 Promote the Peak District as one of England's most significant tourism brands, renowned for its sustainability credentials and high quality visitor experience</b></p>	<ul style="list-style-type: none"> <li>a) A growth Plan for the Visitor Economy was presented to LEAs in March 2014</li> <li>b) Opportunities to improve the visitor experience and brand awareness at hubs and gateways were identified as part of an audit in March 2014 – rangers</li> <li>c) Options appraisal for PDNP trails carried out March 2014</li> </ul>	<ul style="list-style-type: none"> <li>a) Development of the Tourism Strategy with Visit Peak District and partners – delayed but expected to resume 2015</li> <li>b) Gathering data on gaps in the Rights of Way network with aim for a working group to be established to take this forward by March 2015 – possibly a LAF sub-group</li> <li>c) Development of a trails master plan, which aims to provide better management and long term vision for the authority's trails in 2015</li> <li>d) Visit Peak District are launching a new marketing campaign to attract staying visitors at off-peak periods, working with Visit England, Arts England, commercial partners and members, along with new PR initiatives to expose the Peak District brand – possibly using Regional Growth Fund</li> </ul>	<p>A visitor survey has been carried out this summer, with a focus on Manchester</p> <p>Consider a White Peak loop economic impact study with DCC</p>
<p><b>14 Enhance recreational opportunities and management at key sites with partners</b></p>	<ul style="list-style-type: none"> <li>a) Key recreation sites around the national park where experiences and impacts need to be managed have been identified, and specific planning policies are being developed to accommodate.</li> <li>b) Work on RSPB, National Trust owned and managed estates to improve accessibility for walkers, cyclists, horse riders and the disabled</li> <li>c) A new Vision and Management Plan for PDNPA North Lees estate</li> </ul>	<ul style="list-style-type: none"> <li>a) Refining Development Management Policies on Visitor hubs, to allow more development of identified sites in ways sympathetic to national park purposes, should be completed by early 2016</li> <li>b) Much of this work is completed, for example on Eastern Moors, Longshaw Estate</li> <li>c) Publication and adoption expected late 2015</li> </ul>	<p>New Vision and Management Plan for Warslow</p>
<p><b>15 Encourage visitors and residents to reduce their environmental impact through the choices they make about how they travel to and experience the Peak District, and what they might buy locally</b></p>	<ul style="list-style-type: none"> <li>a) PDNPA have developed 'responsible visiting' messages, through a film and development of guidance for individuals and event organisers</li> <li>b) Local food and drink guides developed by Visit Peak District, who are focussing on ways that visitors can enjoy the Peak District without the car once they've driven here</li> </ul>	<ul style="list-style-type: none"> <li>a) Promotion campaign using responsible visiting messages and film throughout 2015</li> <li>b) Promotional work ongoing</li> </ul>	<p>This will be made harder by changes economically and politically</p> <p>Do we need to consider more innovative transport solutions – e.g. WATBUS ( small scale community and leisure bus service)</p>

	<ul style="list-style-type: none"> <li>c) PDNPA and NPMP Advisory Group partners considering the implications of cuts to public transport, and what solutions might be available to address this</li> <li>d) Upper Derwent weekend bus service formally branded as the 'Dambuster'</li> <li>e) Explore opportunities for more branded bus services with operators such as Bakewell &amp; Eyam Community Transport and TM Travel, and attractions such as Chatsworth</li> </ul>	<ul style="list-style-type: none"> <li>c) This work to be facilitated through a Transport Workshop day in Spring 2015 to identify options</li> <li>d) Complete, with view to running the bus again during the 2015 season and looking at more ways to make the service into an attraction in its own right, e.g. with on-board interpretation or videos</li> <li>e) Pursue during 2015 as part of wider transport improvement package</li> </ul>	<p>Linking gaps in the cycle network Without public subsidy, this would need grant funding</p> <p>Electric car hire at key hubs e.g. rail stations – need charging points</p>
<p><b>16 Have an integrated, well managed and inclusive rights of way and access network, which encourages responsible enjoyment by all</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 27</p>	<ul style="list-style-type: none"> <li>a) Improvements to the Rights of Way network including major works by DCC on Long Causeway (North Lees) throughout 2014. Smaller scale access improvement to paths and bridleways on RSPB and National Trust owned estates such as Eastern Moors and Longshaw</li> <li>b) Continue to deliver key targets and objectives of relevant Rights of Way Improvement Plans in partnership</li> </ul>	<ul style="list-style-type: none"> <li>a) Gathering data on gaps in the Rights of Way network with aim for a working group to be established to take this forward by March 2015, supported by Local Access Forums – duplicated</li> <li>b) Ongoing</li> <li>c) Staffordshire Wildlife Trust will carry out works to improve footpaths on the Roaches estate during 2015-16, as part of a £30,000 grant from the European Outdoor Conservation Association</li> </ul>	<p>LAF volunteers looking at whether disabled access is easy, for example through gates and latch heights</p>



Aim	Activities up to end 2014	Activities 2015 and beyond	Risks, opportunities and drivers for change
<p><b>17 Address demand for development whilst conserving and enhancing the special qualities of the national park, in-keeping with the Landscape Character Assessment</b></p>	<ul style="list-style-type: none"> <li>a) The Peak District Landscape Action plan is currently undergoing review</li> <li>b) Local Development Framework Development Management policy consultation with members and parishes completed January 2014</li> <li>c) Attract more cultural heritage funding</li> </ul>	<ul style="list-style-type: none"> <li>a) Ongoing</li> <li>b) The Local Development Framework Development Management Policies are currently being finalised, having undergone significant consultation and review. They are due for adoption in Spring 2015, when they will replace the outgoing Local Plan.</li> <li>c) External funding options mainstreamed into PDNPA business plan for March 2015</li> </ul>	<p>There may be an opportunity for dialogue between Local Authorities and Business Peak District on development sites</p>
<p><b>18 Deliver conservation on a landscape scale through a diverse range of models, in-keeping with Landscape Character Assessment and supporting adaptation to climate change</b></p>	<ul style="list-style-type: none"> <li>a) Sheffield Moors Master plan complete and implementation of key aims and objectives is now ongoing in partnership with PDNPA, RSPB, National Trust, Sheffield City Council. Key works during 2014 on footpath and accessibility improvements.</li> <li>b) South-West Peak HLF bid submitted for works such as priority habitat restoration &amp; creation (grasslands, woodlands, wetlands), species conservation, whilst integrating cultural heritage assets and community benefits</li> <li>c) A new vision and management plan for the High Peak Moors, led on behalf of partners by the National Trust was published during 2014</li> </ul> <p><b>Moors for the Future and partners;</b></p> <ul style="list-style-type: none"> <li>d) <u>The Clough Woodland Project</u> in partnership with Environment Agency and Forestry Commission will develop further planting schemes identified in 2013/14 through the Derwent Land Management project by March 2015. Further work will be undertaken to promote the importance of clough woodland and to engage with smaller landowners.</li> <li>e) <u>MoorLIFE</u> will see extensive Sphagnum application work and gully blocking until the project ends on 31 March 2015, however a bid has been submitted to extend the project to 2020</li> <li>f) <u>National Trust Catchment Restoration Fund</u> project finishes on 31 March 2015. There is significant spend planned for 2014-15, with substantial amounts of gully blocking and vegetation establishment planned. In addition, MFF will continue to deliver other projects for NT, including works on East Crowden and Ronksley Moors, and Park Hall moor.</li> <li>g) <u>Private Lands Project</u> in early stages, but significant works have commenced on the ground. In addition, further plans will be written during 2014 for new HLS schemes (e.g. Woodhead, Mossy Lea, The Roych)</li> <li>h) <u>South Pennines Commons</u> works will be entering their third year with re-vegetation work and gully blocking works continuing.</li> <li>i) <u>Yorkshire Water SSSI Recovery Project</u> current contract ends March 2015, however a full programme for AMP6 was prepared in 2012 and we anticipate that works will continue beyond 2015. A contract extension with YWS for this work will be submitted in 2014.</li> </ul>	<ul style="list-style-type: none"> <li>a) One of the major project elements of the Sheffield Moors Master Plan during 2015 is the removal of plantations such as Burbage Plantation which have been in place since the 1960s but are being replaced with more natural landscape solutions</li> <li>b) Development of first phase of the South West Peak Landscape at a Crossroads project during 2015 will engage local people, and work with partners to develop project new and existing ideas.</li> <li>c) Implementation now ongoing – see below for key project elements in partnership with Moors for the Future</li> </ul> <p><b>Moors for the future and partners;</b></p> <ul style="list-style-type: none"> <li>d) <u>Clough Woodland Project</u> 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 become mainstream in 2015/16 with a solid body of evidence supporting the concept</li> <li>e) <u>LIFE projects</u> during 2014 another LIFE project will be developed, based around Drinking Water Safeguard zones. If funding is secured, this will start at the beginning of the 2015/16 financial year</li> <li>f) <u>National Trust</u> initial capital works will be in their final year and work will continue. In addition, MFF hopes to work with NT to further develop their proposals for follow-up plans</li> <li>g) <u>Private Lands Project</u> Work on the HLS schemes will be entering their second year and the project will be expanding. In addition, works for various other schemes (for example Woodhead, Mossy Lea, Peaknaze, The Roych) will be starting if they are implemented and any required agreements will be put in place.</li> <li>h) <u>South Pennines Commons</u> works continuing as per 2014</li> <li>i) <u>Yorkshire Water projects</u> subject to Ofwat's PR14 determination and following YWS' tendering process, which we would like to participate in during 2014, we are hopeful that we will continue to deliver works for YWS on SSSI Recovery project works and non-owned catchment projects <u>Severn Trent Water non-owned catchment works</u> anticipated for delivery on back of 2012 plan for STW catchment restoration</li> </ul>	<p>Landscape scale proposals for White Peak – beginning an approach for threatened grasslands</p>



	<p>j) Dark Peak NIA (Nature Improvement Area) is a major partnership project with Natural England, Environment Agency, Forestry Commission encompasses blanket bog restoration, along with heathland, woodland and grassland, whilst raising visitor awareness and gauging attitudes towards the work. This is a major partnership project in which MFF play a lead role in monitoring and surveying.</p> <p><b>Other projects</b></p> <p>k) <u>Dane Valley Woodland Project</u> HLF project elements completed in Autumn 2014, and SITA Trust elements at the end of December 2014. All 33 woodland owners in the valley were involved, and forty-one Environmental Stewardship and England Woodland Grant Scheme agreements have been negotiated delivering the following:</p> <ul style="list-style-type: none"> <li>• 45ha woodland creation</li> <li>• 112ha woodland thinning</li> <li>• 70ha woodland stock exclusion</li> <li>• 10ha rhododendron control</li> </ul>	<p>j) Dark Peak NIA officially ends in March 2015, although it is likely that many elements will continue beyond this date</p> <p>k) Action in the woodlands will continue unto the future funded through the national schemes.</p>	
<p><b>19 Ensure that the conservation and enhancement of landscape character areas extends beyond the national park boundaries</b></p>	<p>a) Works of Moors for the Future extending further north in the Pennines, outside of the national park boundary – see above and below MFF activities</p> <p>b) South West Peak, and White Peak National Character Area publications complete, with focus on South West Peak HLF bid development (see 18b above)</p> <p>c) DerwentWISE partnership project (Matlock Bath to Derby), led by Derbyshire Wildlife Trust successfully achieved £2.5 million of funding (£1.7 million from Lottery) in late 2013, and will protect and enhance the landscape, biodiversity and cultural heritage of an area of 75 square miles, just outside the National Park boundary</p> <p>d) Focus on preventing and mitigating effects of ash dieback in the Peak District, with LNP partners exploring potential funding opportunities and contributing for monitoring and survey work</p> <p>e) RSPB awarded HLF grant to buy land to extend Combs Valley Reserve</p>	<p>a) Continuing – see above (18)</p> <p>b) Development of first phase of the South West Peak Landscape at a Crossroads project during 2015 will engage local people, and work with partners to develop project new and existing ideas.</p> <p>c) Ongoing – the project runs from 2014 – 19, with a core focus on the Derwent Valley Mills World Heritage Site, involving Derbyshire County Council, Natural England, The Environment Agency, Derwent Valley Mills World Heritage Site Partnership, English Heritage, The National Stone Centre, Fleet Arts, The Arkwright Society, The Forestry Commission, Derby City Council and The National Farmers Union</p> <p>d) Ongoing, still no reports of Ash Dieback within the National Park, reaffirming the importance of partnership working beyond the national park boundary.</p> <p>e) Combs Valley reserve extended, works ongoing</p> <p>f) Staffordshire Wildlife Trust and partners will explore a legacy for the Churnet Valley living landscape partnership</p>	
<p><b>20 Conserve and enhance geo – and biodiversity by continued action for priority habitats, sites and species within the national park in line with the Biodiversity Action Plan</b></p>	<p>a) Farmers and land managers supported through 56 Higher Level Environmental Stewardship Schemes during 13/14</p> <p>b) Woodland planting schemes developed as part of High Peak Moors Masterplan and Derwent Land Management Project – 720 ha planted so far</p>	<p>a) Work will continue during 2015, but in line with changes to Agricultural Support payments as a result of CAP reform and New Environmental Land Management Scheme (NELMS). Partners jointly and separately targeting DEFRA to secure prioritisation of the national park in new stewardship scheme by March 2015</p> <p>b) Ongoing – see 18d</p> <p>c) Continue project to address decline of farmland waders to Jan 2015, with further project funding sought by Staffs Wildlife Trust</p> <p>d) Opportunities for species rich grassland enhancement and restoration being explored in partnership, including with LEPS and LNPs by March 2015</p> <p>e) LNP producing a State of Nature report which will help inform other aspects of PDNP work</p> <p>f) Birds of Prey partnership initiative is ongoing, with monitoring of Hen Harrier</p>	<p>Otter and water vole monitoring / volunteering project (but needs funding to continue)</p>

		nest and activity in Upper Derwent Valley, successfully working with National Trust, Game keepers, raptors.	
<b>21 On development sites, ensure geodiversity and biodiversity interests are protected and where possible enhanced</b>	<ul style="list-style-type: none"> <li>a) Work on restoring mineral sites for nature conservation end uses: 7 sites have been subject to periodic review, with opportunity taken to restore sites to nature conservation end uses</li> <li>b) Recent example of working with ecologists, land owner, operator to seek a specific conservation outcome at Shining Bank – creating habitat for white clawed crayfish</li> </ul>	<ul style="list-style-type: none"> <li>a) There are 6 sites still subject to amenity restoration review: Longstone Edge, Stanton Moor, Birchover, Topley Pike, Shire Hill and Smalldale Quarries. Target March 2015.</li> </ul>	
<b>22 Focus on the natural environment, ecosystem services and the part we play in these systems, through integrated action and fostering greater understanding</b>	<ul style="list-style-type: none"> <li>a) Projects to stimulate debate and understanding of ecosystem services – such as ‘Water from Wild Places’ run with Severn Trent for past 2 years plus LNP / SWP workshops on Ecosystem Services</li> <li>b) Deliver workshop in December 2014 on using Natural England’s ecosystem services toolkit on future place-based services</li> <li>c) Moors for the Future submitted stage 2 bid for Community Science project, which engages people of diverse age and backgrounds to protect their moors. Decision expected October 2014 (£450k)</li> <li>d) 720 ha of clough woodlands developed for water catchment benefits, through partnership with EA, FC, NT, PDNPA, RSPB, Woodland Trust. Project seeking commitments to continue beyond 2015.</li> <li>e) Joint statement on extensive grazing and carbon management in National Parks complete in partnership with Natural England complete May 2014</li> </ul>	<ul style="list-style-type: none"> <li>a) General aim to increase number of volunteers involved in climate change monitoring by March 2014</li> <li>b) LNP exploring the potential of developing a ‘Natural Environment Prospectus’ to increase understanding and encourage funding  Natural England looking to refresh partnerships relationships in 2015 to secure stronger recognition of the benefits of a healthy natural environment to gain a broader commitment to conserve it</li> <li>c) Approval of 2<sup>nd</sup> stage Community Science project bid in September 2014 – project to run until May 2018</li> <li>d) Working with partners to look at long term sustainable dales and ash woodlands</li> </ul>	
<b>23 Conserve and enhance river water quality and resources within the national park</b>	<ul style="list-style-type: none"> <li>a) Catchment Sensitive Farming – providing advice to farmers and land managers, and offering grants – received 94 applications during 13/14</li> <li>b) A host of Moors for the Future Projects initiated and ongoing in partnership with Environment Agency, National Trust, RSPB, Natural England, Severn Trent, Yorkshire Water, United Utilities – (Making Space for Water, Catchment Restoration Fund, Woodhead Gully Blocking, MoorLIFE, Moscar Science project) – all on track</li> </ul>	<ul style="list-style-type: none"> <li>a) Catchment Sensitive Farming grants being processed for 14/15 around River Dane, Churnet and Peak District Dales  Derwent Catchment Partnership (DWT led) running concurrently  Dove Catchment Partnership (TRT led) running concurrently</li> <li>b) New LIFE project bid based on water safeguard zones and peat stabilisation on South Pennine Moors SAC to be submitted October 2014  MFF Deliver Catchment Restoration fund by March 2015 – all planned gully blocking complete, 262ha received initial treatment, with 86 of these completed  Making Space for Water project funded until March 2015 – research ongoing on impact of bare peat on reducing flood risk, by slowing flow of rainwater into streams &amp; rivers.. Outputs of the project and how to make use of the important scientific evidence gathered will be produced post March 2015  White Peak Rivers HLF bid supported by Environment Agency, along with supporting river keepers at Melbourne and Haddon Estates to prepare a funding application for fish passage in this catchment.</li> </ul>	
<b>24 Promote and implement low carbon land management practices within the national park as appropriate to a protected landscape</b>	<ul style="list-style-type: none"> <li>a) Broadly speaking, this is delivered by the commitments of the ongoing Moors for the Future Programme – protecting and enhancing the storage of carbon through blanket bog stabilisation and restoration.</li> </ul>	<ul style="list-style-type: none"> <li>a) Delivery of MFF commitments according to the programme milestones published in the MFF operations plan in April 2014 &amp; 15</li> <li>b) A Moors for the Future estate-scale carbon audit model including peat depth analysis and condition survey will be complete by March 2015, demonstrating</li> </ul>	RSPB no burning on deep peat campaign

		role of peat in carbon storage	
<b>25 Develop a better understanding of carbon use in the national park</b>	a) Links have been re-established with Derbyshire and Staffordshire Climate Change groups	<p>a) PDNPA will explore the value of carbon managing techniques (specifically carbon budgeting) through a business case on the Warslow Estate – possibly a low carbon demonstration – September 2015</p> <p>b) PDNPA are updating the current Climate Change Adaptation report as required by DEFRA by May 2015</p>	
<b>26 Promote viable farming and food production that is competitive and cares for the environment, and which supports adaptation to climate change by farmers and land managers</b>	a) PDNPA have demonstrated best practice by use of pilots and case studies such as Big Fernyford Farm and North Lees farm house, whilst working with farmers and land managers on sustainable land management techniques	a) PDNPA have set up carbon, water and renewables advice project for farms in the National Park, and this should deliver 6 case studies by April 2015. This will culminate in a ‘one-to-many’ workshop event to showcase all case studies and findings	
<b>27 Demonstrate how farmers and land managers will be able to gain a financial return for providing ecosystem services</b>	a) Aim to develop an economic modelling tool enabling moorland farmers and land managers to assess the value of the public goods delivered from their holding in the form of ecosystem services	<p>a) Development of an estate scale carbon audit model (as set out in 25 above) by September 2015</p> <p>b) MFF working with IUCN, academics and Woodland Carbon Code to identify possible practically feasible initiatives by March 2015</p> <p>c) Aim to review feasibility of a Natural England funded estate-scale carbon audit – currently delayed, pending Natural England Restructure and uplands evidence review</p> <p>d) Warslow Estate carbon budgeting – subject to Mitsubishi funding bid</p>	We need to find model farmers who are academics, and support them and promote their work
<b>28 Highlight the impacts of inappropriate lighting, and promote the opportunities for dark skies with residents, businesses and Peak District Dark Skies group</b>	a) New Action	a) Produce guidance on lighting by October 2015, and continue to promote enjoyment of dark skies in the National Park	
<b>29 Respond appropriately and adequately to new animal and plant health risks and invasive species</b>	a) New Action	<p>a) Badger vaccination programme with DWT, NFU, National Trust, BMC on-going through 2015</p> <p>b) Himalayan Balsam bashing – but money has run out so coming to an end if no future funding secured</p> <p>c) PDNPA, Natural England, Forestry Commission, National Trust, DWT, LNP, DDDC, SWT, working on White Peak ash monitoring and management project. Understanding baseline monitoring during 2014/15 in response to ash dieback threat</p>	

**Community Led Planning**

Aim	Activities up to end 2014	Activities 2015 and beyond	Risks, opportunities and drivers for change
<b>30 Ensure positive conservation of cultural heritage within the national park</b>	<ul style="list-style-type: none"> <li>a) Ecton mine project, which is part of a wider English Heritage project which considers designating underground cultural heritage features</li> <li>b) Calver Weir Environmental works complete July 2014</li> <li>c) Condition of heritage buildings was assessed by English Heritage and High Peak and Staffordshire Moorlands Councils during 2013/14</li> <li>d) Design guidance produced on external alterations to buildings and shop fronts</li> </ul>	<ul style="list-style-type: none"> <li>a) Main phase of Ecton project delivered, but work continues into 2014/15 and potentially beyond, with National Trust, Natural England, English Heritage</li> <li>b) Complete</li> <li>c) Complete</li> <li>d) Complete</li> <li>e) A World War I project proposal was submitted to HLF but was not successful. However, this may be taken forward through a re-submitted smaller bid to a specific WWI HLF fund in early 2015, with a focus on using National Park Visitor Centres for facilitation</li> <li>f) Rural Action Derbyshire community building service continues to assist villages in retaining hall and venues for community use. Establish number of groups without a venue by March 2015</li> </ul>	<p>Strategy for targeted enforcement re: listed buildings and for communication of Listing Building law</p>
<b>31 Address demand for development whilst proactively conserving heritage assets</b>	<ul style="list-style-type: none"> <li>a) Work with local communities, landowners and stakeholders to deliver heritage conservation through village plans and conservation area appraisals</li> </ul>	<ul style="list-style-type: none"> <li>a) New conservation area appraisals in Longnor, Bradwell and Pott Shrigley by December 2014 – ongoing programme, with a programme of action to follow appraisals during 2015</li> <li>b) A Supplementary Planning Document for conversion of traditional buildings is in development</li> </ul>	
<b>32 Work together to minimise damage and disturbance on unsealed routes Re-look at the plan</b>	<ul style="list-style-type: none"> <li>a) A green lanes code was developed with the green lanes forum in September 2013</li> <li>b) 2014/15 Action plans for priority routes have been formulated and are now being taken forward</li> <li>c) 2 TRO decisions made on Chapelgate and the Roych</li> </ul>	<ul style="list-style-type: none"> <li>a) Implement and review action plans for priority routes by March 2015 – Priority Routes are available online and are prepared in association with Peak District Local Access Forum Vehicles Sub-Group</li> <li>b) Conclude decisions on 3 TRO consultation routes by December 2014</li> <li>c) Deliver commitments in Green Lanes Action Plan, Illegal Use Action Plan, Communications Plan 2015</li> </ul>	<p>There is a need for a coherent long term plan, to deal with knock on effect on other routes occurring due to focus on particular problem routes</p>
<b>33 Use community-led planning to produce plans of action that enable social, economic and environmental needs to be met whilst conserving and enhancing cultural heritage</b>	<ul style="list-style-type: none"> <li>a) Community led planning ‘menu’ is online to help communities decide what approach is best for their community</li> <li>b) Community planning is now effectively embedded in our core service</li> </ul>	<ul style="list-style-type: none"> <li>a) Neighbourhood plans are being developed in Bradwell, Hartington, Bakewell, Chapel, Dore and Whaley Bridge through 2015</li> <li>b) Bradwell is furthest advanced at Policy drafting stage.</li> </ul>	<p>Encourage communities to use Neighbourhood Plans as a positive tool for planning and not just housing</p>
<b>34 Support local communities with delivery of services</b>	<ul style="list-style-type: none"> <li>a) PDNPA work with communities and the voluntary / community sector to identify and help communities needing support – DDCVS, RAD, Support Staffordshire</li> <li>b) National Park Grant and Cycle Friendly Places Grant has supported 9 projects during 2014/1, to the sum of £40,000. Several have been to community organisations</li> </ul>	<ul style="list-style-type: none"> <li>a) Regular planning parish bulletins help ensure communities are aware of the help and advice available to them to aid sustainability</li> <li>b) Applications being accepted for 14/15 and continues through 15/16</li> <li>c) DDCVS are working on projects which match people referred from local GP practices with voluntary sector services, along with a community development project in Matlock, and the ‘Great Escape’ project, which works with people living in supported housing to enhance their life skills and chances</li> </ul>	<p>Ensure communities are aware of their rights under localism</p>
<b>35 Ensure opportunities for engagement in a wide range of decision making and consultation</b>	<ul style="list-style-type: none"> <li>a) Terms of reference for the Peak District Youth Forum have been developed and finalised in July 2014</li> </ul>	<ul style="list-style-type: none"> <li>a) Local Development scheme will be formally reviewed by December 2014. The Statement of Community Involvement was reviewed in 2012, and remains current for 5 years</li> </ul>	

processes affecting the national park meet the needs of communities		b) Look at ways partners can proactively support communities with community land trust ventures, with a view to including in 'menu of services' by December 2015	
<b>36 Build a consistently good relationship between the National Park Authority and local communities, particularly in relation to planning, and promote sustainable development</b>	a) Planning Improvement Programme concluded, superseded (with consideration of lessons learned) by the Planning Service Action Plan. Evidence suggests confidence in the planning system has improved - ongoing	a) PDNPA engage with parish councils and developers 10 times per year through meetings and bulletins - ongoing	
<b>37 Promote planning opportunities and policies that enable and protect sustainable access to services and employment</b>	a) Application of Local Development Framework policies enable sustainable access to services and employment. Their effectiveness at achieving this aim will be monitored through the LDF Annual Monitoring report	a) PDNPA are reviewing new LDF indicators and processes that facilitate data collection May 2014 – 2016	Threat from relaxations to changes of user – may lead to reduced access to services  Is there a threat that national planning policy changes undermine the policies of the National Park Authority?
<b>38 Reduce the need to travel by bringing more services to communities (both physical and virtual), and encourage people to use local services</b>	a) Broadband workshops were held with communities, social and health workers through 2013, in partnership with local councils and voluntary services  (Increasing popularity of online shopping and delivery has helped to deliver this aim)	a) BDUK-funded broadband rollout will deliver superfast broadband to much of the Hope Valley by January 2015, and rollout will continue to other Peak District Communities through until 2017  b) Mobile Infrastructure project works expected to be complete by end of 2015, with 11 hard to reach locations currently targeted in the national park  c) PDNPA to hold a Transport Mini-conference in March 2015 to consider implications of cuts to public transport services, and explore alternative / innovative solutions  d) Research 'buses on demand' models currently piloted in Devon and Cornwall by end of 2015  e) Rural Action Derbyshire extending wheels to work project during 2015 to help those get to jobs who don't otherwise have access to transport, and providing training and support to people who are financially excluded through the Financial Action and Advice Derbyshire (FAAD) project	Alternative ways of doing this for last 5% of notspots  Look at car sharing and other alternatives  BECT on demand  Unrealistic to ask people not to travel
<b>39 Address the need for affordable housing through planning and housing policies</b>	a) Detailed criteria (inc eligibility) for affordable housing has been reviewed in the LDF and through discussion with parishes and housing bodies	a) Now working through detail in Development Management Policies, due for adoption November 2014	
<b>40 Support local housing authorities with activity that explores innovative ways to secure funding to enable the delivery of affordable housing</b>	a) Opportunities for a new approach to affordable housing such as properties on the open market for transfer to social sector have been researched and considered  b) Partnership work between DDDC, HPBC and the communities directly is carrying out housing needs surveys – Edale, Hayfield, Castleton, Hope and Bamford during 2014	a) Intention to prepare and agree a paper with UK national parks to lobby government to consider reinvesting in social housing in national parks (Milestone unavailable as no resource at present)  b) Development of housing need surveys in 6 High Peak villages, and an additional 5 Derbyshire Dales villages by March 2015  DDDC, HPBC & SMDC committed to delivering more housing around the Peak District area through relevant local plans	
<b>41 Encourage individuals, communities and businesses in their aspirations to reduce their greenhouse gas emissions and adapt to the effects of climate change</b>	a) Peak District Climate Change and Sustainable Buildings SPD encourages green building and energy efficiency measures in ways which are sympathetic to national park purposes. Adopted in September 2013	a) The SPD is being redesigned to make it more attractive, appealing and user friendly by December 2014  b) PDNPA are refreshing the adaptation report for second round reporting to DEFRA	



Aim	Activities up to end 2014	Activities 2015 and beyond	Risks, opportunities and drivers for change
<p><b>42 Raise awareness and understanding of the contribution that natural and cultural heritage make to the sustainability and special qualities of the national park, and promote their enjoyment through engagement and interpretation</b></p>	<ul style="list-style-type: none"> <li>a) A concept for cultural heritage pages on the updated PDNPA website has been agreed, including links to external collections.</li> <li>b) Joint Collection in the Landscape (CitL) project with Buxton Museum delivered June 2014</li> <li>c) Ecton mines monograph and survey report published August 2013, followed by celebratory event. Ecton mine study association, in partnership with PDNPA, NT and English Heritage, provides education and tours of the mine, raising awareness of a cultural heritage asset which is fundamental to the Peak District</li> <li>d) Interpretation aspects of HLF bid 'Restoring Water flow in the River Lathkill' scoped in March 2014. Peak District Learning &amp; Discovery team worked on community engagement element of bid which was submitted August 2014.</li> <li>e) Existing provision of family orientated events mapped July 2014</li> <li>f) Formal constitution / Terms of Reference of Youth Forum agreed in July 2014, followed by a Social Media campaign to reach wider audiences</li> <li>g) Moors for the Future submitted stage 2 bid for Community Science project, which will engage people of diverse age and backgrounds so far. Decision expected October 2014</li> </ul>	<ul style="list-style-type: none"> <li>a) Finalise and publish pages on new website during 2015</li> <li>b) Complete</li> <li>c) Ongoing</li> <li>d) Environment Agency supporting White Peak Rivers group to enable a successful application to HLF for Lathkill Dale river restoration and heritage project Spring 2015</li> <li>e) Develop a proposition to address gaps in provision of family events by March 2015</li> <li>f) Inspiring generations steering group and Learning &amp; Discovery team working with partners and young people on 'unstructured play' opportunities. Hosting 4 showings of 'Project Wild Thing' with workshops afterwards with partners from DWT, SWT, Derby University, National Trust, RSPB, DCC - late 2014 / early 2015</li> </ul> <p>Youth forum meeting regularly, including meetings in September, November and a residential in March 2015 to progress and grow the remit and influence of the group</p> <p>Develop training and shadowing opportunities for Youth Forum by December 2014</p> <p>Make informal connections with schools and job centres by March 2015</p> <ul style="list-style-type: none"> <li>g) Project approved and funded until May 2018 to provide opportunities for local people and visitors to learn about and participate in protection of the moors, through apps and walks to gathering scientific data that indicates health of and changes to upland habitats.</li> <li>h) Develop visitor facilities at the National Trust Longshaw Estate to improve visitor experience and understanding of the estate, and provide or enable experiences that encourage a desire for independent access throughout 2015 and beyond</li> </ul>	<p>Ensure website is appropriate to user needs</p> <p>Make our own film on natural play – NT, PDNPA, Chatsworth (or competition to make film for schools)</p> <p>Sandwich courses at NT for students - Lynne Crowe current putting information together to develop an offer</p>
<p><b>43 Encourage those who visit and use the national park to better understand climate change and what they can do to reduce their environmental footprint</b></p>	<ul style="list-style-type: none"> <li>a) PDNPA and partners have various buildings and properties which are opened up to showcase green building techniques.</li> <li>b) Responsible visiting messages and film encourage visitors to consider the impact they are having and act responsibly in a national park – due online October 2014</li> <li>c) Peak Connections undergoing review</li> <li>d) <u>Moors for the Future Community Science</u>: Community Science Project funding bid submitted, (proof of concept of scheme developed May 2014), building on work done so far, this is a potential multi-million pound project.</li> </ul>	<ul style="list-style-type: none"> <li>a) A water interpretation project is being developed by the Derwent Catchment partnership. In addition, water interpretation will form part of the South West Peak Landscape Partnership project</li> <li>b) Develop codes of conduct for using trails with positive language by March 15</li> <li>c) Decision on Future of Peak Connections to be made late Nov 2014</li> <li>d) <u>Moors for the Future Community Science</u>: This new and exciting project is key to the long term health of our moorlands and heritage of the Peak District National Park and South Pennine moors. The project provides local people and visitors an opportunity to learn and participate in 'Citizen Science' and empower 'MoorCitizens' to care and protect their moors. Vital scientific data collected by</li> </ul>	<p>Community Science to encourage understanding of carbon – what info / key messages available in visitor centres?</p> <p>How do we tease out what climate change means to the individual?</p>

		<p>a programme of volunteers will indicate the health and change of the uplands; which will influence future conservation management initiatives at a local, regional and national level.</p> <p>e) Approval of second round delivery bid – 16 Sept 2014 to run to May 2018</p>	
<b>44 Promote the health and wellbeing opportunities of outdoor activities in the Peak District National Park</b>	<p>a) The Inspiring Generations group is exploring a big bid to provide assisted activities for families, and people of all generations, particularly those outside of the national park who may not have experienced the area. INTERREG considered August 2014, but likely to be pursued directly.</p>	<p>a) Derby University (Nature Connective-ness Research Group) undertaking some research into the benefits of being outdoors, known as ‘Cognitive Ergonomics’. Key outputs expected early 2015</p> <p>b) Sports development at Longshaw (participation for all) from 2014 – 2016 National Trust applying for Staffordshire public health grant scheme</p>	<p>National Trust are applying for Staffordshire Public health grant – there may be similar opportunities, and partners need to look more closely at how DCC and Sheffield City are delivering their health agenda.</p>
<b>45 Work in partnership to remove barriers and create equal opportunity of access for all to the national park, finding common ground between town and country communities beyond and within the national park to create deeper understanding</b>	<p>a) The Peak District MOSAIC partnership has recruited 6 new champions and 6 new communities are represented during 2013/14</p>	<p>a) MOSAIC, PDNPA and Derbyshire CVS are working to develop the partnership into an independently constituted community group – expected to be completed by December 2014</p> <p>b) Contact and work with Accessible Derbyshire group (disability) to extend and improve access to national park landscapes, building on examples such as Eastern Moors</p>	<p>Supporting MOSAIC to establish themselves and continue to flourish</p> <p>Look at how we support communities from Eastern Europe</p>
<b>46 Grow the existing and highly committed Peak District volunteer base, to offer additional accessible opportunities, and ensure that learning about the national park is woven into a diverse range of volunteer experiences</b>	<p>a) Ongoing work to deliver key activities within the Volunteer Action Plan (adopted Jan 2014)</p> <p>b) Volunteer Celebration event weekend held at Ilam Hall June 2014</p>	<p>a) Facilitate independently constituted Peak District MOSAIC to deliver its year one action plan Work with new MOSAIC independent charitable organisation from January 2015</p> <p>b) Complete</p> <p>c) Through 2015, review volunteer policy, strategy and operational delivery to enable delivery (or test the feasibility of) the draft new corporate objective “people deeply engaged and inspired to put something back by being involved in giving time or money to look after the national park”.</p>	<p>Links with Derby and Sheffield universities fresher weeks for access to new pool of student volunteers each year</p> <p>Investigate new Youth Ranger group for the national park, possibly linked to Europarks. Eastern Moors model</p> <p>Volunteering opportunities, including youth activities, via the MFF Community Science project</p>
<b>47 Find attractive ways of enabling people of all abilities to build on their understanding of the national park and take action</b>	<p>a) The Peak District award has been set up and is well established – around 350 per year now being delivered, including different types of award for all age groups – 10 hrs, 20 hrs, 30 hrs</p> <p>b) Unfortunately an HLF bid to widen engagement with the award was unsuccessful</p>	<p>a) Considering multi-generational aspects of the Peak District award by March 2015</p> <p>b) Currently exploring how to extend the Peak District Award, including assessing partnership development with Manchester City Council during 2015</p>	<p>What role is there for Duke of Edinburgh ?</p>
<b>48 Provide mechanisms to help people form a lifelong connection with the national park</b>	<p>a) The South West Peak Landscape partnership bid will play a key role in delivering this aim, and building on work already done by the Stepping Stones to Nature programme</p>	<p>a) Bid successful and development stage starts Jan 2015</p>	

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## Appendix C

### Peak District National Park Management Plan

### Proposed Changes to Management Plan 2014

This appendix outlines proposed changes to the National Park Management Plan (NPMP), as agreed by the Advisory Group. The proposed new drivers of changes affecting the Peak District were identified by partners during 2014.

The changes to the NPMP aims are the result of responding to new challenges and synergies delivered through new ways of working.

#### **A. New Drivers of Change**

##### **Economic**

**Growth is a Government priority with a recent push for a Northern economic powerhouse**

**Major Transport schemes could impact on the national park**

**Continuing public sector reductions and financial pressures across partners, with realism about what can be achieved**

##### **Technological**

**Growth in use of social media and its ability to change service delivery**

##### **Political and Legislative**

**Impact of less money available to upland farms in new agri-environment schemes**

**Keeping the environment as a key theme during the run up to General Election in 2015**

##### **Social**

**Increasing competition for funding and donations from the public**

**Continued reduction in public transport network provision**

##### **Environmental**

**Impact of commercial scale renewables on the national park**

**Impact on methods of cropping and stocking from new CAP and NELMS regimes**

**Risk of flooding to communities in the Peak District upper river catchments**

**Habitat losses across the national park and effects on vulnerable species**

**The impact of several major new transport schemes, studies and proposals on the national park**

#### **B. Removed Aims**

**3 Seek to influence agricultural support payment reviews from a shared Peak District Perspective**

## Appendix C

### Peak District National Park Management Plan

#### Proposed Changes to Management Plan 2014

Reason for removal: Complete, with related elements referenced and being progressed through other NPMP Delivery Plan aims

**53 To have a thriving range of charities and trusts that contribute to the special qualities of the national park through partnership working**

Reason for removal: No actions identified, general feeling that this 'happens anyway'

#### **C. Merged Aims**

**4 Ensure that the special qualities of the Peak District underpin future plans and projects for the national park economy**

**5 Build business connectivity with surrounding urban areas through partnership arrangements**

Now to read : 3 Ensure that the special qualities of the Peak District underpin future plans and projects for the national park economy, and build business connectivity with urban areas through partnerships

**22 Conserve and enhance biodiversity by continued action for priority habitats, sites and species within the national park in line with the Biodiversity Action Plan**

**24 Conserve and enhance geo-diversity and earth science features to protect geological diversity interests**

Now to read : 20 Conserve and enhance geo – and biodiversity by continued action for priority habitats, sites and species within the national park in line with the Biodiversity Action Plan

**44 Raise awareness and understanding of the contribution that natural and cultural heritage make to the sustainability of the national park, and promote their enjoyment**

**46 Provide more opportunities to maximise understanding of the special qualities of the national park through engagement and interpretation**

**50 Provide a wider range of learning opportunities through training, influence, and advocacy in order to teach about the special qualities of the Peak District**

Now to read : 42 Raise awareness and understanding of the contribution that natural and cultural heritage make to the sustainability and special qualities of the national park, and promote their enjoyment through engagement and interpretation

#### **D. New Aims**

**28 Highlight the impacts of inappropriate lighting, and promote the opportunities for dark skies with residents, businesses and Peak District Dark Skies group**

**29 Respond appropriately and adequately to new animal and plant health risks and invasive species**

## Appendix D

# Peak District National Park Management Plan

April 2014 Activities behind schedule, late in starting, changed priorities or cancelled

1. Support farms and other rural businesses to achieve national park purposes and enable more farmers and land managers to access advice and reward payments				
Activity	Partners	Milestones	Progress	Comments
1.1 Provide an integrated service via PDLMAS to help farmers and land managers through the complexities of accessing advice and reward payments to support conservation on farmland	<a href="#">Peak District Land Managers Advisory Service (PDLMAS) &amp; Land Managers Forum</a>	A) Complete customer service survey by March 2014 B) Review implications by March 2015	A) Behind schedule	A) Survey has been developed, tested, revised and is now ongoing and should be completed by end of September 2014 - target approx 200

2. Champion and support the development of environmentally orientated products and services that contribute to quality and green experiences				
Activity	Partners	Milestones	Progress	Comments
2.1 Raise awareness and promote EQM to encourage businesses to become award holders	<a href="#">Environmental Quality Mark</a> , Visit Peak District, Business Peak District, National Trust, YHA, all participating businesses	Get 20 - 25 businesses sign up to EQM per year	Changed priorities	Started with 65, and ended with 64 - various businesses lost e.g. planning enforcement, retired (2), some didn't want to pay fee, non-compliances. 12 new ones in the Peak District  One of the directors has left, so half resource has been lost, but costs etc have also been reduced
2.2 Promote 'whole supply chain' models using green environmental products and services	<a href="#">Environmental Quality Mark</a> , Visit Peak District, Business Peak District, National Trust, YHA, all participating businesses	Produce 3 EQM case studies to raise awareness and highlight benefits to other businesses and individuals by March 2014	Changed priorities	Lack of resources, carried forward to March 2015

6. Seek to ensure that the Peak District is connected with fast broadband speeds and coverage, and mobile telephone networks				
Activity	Partners	Milestones	Progress	Comments
6.2 Review of mobile communications in the LDF Development Management Policies	<a href="#">Peak District National Park Authority</a> , LDF Stakeholders	Submission of Development Management Policies including relevant policy on telecommunications by September 2014	In progress with minor revision to timetable	Development Management Policies including those on telecommunications should be finalised by October 2014, to Members for approval November 2014

13. Develop the Peak District in to one of the most Cycle Accessible National Parks in the world				
Activity	Partners	Milestones	Progress	Comments
13.2 Develop & Implement Peak District Cycling Strategy	<a href="#">Peak District National Park Authority</a> and wide range of partners	A) The Peak District Cycling Strategy will be adopted by key partners by March 2014 B) Short term actions delivered 2014-2015	A) Behind schedule B) On track	Cycling Strategy will be adopted October 2014. This has been delayed due to complexity and number of consultation responses

15. Promote the Peak District as one of England's most significant tourism brands, renowned for its sustainability credentials and high quality visitor experience				
Activity	Partners	Milestones	Progress	Comments
15.1 Develop & Implement the Tourism Strategy for the wider Peak District destination	<a href="#">Visit Peak District</a> , Destination Management Partnerships	A) Growth Plan for Visitor Economy presented to LEPs by March 2014 B) Agree Draft Tourism Strategy (Destination Management Strategy) by June 2014 C) Publish Tourism Strategy September 2014 D) Secure funding for Tourism Strategy Activity by March 2015 E) Deliver Tourism Strategy marketing activity by March 2015	A) Complete B) Early draft developed C) Delayed D) Early work with LEPs e.g. on tourism skills E) Delayed	Defer Tourism Strategy - PDNPA and Visit Peak District priorities changed and lack of resources means this will be taken forward at a later date - likely mid 2015
15.4 Identify specific tourism business needs and develop solutions	<a href="#">Visit Peak District</a> , <a href="#">Environmental Quality Mark</a> , <a href="#">Business Peak District</a>	Build on initial consultation with businesses by March 2014, to develop funded responses by March 2015	Delayed	

## Appendix D

# Peak District National Park Management Plan

April 2014 Activities behind schedule, late in starting, changed priorities or cancelled

16. Enhance recreational opportunities and management at key sites through joint partner approaches				
Activity	Partners	Milestones	Progress	Comments
16.1 Identify key recreation sites around the national park where recreational experiences and impact need to be managed	<b>Peak District National Park Authority, National Trust</b> , Peak Cycle Links, land owners, water companies, RSPB, National Trust, wildlife trusts	Peak District National Park Authority and National Trust sites mapped and opportunities / needs assessed by Mar 2014	Ongoing but delayed	Gateways - survey work gathering data  Work is in progress exploring Cycle links and trails on National Trust property

17. Encourage visitors and residents to reduce their environmental impact through the choices they make about how they travel to and experience the Peak District, and what they might buy locally				
Activity	Partners	Milestones	Progress	Comments
17.3 Enable Peak District wide marketing of sustainable travel within the national park, making use of existing infrastructure and services	<b>Peak District National Park Authority</b> through Peak Connections, public transport authorities, transport operators, Visit Peak District	A) Peak Connections concept developed by September 2014  B) Seek funding by March 2015  C) Feasibility of a Branded 'Peak District Explorer' bus explored with partners by March 2014  D) Develop Upper Derwent Bus as an attraction by March 2014	A) Behind schedule / priorities changed  B) Behind schedule / priorities changed  C) Ongoing  D) Complete	There is very little resource to deliver the aims and ambitions of the Peak Connections project to improve public transport access and opportunities around the Peak District. This is an area that could do with some significant development, as there is the potential to not only link some of the best attractions, destinations and communities in the Peak District, but also create an attraction in its own right.  We will look to further develop the 'Peak Explorer' bus concept with liveries, further ticketing incentives and links to attractions. In the longer term we could look at more radical and innovative solutions such as hydrogen buses. However, this all needs funding for product development.

22. Conserve and enhance biodiversity by continued action for priority habitats, sites and species within the national park in line with the Biodiversity Action Plan				
Activity	Partners	Milestones	Progress	Comments
22.5 Restore and enhance priority woodlands across the national park, with particular emphasis on cloughs, valley sides and woodlands which are important to birds	<b>Forestry Commission</b> , RSPB, National Trust, wildlife trusts, private landowners; Woodland Trust, Peak District National Park Authority, Environment Agency	A) Create 1200 hectares of woodlands by March 2014  B) Restore 800 hectares of woodland restored by March 2014	A) Ongoing  B) Complete / ongoing	A) Around 720ha has been achieved across the National Park area, much through the Clough Woodland project. 1200ha may have been a slightly ambitious target by March 2014, but the work is ongoing and the project is considered to be successful  B) Depends on definition of 'Restore' - in terms simply of Woodland Restoration grant, around 350ha has been restored, but if we consider restoration to a better condition through thinning and general management, the figure could be considered to be over 1700ha within the Peak District area

24. Conserve important geological features to protect geological diversity interests				
Activity	Partners	Milestones	Progress	Comments
24.1 Develop a Geological Diversity Action Plan to identify and implement priorities for the conservation of important geological features	<b>Peak District National Park Authority</b> , Derbyshire & Peak District Regionally Important Geological Sites Group, National Stone Centre, Sheffield Area Geological Trust, mineral permission holders, other public bodies	Geological action plan complete by Mar 2014	On hold	The Geological Diversity Action Plan remains in development, but has been put on hold as other priorities have taken precedence

## Appendix D

# Peak District National Park Management Plan

April 2014 Activities behind schedule, late in starting, changed priorities or cancelled

28. Develop a better understanding of carbon use in the national park				
Activity	Partners	Milestones	Progress	Comments
28.1 Explore the value of carbon management techniques (e.g. carbon budgeting, Carbon Audit of Land Management, upland carbon foot printing) within the national park to find a model(s) on which to base future decisions - revisit action in light of reformed Derbyshire Climate Change Group	<b>Peak District National Park Authority</b> , Environment Agency, water companies, Forestry Commission, Natural England, CLA	Re-establish links between Derbyshire Climate Change Group and National Park Management Plan by 5 December 2013 and revise plan accordingly		This milestone has been achieved, and work is commencing on Climate Change Adaptation reporting to DEFRA  With specific reference to carbon budgeting, we are looking at exploring a business case for carbon budgeting on the PDNPA-owned Warslow Estate - it could be a low carbon demonstration

33. Ensure positive conservation of cultural heritage within the national park				
Activity	Partners	Milestones	Progress	Comments
32.1 Develop and implement practical conservation projects, for example community ownership and maintenance of historic buildings and other heritage assets	<b>Peak District National Park Authority</b> , Early Mines Research Group, National Trust, English Heritage Calver Weir Restoration Project, PDNPA, Heritage Lottery Fund, High Peak, Staffordshire Moorland Councils	A) Deliver Ecton Mine project as part of £26k English Heritage project, which considers designating underground cultural heritage features  B) Calver Weir environmental works complete by Jan 2014  C) Submit World War I project Dec 2013  D) Assess condition of heritage buildings by English Heritage and High Peak And Staffordshire Moorlands District Councils by March 2015		A) Main phase of ecton project delivered, work continues into 14/15 and beyond in partnership with NT, NE, EH  B) Calver weir environmental works extended to 31 July 2014  <b>C) Funding bid was not successful</b>  D) Project completed

36. Use community-led planning to produce plans of action that enable social, economic and environmental needs to be met whilst conserving and enhancing cultural heritage				
Activity	Partners	Milestones	Progress	Comments
35.2 Explore how community-led techniques could assist strategic planning work, such as assessing the capacity for development in villages (linking to neighbourhood plans)	<b>Peak District National Park Authority</b> , <b>Peak Park Parishes Forum</b> , local communities	Work in partnership to develop and test mechanisms to support groups preparing neighbourhood development plans in areas which have cross-planning boundaries - ongoing to March 2014 - this is an activity in itself - 2 neighbourhood area designations - Chapel and Whaley Bridge (cross-boundary) and 1 cross boundary plan (Chapel) due to go to independent examination - ongoing, deal with as they arise  Now there is better joint team working, Community Planning is now embedded in our core service	Complete but ongoing	This ideally requires a new milestone. The Activity itself is effectively a 'complete' milestone too  Work with communities to identify sites for development  Hayfield & Castleton - ongoing with site work done and aim for a capacity assessment. Now engaging with Bradwell and Hathersage (as part of HP Housing Enablement Project)

42. Support local housing authorities with activity that explores innovative ways to secure funding to enable the delivery of affordable housing				
Activity	Partners	Milestones	Progress	Comments
42.1 Research opportunities for a new approach to affordable housing such as properties on the open market for transfer to social sector, or using existing buildings	<b>Peak District National Park Authority</b>	A) Research complete by Dec 2013  B) Prepare & agree paper with UK national parks to lobby government to consider reinvesting in social housing in national parks	Complete / ongoing	Consider a bid to government for affordable housing delivery

## Appendix D

# Peak District National Park Management Plan

April 2014 Activities behind schedule, late in starting, changed priorities or cancelled

47. Promote the health and wellbeing opportunities of outdoor activities in the Peak District National Park				
Activity	Partners	Milestones	Progress	Comments
47.1 Identify projects and funding to explore possibilities for pilot projects and partnerships	<b>Peak District National Park Authority,</b> National Trust, Friends of the Peak District, Social Services, Health and Wellbeing Boards	<p>A) Investigate potential for a Health Innovation Fund bid to provide assisted activities in the national park for urban families - identify possible funding stream from annual Public health plan by March 14</p> <p>B) Identify community projects to promote health benefits of outside activities in a national park setting for older generations by March 14</p> <p>C) Develop link with local universities to provide quantitative studies into benefits of access to nature and repeat visits</p> <p>D) Meet with community based health groups such as Eyam Health Group</p>	Priorities changed	<p>A) The Inspiring Generations group is actively exploring a bid to the European Union's INTERREG funding programme, using this in the longer term to develop a larger nationally funded programme such as Stepping Stones to Nature</p> <p>B) Not explored specifically, but could be encompassed in wider Inspiring Generations group work ambitions, and delivery of Recreation Strategy objectives. We are also widening the Peak District Award.</p> <p>C) Derby Uni have a unit which is researching the benefits of being outdoors - 'Cognitive Ergonomics' - Miles Richardson (assistant head of psychology) - <b>Nature Connectiveness Research Group</b></p>

48. Work in partnership to remove barriers and create equal opportunity of access for all to the national park, developing areas of mutual interest between communities beyond and within the national park to create deeper understanding				
Activity	Partners	Milestones	Progress	Comments
48.1 Develop the Peak District Mosaic Partnership and agree a joint plan of action for interventions and audiences, and seek a wider range of funding opportunities and greater independence	<b>Peak District National Park Authority,</b> National Trust	<p>A) 6 new champions to be recruited in 2013/4 representing new audiences</p> <p>B) 6 new communities represented during 2013/4</p> <p>C) 17 new interventions delivered during 2014/15</p> <p>D) Explore incorporation of MOSAIC as a fully constituted community group by March 2014</p>	<p>A) Complete</p> <p>B) Complete</p> <p>C) 8 interventions so far</p> <p>D) Now September 2014</p>	
48.2 Encourage MOSAIC and the Environmental Quality Mark to foster greater links between communities inside and outside the park	<b>MOSAIC Partnership, EQM Board,</b> community and voluntary sectors	Have established and delivered a cultural food exchange event by May 2014	Cancelled / Postponed	A cultural food exchange took place last year, but this year Champion time fully taken up with constitution

49. Grow the existing and highly committed Peak District volunteer base, to offer additional accessible opportunities, and ensure that learning about the national park is woven into a diverse range of volunteer experience opportunities				
Activity	Partners	Milestones	Progress	Comments
49.2 Widen the age profile of volunteers and provide more gateways for participants	<b>Peak District National Park Authority,</b> Mosaic Partners, Volunteer Centres, National Trust, Wildlife Trusts, RSPB, Youth Hostel Association,	Identify feasibility of pilot project to encourage office based staff to volunteer, working with Severn Trent water and RSPB to identify similar projects by August 2014		Not taken forward as intended. Peak District Award, more events that staff are getting involved with on a voluntary basis e.g. TdF?

## Appendix D

# Peak District National Park Management Plan

April 2014 Activities behind schedule, late in starting, changed priorities or cancelled

51. Find attractive ways of enabling people of all abilities to build on their understanding of the National Park and take action				
Activity	Partners	Milestones	Progress	Comments
51.1 Widen the reach of the Peak District Award	<a href="#">Peak District National Park Authority</a>	A) Decision on funding of HLF development bid to widen engagement with the award - January 2014  B) Undertake non-visitor and visitor surveys by June 2014  C) Submit Stage 2 application December 2014  D) Deliver 3 awards by July 2014  E) Consider possible multi-generational aspects of the Peak District Award by March 15		Bid was not successful, but award is being widely delivered - something like 350 per year, around 500 done now with more this year. This is for all age groups, there are different types - 10 hrs, 20 hrs, 30 hrs, same certificate, different accompaniment  Intention still there, just trying to work out what to do  E) Ongoing

53. To have a thriving range of charities and trusts that contribute to the special qualities of the national park through partnership working				
Activity	Partners	Milestones	Progress	Comments
53.1 Encourage wider support of individual trusts and charities	<a href="#">Friends of the Peak District</a> , National Trust, RSPB, Wildlife Trusts, Youth Hostel Association, Peak Cycle Links, CVS, Peak Partners for Rural Action, Peak District National Park Authority	Identify baseline of existing support and membership by March 2014	Suggest cancel or review	This hasn't really been delivered - we need a milestone that doesn't affect competition and business sensitivities

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**8. MEDIUM TERM FINANCIAL PLANNING AND 2015/16 BUDGET PROPOSALS (A137/ RMM )**

**Purpose of the report**

1. This report:
  - a) Makes proposals for balancing the budget in 2015/16 (Appendix 1) in advance of the full budget report being presented by the Chief Finance Officer in February 2015
  - b) Makes a proposal for redirecting resources to support the financial objective of diversifying our sources of funding and our emerging new corporate strategy
  - c) Suggests ways members will be involved in the medium term financial planning process during 2015

**Key issues include:**

- The approach being taken to our short term (2015/16) and medium term (2016/17 – 2018/19) financial planning challenge is described
- At the time of writing this report we have not received notification of the National Park Grant Settlement for 2015/16
- However we have previously been notified of a further 1.74% reduction in our National Park Grant Settlement for 2015/16 and the Authority is required to balance its budget
- Proposals for achieving £342k of reductions or income, with effect from April 2015, to cover both the budget deficit and an amount for reinvesting are given in Appendix 1

**Recommendations**

2.
  1. **The current proposals for the approach to the Authority's medium term financial planning challenge which will be refined as new information comes to light are noted**
  2. **The 2015/16 budget proposals for reductions and income given at Appendix 1 are agreed to be effective from 1 April 2015 or as soon as possible after that if implementation takes longer**
  3. **The proposal to reallocate £42k per annum (as soon as resources are released in accordance with Appendix 1) in increasing our capacity and performance on giving and sponsorship is agreed; with details on how this will be used to be decided by Resource Management Team in consultation with the Chair of Audit Resources and Performance Committee**

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

3. The Authority is required to set a balanced revenue budget for 2015/16 in the context of the notified year-on-year cuts to our grant. As Members are aware from recent workshops work has started on looking at the possible scenarios for budget planning beyond 2015/16 into the next Spending Review period.

**Background**

4. On 20th December 2013 Defra (Department for Environment Food and Rural Affairs) confirmed National Park Grant allocations for 2014/15 and 2015/16 as follows:

	2014-15	2015-16
	£	£
National Park Grant	6,367,867	6,257,122
reduction	-8.51%	-1.74%

  

Reduction 2015/16 vs 2010/11	-£2,041,692	-24.6%*
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\* in real terms, after taking account of inflation since 2010, the settlement in the final year represents approximately a £3.5m cut (36.5%) from its 2010/11 level.

5. In the letter, Defra’s Director of Rural Development, Sustainable Communities and Crops stated that:-
- “Defra have had to make some tough decisions in reaching a balanced budget for both years but have tried to make sure that Defra’s key priorities are protected”.
  - “these allocations may be subject to further adjustment as a result of the current work being undertaken across the Network on Strategic Alignment/One Business\*.....any adjustments will only be made as agreed by Network representatives and endorsed by the Executive Committee and / or the Finance Panel. These budget adjustments will be formally notified to you as and when agreed.”
  - “I must caveat that the budget figures for the next two years could be subject to revision in the event that Defra’s budget was materially reduced. Hopefully we can avoid further adjustments to your budget and so you should plan on the above numbers unless advised otherwise.”

\*(PDNPA footnote)

‘One business’ is a reference to Defra’s response to Civil Service Reform and ‘Strategic alignment’ is the approach they are using to get all parts of Defra and its wider network of executive agencies and Non-Departmental Public Bodies (NDPBs) to work more closely with each other and to bring together structure, systems and processes. ‘One business’ means developing a future Defra business model that is more strategic, flexible and resilient. Its legal applicability to National Parks given their independent constitution is uncertain and will no doubt be subject to further clarification between National Parks and Defra.

6. At the time of writing this report we have not received notification of the National Park Grant Settlement for 2015/16. A verbal update on the settlement will be given at the Authority meeting.
7. **The budget position:**  
The February 2014 budget report to members explained that the structural budget deficit in 2015/16 stood at £286k (table one row I below). This was based on a number of assumptions including:
- a) National Park Grant remains as allocated in the Defra letter of a reduction of 1.74% in 2015/16.
  - b) Normal incremental progression is assumed for staff and an annual pay award of 1% in 2014/15 and 2015/16.
  - c) Future employer superannuation contributions are based on the 2013 actuarial valuation (17.82% of gross pay)
  - d) Interest rate assumptions are assumed to remain at low levels of 0.5%.

**TABLE ONE:**

		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
		<b>£,000</b>	<b>£,000</b>	<b>£,000</b>
<b>A</b>	Baseline Budget	7,670	7,217	6,593
<b>B</b>	<i>Savings achieved /proposed</i>	(357)	(577)	
<b>C</b>	<i>Contingency – high risk areas</i>		55	
<b>D</b>	Revised Baseline Budget	7,313	6,695	6,593
<b>E</b>	<i>Financed by:-</i>	-6.02%	-8.51%	-1.74%
<b>F</b>	National Park Grant	(6,961)	(6,368)	(6,257)
<b>G</b>	Interest receipts	(30)	(50)	(50)
<b>H</b>	Reserves	(434)	(214)	(0)
<b>I</b>	<b>Structural budget deficit (surplus)</b>	<b>(112)</b>	<b>63</b>	<b>286</b>
<b>J</b>	Previous year's (surplus) c/f	(155)	(267)	(204)
<b>K</b>	Cum. (surplus) deficit c/f	(267)	(204)	82

8. Since February the savings/income target of £286k has increased to £328k because:

- £20k was not found through expected savings in the new property structure
- £12k has been committed for the new Chief Executive salary grade
- £10k loss of potential rental income has been incurred following the decision to dispose of a property

However, updated calculations and estimates (shown in the table below) have re-calculated this figure to £294k as shown in row I table two below.

**TABLE TWO:**

		<b>2014/15</b>	<b>2015/16</b>
		<b>£,000</b>	<b>£,000</b>
<b>A</b>	Net expenditure (Baseline Budget)	<b>6,695</b>	<b>6,601</b>
<b>E</b>	<i>Financed by:-</i>	-8.51%	-1.74%
<b>F</b>	National Park Grant	(6,368)	(6,257)
<b>G</b>	Interest receipts	(50)	(50)
<b>H</b>	Reserves	(214)	(0)
<b>I</b>	<b>Structural budget deficit (surplus)</b>	<b>63</b>	<b>294</b>
	Contingency funds c/f from 2013/14	<b>(367)</b>	<b>(304)</b>
<b>J</b>	Cum. (surplus) deficit c/f	(304)	(10)
<b>K</b>			

9. **The medium term financial challenge:**

The Authority is unlikely to receive notification of possible future National Park Grant settlements for the Spending Review period beyond 2015/16 until after the next general election. However given our understanding of what has been said nationally about the continuing future pressures on public sector finances, Resource Management Team has started to look at the implications of different scenarios for our budgets beyond 2015/16 as discussed with members at recent workshops.

10. **Member workshops:**

At the workshops in October and November members considered and gave views on:

- The proposed approach to the medium term financial planning challenge and members involvement in that as outlined below
- Proposals for reductions and income to ensure a balanced budget for 2015/16
- A proposal for immediate reallocation of resources to increase our performance and capacity for giving and sponsorship

In response to members' feedback:

- a) Resource Management Team has withdrawn a proposal to reduce resources in our volunteer service. This is because full reassurance cannot be given at this stage that the proposal to integrate resources within field services can be implemented in time to ensure the volunteer service is not affected in accordance with the steer from members.
- b) The ideas from members for giving and sponsorship will be picked up and considered as part of the giving strategy and the Chair of Audit Resources and Performance committee (ARP) will be consulted on the use of the reallocation of baseline resources to giving and sponsorship if agreed by the Authority

11. **Building blocks:**

Over the last 4 years of financial planning a number of building blocks have been put in place to help achievement of our moving forward in a time of change strategy and existing corporate objectives. These include by March 2015:

- A strategic asset review with an agreed response to recommendations
- Developing our capital programme to support the asset review
- Bringing marketing expertise into the organisation and refreshing the brand
- A revised external funding framework
- Revised standing orders to support commercial activities
- Stretching income targets for existing trading areas
- Introducing new charging for services
- Trialling charging for some services
- Product development
- Place and event development
- National Parks UK sponsorship/giving strategy and business case
- Local sponsorship/giving policy and due diligence framework
- Development of ICT systems to facilitate commercial and giving activities
- Some customer insight work and a visitor/non visitor survey
- Changes to the staff structure to increase leadership capacity in enterprise activities

12. **New emerging corporate strategy:**

Our financial planning is an integral part of the development of our new corporate strategy. Our ambition is to increase the impact of every pound we spend and our financial objective embedded into the new corporate strategy can be described as:

*'To further diversify our sources of funding - not only to mitigate the loss of the Defra grant but also to give capacity for growth to meet our aspirations - as well as continuing to reduce costs and increasing partnership arrangements'*

Our historic performance in diversifying sources of funding has been good in some areas. Our baseline position on the current sources of funding is: Defra grant: 51%; income generation: 15%; external funding: 33%; giving and sponsorship: less than 1%. Increasing the non-Defra grant sources of funding will be a key part of the new

corporate strategy.

13. **2015/16 transition year:**

Our approach to the next 4 year financial planning period needs to build on what has been achieved so far but it is also timely to take stock and treat 2015/16 as a transition year because:

- The new corporate strategy is being developed – the implications of that strategy for what the Authority wants to resource beyond 2015/16 will not be fully understood until into 2015
- After the 2015 general election it is likely projections for public finances for the next spending review period will become clearer
- A new chief executive will start in 2015
- 2014/15 is the last year in our current 4 year financial planning period (2011/12- 2014/15). Over that period the Authority has successfully addressed a £2m cash reduction in Defra funding from its 2010/11 level. If the same trend in reduction is to continue for the three year spending review period after the general election the Authority will need to operate significantly differently as a body and staff and members need to be fully engaged in those discussions.

### Proposals

14. **Approach to our medium term financial planning:**

In light of current information available the Resource Management Team recommends that the approach to our medium term financial planning should include the elements set out below. However this recommendation will need to be reviewed as we receive new information so it is not set in stone.

- a) Confirmation that 2015/16 is a transitional year for the reasons stated above but decisions on what will not be funded from the Defra grant in 2015/16 need to take into account our emerging corporate strategy and the opportunities for diversifying funding
- b) The structural deficit in 2015/16 to be covered in full even though it could be covered by cash reserves as this puts the Authority in a better position to face the following years' challenges – this is based on the assumption that the Defra settlement will be as notified previously
- c) A greater alignment of resources to achieve the improvement aspects of the new corporate strategy
- d) An agreed process for working with members in 2015 on the strategic financial planning for the period 2016/17 – 2018/19. Our task to address with staff and members can be described as follows:

*By 2018/19 we will be potentially funded by Defra at a level significantly less than our current funding. Given this scenario:*

- *What do we want to give strategic certainty to over that period in line with the new corporate strategy and*
- *What do we want to commit to doing if we are successful in diversifying our sources of funding or if the Defra settlement is greater than anticipated*

At the workshop on 21 November members showed preference for:

- A process which included a must do, should do, could do exercise (based on statutory requirements) agreeing 'search' areas for what will not be funded by Defra grant and also involved an analysis of activities by opportunities to diversify funding – i.e. a substitution exercise; it was assumed the new Chief Executive will want to lead on such a review too.
- The involvement of a project team of members (could use an innovation and

challenge approach) working with staff with other members being co-opted when necessary; this to include regular feedback to all members on progress

- e) Identification of the needs for investment to take the Authority forward. Areas of potential investment need to be considered with members as the corporate strategy becomes clearer. However RMT recommends that, depending on the agreement by the Authority of the proposals at Appendix 1, up to £42k per annum from the permanent baseline budget is reallocated from 1 April 2015 towards driving up our performance on increasing funding from giving and sponsorship.
- f) The cash contingency which the Authority is carrying to be used to underwrite income targets which have an agreed business case behind them but are as yet unproven – again this is based on the assumption that the Defra settlement will be as notified previously
- g) Developing the current capital strategy, alongside the asset management plan, with a view to
  - securing capital receipts for assets approved for disposal
  - obtaining sufficient evaluation and feasibility information to inform which capital investment projects, using the limited resources available, might secure strongest contributions to revenue income and the new corporate strategy

15. **2015/16 budget proposals:**

Appendix 1 describes:

- a) proposals for reductions in what is funded by the Defra core grant categorised as follows:
  - using our properties (to reflect recent decisions of the Authority)
  - review of slippage trends (to reflect previous requests by members to do this)
  - efficiency savings (to reflect continuing efforts to achieve the same at a reduced cost)
  - reduction in staff resource (including how the impact can be mitigated)
  - reduction in non-staff budgets (including how the impact can be mitigated)
  - income generation (including new charging proposals)
- b) if the proposal is dependent on any other action to make it effective
- c) the risk assessment: defined not as risk to outcomes but as risk to achieving financial reductions or income

16. Resource Management Team recommends that a total of £342k needs to be made through savings/increased income so that the structural budget deficit is covered in full, assuming the Defra settlement is as previously notified, and £42k is available for baseline reinvestment.

17. In making the proposals for 2015/16 members of the management team have considered the emerging new corporate strategy to ensure, as far as possible, proposals will not detract from being able to carry our relevant strengths forward into the new corporate plan period. In addition some consideration has been given to how existing resources can be redirected to the demands of the emerging strategy including the proposal below.

18. **Reallocation of resources proposal:**

Our baseline position (see paragraph 12) for giving and sponsorship funding indicates that this is a potential significant area for development. Members are asked to agree the proposal to reallocate £42k per annum of savings/increased income to accelerate our performance and capacity in this area. If agreed the Chair of ARP will be consulted on how the extra resource will be used.

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

19. **Financial:**

This report covers the financial issues known at this time. The Chief Finance Officer's report on the full budget in February will give the updated position.

20. **Risk Management:**

The following risks have been identified at the present time:

- a) Two proposals in Appendix 1 have been classified as a medium risk. These relate to income targets for Aldern House and the Countryside Maintenance Team. The cash contingency the Authority is carrying will be used to cover unproven income risk as detailed in paragraph 14(f)
- b) There is a risk that the Defra settlement will be a harsher reduction than previously notified. If there is insufficient time for Resource Management team to work with staff and members on further proposals for reductions/income the Authority will need to use its cash reserves to balance the budget as an interim measure.

21. **Sustainability:** The medium term sustainability of the Authority's activities will depend on the outcome of our medium term financial planning process.

22. **Human Resources:** The staffing reductions represented in Appendix 1 involve no compulsory redundancies but will involve changes and reductions to the establishment as a result of vacancies or agreed voluntary measures.

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

None

**Appendices:**

Appendix 1: 2015/16 Budget proposals for reductions and income

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

Ruth Marchington, Director of Corporate Resources, 27 November 2014

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## Appendix 1: 2015/16 Budget proposals for reductions and income

Category	Specific proposal:	Amount	Mitigating action/dependencies	Risk assessment
Using our properties	North Lees budget reduced following staff resource changes agreed at ARP on 19 September	£15k		LOW
	Leasing Aldern House accommodation to external tenants	£8k		MED
<b>TOTAL</b>		<b>£23k</b>		
Review of slippage trends	Reduction in budget for general conservation works	£10k	External funding and develop giving mechanisms	LOW
	Reduction in budget for specific species and habitat Conservation Projects such as wader recovery	£10k	External funding and develop giving mechanisms	LOW
	Income contribution from Severn Trent for Area Ranger post previously slipped each year- to be allocated in year to Derwent Valley outcomes	£10k		LOW
	Reduction in the community grant budget to zero saving £4k. This grant was originally available to support community organisations but it hasn't operated in this way for some years as the Authority has moved away from doing that; over recent years we have used it for 'community linked' schemes e.g. match funding for Jigsaw bid, Peak District Award etc.	£4k		LOW
	Substituting £10k of Defra funded staff budget in Corporate Resources with £10k from external funding source through review of use of corporate overhead budget	£10k		LOW
<b>TOTAL</b>		<b>£44k</b>		
Efficiency savings	Reduction in Volunteer expenses – legacy from previous changes	£2k		LOW
	Decrease ranger fleet by one vehicle	£4k		LOW
	Savings following relocation from Castleton Bungalow for Learning and Discovery Team	£5.8k		LOW
	Introduction of Decision management system in democratic services making staff savings	£1k		LOW
	Bringing parish elections in house	£1.2k		LOW
	Procuring internal audit and external audit contracts	£10k		LOW
<b>TOTAL</b>		<b>£24k</b>		
Reduction in staff resource	Reduction in external funding officer post	£13.6k	Already implemented and structure changed to mitigate impact	LOW
	Land management staff reduction of post by 0.25	£8.2k	Structure will be reviewed to mitigate impact	LOW
	Field Ranger reduction in full time posts bringing established numbers from 3.5 to 2.5 wte (whole time equivalent)	£22.4k	Closer working with area rangers and volunteers	LOW
	Research Technician post reduction	£1.8k	Reduction in data	LOW

	18.5 hours per week to 16hrs		collection through more efficient ways of working	
	Performance management staff budget reduction - vacancy	£2.5k	Streamlining data collection	LOW
	Reduction in legal staffing	£2.3k	Already implemented and structure changed to mitigate impact	LOW
<b>TOTAL</b>		<b>£50.8k</b>		
Reduction in non-staff budgets	Reduced support to Eastern Moors in accordance with already agreed contract	£23k		LOW
	NPA grant reductions (archaeology £10k, historic buildings £26k, farm conservation £10k) leaving no NPA grant availability other than £43k in grant budget for farm conservation capital items together with the current commitment of £100k for multi-annual agreements	£46k	Countryside & Economy advisers will continue to provide advice on other sources of grant aid	LOW
	Reduction in access improvement work budget from £18k to £8k	£10k	Access fund (for giving and sponsorship) to be established from 15/16	LOW
	Reduction in statutory plans budget from £8k to £6k	£2k	Explore charging for research data or doing bespoke research for partners. Look for alternative arrangements for data contracts	LOW
	Reduction in research budget from £8k to £6k	£2k		LOW
	Reduction in policy budgets across (transport/tourism/interpretation/recreation) from £29k to £25k	£4K		LOW
	Parklife – savings on postage and print costs.	£8k	Winter edition to be circulated electronically with limited printed copies circulated to targeted locations – see fuller note to members	LOW
<b>TOTAL</b>		<b>£95k</b>		
Income generation	Impact of already agreed increase in car park charges	£60k		LOW based on current performance
	Countryside Maintenance Team increase in income target to make team cost neutral	£15k		MED based on expected opportunities
	Planning charges – increase range of charges for pre-application advice to include householder developments and make more use of charges and Planning Performance Agreements on minerals proposals	£25k		LOW
	Income received for legal work on section 106 agreements and other miscellaneous legal work – impact of revised charges implemented from 1 July 2014	£5.5k	Income target underwritten by non-staff legal budget	LOW
<b>TOTAL</b>		<b>£105.5k</b>		
<b>GRAND TOTAL</b>		<b>£342.3k</b>		

## 9. NATIONAL PARK AUTHORITY PROPERTY PORTFOLIO (RG)

### Purpose of the report

1. To update members on the overall direction of the property portfolio, the work of the Integrated Property Board (IPB), provide an update on recent progress against the Asset Management Review Action Plan and propose future reporting of overall financial performance.

### Key issues

- The Authority received and accepted the findings of an Asset Review by DTZ/Smiths Gore at the 7 February 2014 Authority (minute ref 6/14). Since receiving the asset review the Integrated Property Board has been established to implement a medium term programme of work – progress against this is set out in paragraph 13.
- Since agreeing the Asset Review progress has been made against a number of the specific recommendations in the Asset Management Review Action Plan (agreed at the Audit, Resources and Performance Committee in May 2014) this report updates members on this progress in paragraphs 16 to 26.
- The Asset Management Review Action Plan is based on the aspiration for the whole estate (in the round but excluding Aldern House) to cover all direct and support costs by 2019.
- To establish a process of annually reporting the performance of the property portfolio to Audit Resources and Performance committee March each year.

### Recommendations

2.
  1. **Receive the update on the overall progress of the work of the Integrated Property Board and the specific progress against implementing the Asset Management Review Action Plan.**
  2. **Ask for a report on the financial performance of the property portfolio for 2015-16 to be presented to Audit Resource and Performance Committee in March 2015, and annually thereafter.**
  3. **Make an amendment to the Asset Management Review Action Plan to add that the Authority may still acquire property but only as part of a rolling programme of acquisition and disposal to achieve its purposes and where there is a proven business case.**

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

3. The Authority has acquired a large and varied portfolio over several decades for reasons of conservation, recreational enjoyment and historic arrangements; through a combination of active acquisition and transfer of the Warslow Estate to the Authority in lieu of inheritance tax.
4. Owning a portfolio of property helps the Authority to deliver its purposes and duty and contributes specifically to the national park management plan (NPMP) outcomes, especially helping achieve a 'diverse, working and cherished landscape' and a 'welcoming and inspiring place'. The property portfolio also helps to deliver across all 12 corporate objectives.

5. However, the Authority is having to consider even more how its property achieves its corporate strategy which reflects a need to control of costs, maximise opportunities for generating commercial returns and create ways for people to support the national park. The aim for the property portfolio (excluding Aldern House) to cover all its direct and indirect support costs is part of the overall corporate strategy.

### **Background**

6. The Authority's property assets can be described as a mixed portfolio of mainly rural properties held on a largely freehold basis. In total the Authority owns in the region of 15,000 acres of land (9,000 directly managed by the Authority) within the National Park, which equates to approximately 5% of the total land area. The key property types include:
- the HQ building Aldern House
  - four moorland estates (the Roaches and the Eastern Moors both having been leased to other partner organisations)
  - 125 woodlands
  - 4 visitor centres
  - 17 ranger properties
  - 31.75 miles of trails
  - 3 campsites (only 1 directly managed by the Authority)
  - 4 cycle hire centres (only 3 directly managed by the Authority)
  - 43 car parks
  - 18 toilets
  - 15 concessions
  - 20 minor properties.
7. The property has been acquired over several decades through a mixture of purchase and transfer for the purpose of reducing threats to the landscape, active conservation and ensuring recreational enjoyment. In recent years the Authority has been evaluating both the affordability and effectiveness of its property in the context of achieving its statutory purposes and corporate strategy.
8. External advice was sought from DTZ and Smiths Gore in the form of an asset management review during the last year and the members of the Authority received the advice and recommendations on 7 February 2014. The management response to this review was agreed on 9 May 2014 and thus adopted as the Authority's Asset Management Review Action Plan for 2014-17. The DTZ asset management review carried out an assessment of the overall performance of the property portfolio using the two perspectives of performance against the NPMP outcomes (a qualitative judgement) and the cost recovery ratio (financial performance). This analysis showed that around half of the property types deliver well in terms of their contribution to NPMP outcomes and these would be strongest on conservation and recreational enjoyment. The flip side of this analysis is that the remaining were assessed as making a more limited contribution, although some of these still make a strong financial contribution. The Asset Management Review Action Plan is now providing the basis for making the steps of asset management planning happen.
9. In parallel a review of some of the senior management structure took place during 2012-13 and implementation started on 1 April 2013. This resolved the long-term uncertainty over leadership of property by removing from the organisational establishment the Head of Property and vesting leadership of the property estate with the Assistant Directors and Director of Corporate Resources. This created clarity of purpose and function-led leadership of the property estate. The leadership arrangements are in place and have been supported by a new senior property staff

structure, reflecting broader and more business-like objectives, which has been put in place successfully during 2014. Appointments to key property manager posts have now been made.

10. Since receiving the asset management review earlier in the year the Integrated Property Board has been established to ensure a corporate and strategic approach to asset management. The Programme Board is Chaired by the Assistant Director Policy & Partnerships and includes Assistant Directors, Director of Corporate Resources, property and business managers and the Asset Management Lead Member Representative. Progress against its initial terms of reference and programme of activity was agreed by Resource Management Team in 4 February 2014 and are set out in paragraphs 16 to 25 below.

**Proposals**

11. The Authority is currently updating its corporate strategy and business plan because the current corporate business plan period comes to an end in March 2015. The future strategy is likely to much more strongly reflect a new diversified and strengthened approach to future revenue sources for the Authority.
12. The property strategy has to support the overall corporate strategy, as property is owned to achieve national park purposes and the Authority's corporate strategy.

This encompasses the aspiration for the whole portfolio (in the round but excluding Aldern House) to cover all direct and support costs by 2019.

The current position (drawn from our Asset Management Review Action Plan and wider corporate strategy) points to a property strategy that:

- Optimises use of the Authority's own operational and HQ bases
- Continually assesses the effectiveness of the property assets needed to deliver the corporate strategy
- Reduces the overall size and complexity of the property portfolio through disposal of the property with the poorest fit to the corporate strategy
- Reduces the costs of some property
- Increases the income associated with some of the properties
- Closes the gap between the cost of the property portfolio and income, and aims for a full cost recovery position in the future (the current target is for full cost recovery by 2019) accepting that some properties may be excluded
- More actively uses our property assets to demonstrate and promote national park purposes and build active supporters of the national park
- Occasionally acquires property and then disposes to achieve national park purposes on a business case basis.

13. The Integrated Property Board (IPB) was set up and tasked with an initial programme of work. Almost all of the specific actions that the IPB was set up to achieve have been delivered. The following shows the progress:

Integrated Property Board to be set up and meet by 28 February	Achieved
Transfer of the Property Support Team to Director of Corporate Resources from 1 April 2014	Achieved
Prepare and hold a member workshop on 4 April	Achieved
Develop specific proposals to ensure the	Estate Rangers will be directly

best possible use is made of field staff linked to properties and this is done to maximise the benefits in integrated Area Teams	responsible to property managers
Prepare a fit for purpose management structure with accountable property managers at its core by April and implement by 31 August	Achieved – implementation achieved by October 2014
Develop business plans for individual sites or groups of sites to be integrated into a single property portfolio business plan by September and the main elements presented to Authority in September	Business plans for operations are being developed with an emphasis on Warslow, North Lees and Visitor Centres in the first instance
Develop new financial targets for the property portfolio for Authority in December 2014	Financial targets are being developed for 2015-16 (including those agreed for North Lees and Aldern House) to be brought to Audit Resources and Performance Committee in March 2015 and targets and performance against those targets for subsequent years will be presented annually
Adopt a new financial model for Authority assets which provides for more integrated and holistic budget management within single sites , by March 2015 with transition starting March 2015	Work is underway to remodel the budgets around place based accountability and to incorporate an updated support services recharge model. To be available in time to enable the financial targets for 2015-16 and to be reported to Audit Resource & Performance Committee in the March 2015
Develop a corporate model for charging property support costs to the property portfolio by March 2015	The proposed support service recharge model incorporates property support costs, as above.
Secure appropriate resources to handle any disposals or property reviews as they arise in the most cost effective way on a case by case basis	Additional resources have been secured until September 2015. In future further capacity may need to be identified from existing budget allocations. Some of the directly related disposal costs may be legitimately met from the capital receipt

14. It is proposed that the financial performance of the portfolio is reported to Authority in February once the site based budgets have been remodelled. The reporting of financial performance for 2015-16 will need to reflect the scope of the portfolio for full cost recovery in the future. For example, Aldern House will not make full cost recovery so should be excluded from the overall portfolio performance and it is possible that it may be decided other properties will not have to make full cost recovery.
15. The Integrated Property Board is now overseeing delivery against the Asset Management Review Action Plan. Progress is underway with the first wave of activity relating to a number of key recent decisions. This activity focuses on the following:
16. **Aldern House** - a project has started to rationalise the accommodation of staff, improve the occupancy levels of the building and identify opportunities for possible income generation from tenants. Staff from outlying offices are moving to the HQ freeing up Losehill Bungalow for disposal creating both a revenue saving and a capital

- receipt. The occupancy of Aldern House is being managed more effectively creating more scope to rent office space to tenants. Increased rental income is expected during 2015-16 and is a proposal in the 2015/16 budget planning.
17. **Disposal of Minor Properties** - the decision has been taken to dispose of Warren Lodge. This is currently progressing and is likely to be marketed in Spring 2015 realising a capital receipt but creating a reduced income from the loss of rental.
  18. **Woodlands** - work is currently underway to establish a basis on which to review the portfolio of woodlands and members were briefed on 21 November 2014.
  19. **Visitor Centres** – work is underway to review opportunities for development focusing on Bakewell and Castleton (in line with the Asset Management Review Action Plan). Discussions are underway with landlords for future operation of these buildings.
  20. **Warslow Estate** – A Business Plan (2011 to 2016) for the estate was written in 2010 to guide the achievement of the then Full Cost Recovery (FCR) by 2012/13. FCR was achieved in 2012/13 and 2013/14. A small surplus over that was also made each year and transferred into the Warslow Moors Estate Reserve. However, following a comprehensive review of the corporate overheads allocated to each area of the Authority's operations, it is envisaged the FCR target will increase so options for addressing this new target for a three year period until 2018/2019 are being considered.
  21. **North Lees Estate** – The vision for the North Lees Estate was refreshed during 2014 as the basis for a new management plan for the estate. In September members received an update on the business plan for North Lees as part of budget planning. Proposals are reflected in the 2015/16 budget planning.
  22. **Trails** – In November members received the management response to the Trails Master Plan Options Study commissioned from Atkins. This report also proposed exploring setting up arrangements to collect donations from the trails, exploring possible commercial partnership arrangements and developing business cases for the development of Millers Dale and Parsley Hay.
  23. **Cycle hire centres** – In November members received a report updating them on the progress towards reducing the deficit of the cycle hire business and agreeing a new action plan for further income generation and to build the business as part of the wider trails development.
  24. **Brosterfield** – A project team has been established to deliver a project plan with the following key milestones – consultation with community on 13 November, submission of a discontinuance order and planning application by 1 December 2014, for determination by March 2015 and development of an interim plan for summer 2015.
  25. **Car parks, toilets, concessions, campsites** – no strategic action has been taken on these property categories as any review work is not due to start before 2015 according to the Asset Management Review Action Plan. Action may be taken forward on a site specific basis however.
  26. The Asset Management Review Action Plan provides a positive step towards an updated asset management plan. Business plans are in place or being prepared for a number of operations at properties including: North Lees (for 2014-15), Warslow (2015-19), Aldern House(2014-18) and Visitor Services (under development). As business plans are prepared for all business units, the asset implications can be updated and planned for. This will enable a portfolio asset plan to be prepared and the financial

performance of the whole portfolio to be better understood over the next few years, along with non-financial performance.

- 29 Under Standing Orders all property powers are administered in accordance with the Authority's Asset Management Plan; this is taken to be the Asset Management Review Action Plan. The Asset Management Review Action plan is focused on properties that the Authority already owns, and does not take into account any possible acquisition. It is proposed that acquisition (and subsequent disposal) of property to achieve national park purposes may still be required in circumstances where there is a strong business case. It is recommended that this action is added to the Asset Management Review Action Plan, which does not make this provision.
30. We are developing the current capital strategy alongside the Asset Management Review Action Plan with a view to:
- Securing capital receipts for assets approved for disposal
  - Obtaining sufficient evaluation and feasibility information to inform which capital investment projects, using the limited resources available, might secure strongest contributions to revenue income and the new corporate strategy.

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

- 31 **Financial:** This report does not contain any new or specific recommendations or proposals that have a specific impact on finances, however the overall management of the Authority's property portfolio has a significant bearing on the financial position of the Authority and the planned performance for 2015-16 will be reported to Audit Resources and Performance Committee in March 2015.
- 32 **Risk Management:** This report sets out the progress on our property portfolio and a programme of work through the IPB. There are risks associated with property portfolio management and the Board manages risk as a key element of programme management.
33. **Sustainability:** The aim of the property review and its on-going implementation is to ensure the long term sustainability of the property portfolio, in the context of achieving national park purposes and duty, as well as the Authority's corporate strategy. Acquisition of property from time to time may still be a way of meeting our conservation purposes when and where appropriate.
34. **Background papers** (not previously published)  
None
35. **Annex None**
36. **Report Author, Job Title**  
  
Rachel Gillis, Assistant Director Policy and Partnerships



## 10.1 CONSTITUTIONAL DOCUMENTS FOR NATIONAL PARK ENTERPRISES LIMITED (JBD)

### Purpose of the report

This report seeks the Peak District National Park Authority's approval to join the company 'National Park Enterprises' as a Member and for the Chair of the Authority to be appointed as a Director of that company

### Recommendations

2.
  1. **That the Peak District National Park Authority be a member of the Company Limited by Guarantee known as 'National Park Enterprises' as the trading and fundraising entity of National Parks UK.**
  2. **The Articles of Association and Members Agreement for National Parks Enterprise are noted.**
  3. **That the Chair of the Authority be appointed as a Director of National Park Enterprises should they be elected to do so by the Chairs of National Parks UK.**

### Background

3. At the June 2014 Chair's meeting of National Parks UK, the organisation which represents all 15 UK National Park Authorities, agreement was reached to establish a Company Limited by Guarantee as a fundraising vehicle for the collective benefit of the parks. This report seeks the Peak District National Park Authority's approval to join the company 'National Park Enterprises' as a Member and for the Chair of the Authority to be appointed as a Director of that company should they be elected by the other chairs as one of their representatives on the company.

### Proposals

4. National Park Authority's across the UK are becoming more entrepreneurial, including when working together. Chairs of the 15 authorities who work together as National Parks UK, have resolved to form a Company Limited by Guarantee 'National Parks Enterprises' as a vehicle to pursue collective fundraising activities. The initial focus is on working with business and sponsorship. This paper seeks approval from the Peak District National Park Authority to join the company, that the Articles of the Association should be as at appendix 1 and that the Members Agreement should be at Appendix 2.
5. **Are there any corporate implications members should be concerned about?**  
These have been considered in the report.
6. **Financial:**  
None
7. **Risk Management:**  
None other than those reflected in the Articles of Association
8. **Sustainability:**  
None
9. **Background papers** (not previously published) – None

10. **Appendices -**

Appendix 1: Articles of Association

Appendix 2: Members Agreement

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

Jim Dixon, Chief Executive, 27 November 2014

**The Companies Act 2006**  
**Private Company Limited by Guarantee**

**Memorandum of Association**  
**of**  
**XXCompanyNameXX**

Each subscriber to this memorandum of association wishes to form a company under the Companies Act 2006 and agrees to become a member of the company.

---

**Name of each subscriber**

**Authentication by each subscriber**

---

XXSubscriber1XX  
XXSubscriber2XX  
XXSubscriber3XX  
XXSubscriber4XX  
XXSubscriber5XX  
XXSubscriber6XX  
XXSubscriber7XX  
XXSubscriber8XX  
XXSubscriber9XX  
XXSubscriber10XX

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Dated: XXTodayXX



The Companies Act 2006

Private Company Limited by Guarantee

Articles of Association

Of

XXCompanyNameXX

(Adopted on the incorporation of the Company)



**Newcastle | Leeds | Manchester**

**Sandgate House, 102 Quayside, Newcastle upon Tyne NE1 3DX**

**Tel: +44 (0) 191 204 4000**

1. **Defined terms**

1.1. In these articles of association the following expressions have the following meanings, unless the context requires otherwise:

"Articles"	the Company's articles of association;
"Associated Company"	in respect of a company: <ul style="list-style-type: none"><li>(a) any body corporate of which that company is a Subsidiary;</li><li>(b) any company that is a Subsidiary of that company;</li><li>(c) any company that is a Subsidiary of any body corporate of which the company is also a Subsidiary; and</li><li>(d) any company which is a trustee of an occupational pensions scheme (as defined by section 235(6) of the Companies Act 2006);</li></ul>
"Bankruptcy"	includes, without limitation, individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;
"Chairperson"	has the meaning given in Article 12;
"Chairperson of the Meeting"	has the meaning given in Article 34;
"Companies Acts"	the Companies Acts (as defined in section 2 of the Companies Act 2006), insofar as they apply to the Company;
"Director"	a director for the time being of the Company, and includes any person occupying the position of director, by whatever name called;
"Distribution"	has the meaning given in section 829 of the Companies Act 2006;
"Document"	includes, unless otherwise specified, any document sent or supplied in Electronic Form;
"Electronic Form"	has the meaning given in section 1168 of the Companies Act 2006;
"Independent Director"	Means a Director appointed pursuant to Article 18.1.2 and reference herein to

	"Independent Directors" shall be construed accordingly;
"Member"	has the meaning given in section 112 of the Companies Act 2006;
"National Park Authority Director"	means a Director appointed pursuant to Article 18.1.1 and reference herein to "National Park Authority Directors" shall be construed accordingly;
"Ordinary Resolution"	has the meaning given in section 282 of the Companies Act 2006;
"Participate"	in relation to a Directors' meeting, has the meaning given in Article 10;
"Proxy Notice"	has the meaning given in Article 40;
"Relevant Loss"	any loss or liability which has been or may be incurred by a Relevant Officer in connection with that Director's duties or powers in relation to the Company, any Associated Company, or any pension fund or employees' share scheme of the Company or an Associated Company;
"Relevant Officer"	any director or officer or former director or officer of the Company or an Associated Company but excluding in each case any person engaged by the Company (or the relevant Associated Company) as auditor (whether or not he is also a director or officer of that Company) to the extent that he acts in his capacity as auditor
"Special Resolution"	has the meaning given in section 283 of the Companies Act 2006;
"Subsidiary"	has the meaning given in section 1159 of the Companies Act 2006 (and reference to "Subsidiaries" shall be construed accordingly); and
"Writing"	the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in Electronic Form or otherwise.

1.2. Any reference in these Articles to a "general meeting" means a general meeting of the Company's members duly convened and held in accordance with these Articles and the Companies Act 2006.

1.3. Unless the context otherwise requires, other words or expressions contained in

these Articles bear the same meaning as in the Companies Act 2006 as in force on the date when these Articles become binding on the Company.

- 1.4. No regulations contained in any statute or subordinate legislation, including but not limited to the regulations contained in the Model Articles for Private Companies Limited by Guarantee in Schedule 2 of the Companies (Model Articles) Regulations 2008 (SI 2008/3229), shall apply as regulations or articles of association of the Company.

## 2. **Liability of Members**

- 2.1. The liability of the Members is limited to £1, being the amount that each Member undertakes to contribute to the assets of the Company in the event of it being wound up while he is a Member or within one (1) year after he ceases to be a Member, for:

- 2.1.1. payment of the Company's debts and liabilities contracted before he ceases to be a Member;

- 2.1.2. payment of the costs, charges and expenses of winding up; and

- 2.1.3. adjustment of the rights of the contributories among themselves.

## 3. **Directors' general authority**

Subject to the Articles, the Directors are responsible for the management of the Company's business, for which purpose they may exercise all the powers of the Company.

## 4. **Members' reserve power**

The Members may, by Special Resolution, direct the Directors to take, or refrain from taking, specified action. No such Special Resolution invalidates anything which the Directors have done before the passing of the resolution.

## 5. **Directors may delegate**

- 5.1. Subject to the Articles, the Directors may delegate any of the powers which are conferred on them under the Articles:

- 5.1.1. to such person or committee;

- 5.1.2. by such means (including by power of attorney);

- 5.1.3. to such an extent;

- 5.1.4. in relation to such matters or territories; and

- 5.1.5. on such terms and conditions;

as they think fit.

- 5.2. If the Directors so specify, any such delegation may authorise further delegation of the Directors' powers by any person to whom they are delegated.

- 5.3. The Directors may revoke any delegation in whole or part, or alter its terms and



conditions.

6. **Committees**

- 6.1. Committees to which the Directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of the Articles which govern the taking of decisions by Directors.
- 6.2. The Directors may make rules of procedure for all or any committees, which prevail over rules derived from the Articles if they are not consistent with them.

7. **Directors to take decisions collectively**

The general rule about decision-making by Directors is that any decision of the Directors must be either a majority decision at a meeting or a decision taken in accordance with Article 8.

8. **Unanimous decisions**

- 8.1. A decision of the Directors is taken in accordance with this Article when all eligible Directors indicate to each other by any means that they share a common view on a matter. Such a decision may take the form of a resolution in Writing, copies of which have been signed by each eligible Director or to which each eligible Director has otherwise indicated agreement in Writing.
- 8.2. References in this Article 8 to eligible Directors are to Directors who would have been entitled to vote on the matter had it been proposed as a resolution at a Directors' meeting.
- 8.3. A decision may not be taken in accordance with this Article 8 if the eligible Directors would not have formed a quorum at such a meeting.

9. **Calling a Directors' meeting**

- 9.1. Any Director may call a Directors' meeting by giving notice of the meeting to the Directors or by authorising the Company secretary (if any) to give such notice.
- 9.2. Notice of any Directors' meeting must indicate:
  - 9.2.1. its proposed date and time;
  - 9.2.2. where it is to take place; and
  - 9.2.3. if it is anticipated that Directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.
- 9.3. Notice of a Directors' meeting (containing the information set out in Article 9.2) must be given to each Director, but need not be in Writing.
- 9.4. Notice of a Directors' meeting need not be given to Directors who waive their entitlement to notice of that meeting, by giving notice to that effect to the Company not more than seven (7) days after the date on which the meeting is held. Where such notice is given after the meeting has been held, that does not affect the validity of the meeting, or of any business conducted at it.

10. **Participation in Directors' meetings**

- 10.1. Subject to the Articles, Directors "Participate" in a Directors' meeting, or part of a Directors' meeting, when:
- 10.1.1. the meeting has been called and takes place in accordance with the Articles; and
  - 10.1.2. they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.
- 10.2. In determining whether Directors are participating in a Directors' meeting, it is irrelevant where any Director is or how they communicate with each other.
- 10.3. If all the Directors Participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

11. **Quorum for Directors' meetings**

- 11.1. At a Directors' meeting, unless a quorum is Participating, no proposal is to be voted on, except a proposal to call another meeting.
- 11.2. The quorum for Directors' meetings may be fixed from time to time by a decision of the Directors, and unless otherwise fixed shall be:
- 11.2.1. any two (2) National Park Directors; and
  - 11.2.2. one (1) Independent Director.
- 11.3. If the total number of Directors for the time being is less than the quorum required, the Directors must not take any decision other than a decision:
- 11.3.1. to appoint further Directors; or
  - 11.3.2. to call a general meeting so as to enable the Members to appoint further Directors.

12. **Chairing of Directors' meetings**

- 12.1. The Directors may appoint a Director to chair their meetings. The person so appointed for the time being is known as the "Chairperson".
- 12.2. The Directors may terminate the Chairperson's appointment at any time.
- 12.3. If the Chairperson is not Participating in a Directors' meeting within ten (10) minutes of the time at which it was to start, the Participating Directors must appoint one of themselves to chair it.

13. **Casting vote at Director's meetings**

- 13.1. If the numbers of votes for and against a proposal at a Director's meeting are equal, the Chairperson or other Director chairing the meeting has a casting vote.
- 13.2. Article 13.1 does not apply if, in accordance with the Articles, the Chairperson or other Director is not to be counted as participating in the decision-making process for quorum or voting purposes.

14. **Interests in transactions and other arrangements**

- 14.1. Subject to sections 177(5) and 177(6) and sections 182(5) and 182(6) of the Companies Act 2006 and provided he has declared the nature and extent of his interest in accordance with the requirements of the Companies Act 2006, a Director who is in any way, whether directly or indirectly, interested in an existing or proposed transaction or arrangement with the Company:
- 14.1.1. may be a party to, or otherwise interested in, any transaction or arrangement with the Company or in which the Company is otherwise (directly or indirectly) interested;
  - 14.1.2. shall be an eligible Director for the purposes of any proposed decision of the Directors (or committee of Directors) in respect of such contract or proposed contract in which he is interested;
  - 14.1.3. shall be entitled to vote at a meeting of Directors (or of a committee of the Directors) or participate in any unanimous decision, in respect of such contract or proposed contract in which he is interested;
  - 14.1.4. may act by himself or his firm in a professional capacity for the Company (otherwise than as auditor) and he or his firm shall be entitled to remuneration for professional services as if he were not a Director;
  - 14.1.5. may be a Director or other officer of, or employed by, or a party to a transaction or arrangement with, or otherwise interested in, any body corporate in which the Company is otherwise (directly or indirectly) interested; and
  - 14.1.6. shall not, save as he may otherwise agree, be accountable to the Company for any benefit which he (or a person connected with him (as defined in section 252 of the Companies Act 2006) derives from any such contract, transaction or arrangement or from any such office or employment or from any interest in any such body corporate and no such contract, transaction or arrangement shall be liable to be avoided on the grounds of any such interest or benefit nor shall the receipt of any such remuneration or other benefit constitute a breach of his duty under section 176 of the Companies Act 2006.
- 14.2. For the purpose of this Article 14, references to proposed decisions and decision-making processes include any Directors' meeting or part of a Directors' meeting.
- 14.3. Subject to this Article 14, if a question arises at a meeting of Directors or of a committee of Directors as to the right of a Director to Participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting, be referred to the Chairperson whose ruling in relation to any Director other than the Chairperson is to be final and conclusive.
- 14.4. If any question as to the right to Participate in the meeting (or part of the meeting) should arise in respect of the Chairperson, the question is to be decided by a decision of the Directors at that meeting, for which purpose the Chairperson is not to be counted as Participating in the meeting (or that part of the meeting) for voting or quorum purposes.

14.5. The Directors may by way of a resolution of the Board (or by way of a written policy approved by a resolution of the Board) from time to time, dis-apply all or part of the provisions of this clause 14, where the Board are of the view that the nature and extent of a Director's interest so declared is (in the sole discretion of the Board and taking into account such matters as it feels relevant) so significant that it would be in the best interests of the Company for such Director to be prevented from doing, or having the benefit of, any or all of the matters described in 14.1.1 to 14.1.6 in relation to that particular conflict of interest.

15. **Directors' conflicts of interest**

15.1. For the purposes of section 175 of the Companies Act 2006, the Directors may authorise any matter which:

15.1.1. would or could be a breach of a Director's duty under that section; or

15.1.2. could result in a breach of a Director's duty under that section.

15.2. For the authorisation of a matter (pursuant to the authority in Article 15.1), to be effective:

15.2.1. the matter in question must be proposed for consideration at a Director's meeting, or for the authorisation of the Directors by resolution in Writing, in accordance with Article 8 or in any other way that the Directors may decide;

15.2.2. any quorum requirement at a Director's meeting when the matter is considered must be met without counting the Director in question and any other interested Director (the "Interested Directors"); and

15.2.3. the matter must be agreed without the Interested Directors voting, or would have been agreed if the votes of the Interested Directors had not been counted.

15.3. Any matter authorised under Article 15.1 will be subject to any conditions or limitations decided on by the Directors in accordance with Article 15.2. The Directors can decide the conditions or limitations at the time authorisation is given, or later on, and can end at any time. A Director must comply with any obligations the Directors impose on him after a matter has been authorised.

15.4. Any matter authorised under Article 15.1 will include any existing or potential conflict of interest which is reasonable to expect will arise out of the authorised matter.

15.5. The Director shall not be required to disclose any confidential information obtained in relation to the relevant matter which has been authorised under Article 15.1 (other than through his position as a Director of the Company) to the Company or to use or apply it in performing his duties as a Director if to do so would result in a breach of duty or obligation of confidence owed by him in relation to or in connection with that matter.

15.6. Where a matter is authorised in accordance with Article 15.1, the Director will not infringe any duty to the Company by virtue of sections 171 to 177 of the Companies Act 2006 provided he acts in accordance with any terms, limits and conditions imposed in respect of the authorisation.

- 15.7. A Director is not accountable to the Company for any benefit he receives (or a person connected with them receives) as a result of anything the Directors have authorised under Article 15.1. No contract, transaction or arrangement relating to any matter authorised by the Director under Article 15.1 can be set aside because of any Director's interest or benefit.
- 15.8. A Director, notwithstanding his office or the existence of an actual or potential conflict with the interests of the Company, may be a member, director or officer or otherwise employed or engaged by a Member from time to time (a "**Member Interest**") and the Director in question shall be entitled to be counted in the quorum for, and to attend, any meeting or part of a meeting of the Directors or a committee of the Directors of which any matter which is or may be relevant to the Member Interest may be discussed, and to vote on any resolution of the Directors or a committee of the Directors relating to such matter and any board or committee papers relating to such matter shall be provided to the Directors in question at the same time as the other Directors.
16. **Records of decisions to be kept**
- The Directors must ensure that the Company keeps a record, in Writing, for at least ten (10) years from the date of the decision recorded, of every unanimous or majority decision taken by the Directors.
17. **Directors' discretion to make further rules**
- Subject to the Articles, the Directors may make any rule which they think fit about how they take decisions, and about how such rules are to be recorded or communicated to Directors.
18. **Methods of appointing Directors**
- 18.1. The Directors of the Company shall be appointed by way of the following methods:
- 18.1.1. a person nominated and whose appointment is approved by the Members by Ordinary Resolution (each a "**National Park Authority Director**"); or
- 18.1.2. a person recruited through an open recruitment process, such process to be determined and agreed by the Directors from time to time (each Director so appointed being an "**Independent Director**") and whose appointment is approved by the Members by Ordinary Resolution.
- 18.2. The Company shall at all times have at least three (3) and no more than seven (7) Directors of which there shall always be one more National Park Authority Director than the total number of Independent Directors.
- 18.3. Each Director appointed pursuant to this Article 18 shall, subject to these Articles and the Companies Act, for a fixed term of four (4) years, following which each Director shall automatically be deemed to have resigned with immediate effect.
- 18.4. Any person who has previously served a term of office as a Director shall be eligible for re-appointment as a Director, provided always that no person shall be appointed to the position of Director for a period of more than eight (8) years (in aggregate and whether continuous or not).

19. **Termination of Director's appointment**

19.1. A person ceases to be a Director as soon as:

- 19.1.1. that person ceases to be a Director by virtue of any provision of the Companies Act 2006 or is prohibited from being a Director by law;
- 19.1.2. a Bankruptcy order is made against that person;
- 19.1.3. a composition is made with that person's creditors generally in satisfaction of that person's debts;
- 19.1.4. a registered medical practitioner who is treating that person gives a written opinion to the Company stating that that person has become physically or mentally incapable of acting as a Director and may remain so for more than two (2) months;
- 19.1.5. notification is received by the Company from the Director that the Director is resigning from office, and such resignation has taken effect in accordance with its terms; or
- 19.1.6. that person's term of office expires pursuant to Article 18.3; or
- 19.1.7. at least two thirds of the Members agree in writing to remove that Director with immediate effect; or
- 19.1.8. that person fails to attend more than three consecutive meetings of the Directors without the consent of the Directors; or
- 19.1.9. that person ceases to be an officer, employee or an authorised representative of a Member.

20. **Appointment of alternate directors**

20.1. Any Director (an "Appointer") may appoint, as an alternate ("Alternate Director"), any other Director, or any other person approved by resolution of the Directors, to:

- 20.1.1. exercise that Director's powers; and
- 20.1.2. carry out that Director's responsibilities;

in relation to the taking of decisions by the Directors, in the absence of the Alternate's Appointor.

20.2. Any appointment of an Alternate Director must be effected by notice in Writing to the Company signed by the Appointor, or in any other manner approved by the Directors.

20.3. The notice referred to in Article 20.2 above must:

- 20.3.1. identify the proposed Alternate Director; and
- 20.3.2. contain a statement signed by the proposed Alternate Director that the proposed Alternate Director is willing to act as the alternate of the Director giving the notice.

21. **Rights and responsibilities of Alternate Directors**

21.1. An Alternate Director may act as Alternate Director to more than one (1) Director and has the same rights in relation to any decision of the Directors as the Alternate Director's Appointor.

21.2. Except as the Articles specify otherwise, Alternate Directors:

21.2.1. are deemed for all purposes to be Directors;

21.2.2. are liable for their own acts and omissions;

21.2.3. are subject to the same restrictions as their Appointors; and

21.2.4. are not deemed to be agents of or for their Appointors;

and, in particular (without limitation), each Alternate Director shall be entitled to receive notice of all meetings of Directors and of all meetings of committees of Directors of which his Appointor is a member.

21.3. A person who is an Alternate Director but not a Director:

21.3.1. may be counted as Participating for the purposes of determining whether a quorum is present (but only if that person's Appointor is not Participating);

21.3.2. may Participate in a unanimous decision of the Directors (but only if his Appointor is an eligible Director in relation to that decision, but does not Participate); and

21.3.3. shall not be counted as more than one (1) Director for the purposes of Articles 21.2.1 and 21.2.2.

21.4. A Director who is also an Alternate Director is entitled, in the absence of his Appointor, to a separate vote on behalf of his Appointor, in addition to his own vote on any decision of the Directors (provided that his Appointor is an eligible Director in relation to that decision).

21.5. An Alternate Director is not entitled to receive any remuneration from the Company for serving as an Alternate Director except such part of his Appointor's remuneration as his Appointor may direct by notice in writing made to the Company.

22. **Termination of Alternate Directorship**

22.1. An Alternate Director's appointment terminates:

22.1.1. when the Alternate Director's Appointor revokes the appointment by notice to the Company in Writing specifying when it is to terminate;

22.1.2. on the occurrence, in relation to the Alternate Director, of any event which, if it occurred in relation to the Alternate Director's Appointor, would result in the termination of the Appointor's appointment as a Director;

22.1.3. on the death of the Alternate Director's Appointor; or

22.1.4. when his Appointor's appointment as a Director terminates.

23. **Directors' remuneration**

23.1. Directors may undertake any services for the Company that the Directors decide.

23.2. Independent Directors (but not National Park Authority Directors) are entitled to such remuneration:

23.2.1. as the Members decide by Ordinary Resolution, to the extent such remuneration relates to their services to the Company as an Independent Director; and

23.2.2. as the Directors decide, to the extent such remuneration relates to any other service which they undertake for the Company.

23.3. Subject to the Articles, an Independent Director's remuneration may:

23.3.1. take any form; and

23.3.2. include any arrangements in connection with the payment of a pension, allowance or gratuity, or any death, sickness or disability benefits, to or in respect of that Independent Director.

23.4. Unless the Members (in the circumstances set out in Article 23.2.1) or the Directors (in the circumstances set out in Article 23.2.2) decide otherwise, an Independent Directors' remuneration accrues from day to day and Independent Directors are not accountable to the Company for any remuneration which they receive as Independent Directors or other officers or employees of the Company's Subsidiaries or of any other body corporate in which the Company is interested.

24. **Directors' expenses**

24.1. The Company may pay any reasonable expenses which the Directors properly incur in connection with their attendance at:

24.1.1. meetings of Directors or committees of Directors;

24.1.2. general meetings; or

24.1.3. separate meetings of the holders of debentures of the Company, or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the Company.

25. **Secretary**

The Directors may appoint any person who is willing to act as secretary for such term, at such remuneration and upon such conditions as they may think fit and from time to time remove such person and, if the Directors so decide, appoint a replacement in each case by a decision of the Directors.

26. **Applications for Membership**

26.1. No person shall become a Member of the Company unless:



- 26.1.1. that person is a duly registered member of [INSERT NAME AND COMPANY NUMBER OF NPUK];
- 26.1.2. that person has completed an application for membership in a form approved by the Directors; and
- 26.1.3. the Directors have approved the application.

27. **Termination of Membership**

- 27.1. A Member may withdraw from membership of the Company by giving thirty (30) days' notice to the Company in Writing.
- 27.2. Membership is non transferable.
- 27.3. A person's membership terminates immediately when:
  - 27.3.1. a resolution is passed by the members or creditors of that person, or an order is made by a court or other competent body or person instituting a process that shall lead to that person being wound up and its assets being distributed among that person's creditors, members or other contributors; or
  - 27.3.2. a receiver, administrator or administrative receiver is appointed over the whole or any part of the assets of that person or the making of any arrangement with the creditors of that person for the affairs, business and property of that person to be managed by a supervisor; or
  - 27.3.3. that person ceases to be a duly registered member of [INSERT NAME AND COMPANY NUMBER OF NPUK].

28. **Distributions**

- 28.1. Subject to the Companies Act 2006, the Directors may decide to make and pay Distributions to the Members from time to time.
- 28.2. Where a sum which is a Distribution is payable to a Member, it must be paid by one or more of the following means:
  - 28.2.1. transfer to a bank or building society account specified by the Member either in Writing or as the Directors may otherwise decide;
  - 28.2.2. sending a cheque made payable to the Member by post to the Member at the Member's registered address or as the Directors may otherwise decide; or
  - 28.2.3. any other means of payment as the Directors agree with the Member either in Writing or by such other means as the Directors decide.

29. **No interest on distributions**

- 29.1. The Company may not pay interest on any Distribution payable to a Member unless otherwise provided by the provisions of another agreement between the Members and the Company.
- 29.2. All Distributions which are:

- 29.2.1. payable to a Member; and
  - 29.2.2. unclaimed after having been declared or become payable, may be invested or otherwise made use of by the Directors for the benefit of the Company until claimed.
- 29.3. The payment of any Distribution by the Company into a separate account does not make the Company a trustee in respect of it.
- 29.4. If:
- 29.4.1. twelve years have passed from the date on which the Distribution became due for payment; and
  - 29.4.2. the Member in question has not claimed it;
- then that Member is no longer entitled to that sum and it ceases to remain owing by the Company.
30. **Non-cash distributions**
- The Company may, by Ordinary Resolution on the recommendation of the Directors, decide to pay all or part of a Distribution payable to a Member by transferring non-cash assets of equivalent value.
31. **Waiver of distributions**
- A Member may waive their entitlement to a Distribution payable to it by giving the Company notice in Writing to that effect.
32. **Attendance and speaking at general meetings**
- 32.1. A person is able to exercise the right to speak at a general meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.
- 32.2. A person is able to exercise the right to vote at a general meeting when:
- 32.2.1. that person is able to vote, during the meeting, on resolutions put to the vote at the meeting; and
  - 32.2.2. that person's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other persons attending the meeting.
- 32.3. The Directors may make whatever arrangements they consider appropriate to enable those attending a general meeting to exercise their rights to speak or vote at it.
- 32.4. In determining attendance at a general meeting, it is immaterial whether any two (2) or more Members attending it are in the same place as each other.
- 32.5. Two (2) or more persons who are not in the same place as each other attend a general meeting if their circumstances are such that if they have (or were to have) rights to speak and vote at that meeting, they are (or would be) able to exercise

them.

33. **Quorum for general meetings**

33.1. No business other than the appointment of the Chairperson of the Meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum.

33.2. The quorum for a general meeting shall be any [six (6)] Members.

34. **Chairing general meetings**

34.1. If the Directors have appointed a Chairperson, the Chairperson shall chair general meetings if present and willing to do so.

34.2. If the Directors have not appointed a Chairperson, or if the Chairperson is unwilling to chair the meeting or is not present within ten (10) minutes of the time at which a meeting was due to start:

34.2.1. the Directors present; or

34.2.2. (if no Directors are present), the meeting, must appoint a Director or Member to chair the meeting, and the appointment of the Chairperson of the Meeting must be the first business of the meeting.

34.3. The person chairing a meeting in accordance with this Article is referred to as "the Chairperson of the Meeting".

35. **Attendance and speaking by Directors and non-Members**

35.1. Directors may attend and speak at general meetings, whether or not they are Members.

35.2. The Chairperson of the Meeting may permit other persons who are not:

35.2.1. Members of the Company; or

35.2.2. otherwise entitled to exercise the rights of Members in relation to general meetings, to attend and speak at a general meeting.

36. **Adjournment**

36.1. If the persons attending a general meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the Chairperson of the Meeting must adjourn it.

36.2. The Chairperson of the Meeting may adjourn a general meeting at which a quorum is present if:

36.2.1. the meeting consents to an adjournment; or

36.2.2. it appears to the Chairperson of the Meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.

- 36.3. The Chairperson of the Meeting must adjourn a general meeting if directed to do so by the meeting.
- 36.4. When adjourning a general meeting, the Chairperson of the Meeting must:
- 36.4.1. either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the Directors; and
  - 36.4.2. have regard to any directions as to the time and place of any adjournment which have been given by the meeting.
- 36.5. If the continuation of an adjourned meeting is to take place more than fourteen (14) days after it was adjourned, the Company must give at least seven (7) clear days' notice of it (that is, excluding the day of the adjourned meeting and the day on which the notice is given):
- 36.5.1. to the same persons to whom notice of the Company's general meetings is required to be given; and
  - 36.5.2. containing the same information which such notice is required to contain.
- 36.6. No business may be transacted at an adjourned general meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.
37. **Voting: general**
- 37.1. A resolution put to the vote of a general meeting must be decided on a show of hands unless a poll is duly demanded in accordance with the Articles.
- 37.2. On any resolution put to the Members at a general meeting or by way of a written resolution under the procedure set out in the Companies Act 2006 each Member shall have one vote.
38. **Errors and disputes**
- 38.1. No objection may be raised to the qualification of any person voting at a general meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid.
- 38.2. Any such objection must be referred to the Chairperson of the Meeting, whose decision is final.
39. **Poll votes**
- 39.1. A poll on a resolution may be demanded:
- 39.1.1. in advance of the general meeting where it is to be put to the vote; or
  - 39.1.2. at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.
- 39.2. A poll may be demanded by:

- 39.2.1. the Chairperson of the Meeting;
  - 39.2.2. the Directors;
  - 39.2.3. two (2) or more persons having the right to vote on the resolution; or
  - 39.2.4. a person or persons representing not less than one tenth of the total voting rights of all the Members having the right to vote on the resolution.
- 39.3. A demand for a poll may be withdrawn if:
- 39.3.1. the poll has not yet been taken; and
  - 39.3.2. the Chairperson of the Meeting consents to the withdrawal.
- 39.4. Polls must be taken immediately and in such manner as the Chairperson of the Meeting directs.

40. **Content of Proxy Notices**

- 40.1. Proxies may only validly be appointed by a notice in Writing (a "Proxy Notice") which:
- 40.1.1. states the name and address of the Member appointing the proxy;
  - 40.1.2. identifies the person appointed to be that Member's proxy and the general meeting in relation to which that person is appointed;
  - 40.1.3. is signed by or on behalf of the Member appointing the proxy, or is authenticated in such manner as the Directors may determine; and
  - 40.1.4. is delivered to the Company not less than forty eight (48) hours before the time appointed for holding the meeting (or adjourned meeting) at which the right to vote is to be exercised and in accordance with any instructions contained in the notice of the general meeting (or adjourned meeting) to which they relate.
- 40.2. The Company may require Proxy Notices to be delivered in a particular form, and may specify different forms for different purposes.
- 40.3. Proxy Notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.
- 40.4. Unless a Proxy Notice indicates otherwise, it must be treated as:
- 40.4.1. allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and
  - 40.4.2. appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

41. **Delivery of Proxy Notices**

- 41.1. A person who is entitled to attend, speak or vote (either on a show of hands or on

a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid Proxy Notice has been delivered to the Company by or on behalf of that person.

- 41.2. An appointment under a Proxy Notice may be revoked by delivering to the Company a notice in Writing given by or on behalf of the person by whom or on whose behalf the Proxy Notice was given.
- 41.3. A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.
- 41.4. If a Proxy Notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

#### 42. **Amendments to resolutions**

- 42.1. An Ordinary Resolution to be proposed at a general meeting may be amended by Ordinary Resolution if:
  - 42.1.1. notice of the proposed amendment is given to the Company in Writing by a person entitled to vote at the general meeting at which it is to be proposed not less than forty eight (48) hours before the meeting is to take place (or such later time as the Chairperson of the Meeting may determine); and
  - 42.1.2. the proposed amendment does not, in the reasonable opinion of the Chairperson of the Meeting, materially alter the scope of the resolution.
- 42.2. A Special Resolution to be proposed at a general meeting may be amended by Ordinary Resolution, if:
  - 42.2.1. the Chairperson of the Meeting proposes the amendment at the general meeting at which the resolution is to be proposed; and
  - 42.2.2. the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.
- 42.3. If the Chairperson of the Meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the Chairperson's error does not invalidate the vote on that resolution.

#### 43. **Means of communication to be used**

- 43.1. Subject to the Articles, anything sent or supplied by or to the Company under the Articles may be sent or supplied in any way in which the Companies Act 2006 provides for Documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the Company.
- 43.2. Subject to the Articles, any notice or Document to be sent or supplied to a Director in connection with the taking of decisions by Directors may also be sent or supplied by the means by which that Director has asked to be sent or supplied with such notices or Documents for the time being.
- 43.3. A Director may agree with the Company that notices or Documents sent to that

Director in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than forty eight (48) hours.

44. **Company seals**

- 44.1. Any common seal may only be used by the authority of the Directors.
- 44.2. The Directors may decide by what means and in what form any common seal is to be used.
- 44.3. Unless otherwise decided by the Directors, if the Company has a common seal and it is affixed to a Document, the Document must also be signed by at least one (1) authorised person in the presence of a witness who attests the signature.
- 44.4. For the purposes of this Article 44, an authorised person is:
  - 44.4.1. any Director of the Company;
  - 44.4.2. the Company secretary (if any); or
  - 44.4.3. any person authorised by the Directors for the purpose of signing Documents to which the common seal is applied.

45. **No right to inspect accounts and other records**

Except as provided by law or authorised by the Directors or an Ordinary Resolution of the Company, no person is entitled to inspect any of the Company's accounting or other records or Documents merely by virtue of being a Member.

46. **Provision for employees on cessation of business**

The Directors may decide to make provision for the benefit of persons employed or formerly employed by the Company or any of its Subsidiaries (other than a Director or former Director or shadow Director) in connection with the cessation or transfer to any person of the whole or part of the undertaking of the Company or that Subsidiary.

47. **Indemnity**

- 47.1. Subject to Article 47.2, a Relevant Officer of the Company or an Associated Company may be indemnified out of the Company's assets against:
  - 47.1.1. any liability incurred by that Director in connection with any negligence, default, breach of duty or breach of trust in relation to the Company or an Associated Company;
  - 47.1.2. any liability incurred by that Director in connection with the activities of the Company or an Associated Company in its capacity as a trustee of an occupational pension scheme (as defined in section 235(6) of the Companies Act 2006);
  - 47.1.3. any other liability incurred by that Director as an officer of the Company or an Associated Company.
- 47.2. This Article does not authorise any indemnity which would be prohibited or

rendered void by any provision of the Companies Acts or by any other provision of law.

48. **Insurance**

The Directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any Relevant Officer in respect of any Relevant Loss.



**Dated** \_\_\_\_\_ **2014**

**National Park Enterprises**

**and**

**Those persons listed at Schedule 1**

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**Members' Agreement**

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This Deed is dated

2014

**Between**

- (1) National Park Enterprises, a company limited by guarantee incorporated and registered in England and Wales with company number [INSERT COMPANY NUMBER] of [REGISTERED OFFICE ADDRESS] (the "**Company**"); and
- (2) **THOSE PERSONS** whose details are listed at Schedule 1 (each a "**Member**" and together the "**Members**").

(each a "**party**" and together the "**parties**")

**Background:**

- (A) The Company is a company limited by guarantee and the liability of each of the Members is limited to £1.00.
- (B) The Parties have agreed to enter into this agreement for the purpose of regulating the exercise of their rights in relation to the Company and for the purpose of certain commitments set out in this agreement.

**NOW IT IS HEREBY AGREED** as follows:-

1. **Interpretation**

1.1. The following definitions shall apply in this agreement.

"Act"	the Companies Act 2006;
"Articles"	the new articles of association of the Company in the agreed form to be adopted on or prior to Completion, as set out at Schedule 2;
"Board"	the board of directors of the Company as constituted from time to time;
"Business"	the operation of a commercial enterprise to do any such things which are calculated to facilitate, be conducive or incidental to the accomplishment of the Members' statutory purposes as set out in the National Parks and Access to the Countryside Act 1949 (as amended from time to time) or which are expressly or impliedly permitted functions conferred on the Members by legislation;
"Business Day"	any day (other than a Saturday, Sunday or public holiday in the United Kingdom) on which clearing banks in the City of London are generally open for business;
"Business Plan"	an annual business plan for the Company prepared by the Board in respect of the Financial Year to which it relates;

"Completion"	the completion of the transactions in accordance with clause 3;
"Completion Date"	the date hereof or such other for Completion as may be agreed between the Parties in writing;
"Deed of Adherence"	a deed of adherence substantially in the form set out in Schedule 5;
"Director"	a director of the Company;
"Distribution"	has the meaning given in section 829 of the Act;
"Electronic form"	has the meaning given in section 1168 of the Act;
"Encumbrance"	any interest or equity of any person (including any right to acquire, option, right of pre-emption[, any agreement in respect of voting rights or commitment to give or create voting rights]) or any mortgage, charge, pledge, lien, assignment, hypothecation, security, title retention or any other security agreement or arrangement;
"Financial Year"	in relation to the Company, means its accounting reference period, as may be amended from time to time in accordance with the Act;
"Licence"	the agreement granting a perpetual licence of the Trademark to the Company, to be entered into by the Company and Dartmoor National Park Authority on the Completion Date, in agreed form;
"Member"	a person entered into the Company's register of members from time to time (and reference herein to " <b>Members</b> " shall be construed accordingly);
"Member Consent"	Members for the time being not less than 75% of the total number of Members (excluding, where relevant, a Member who is the subject of a particular Member Consent);
"Trademark"	the trade mark(s) set out in Schedule 4, including the listed registrations and applications and any registrations which may be granted pursuant to such applications.

- 1.2. Clause, Schedule and paragraph headings do not affect the interpretation of this agreement.
- 1.3. A reference to a clause or a Schedule is a reference to a clause of, or Schedule to, this agreement. A reference to a paragraph is to a paragraph of the relevant Schedule.
- 1.4. A "person" includes a natural person, a corporate or unincorporated body (whether or not having a separate legal personality).

- 1.5. Unless the context otherwise requires, words in the singular include the plural and in the plural include the singular.
- 1.6. Unless the context otherwise requires, a reference to one gender includes a reference to the other genders.
- 1.7. A reference to a particular statute, statutory provision or subordinate legislation is a reference to it as it is in force from time to time taking account of any amendment or re-enactment and includes any statute, statutory provision or subordinate legislation which it amends or re-enacts and subordinate legislation for the time being in force made under it provided that, as between the parties, no such amendment or re-enactment shall apply for the purposes of this agreement to the extent that it would impose any new or extended obligation, liability or restriction on, or otherwise adversely affect the rights of, any party.
- 1.8. Documents in agreed form are documents in the form agreed by the parties to this agreement and initialled by them or on their behalf for identification.
- 1.9. A reference in this agreement to a document is a reference to the document whether in paper or Electronic Form.
- 1.10. Unless otherwise expressly provided in this agreement, reference to "writing" or "written" includes email but not faxes.
- 1.11. Where the words "include(s)", "including" or "in particular" are used in this agreement, they are deemed to have the words "without limitation" following them.
- 1.12. Any obligation in this agreement on a person not to do something includes an obligation not to agree or allow that thing to be done.
- 1.13. Where the context permits, "other" and "otherwise" are illustrative and shall not limit the sense of the words preceding them.
- 1.14. References to times of day are, unless the context requires otherwise, to London time and references to a day are to a period of 24 hours running from midnight on the previous day.
- 1.15. Unless the context otherwise requires, words and expressions defined in the Articles shall have the same meaning when used in this agreement.

## 2. **Business of the Company**

- 2.1. The business of the Company shall be the Business.
- 2.2. Each Member shall promote (so far as is lawfully possible in the exercise of his rights and powers as a member of the Company) the success of and develop the Business for the benefit of its Members as a whole.

## 3. **Completion**

- 3.1. Completion shall take place on the Completion Date at the Company's registered office or such other location as the Parties may agree in writing.
- 3.2. At Completion:

- 3.2.1. [NAME OF MEMBER] shall pay £10,000 (ten thousand pounds sterling) by [AGREED METHOD OF PAYMENT] to the Company]; and
  - 3.2.2. Dartmoor National Park Authority and the Company shall execute the Licence pursuant to which Dartmoor National Park Authority shall grant a licence of the Trademark to the Company in accordance with the terms thereof.
- 3.3. Within the period of six calendar months commencing on the Completion Date, the Company shall (and the Members shall procure that the Company shall) adopt the Business Plan for the Financial Year in which the Company is formed, in agreed form.
4. **Member undertakings**
  - 4.1. Each Member shall, for as long as they remain a Member, procure (so far as is lawfully possible in the exercise of their rights and powers as a member of the Company) that the Company shall not take any of the actions set out in Schedule 3 without first obtaining Member Consent.
  - 4.2. Each Member shall, for as long as they remain a Member, act at all times in good faith in the exercise of their rights and powers as a member of the Company, to ensure that each Member benefits equally from the Business.
5. **Distribution Policy**
  - 5.1. Subject to the requirements of the Act, and unless the parties agree otherwise in relation to any particular Financial Year, the parties shall procure that the Company shall make a cash distribution of at least 95% of the profit of the Company in relation to each Financial Year but after making all necessary, reasonable and prudent provisions and reserves for taxation, as shown in the accounts for that year.
  - 5.2. Any cash distribution made by the Company shall be divided amongst the Members in equal proportions.
6. **Termination**
  - 6.1. This agreement shall terminate:
    - 6.1.1. when a resolution is passed by the members or creditors of the Company, or an order is made by a court or other competent body or person instituting a process that shall lead to the Company being wound up and its assets being distributed among the Company's creditors, members or other contributors; or
    - 6.1.2. the appointment of a receiver, administrator or administrative receiver over the whole or any part of the assets of the Company or the making of any arrangement with the creditors of the Company for the affairs, business and property of the Company to be managed by a supervisor; or
    - 6.1.3. when, as a result of the retirement or removal of Members made in accordance with this agreement or the Articles, only one person remains as a Member of the Company.

- 6.2. Termination of this agreement shall not affect any rights, remedies, obligations or liabilities of any of the parties that have accrued up to the date of termination, including the right to claims damages in respect of any breach of the agreement which existed at or before the date of completion.
- 6.3. Where, following an event referred to in clause 6.1.1, the Company is to be wound up and its assets distributed, the parties shall agree a suitable basis for dealing with the interests and assets of the Company and shall endeavour to ensure that, before dissolution:
- 6.3.1. all existing contracts of the Company are performed to the extent that there are sufficient resources;
- 6.3.2. the Company shall not enter into any new contractual obligations; and
- 6.3.3. the Company's assets are distributed as soon as practical.

7. **Status of this agreement**

- 7.1. Each Member shall, to the extent that he is able to do so, exercise his voting rights and other powers of control lawfully available to him to procure that the provisions of this agreement are properly and promptly observed and given full force and effect according to the spirit and intention of the agreement.
- 7.2. If there is an inconsistency between any of the provisions of this agreement and the provisions of the Articles, the provisions of this agreement shall prevail as between the parties.
- 7.3. Each Member shall, when necessary, exercise his powers of voting and any other rights and powers lawfully available to him as a member of the Company to amend, waive or suspend a conflicting provision in the Articles to the extent necessary to permit the Company and its Business to be administered as provided in this agreement.

8. **No partnership or agency**

Nothing in this agreement is intended to, or shall be deemed to, establish any partnership or joint venture between the parties or constitute any party the agent of another party.

9. **Confidentiality**

Except to the extent required by law or any legal or regulatory authority of competent jurisdiction:

- 9.1.1. no party shall at any time [during this agreement and for a period of [INSERT NUMBER] years after termination of this agreement] disclose to any person (other than his professional advisers) the terms of this agreement or any trade secret or other confidential information relating to the Company [or to any Member], or make any use of such information other than to the extent necessary for the purpose of exercising or performing his rights and obligations under this agreement;

9.1.2. no party shall make, or permit any person to make, any public announcement, communication or circular concerning this agreement without Member Consent.

10. **Inadequacy of damages**

Without prejudice to any other rights or remedies that a party may have, each party acknowledges and agrees that damages alone would not be an adequate remedy for any breach of the terms of clause 9 by that party. Accordingly, each other party shall be entitled to the remedies of injunction, specific performance or other equitable relief for any threatened or actual breach of the terms of clause 9 of this agreement.

11. **Notices**

11.1. A notice given to a party under or in connection with this agreement shall be in writing and shall be delivered by hand or sent by pre-paid first-class post, recorded delivery or special delivery in each case to that party's address in each case to that Party's registered office address (or to such other address as that party may notify to the other party in accordance with this agreement).

11.2. Delivery of a notice is deemed to have taken place (provided that all other requirements in this clause 11 have been satisfied) if delivered by hand, at the time the notice is left at the address, or if sent by post on the second Business Day after posting unless, in each case, such deemed receipt would occur outside business hours (meaning 9.00 am to 5.30 pm Monday to Friday on a day that is not a public holiday in the place of deemed receipt), in which case deemed receipt will occur at 9.00 am on the day when business next starts in the place of deemed receipt (and, for the purposes of this clause 11, all references to time are to local time in the place of receipt).

11.3. This clause 11 does not apply to the service of any proceedings or other documents in any legal action.

12. **Severance**

If any provision or part-provision of this agreement is or becomes invalid, illegal or unenforceable, it shall be deemed modified to the minimum extent necessary to make it valid, legal and enforceable. If such modification is not possible, the relevant provision or part-provision shall be deemed deleted. Any modification to or deletion of a provision or part-provision under this clause shall not affect the validity and enforceability of the rest of this agreement.

13. **Variation and waiver**

13.1. No variation of this agreement shall be effective unless it is in writing and signed by or on behalf of each party for the time being.

13.2. A waiver of any right or remedy under this agreement or by law is only effective if it is given in writing and is signed by the party waiving such right or remedy. Any such waiver shall apply only to the circumstances for which it is given and shall not be deemed a waiver of any subsequent breach or default.

13.3. A failure or delay by any party to exercise any right or remedy provided under this agreement or by law shall not constitute a waiver of that or any other right or



remedy, nor shall it prevent or restrict any further exercise of that or any other right or remedy.

13.4. No single or partial exercise of any right or remedy provided under this agreement or by law shall prevent or restrict the further exercise of that or any other right or remedy.

13.5. A party that waives a right or remedy provided under this agreement or by law in relation to one person, or takes or fails to take any action against that person, does not affect its rights or remedies in relation to any other person.

14. **Assignment and other dealings**

14.1. No party shall assign, transfer, mortgage, charge, subcontract, declare a trust over or deal in any other manner with any or all of his rights and obligations under this agreement (or any other document referred to in it) without Member Consent [(such consent not to be unreasonably withheld or delayed)].

14.2. Each party confirms that he is acting on his own behalf and not for the benefit of any other person.

15. **Costs and expenses**

Except as expressly provided in this agreement, each party shall pay its own costs and expenses incurred in connection with the negotiation, preparation and execution of this agreement (and any documents referred to in it).

16. **Entire agreement**

16.1. This agreement (together with the documents referred to in it) constitute the entire agreement between the parties and supersede and extinguish all previous discussions, correspondence, negotiations, drafts, agreements, promises, assurances, warranties, representations, arrangements and understandings between them, whether written or oral, relating to their subject matter.

16.2. Each party acknowledges that in entering into this agreement (and any documents referred to in it), he does not rely on, and shall have no remedies in respect of, any statement, representation, assurance or warranty (whether made innocently or negligently) that is not set out in this agreement or those documents.

16.3. Nothing in this clause shall limit or exclude any liability for fraud.

17. **Third party rights**

17.1. A person who is not a party to this agreement shall not have any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this agreement.

17.2. The rights of the parties to terminate, rescind or agree any variation, waiver or settlement under this agreement are not subject to the consent of any other person.

18. **Counterparts**

18.1. This agreement may be executed in any number of counterparts, each of which when executed and delivered shall constitute a duplicate original, but all the counterparts shall together constitute the one agreement.

18.2. No counterpart shall be effective until each party has executed at least one counterpart.

19. **Governing law and jurisdiction**

19.1. This agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of England and Wales.

19.2. Each party irrevocably agrees that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim that arises out of or in connection with this agreement or its subject matter or formation (including non-contractual disputes or claims).

This deed has been entered into on the date stated at the beginning of it.

**Schedule 1 – Parties**

<b>Name of Member</b>	<b>Member's Principal Office Address</b>
<b>Brecon Beacons National Park Authority</b>	Plas y Ffynnon Cambrian Way Brecon LD3 7HP
<b>The Broads Authority</b>	Yare House 62-64 Thorpe Road Norwich NR1 1RY
<b>The Cairngorms National Park Authority</b>	14 The Square Grantown on Spey PH26 3HG
<b>Dartmoor National Park Authority</b>	Parke Bovey Tracey Newton Abbot Devon TQ13 9JQ
<b>Exmoor National Park Authority</b>	Exmoor House, Dulverton, Somerset, TA22 9HL
<b>Lake District National Park Authority</b>	Murley Moss Oxenholme Road Kendal LA9 7RL
<b>Loch Lomond and The Trossachs National Park Authority</b>	Loch Lomond & The Trossachs National Park Headquarters Carrochan Carrochan Road Balloch G83 8EG
<b>New Forest National Park Authority</b>	New Forest National Park Authority Lymington Town Hall Avenue Road Lymington SO41 9ZG
<b>Northumberland National Park Authority</b>	Eastburn, South Park, Hexham, Northumberland NE46 1BS

<b>North York Moors National Park Authority</b>	The Old Vicarage, Bondgate, Helmsley, York, North Yorkshire YO62 5BP
<b>Peak District National Park Authority</b>	Aldern House, Baslow Road, Bakewell, Derbyshire DE45 1AE
<b>Pembrokeshire Coast National Park Authority</b>	National Park Offices Llanion Park Pembroke Dock Pembrokeshire SA72 6DY
<b>Snowdonia National Park Authority</b>	National Park Office Penrhyndeudraeth Gwynedd LL48 6LF
<b>South Downs National Park Authority</b>	South Downs Centre North Street Midhurst West Sussex GU29 9DH
<b>Yorkshire Dales National Park Authority</b>	Yoredale Bainbridge Leyburn North Yorkshire DL8 3EL

**Schedule 2 – New Articles of Association**

### **Schedule 3 - Matters requiring Member Consent**

1. Except as provided in clause 7.3, vary in any respect its Articles.
2. Permit the registration of any person as a member of the Company other than in accordance with this agreement or the Articles.
3. Alter its name or registered office.
4. Change the nature of its Business.
5. Adopt or amend its Business Plan in respect of each financial year.
6. Enter into any arrangement, contract or transaction:
  - 6.1. with a value exceeding £[AMOUNT]; or
  - 6.2. which is outside the normal course of the Business; or
  - 6.3. which is otherwise than on arm's length terms.
7. Create or grant any Encumbrance over the whole or any part of the Business, its undertaking or assets from time to time.
8. Incur any borrowings from time to time other than from its bankers in the ordinary and usual course of business, or issue any loan capital.
9. Make any loan (otherwise than by way of deposit with a bank or other institution the normal business of which includes the acceptance of deposits) or grant any credit (other than in the normal course of trading) or give any guarantee (other than in the normal course of trading) or indemnity.
10. Amalgamate or merge with any other company or business undertaking, form or acquire any subsidiary, directly or indirectly acquire shares in any other company or directly or indirectly participate in any partnership or joint venture.
11. Pass any resolution for its winding up or present any petition for its administration (unless it has become insolvent).

**Schedule 4 – Trademark**

<b>Country</b>	<b>Mark</b>	<b>Registration No.</b>	<b>Date of Registration</b>	<b>Classes</b>
United Kingdom	Britain's Breathing Spaces	UK00003034874	01 August 2014	3, 4, 5, 11, 25, 28, 30, 41.
EU	Britain's Breathing Spaces	EU012428884	7 May 2014	3, 4, 5, 11, 25, 28, 30, 41.

**Schedule 5 – Deed of Adherence**

**THIS DEED OF ADHERENCE** is made the [] day of [ ] by [ ] of [ ] (hereinafter called the "**Covenantor**")

**SUPPLEMENTAL** to a members' agreement dated [ ] and made between [ ] (the "**Members' Agreement**")

**WITNESSETH** as follows:

1. The Covenantor hereby confirms that [he] [it] has been supplied with a copy of the Members' Agreement and hereby covenants with each of the parties to the Members' Agreement from time to time to observe, perform and be bound by all the terms of the Members' Agreement which are capable of applying to the Covenantor and which have not been performed at the date hereof to the intent and effect that the Covenantor shall be deemed with effect from the date on which the Covenantor is registered as a member of the Company to be a party to the Members' Agreement and to be a Member (as defined in the Members' Agreement).
2. This Deed shall be governed by and construed in accordance with the laws of England.

**EXECUTED** as a deed the day and year first before written.



**SIGNED AS A DEED** (but not delivered until the date hereof)  
**[NAME OF COMPANY]** acting by a director in the presence of:-

)  
)  
.....  
Director

Witness Signature:

Witness Name:

Address:

Occupation:

**THE SEAL of Brecon Beacons National Park Authority** was hereunto affixed in the presence of:-

)  
)  
)

.....

[INSERT NAME], a duly authorised signatory.

**THE SEAL of The Broads Authority** was hereunto affixed in the presence of:-

)  
)  
)

.....

[INSERT NAME], a duly authorised signatory.

**THE SEAL of The Cairngorms  
National Park Authority** was  
hereunto affixed in the presence  
of:-

)  
)  
)

.....

[INSERT NAME], a duly authorised  
signatory.

**THE SEAL of Dartmoor National  
Park Authority** was hereunto  
affixed in the presence of:-

)  
)  
)

.....

[INSERT NAME], a duly authorised  
signatory.

**THE SEAL of Exmoor National  
Park Authority** was hereunto  
affixed in the presence of:-

)  
)  
)

.....

[INSERT NAME], a duly authorised  
signatory.

**THE SEAL of Lake District** )  
**National Park Authority** was )  
hereunto affixed in the presence )  
of:-

.....

[INSERT NAME], a duly authorised  
signatory.

**THE SEAL of Loch Lomond and** )  
**The Trossachs National Park** )  
**Authority** was hereunto affixed in )  
the presence of:-

.....

[INSERT NAME], a duly authorised  
signatory.

**THE SEAL of New Forest** )  
**National Park Authority** was )  
hereunto affixed in the presence )  
of:-

.....

[INSERT NAME], a duly authorised signatory.

**THE SEAL of Northumberland National Park Authority** was hereunto affixed in the presence of:- )  
)  
)

.....

[INSERT NAME], a duly authorised signatory.

**THE SEAL of North York Moors National Park Authority** was hereunto affixed in the presence of:- )  
)  
)

.....

[INSERT NAME], a duly authorised signatory.

**THE SEAL of Peak District National Park Authority** was hereunto affixed in the presence of:- )  
)  
)

.....

[INSERT NAME], a duly authorised signatory.

**THE SEAL of Pembrokeshire** )  
**Coast National Park Authority** )  
was hereunto affixed in the )  
presence of:- )

.....

[INSERT NAME], a duly authorised signatory.

**THE SEAL of Snowdonia** )  
**National Park Authority** was )  
hereunto affixed in the presence )  
of:- )

.....

[INSERT NAME], a duly authorised signatory.

**THE SEAL of South Downs** )  
**National Park Authority** was )  
hereunto affixed in the presence )

of:-

.....

[INSERT NAME], a duly authorised  
signatory.

**THE SEAL of Yorkshire Dales** )  
**National Park Authority** was )  
hereunto affixed in the presence )  
of:-

.....

[INSERT NAME], a duly authorised  
signatory.