

# Public Document Pack

**Peak District National Park Authority**

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



Our Ref: A.1142/86

Date: 26 November 2015



## NOTICE OF MEETING

Meeting: **National Park Authority**

Date: **Friday 4 December 2015**

Time: **10.45 am**

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

SARAH FOWLER  
CHIEF EXECUTIVE

### AGENDA

1. **Apologies for Absence**
2. **Chair's Announcements**
3. **Minutes of previous meeting - 18 September 2015 & 2 October 2015** (*Pages 1 - 10*)
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. **Update on Moorlife 2020 - Presentation by Chris Dean** 15 mins

8. **National Park Management Plan - Report From Advisory Group (AN)** 30 mins  
*(Pages 11 - 60)*
- Appendix A
- Appendix B
- Appendix C
9. **Capital Strategy (A/13321/PN)** *(Pages 61 - 76)* 20 mins
- Appendix 1
- Appendix 2
- Appendix 3
10. **Corporate Strategy 2016-19 (RG)** *(Pages 77 - 102)* 45 mins
- Appendix 1
- Appendix 2
11. **Amendments to Standing Orders (JS)** *(Pages 103 - 128)* 15 mins
- Appendix 1
12. **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 Items Nos. 13 and 14 to avoid the disclosure of Exempt Information under S100 (A)(4) Local Government Act 1972, Schedule 12A, Paragraph 4: "Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Authority or a Minister of the Crown and employees of, or office holders under, the Authority", Paragraph 3 "Information relating to the financial or business affairs of any particular person (including the authority holding that information)" and Paragraph 5 "Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings".**

**PART B**

13. **Exempt Minutes of 18 September 2015** *(Pages 129 - 130)*
14. **National Parks Partnerships (SF)** *(Pages 131 - 154)* 15 mins
- Appendix 1
- Appendix 2

## **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 or publishing on video sharing sites. If you intend to record or report on one of our meetings you are asked to contact the Democratic and Legal Support Team in advance of the meeting so we can make sure it will not disrupt the meeting and is carried out in accordance with any published protocols and guidance.

The Authority uses an audio sound system to make it easier to hear public speakers and discussions during the meeting and to make a digital sound recording available after the meeting. The recordings will usually be retained only until the minutes of this meeting have been confirmed.

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

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

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

To: National Park Authority Members

Constituent Authorities  
Secretary of State for the Environment  
Natural England

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## MINUTES

Meeting: **National Park Authority**

Date: Friday 18 September 2015 at 10.00 am

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

Chair: Cllr Mrs L C Roberts

Present: Mr P Ancell, Mrs P Anderson, Mrs F Beatty, Cllr P Brady, Cllr C Carr, Cllr D Chapman, Cllr A R Favell, Cllr C Furness, Cllr D Greenhalgh, Mr Z Hamid, Cllr Mrs N Hawkins, Cllr Mrs G Heath, Mr R Helliwell, Cllr H Laws, Cllr Mrs C Howe, Ms S Leckie, Cllr J Macrae, Cllr S Marshall-Clarke, Cllr A McCloy, Ms S McGuire, Cllr C McLaren, Cllr Mrs K Potter and Cllr Mrs N Turner

Apologies for absence: Cllr D Birkinshaw, Mrs E Sayer, Cllr Mrs J A Twigg, Cllr F J Walton, Cllr G Weatherall and Cllr D Williams.

### **102/15 CHAIR'S ANNOUNCEMENTS**

Members received an update on the Moors for the Future European LIFE programme funding bid and Ash dieback in the Peak District.

### **103/15 URGENT BUSINESS**

There was no urgent business to report.

### **104/15 MEMBERS DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **105/15 DRAFT STRATEGIC FRAMEWORK: 2016-2019 (SF)**

The Chief Executive, Sarah Fowler, introduced a report prepared following consultation with three nominated members and a members' financial planning day held on 24 July. The report asked members to approve the strategic framework for the three years from 2016/2017 to 2018/19 and authorise implementation.

Sarah expressed her gratitude to Authority Members and Members of the Senior Management in developing the proposals to this stage.

It was noted in implementing the proposals the Authority would be asked to consider a revised Corporate Strategy for 2016-2019 in December 2015 and a full budget report in February 2016.

During the discussion some Members expressed concerns about the areas which had been given strategic certainty and suggested alternative approaches. In response it was noted that the proposals had to be looked at in the context of the budget proposals where strategic certainty had been given to services which would deliver a sustainable income and full cost recovery.

Members also made suggestions about minor amendments to the text to provide greater clarity. The Chair assured Members that, where appropriate, these would be taken on board.

The officer recommendation was moved, seconded, put to the vote and carried.

**RESOLVED:**

**To approve the draft strategic framework set out in Appendix 1 of the report.**

The meeting was adjourned from 10.55pm to 11.00am following consideration of this item.

**106/15 FINANCIAL PLANNING: 2016-2017 BUDGET PROPOSALS (RMT/RMM)**

The Director of Corporate Resources, Ruth Marchington, introduced a report asking the Authority to approve the budget proposals for 2016/2017. If approved this would allow the Authority to start implementing measures to deliver savings anticipated in the 2016/17 budget before the start of the financial year commencing on 1 April 2016. It was confirmed that a full budget report responding to this steer would be prepared by the Chief Finance Officer and considered by the Authority in February 2016.

In introducing the report Ruth confirmed that comments made by Members at the recent financial planning workshop had been incorporated into the proposals. It was also noted that nationally the Chief Executives and Chairs of National Park Authorities were lobbying government to obtain the powers to open up access to additional income and therefore mitigate against the impact of reductions in the Defra grant.

The officer recommendation was moved, seconded, put to the vote and carried.

**RESOLVED**

1. **To approve a programme of reductions in Defra funded activities in five review areas, as detailed in Appendix 1, amounting to £464k to be implemented by 1 April 2016.**
2. **To approve plans to achieve an increase in net income and reductions in input costs in areas given strategic certainty, as detailed in Appendix 1, amounting to £138k to be implemented by 1 April 2016.**

Cllr Mrs N Hawkins left the meeting at 11.35am following consideration of this item.

**107/15 EXEMPT INFORMATION S100 (A) LOCAL GOVERNMENT ACT 1972**

**RESOLVED:**

**To exclude the public from the meeting during consideration of Agenda Item No 9 to avoid the disclosure of Exempt Information under S100 (A)(4) Local**

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**Government Act 1972, Schedule 12A, Paragraph 1 "Information relating to any individual" and Paragraph 4: "Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Authority or a Minister of the Crown and employees of, or office holders under, the Authority".**

**PART B**

**SUMMARY**

**The Committee determined the following item, full details of which are in the exempt minutes:**

108/14 Fit for Purpose Organisational Design - Outcome of Consultation on the Leadership Team Review (SF)

The meeting ended at 12.20 pm

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## MINUTES

Meeting:	<b>National Park Authority</b>
Date:	Friday 2 October 2015 at 10.00 am
Venue:	The Board Room, Aldern House, Baslow Road, Bakewell
Chair:	Cllr Mrs L C Roberts
Present:	Mr P Ancell, Mrs P Anderson, Mrs F Beatty, Cllr D Birkinshaw, Cllr P Brady, Cllr C Carr, Cllr D Chapman, Cllr C Furness, Mr Z Hamid, Cllr Mrs N Hawkins, Cllr Mrs G Heath, Mr R Helliwell, Cllr H Laws, Cllr Mrs C Howe, Ms S Leckie, Cllr A McCloy, Ms S McGuire, Cllr C McLaren, Cllr Mrs K Potter, Cllr Mrs J A Twigg, Cllr F J Walton, Cllr G Weatherall and Cllr D Williams
Apologies for absence:	Cllr A R Favell, Cllr D Greenhalgh, Cllr J Macrae, Cllr S Marshall-Clarke, Mrs E Sayer and Cllr Mrs N Turner.

### **109/15 CHAIR'S ANNOUNCEMENTS**

Cllr Mrs K Potter expressed her thanks and appreciation to all Members and staff involved in raising £343 for McMillan Cancer Support.

The Chair announced that copies of the photograph of the Authority taken following the Annual Meeting were available from Cllr G Weatherall for £1.50 each. On behalf of Members the Chair thanked Cllr Weatherall for organising the photograph.

### **110/15 MINUTES OF PREVIOUS MEETING HELD ON 3 JULY 2015**

The minutes of the Authority held on 3 July 2015 were approved as a correct record.

### **111/15 MEMBERS DECLARATIONS OF INTEREST**

Item 8

It was noted that Cllr Mrs K Potter had circulated an email to all Members setting out her views on the proposals relating to Minerals.

Item 10

Mr R Helliwell, personal interest as a member of the Hope Valley Community Rail Partnership.

It was noted that Cllr D Chapman and Cllr C Furness had been contacted by Cllr Mrs Jean Monks regarding the Hope Valley Rail Proposals.

It was noted that Mr P Ancell had received a telephone call from Mr R Dickson regarding the Hope Valley Rail Proposals.

It was noted that Ms S McGuire as a resident of the Hope Valley had attended two public events arranged by Network Rail on earlier proposals and one on the current proposals. She had also received an email from Network Rail asking for feedback on the proposals. It was also noted that although she had received a phone call from an affected landowner who had brought her attention to the current proposals she had not expressed a view..

#### **112/15 NOTICE OF MOTION - APPOINTMENT PRINCIPLES (JS)**

At the meeting of the Authority held on 5 June 2015 Cllr P Brady moved a motion, seconded by Cllr Mrs J Twigg. As the motion included proposals to amend part 1 of the Authority's Standing Orders, consideration of the motion was adjourned to the AGM held on 3 July 2015. At that meeting the Authority made a decision on most of Part A of the motion but deferred further consideration of the elements relating to the "Democratic Principles" and established a small Member working group to look at the proposed principles and report back with proposals. The group met on 18 August 2015 to discuss the issues raised by officers and produced a modified set of principles to be brought back to a meeting of the Authority.

The Authority were asked to consider the remaining elements of the Notice of Motion by considering the revised "Appointment Principles" and the outstanding proposal to amend Part 1 of the Authority's Standing Orders to make reference to the principles.

The following amendment to the original motion was moved, seconded, put to the vote and carried:

1. In part A replace the words "Democratic Principles" with "Appointment Principles" and substitute "appropriate officer" for "Chief Executive"
2. In part B replace "appendix 2" with "appendix 1".

Following a discussion on the amended motion the substantive motion was put to the vote and lost.

#### **113/15 AGREEING THE DRAFT DEVELOPMENT MANAGEMENT POLICIES DEVELOPMENT PLAN DOCUMENT (BJT)**

The Planning Policy Manager, Brian Taylor, introduced a report asking the Authority to approve the draft Development Management Policies Development Plan Document (DPD) as the second part of the Local Development Plan for the National Park. In introducing the report Brian clarified the methodology used to carry out the review of existing policies and highlighted significant changes in the following areas:

- Definitions of Heritage Assets
- Farm Buildings
- Affordable Housing
- Sub-Division of Properties
- Rural Business Expansion
- Minerals Sites

As an update to the report Members were advised that the reference to “Bakewell: Land adjoining the Cintride Factory” was to be removed from policy DME3 but the site would remain within the development boundary for Bakewell. Recommendation 3 in the report was amended to add the words “including any minor changes to Policies” before “, appendices and policies map”

The Director of Planning, John Scott, assured Members that the officer delegation would be limited to minor changes so significant amendments would be brought back to Members for determination. During the discussion it was suggested that the Member Representative for Economy should be included in meetings of the Member working group.

A number of comments and suggestions for minor amendments were put forward by Members. The Director of Planning confirmed that all the suggested changes would be looked at following the meeting and where appropriate incorporated.

The amended officer recommendation was moved, seconded, put to the vote and carried.

**RESOLVED:**

- 1. To approve the draft Development Management Policies (DPD);**
- 2. To confirm that the document will form the basis of the formal Sustainability Appraisal and Appropriate Assessment under the Habitats regulations;**
- 3. To delegate authority to the Director of Planning, in consultation with the Chair and Vice Chair of Planning Committee, to complete the editing process, including any minor changes to policies, appendices and policy maps;**
- 4. To confirm that these documents will form the basis of on-going consultation with communities and partners up to and including the statutory consultation and submission stages;**
- 5. To confirm that from this stage some limited weight may be attached to the emerging DPD as a material planning consideration as an agreed statement of the Authority’s intended position on development management policy;**
- 6. To appoint Cllr C Furness to the membership of the working group as Member Representative for Economy.**

Cllr Mrs K Potter asked that her vote against the policies relating to minerals be recorded.

The meeting was adjourned from 12.10pm to 12.20pm following consideration of this item.

**114/15 REVIEW OF CHARGING FOR PRE-APPLICATION PLANNING ADVICE (JRS)**

The Director of Planning, John Scott presented a report setting out performance of the scheme for charging for pre-application advice first introduced on 1 April 2014. The report updated Members on how the scheme operated, identified the additional income generated and outlined proposals to extend the approach to other areas.

Subject to minor amendments the officer recommendation was moved, seconded, put to the vote and carried.

**RESOLVED:**

- 1. To continue the pre-application charging schemes for development and to delegate authority to the Director of Planning to make any future changes to the scheme and inflationary increases in charges in consultation with the Chair and Vice-Chair of Planning Committee subject to any significant changes being the subject of a report to Planning Committee.**
- 2. To extend the principle of charging for advice to other areas of the Authority's work, in accordance with Standing Orders.**
- 3. To continue to review the operation of the advice charging scheme through an annual report to a meeting of the Planning Committee.**

**115/15 HOPE VALLEY CAPACITY IMPROVEMENT SCHEME PROPOSED FORMAL RESPONSE PROCESS (EF)**

The Transport and Climate Change Policy Manager, Emily Fox presented a report alerting the Authority to the submission of a Transport and Works Act Order for the Hope Valley Capacity Improvement Scheme by Network Rail. As the Authority had until the 6 November to respond to the proposals the report suggested that the Director of Planning to be given delegated authority to respond on the Authority's behalf.

It was noted that since the report had been published Network Rail had provided reasons for carrying out significant development in the National Park and confirmed that Members attending the strategic finance workshop on 23 October would have a further opportunity to engage in preparing the response.

The officer recommendation was moved, seconded put to the vote and carried.

**RESOLVED:**

- 1. To note that the Transport and Works Act Order for the Hope Valley Capacity Improvement Scheme has been submitted to the Secretary of State, and that a formal consultation on the Orders has begun.**
- 2. To delegate authority to the Director of Planning to prepare and submit the Authority's response to the Hope Valley Capacity Improvement Scheme Transport and Works Act Order following consultation with the Chair and Deputy Chair of the Authority.**

**116/15 MEMBER DEVELOPMENT ANNUAL REPORT (RC)**

The officer recommendation was moved, seconded, put to the vote and carried.

**RESOLVED:**

- 1. To approve the Member learning and development events programme for January to December 2016 at Appendix 2.**

2. To continue to record Member learning and development activities 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.

**117/15 EXEMPT INFORMATION S100 (A) LOCAL GOVERNMENT ACT 1972**

**RESOLVED:**

To exclude the public be from the meeting during consideration of the following item to avoid the disclosure of Exempt Information under S100 (A)(4) Local Government Act 1972, Schedule 12A, Paragraph 4: "Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Authority or a Minister of the Crown and employees of, or office holders under, the Authority".

**118/15 EXEMPT MINUTES OF AUTHORITY MEETING HELD ON 3 JULY 2015**

The exempt minutes of the Authority held on 3 July 2015 were approved as a correct record.

The meeting ended at 1.00 pm

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8. **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 2014 to Autumn 2015. Also presented are Advisory Group's delivery recommendations for the NPMP until the end of the current plan period.

The report also presents outline plans for the NPMP review year, which will take place in 2016.

**Key issues**

- **Good progress has continued during the third year of the NPMP, and further activity has been planned to take us up to 2017.**
- **Special emphasis during 2015 has been on sustainable transport into and around the National Park, and raising awareness and understanding of the National Park cultural heritage asset.**
- **Early work to prepare for the review of the NPMP in 2016 is already underway in the form of intelligence gathering.**
- **Engagement with a broad range of stakeholders will take place in 2016, with wider public consultation on a new NPMP in early 2017.**
- **The launch of a new NPMP is scheduled for Q1 2017.**

1.

**Recommendations**

1. **Receive the summary report of performance made on the NPMP from Spring 2014 to Autumn 2015 (as set out in Appendix a) and note the progress and actions to address under-performance.**
2. **Agree the recommended NPMP delivery plans to March 2017 (as set out in Appendix b).**
3. **Receive proposed outline schedule for the review of the NPMP in 2016 (as set out in Appendix c).**

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 order to ensure that the NPMP is a live plan that is in touch with new drivers of change and responds to them, as well as delivering in-year performance, the following annual cycle has been developed. *In February* the NPA Policy Service collects performance data on all projects in the NPMP delivery plan directly from delivery partners. *In July* an exceptions report is made available for the NPMP Advisory Group to consider and identify any issues and opportunities, in preparation for sharing with all delivery partners in Autumn. (The Authority's own performance is considered as part of the annual Performance and Business report, which includes our performance against NPMP actions) A qualitative report on how the five signatures are performing is also prepared. *In October* all delivery partners meet at the annual conference event, to consider delivery activity for the coming year. It is also an opportunity to get a shared response to performance and an update any new drivers of change. The Advisory Group makes recommendations based on conference outputs in its report to the Authority and other partners in December.
4. In March 2015 Advisory Group held a summit meeting on sustainable transport to and within the National Park, with attendance from transport providers, tourism business and local government partners, as well as the Secretary of State for Transport. The summit provided an opportunity for direct conversations between the different sectors. It identified short, medium and long term options to develop sustainable visitor travel options to and around the Peak District, leading to the commissioning of Green Traveller to explore the feasibility of a new visitor travel product. In September 2015, the National Park Authority received the final report and we are now in the very early stages of taking forward one of the report recommendations, which would provide a new travel experience for visitors.
5. In July an annual progress report identifying successes, and any issues and opportunities, was considered by the NPMP Advisory Group, and circulated to all partners for consultation before the annual conference.  
In summary by March 2015:
  - 108 activities were complete, or on track for completion.
  - 34 activities were delayed in starting, had changed priority or were behind schedule.
  - 1 action has been cancelled.

The Deputy 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. The theme of the annual NPMP conference in October this year was cultural heritage. Delegates were taken on a tour of some key heritage features within the National Park, and had opportunity to discuss issues facing the mosaic of key features that is at the heart of what is special about cultural heritage. The consensus was that cultural heritage features would have greater impact if packaged, protected and valued collectively, and that there is a need to improve understanding of the wealth of cultural heritage in the National Park, and the important role it can play in economic growth and the sustainability of the landscape. The work commenced at the conference will be used to drive the cultural heritage aspect of the next NPMP, with a view to getting people involved in enjoying, understanding and supporting cultural heritage in appropriate ways.



7. Section 66 of the 1995 environment Act requires national park authorities to produce an NPMP which 'formulates policy for the management of the relevant Park, and for the carrying out of its functions in relation to that Park'. The NPMP is due for review in 2016, with a new plan required to cover 2017-2022. Our current plan complies with all requirements so we have a good basis on which to carry out a review, but it must be complete by 2017 to meet the legal expectations. The timescale for the review runs parallel to the Authority's financial planning activities, and will need to reflect wider organisational changes. It is proposed that the 2016 review should be proportionate, whilst delivering national park requirements. An overview of planned activity can be found in Appendix d.

It is proposed that member involvement in the review will be via Strategic Advisory Group and Authority at key formal decision points.

### **Proposals**

The NPMP Advisory Group recommends:

- Adoption of detailed delivery plans for the period ahead up to March 2017, that partners have agreed to work on together, as outlined in Appendix b.
- Proposals for a proportionate review of the NPMP in 2016 as outlined in Appendix c.

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

8. **Financial:**  
None

9. **Risk Management:**  
The NPMP performance management framework escalates any risks to Advisory Group and to Authority on an annual basis.

10. **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

11. **Consultation :** Chair & Deputy of NPMP Advisory Group, Chief Executive, Directors of Assistant Directors, Lead Officers

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

### **Appendices –**

Appendix a Peak District National Park Management Plan Report on Performance to April 2015

Appendix b NPMP Delivery Plans for 2015-17

Appendix c Proposals for 2016 NPMP review

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

Amanda Nevett, Policy Programme Manager, 26 November 2015

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## Peak District National Park Management Plan - Report on Performance to March 2015

This document provides an update on what has been happening since April 2014 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:

- 108 Actions are on track or completed in 2014/15
- 34 Actions were behind schedule, late in starting or had priorities changed as of March 2015
- 1 action has been cancelled

<i>Environment Open for Business</i>	<i>Destination Pedal Peak District</i>	<i>Better, Bigger, more Joined Up</i>	<i>Community Led Planning</i>	<i>Inspiring Generations</i>
1	11	17a	30e	42a
2	12	17b	31	42d
3b	13a	18	32	42f
4b	13d	19c	33	43b
5b	14a	20c	34	44
6	15	20d	35a	45a
7	16	20e	35b	46a
8		20f	36	46b
9		21a	37	47
10d		22	38	48
		23	39a	
		24	40a	
		25a	41a	
		25b	41b	
		26b		
		27a		
		27c		
		28		
		29c		

**Cancelled Action 40a** - preparing a paper with UK national parks to lobby government to consider reinvesting in social housing in national parks.

Although there is still demand for social housing in national parks, in the lead up to an election lobbying was not felt to be the most appropriate mechanism to do this. Effort has been put into joint rural housing provider projects, which have gained some success. For example, 11 housing need surveys have been undertaken across communities in the High Peak and Derbyshire Dales. The National Park Authority supports the housing enabler at Derbyshire Dales District Council, and delivers housing enabling work to the High Peak Borough Council. Action 40a could be reconsidered as part of the next NPMP, but no new milestones have been identified for 2015-17.

### Peak District National Park Management Plan - Report on Performance to March 2015

For more information on delayed and cancelled activities, see Page 12 Escalations Report.

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

- Despite limited funding availability during the transition period between old and new Rural Development Programmes, the target of 33 new agri-environment scheme entries, (which encourage nature conservation and heritage protection in farming) was achieved. A digital drop-in centre, which supports farmers registering for the new basic payment scheme was provided at the Bakewell Agricultural Centre in partnership between the NFU, Bagshaws and the National Park Authority.
- 10 new businesses have signed up to the Environmental Quality Mark during 2014/15. The target was reduced in year from 20 to 10, as staff and budgets were also reduced by 50%. Additionally, 7 Staffordshire businesses received Environmental Quality Mark business support during the year through European Regional Development funding in partnership with Destination Staffordshire.
- Derbyshire-wide Leader funding of £1.7 million for rural businesses has been secured with Derbyshire County Council as the accountable body. Allocation is split across categories of farming productivity (20%), small enterprises and farm diversification (45%), support for rural tourism (11%), developing rural services (11%), support for culture and heritage (4%) and increased forestry productivity(5%). Roll-out of funding has started with a focus on job creation, and improving productivity, with an intervention rate of 40%.
- Following a marketing campaign which includes website, marketing materials and exhibitions, 200 businesses are now signed up as ambassadors of the 'Inspired by the Peak District' brand, which is a 150% increase in take-up since the brand launch in 2013. A funding application has been submitted to increase brand awareness and maintain the momentum on this positive start to raising the profile of Peak District products. Case studies on inspirational businesses using the brand are now being compiled.
- Alignment of local tourism partner Visit Peak District with national agencies VisitEngland and VisitBritain has resulted in Regional Growth Fund support for national marketing of the area over a three year period 2012 -2015. During the campaign, billboards in Manchester and Birmingham have advertised the destination, as well as a first advert on national television. Results of the 3 year campaign will be made available in the Autumn, but early results show that benefits have exceeded the expectations of the campaign.

### Peak District National Park Management Plan - Report on Performance to March 2015

- 50% of national park communities are connected to superfast broadband connection (as of April 15) with additional rollout planned until 95% of premises are connected by end of 2016. Access to up to date information can be found via the PDNPA website, as well as descriptions of broadband terminology and options available. The remaining 5% of rural premises remain a challenge, due to distance from the nearest local exchange. Appropriate sites for broadband cabinets and mobile phone infrastructure in 'not-spots', for example around Manifold Valley and Snake Pass have been identified, but no further progress was made in support of this on a national scale by Department for Culture, Media and Sport (DCMS). There may be more certainty to the future of this work under the new Government in 2015/16. Connectivity remains a priority issue for rural Peak District businesses if they are to compete equally with urban businesses.
- A re-designed and user friendly Climate Change and Sustainable Building planning document has been developed and is available on-line. It promotes green technology in the national park, by demonstrating the positive role that sustainable buildings, low carbon and renewable energy can play in reducing greenhouse gases, as well as encouraging businesses to be more energy resilient.
- Business Peak District has led 23 local business events this year, attracting 180 businesses, held one to one advice sessions with 81 businesses, and supported 33 businesses working with the National Park Authority to deliver grants. Capacity to support the level of one to one advisory sessions is limited on an ongoing basis, however, and we are looking to longer term funding mechanisms via Local Enterprise Partnerships.
- Although work is ongoing to extend the reach of LEP 'growth hubs' to benefit Peak District businesses, and to develop the 'Inspired by the Peak District' brand, there is still a risk that rural areas such as the Peak District are overlooked in favour of jobs and growth in urban areas, and accessing finance to grow local businesses via LEP funding remains an issue.

#### Signature 2: Destination Pedal Peak District

- The first phase of the Pedal Peak Hope Valley cycling link has been completed between Hathersage and Bamford, and consultations on the second phase link between Bamford and Hope are also completed. The public consultation on the extension of the Monsal Trail into Matlock has now taken place, and discussion with other local land owners to identify details of the route is ongoing. The first part of the Staffordshire Moorlands link is open and the remainder of the route will be completed during 2015. The Cycle Friendly Places grant is also enabling a better cyclist welcome across the destination.
- In March 2015, plans for a second Eroica Britannia were well advanced, building on a successful start last year, and involving a wide range of local and national partners. Events

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such as Eroica have the potential to help reposition the brand position of the Peak District destination in the minds of visitors, journalists and businesses. It's interesting to see that the international language of design, physical endeavor and celebration of territory that cycling brings has the potential to shape a new dimension of tourism development. The event brings large number of international tourists to the Peak District, with the estimated value of £1 million from international cyclists in 2014.

- The Wider Peak District Cycle Strategy was launched in late 2014 and sets out short terms aims for delivering cycling related tourism improvements and products until 2017. Since the launch of the strategy, PDNPA has already secured additional DFT funding to develop cycling friendly facilities at Peak District youth hostels, and to develop a bookable Peak Cycle Shuttle with Bakewell and Eyam Community Transport.
- Plans for an on-demand bike bus operated by Bakewell and Eyam Community Transport were developed ( and were later launched in early summer 2015) to provide flexible cycle carriage service linking the trail network with the towns of Matlock, a bookable service to/from accommodation and the Trail network. The Peak Cycle Shuttle addresses connectivity issues between elements of the White Peak Loop and the wider trail network.
- Visit Peak District and the PDNPA worked together to deliver a successful walking festival in 2014. Derbyshire Dales District Council and have delivered a health walks programme , which encourages visits to and walks in the countryside and promotes health benefits of an active lifestyle.
- The Chatsworth Estate, Visit Peak District and PDNPA have worked with travel and accommodation providers on a range of initiatives to attract international visitors, especially from China. Outcomes from this work range from provision of information in Mandarin on the Sheffield to Bakewell bus, the 'China Naming Campaign' which sought to find a new Chinese name for the Peak District as part of Visit Britain's GREAT campaign, to signing up to the Great China Welcome Charter.
- An access fund has been set up to accept donations for work to improve open access, including signage and maintenance of Rights of Way. New public footpaths have been created at Hayfield, and 5.5 km of towpath improvements along the Caldon Canal in Staffordshire.
- PDNPA surveyed 600 visitors to the Dark Peak in 2014, with similar surveys taking place during 2015 in the White Peak and South West Peak. This was the first survey to look at the habits and drivers for people visiting the Peak District since 2005. Information from these surveys will be used to improve the quality of visitor facilities and the sustainability of the built fabric at key visitor hubs. Surveys of why people do not visit the Peak District also took place in Manchester and Sheffield. Results of both surveys can be found on the PDNPA website [Visitor Survey 2014: Peak District National Park](#).
- The Stange Forum has worked closely with the PDNPA, and other stakeholders including Natural England, English Heritage, The Sheffield Moors Partnership, University of Sheffield, and Sheffield Wildlife Trust, to develop a long term vision for the Stange North Lees Estate.

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The new vision will care for the landscape, promote accessibility and understanding and will rely on sound management and financial planning. A new management plan for 2015-2015 is now being developed in partnership with all stakeholders. Some early initiatives have already been delivered, such as the fund raising 'Stick up for Stanage' carpark sticker.

- A promotion campaign to highlight the responsible visiting messages developed last year includes an animated film #DoThisPeak District, produced with involvement from young people from the Peak District Youth Forum, and other local youth groups, with funding from PDNPA. A pack including the film has been rolled out to schools. It can be viewed on-line on Youtube. Guidance for large scale events has also been developed and launched.
- Advisory Group convened a sustainable travel summit in March 2015, with attendance from transport providers, tourism business and local government partners, providing an opportunity for direct conversations between the different sectors. The conference identified short, medium and long term options to develop sustainable visitor travel options to and around the Peak District. A report from sustainable travel consultancy Green Traveller on progress since the conference proposes recommendations for a joint way forward within the national park. All outputs were published on the PDNPA website (<http://www.peakdistrict.gov.uk/looking-after/strategies-and-policies/sustainable-transport-action-plan/travel-summit-2015>)
- Other early sustainable transport successes include a rebranded TM Travel 218 Peakline Service from Sheffield to Bakewell & Chatsworth, and the 222 Dambuster Bus, launched in July 2014, operating over peak summertime weekend and planned for restart in 2015.
- In 2014/15 £310,000 was made available through the Local Transport Plan to improve and signpost routes within the national park. The legal status of nine routes across the national park has been clarified, including six of the priority routes identified as being in urgent need of improved management. Derbyshire County Council are delivering rights of way maintenance on routes in the High Peak through Groundwork. Volunteers have begun working on the Pennine Bridleway National Trail, clearing drains and ditches and replacing signposts. Staffordshire Wildlife Trust have begun work to improve footpaths on the Roaches estate as part of a £30,000 grant from the European Outdoor Conservation Association.

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

- There are significant landscape-scale estate management projects throughout the Peak District which are well underway creating new native broadleaf woodland. Examples include removal of 25 hectares of conifer plantation at Burbage in line with the Sheffield Moors Masterplan which will replace the conifers with 22.5 hectares of native woodland, such as oak, birch and rowan, and heather reseeding of 2.5 hectares. The Clough Woodland Project has completed 55ha of initial broadleaf woodland creation across the National Trust Peak District Estate. The project has also established strong working relationships with partners across the project area. Funding proposals have been submitted to Yorkshire Water to

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contribute to the project, and to the Woodland Trust to support with monitoring impacts of woodland creation on stream flows and water quality.

- The development phase for the South West Peak Landscape at a Crossroads Heritage Lottery Funds project was approved in November 2014, and the Development Officer recruited in January 2015. A project board structure is in place, development phase activity plan agreed, and working groups established for various projects, as well as the early work on the engagement process.
- Moorland restoration and management work continues through the Moors for the Future Partnership, and the National Trust Upland Vision, focusing on re-vegetating and re-wetting degraded moorlands. During 2014/15 £4.4 million of moorland restoration work was undertaken by Moors for the Future.
- The MoorLIFE project is due to be completed in 2015 and all MoorLiFE targets were achieved, including plug planting, heather brash application and Sphagnum application. A promotional video and podcasts were produced, and a community fire awareness campaign was developed and road tested with Edale primary school.
- Engagement with private land owners has continued through the Moors for the Future Private Lands Partnership. Six full and partial Higher Level Scheme works were agreed for Summer 2015, including Saddlesworth, Crowden, Moscar, Peaknaze and Stalybridge, and possible future assignments at other sites such as The Roych, Mossy Lea and Wessenden Head.
- The SSSI recovery project with Yorkshire Water concluded in March 2015 and resulted in progress towards favourable condition for their SSSI landholdings. During the five year duration of the project, 25 sites, covering 11,500ha have received treatment to tackle degraded upland habitats. Moors for the Future delivered a report on the outcomes of the project in April 2015, and are negotiating next steps to continue the project in subsequent years.
- The Dark Peak Nature Area Improvement Partnership has produced a 3 year monitoring report, showing progress made by the partnership to enhance the connectivity and condition of moorland and moorland fringe landscapes for nature and for people. Highlights of the partnership work include: 522 days of volunteer time mobilised, 997 gully blocks to restore hydrological integrity, improvement of 2073ha upland heath, 65ha of upland grassland, 153ha of upland deciduous woodland, and improvement of 21km of footpaths and bridleways.
- Start on the DerwentWise project was delayed by 6 months to allow the scope to be broadened to meet additional requirements. Since implementation started, the project has delivered 2 km of towpath improvement, 1ha of rhododendron clearance, and 6 ha of



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habitat restoration. Engagement has included working with 20 landowners and 20 volunteers. Two management conservation plans have also been produced.

- Although when the monitoring information was collated early in 2015, there had not yet been reports of chalara fraxinea (ash dieback) within the Peak District National Park, the disease has now been recorded locally. An Ash Dieback Partnership, made up of Natural England, the National Trust, local wildlife trusts and the Chatsworth estate, continues to closely monitor the local situation, and is developing a variety of management techniques to mitigate the effect of the disease. This includes encouraging greater diversity in Ash dominated woodlands, through planting and natural regeneration. The Ash Dieback Partnership has commissioned a baseline ecological survey of 100 plots within the Peak District dales, which will mark the start of a long-term monitoring project to understand the impacts both of ash dieback, and of different management regimes designed to mitigate the impact of ash dieback.
- The farmland wader project continued to address the decline of waders. In the South West Peak work has involved monitoring key sites, habitat management restoration work, and predator control. Monitoring shows that the number of lapwing breeding pairs, for example, broadly corresponds to 2002 levels, which is a good sign that that we are maintaining population numbers on those sites in the project. An increase of 33% of Curlews was also recorded. Predation appears to be the limiting factor, and is being addressed where possible. The South West Peak HLF Landscape Partnership scheme will include a wader project to continue this work.
- Good relationships around long term measures to boost birds of prey populations are being built between nature conservation organisations and the Moorland Association. Low numbers across key Birds of Prey continue to give rise to concerns, and to the need to build a long term perspective. Good partnership work is key to reaching our targets for these Birds of Prey, and it is hoped that the joint stance will begin to show an improvement in numbers the coming years. However, only 2 pairs of Peregrine were recorded in 2014, significantly less than the target of 15, and only 18 pairs of Merlin, with a target for the year as 32. Short eared owls are proving difficult to monitor.
- Two cross organisational workshops took place in late 2014 and early 2015 focusing on how joined up management of the Peak District National Park best delivers ecosystem services, (the services provided by nature, such as clean water, flood alleviation, wellbeing etc.). Working with partners, the National Park Authority has completed a self-assessment based on criteria produced by Defra. The self- assessment also produced an action plan which identifies key activities and opportunities over the next five years, and which will feed into the review of the national park management plan in 2016. The requirement for self-assessment will be rolled out to other national parks in Spring 2016.
- After Moors for the Future's successful stage 2 HLF bid in December 2014, recruitment of a project team to deliver the Citizen Science project took place early in 2015. Following a review of existing materials, work has started on designing additional surveys with the

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Stockholm Environmental Institute. A communications infrastructure is now in place which connects visitor services, rangers and educators with external organisations and members of the public to deliver the aims of the project, which closely reflect the aims of the national park management plan.

- Tenders have been requested to develop a carbon budget for the Warslow Moors Estate, considering domestic, agricultural and vehicular energy usage and land use. The objectives of the project will be to explore how the estate could become an exemplar in terms of carbon management, and explore external funding. A further benefit of this work will be sharing lessons learnt on this project with future projects.
- National parks worked with Defra in January 2015 to develop revised guidelines for climate change adaptation reporting. PDNPA have committed to report by end of December 2015. It is proposed that a climate change action plan is delivered through the next NPMP review and is embedded in partnership working, and reported through the NPMP annual process during the next plan period.
- Moors for the Future worked with Sheffield University to assess the relationship and impact of pressures and factors affecting ecosystem services in the Dark Peak blanket bog, and modelled them. Understanding the impact of changes in policy, in management and external factors such as climate change is a necessary step in assessing the value of ecosystem services, and developing a model for future payback schemes.
- Derbyshire Wildlife Trust has worked with the NFU, National Trust, and British Mountaineering Council to deliver a badger vaccination programme across 3 locations within the Peak District. They were successful in vaccinating over 70% of the badgers present in these setts. Derbyshire Wildlife Trust continues to raise funds to support this programme.
- With the help of volunteers, especially fishing clubs, modest funding of £1500 went a long way to control spreading Himalayan balsam. Along the rivers Manifold, Dove and Hamps, 13 km was cleared, and an additional 18ha of other key sites have also been targeted.
- Although a Heritage Lottery Fund bid focussing on restoration of the perennial uphill flow in the River Lathkill has been drafted following joint work of the National Park Authority, local residents and landowners, submission has been stalled pending the outcome of feasibility work by The Friends of Lathkill group and a specialist contractor.

#### Signature 4: Community Led Planning

- Progress has been made on 9 Neighbourhood Plans this year. The Bradwell plan is due to proceed to referendum in Autumn 2015. This is the final step before legal adoption. The Chapel plan is also due to reach the referendum stage in July 2015. Plans are still progressing in Bakewell, Whaley Bridge, Harington, Saddleworth, Holme Valley, Leekfirth and Dore.

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- PDNPA and partners have continued to support Youlgreave Community Land Trust (formed in January 2013) to acquire, hold and maintain community assets for the benefit of the local people in Youlgreave and the surrounding area of the Bradford Valley. Support has also been given to develop the Bradwell Community Land Trust which will help to retain a balance between employment and residential land within the parish. During 2014/15 'Assets of Community Value' have become more significant. A number of local pubs such as Rutland Arms, Baslow, and Bulls Head, Youlgrave, plus the village shop at Grindleford and Village Hall at Youlgrave are now on an asset list held by DDDC. Apart from giving the community first opportunity to purchase these assets, the registration also becomes a material planning consideration in any future application affecting the asset.
- Regular planning bulletins continue to be submitted every quarter to update Parish Councils on legal policy changes, pre-planning costs and to promote the PDNPA planning services. The annual Parish's Day was held in October 2014, in partnership with Peak Park Parishes Forum. Workshops and debates identified how the National Park Authority and parishes can work together to help rural communities thrive. Topics covered broadband and mobile connectivity, and the Peak District cycling strategy.
- 6 housing need surveys have been undertaken in the High Peak and 5 have been undertaken in the Derbyshire Dales. The National Park Authority supports the housing enabler at Derbyshire Dales District Council, and delivers housing enabling work to the High Peak Borough Council. Proactive search for housing sites has been carried out in Hathersage, and development capacity studies have been carried out in Bradwell and Tideswell. Public consultation has been undertaken in Bakewell, focusing on areas for protection and development.
- New Conservation Area Appraisals (CAA) were approved by Committee for Bradwell in April 2014 and in Pott Shringley March 2015. The Longor CAA is now scheduled to be completed by March 2016. Only 6 CAAs out of 109 remain to be completed, but decisions on when and how these will be delivered will depend on future resources. A Supplementary Planning Document for conversion of traditional buildings is in development but will not be completed until March 2017 as it is dependent on the adoption of other policies.
- All excavations and underground designations have been completed at Ecton mine, and the former copper mine's winding house was opened to the public. English Heritage and the National Park Authority have started work on a historic landscape characterisation report across the national park.
- In 2013/14 a World War 1 project bid was submitted to the Heritage Lottery Fund (HLF) but was unsuccessful. In 2014/15 the project has been streamlined and a new bid will be submitted to a specific World War 1 HLF grant fund. The more modest £10.5K project will aim to establish a portable exhibition that can travel between the national park visitor centres highlighting locations people can visit to gain understanding of how the First World War impacted on the landscape.
- During 2014/15 four Traffic Regulation Orders (TROs) were consulted on and as a result orders were made at The Roych, Chapel Gate, Long Causeway and Leyslane. Ongoing

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consultation is underway at Washgate, Hollinsclough/Hartington and Brushfield-Upperdale. A 'Priority Routes Action Plan' was developed for 2015/16 identifying priority routes where the use of Traffic Regulation Orders should be considered.

- Rural Action Derbyshire have extended the 'Wheels to Work' (W2W) project to help people who do not otherwise have access to transport get to jobs. During 2014/15, 53 people received assistance in journey planning and of these 30 people received help with costs travelling to work or training during the first month until they were paid. 106 people were loaned a moped from W2W and of these 40 people were supported to set up a Credit Union account to enable them to buy the moped at the end of the 6-month loan period.
- The Great Escape Project is a joint programme commissioned by Derbyshire Dales Community Housing, and run in partnership with Derbyshire Dales CVS. The project aims to engage people living in supported accommodation or in receipt of floating support within the Derbyshire Dales into meaningful activities and to help them engage with their local community. The number of client referrals recorded on the Great Escape now stands at 156.
- A revision of the Supplementary Planning Document for Climate Change and Sustainable Building was released in December 2014. This was re-designed and updated to be more accessible and user friendly. The document continues to promote the positive role that sustainable buildings, and low carbon and renewable energy can play in reducing greenhouse gas emissions. The document is now available online.

#### Signature 5: Inspiring Generations

- Provision of family orientated events by partner organisations across the national park has now been mapped. The 'starting well' age group ( under 5s) was identified as needing more development. The Inspiring Generations Steering Group have set up a working group with representation from the National Parks Educators Group to look at natural play in the Peak District to promote joint working and new opportunities to raise its profile. A target of 1 million opportunities across all the age groups was set for the next 10 years. The National Trust, RSPB and National Park Authority have already provided 100,000 opportunities in 2014/15 so we are already on target to achieve our joint aspiration.
- Formal constitution of the Peak District Youth Forum was agreed in July 2014, followed by a social media campaign to reach wider audiences. However, progress has been hampered by the collapse of many local youth services due to budgetary constraints.
- The Community Science project has been approved and funded until 2018, and will provide opportunities for local people and visitors to learn about and participate in protection of the moors, both through apps, and through walks gathering scientific data indicating the health of upland habitat.
- The National Trust opened concessionary bridleways around the main hub at the Longshaw estate. There are plans in place to develop visitor facilities at the estate to improve visitor

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experience and develop a desire for independent access, which will be implemented from 2015 onwards.

- New areas of open access and new concessionary routes , in addition to upgraded access points, were made at the Stanage North Lees Estate to facilitate access for all. A series of public guided walks took place on the estate, as well as the first in a series of Open Farm Sundays, which will be developed into a wider suite of activities and events in subsequent years.
- The South West Peak Landscape Partnership is developing key messages under the name 'Telling Tales – Bigger, Better & More Connected'. The intention is to develop an interpretation plan focussing on key locations, such as the Roaches, and create a fully costed Heritage Lottery Funding bid.
- Staffordshire Moorlands District Council has funded a three year National Park Authority run project to work with young people on conservation and green gym style activities. Activities will be targeted at young people and families, and will include junior rangers, dry stone walling, map reading and navigation. The aim is to improve confidence leading to better employment prospects longer term.
- Joint work with the Accessible Derbyshire group has been ongoing, and culminated recently in a presentation to the Local Access Forum, which gave a comprehensive picture of accessibility in the Peak District. The presentation included input from the Fieldfare Trust, Mountain Trikes, the Experience Community and the Better Outside projects.
- MOSAIC has been working with Derbyshire CVS to set the group up as an independent charity. This process is still on-going, and there is a new target of March 2016 for full constitution. The group now meets independently of the National Park Authority. Although strong links still exist between the two organisations, the National Park Authority role is now one of support to help MOSAIC establish itself and continue to flourish.
- Over 8,000 volunteers days were organised or supported by the National Park Authority, of which 1,600 were volunteers from under-represented groups, including young people, ethnic minorities, or people with a limiting long term illness or disability. This is a reduction in volunteering days from 2013/14, and reflects the move of MOSAIC to an independent status, as although their work continues, it is no longer counted as National Park Authority data.
- Funding to continue the work of the Peak District Award has been made through a number of funding applications, including an 'Our Environment Our future bid' from the Big Lottery and through a bid to the Lindley Trust. Both bids were unsuccessful. Schools and communities are still using the award and individuals can access the award from the PDNPA web site. However, funding is required to grow the award further.
- The South West Peak 'Landscape at a Crossroads' project has developed an engagement strategy, and a website and Twitter account are now established and kept up to date. Inputs as of March 2015 from the public include sharing memories of the South West Peak, and involvement in choice of logo for the project. The engagement strategy will be rolled out

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fully over the next few months, including involvement with creating a Conservation Action Plan and volunteering opportunities.

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**Actions behind schedule, late starting or cancelled**

<b>Delivery Action</b> How do we intend to achieve it?	<b>Lead Partners</b>	<b>Delivery Milestones</b>	<b>Progress</b>
<b>AN ENVIRONMENT OPEN FOR BUSINESS</b>			
3.b) Enterprise Peak District Outline Economic Growth Strategy Package is being progressed, in line with LEP Growth Strategies	<b>Business Peak District, Local Authorities, Peak District National Park Authority, Peak Businesses</b>	Ongoing delivery of actions based around the package of interventions as per the Enterprise Peak District	<p style="background-color: yellow;">Ongoing but behind.</p> <p>Outline Economic Growth Package key examples: -                      - Developed 'Inspired Peak District Brand' - marketing campaign has been kicked started with 100 business signed up (Feb 2015). Web content improved, and marketing materials produced. Inspired by stand at Visit Peak District and Derbyshire Conference (19th March) Case studies being gathered on businesses using the brand -On going work on 'Growth Spokes - building the reach of LEP Growth Hubs for Peak District businesses. Together with Business Peak District and Local Authorities providing advice for Peak Businesses and negotiating to extend LEP proposals for business advice. Despite these examples, accessing finance to grow Peak District businesses is still an issues and issues remain regarding utilising LEPs to access funds</p>

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<p>4.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><b>Peak District National Park Authority, Department for Culture, Media and Sport (DCMS), BT and Arqiva</b></p>	<p>New masts in place and 'not-spots' issues targeted</p>	<p><b>Ongoing but behind.</b></p> <p>Work has been undertaken to identify appropriate sites for broadband cabinets and mobile phone infrastructure in 'not-spots' e.g. around Manifold Valley and Snake Pass but no further progress has been made in support of this on a national scale by Department for Culture, Media and Sport (DCMS). This is likely due to the uncertainties surrounding the 2015 general election.</p>
<p>5. b) Green-building open days have been held at properties such as Big Fernyford Farm and Beechenhill Farm, which showcase green building techniques. Similar events may be held in 2015, although yet to be confirmed</p>	<p><b>Peak District National Park Authority,</b></p>	<p>Hold events showcasing green building techniques in 2014/15.</p>	<p><b>Ongoing but behind.</b></p> <p>No similar events were held in 2014/15 due to lack of resources but PDNPA are still hoping to promote green building techniques at future events if resources or opportunities become available.</p>



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10.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	<b>Peak District National Park Authority,</b>	Working with partners to promote and establish good broadband and mobile phone coverage in the National Park through to 2017.	<b>Ongoing but behind.</b> Work has been undertaken to identify appropriate sites for broadband cabinets and mobile phone infrastructure in 'not-spots' e.g. around Manifold Valley and Snake Pass but no further progress has been made in support of this on a national scale by Department for Culture, Media and Sport (DCMS). This is likely due to the uncertainties surrounding the 2015 general election.
<b>DESTINATION PEDAL PEAK DISTRICT</b>			
13 a) A growth Plan for the Visitor Economy was presented to LEPs in March 2014. Since then plans were made for the development of a Tourism Strategy with Visit Peak District and partners – delayed but expected to resume 2015	<b>Peak District National Park Authority, Visit Peak District</b>	Tourism Strategy development in 2014/15	<b>Ongoing but behind.</b> Due to lack of resources there has been no progress on this action.
13 d) Opportunities to improve the visitor experience and brand awareness at hubs and gateways were identified as part of an audit in March 2014 – rangers. These will inform a new 'gateways project'	<b>Peak District National Park Authority,</b>	'Hubs and gateway' project in development during 2014/15	<b>Ongoing but behind.</b> In June 2015 it was agreed that a paper will be brought to the PDNPA Strategic Management Team (in summer 2015) outlining the approach for developing a framework for delivering high quality visitor experience across the National Park. The framework will help bridge the work that is undertaken on the ground with the strategic direction of the National Park and help provide a guide and focus to all the

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			visitor experience work that is delivered.
14 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. 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.	<b>Peak District National Park Authority,</b>	Refining Development Management Policies on Visitor hubs completed by early 2016	<b>Ongoing but behind.</b> The deadline for 'Recreation Hubs Area Action Plan' has been re-set in the Local Development Scheme and will now follow the completion of the Development Management Policies Document ( Date for submission to Secretary of State is November 2017). However, through projects such as visitor's surveys/Gateway project we have an increasing understanding and knowledge in this area which will support with producing policies to improve the quality of visitor facilities and sustainability of built fabric at key visitor hub sites.

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<b>BETTER, BIGGER AND MORE JOINED UP</b>			
17.a) Development of the Peak District Landscape Action plan	<b>Peak District National Park Authority,</b>	Peak District Landscape Action Plan	<p><b>Ongoing but no fixed timeframe set</b></p> <p>The review of Peak District Landscape Action Plan is on hold pending discussions on linkages between the NPMP review and the LDF.</p>
17.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.	<b>Peak District National Park Authority,</b>	Local Development Framework, Development Management Policies adopted by spring 2015.	<p><b>Ongoing but behind.</b></p> <p>Changes in national planning policy have impacted on this action, as time and resources have been used up to response to government and protect/establish the position of the National Park in relation to these changes. The Local Development Scheme has been revised. During summer 2015 members will confirm and define all aspects of the policies and the emerging DPD will return to Authority in October 2015. This will trigger the formal consultation stage following which the plan and representations can be submitted to Government (Jan 2016). This will then activate the examination stage.</p>

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<p>19.c) Delivery of DerwentWise project as per the 2013 Landscape Conservation Action Plan (LCAP) 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><b>Derbyshire Wildlife Trust</b></p>	<p>Delivery of DerwentWise project as per the 2013 Landscape Conservation Action Plan (LCAP)</p>	<p><b>Ongoing but behind (on track with revised timeframe)</b></p> <p>Although the project was approved on 03.12.2013, project delivery did not start until June 2014 in order to meet additional special requirements. Practical achievements have therefore been hindered but major achievements in 2014/15 include 1.94 km of towpath improved at Cromford Canal. 1.1ha of Rhododendron cleared in Lea Wood. 5.74ha of habitat restored including 2.19ha of meadow restored and four local wildlife sites. 20 Landowners engaged with. 18 volunteers involved in practical restoration. Two Landscape Management Conservation plans produced. One walking guide to the Heritage Way created.</p>
<p>20.c) Continue project to address decline of farmland waders to Jan 2015, with further project funding sought by Staffs Wildlife Trust</p>	<p><b>Peak District National Park Authority, Staffordshire Wildlife Trust</b></p>	<p>Secure funding to ensure continuation of project and meet targets as per the Wader recovery plan.</p>	<p><b>Targets not met and funding not achieved – (but work on going through different projects)</b></p> <p>The Project Officer post was only funded until January 2015 and there are presently no funds to replace the post. However, PDNPA, through a project in the SWP Partnership, continue to work closely with Natural England to deliver the Wader recovery plan alongside, Wildlife Trusts and RSPB to address the continuing decline of waders. Work has involved monitoring key sites, habitat management restoration work and predator control Wader project. Numbers of lapwings in the Dark Peak core breeding areas, which have received input from the project officer and which have been monitored, broadly correspond to those recorded in 2002 so we are</p>

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			maintaining population numbers on these sites. However, elsewhere it is likely that overall declines have continued. Wader numbers continue to decline in the South West Peak but last year saw a 33% increase in the number of curlews recorded. Predation appears to be the limiting factor and is being addressed
20.e) LNP producing a State of Nature report which will help inform other aspects of PDNP work	<b>The Peak District Local Nature Partnership</b>	Produce State of Nature report by end of 2014/15	<b>Ongoing but behind (on track with revised timeframe)</b>  The local nature partnership is leading on production of a State of Nature report which will help inform aspects of PDNP work. This work is being undertaken on a voluntary basis and is expected to be completed by Spring 2016. The report will include clear statements on why species and habitats are important, and identify priorities and ways forward with calls to action.
20 f) Birds of Prey partnership initiative is ongoing, with monitoring of Hen Harrier nest and activity in Upper Derwent Valley, successfully working with National Trust, Game keepers, raptors	<b>Birds of Prey Partnership, Peak District National Park Authority</b>	Population targets as follows:  Peregrine – 15 pairs  Merlin -32 pairs  Short Eared Owl – 25 pairs	<b>Targets not met but work continues</b>  Peregrine, Merlin and Short eared owl populations have been monitored. In the 2014 breeding season only 2 pairs of Peregrine were recorded (target was 15) only 18 pairs of merlin were recorded (the target was 32 – however a high number were recorded as fledging) and Short Eared Owls have been very difficult to monitor. Despite this, good relationships and trust has been built between nature conservation organisations and Moorland Association, but numbers continue to give rise to concerns and the need to

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			continue to build a long term perspective.
21 a) Work on restoring mineral sites for nature conservation end uses: There are 6 sites still subject to amenity restoration review: Longstone Edge, Stanton Moor, Birchover, Topley Pike, Shire Hill and Smalldale Quarries.	<b>Peak District National Park Authority</b>	Complete on 6 sites by March 2015.	<p><b>Stalled Review of Old Mineral Permissions (ROMP) sites subject to initial review:</b></p> <p><u>Longstone Edge</u> - work leading up to the Oxfordshire prohibition order was delayed until February 2015 due to complex issues. Following this the Oxfordshire prohibition was not confirmed. As a consequence, we are still potentially awaiting a date to deal with the Longstone Edge East prohibition order appeal.</p> <p><u>Stanton Moor Quarry</u> – In November 2013 the Authority decided that, although the site had been in suspension for more than two years, there was some evidence suggesting that there was an intention to resume work. Consequently a prohibition order was not issued, but the leaseholder was asked to provide further information, including restoration plans. Following receipt of the information in March 2014, further consultations took place. Some consultation responses received resulted in the need for further information to be provided by the leaseholder. Some questions were raised over the working plans and further amended working plans were submitted in March 2015, triggering the need for further consultation work to be undertaken.</p> <p><u>Birchover Quarry</u> – Following the decision by the Authority in</p>

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			<p>September 2013, to issue a permission to consolidate the old mineral permissions and amend the working area, extensive planning and legal work has continued to take place dealing with proposed working conditions and the s106 agreement. Once the S106 is signed the new mineral permission will be issued. This will negate the need to review the old mineral permissions. Conditions attached to the new permission include a restoration scheme incorporating nature conservation/amenity end uses.</p> <p><u>Topley Pike</u> – a consolidation/variation application was submitted and registered in August 2014. The application contains revised working and restoration proposals including a reduction to the end date for mineral working and the restoration of the Deepdale Tip. This proposal has the potential to negate the need to carry out the stalled initial review of the old mineral permission issued in 1966. The application is still in the process of being considered.</p> <p><u>Shire Hill</u> – the stalled ROMP application was considered by the Authority and the decision was issued on 26 November 2014. The scheme includes significant nature conservation benefits, including the protection of significant tree interests at the site.</p> <p><u>Smalldale</u> – the initial review of the old permission took place in 1997. This was appeal and effectively became a stalled ROMP. The review of the old permission continues to rest</p>
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			with the Secretary of State through the appeal procedure. An enforcement appeal against the alleged unauthorised working of limestone at the site was up-held by the Government and the High Court and Court of Appeal.
23 d) HLF bid submitted in 2014/15 based on the restoration of perennial flow upstream in the River Lathkill	<b>PDNPA, Friends of Laithkill</b>	HLF bid submitted	<b>Ongoing but behind (on track with revised timeframe)</b>  Working with local residents a HLF bid has been drafted focusing on the restoration of perennial flow upstream in the River Lathkill. The project is delayed as the focus and contractual work included in HLF bid is being reviewed. Over summer 2015 The Friends of Laithkill will work with a contractor to assess the feasibility of the project.
25a) 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	<b>PDNPA</b>	Business case developed on Warslow Estate	<b>Ongoing but behind (on track with revised timeframe)</b>  A brief has been agreed for the Warslow Estate carbon budget project, and once the budget has been agreed, we can tender for a consultant to undertake the work in 2015/16.
25 b) PDNPA are updating the current Climate Change Adaptation report as required by DEFRA by May 2015	<b>PDNPA, DEFRA</b>	Climate Change Adaptation revised by May 2015	<b>Ongoing but behind (on track with revised timeframe)</b>  The national deadline for the Climate Change Adaptation Report has been extended by DEFRA to December 2015. In January 2015 Defra delivered a workshop around this. Extra



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			guidance has been given for considering the risks from climate change, and the measures to deal with those risks in order to make the report a useful and relevant tool for the National Park.
26a) PDNPA have set up a carbon, water and renewables advice project for farms in the National Park, and this should deliver 6 case studies by June 2015. This will culminate in a 'one-to-many' workshop event to showcase all case studies and findings	PDNPA	Deliver 6 case studies by June 2015	<b>Ongoing but behind (on track with revised timeframe)</b>  The project timescale has been extended to run until the end of September 2015 but is still running on track for 6 case studies and the 'one-to-many' workshop event to showcase all case studies and findings. A funding application was submitted to the Prince's Countryside Fund to extend the project until September 2017
27 a) Development of an estate scale carbon audit model (as set out in 25 above) by September 2015	PDNPA	Model developed by September 2015	<b>Behind due to budget complications</b>  The Mitsubishi funding was explored and found to be not suitable for the Warslow Estate Carbon budgeting project. However, a brief has been agreed for taking the Warslow Estate carbon budget project forward, and once the budget has been agreed (6/ 15), a tender for a consultant to undertake the work will be issued.
27 c) Review feasibility of a Natural England funded estate-scale carbon audit – currently delayed, pending Natural England	PDNPA		<b>On hold</b>  No progress has been made on this NPA management plan action locally by Natural England due to lack of resources.

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Restructure and uplands evidence review			However, the Upland Evidence review published 2013/05/30 (and the follow-up actions) are still being rolled out.
29c) c) PDNPA, Natural England, Forestry Commission, National Trust, DWT, LNP, DDDC, SWT, working on White Peak ash monitoring and management project.	<b>Ash Dieback Partnership</b>	Understanding baseline monitoring during 2014/15 in response to ash dieback threat	<b>Ongoing but behind (on track with revised timeframe)</b>  The Ash dieback Partnership has commissioned a contract to carry out a baseline ecological survey of 100 plots within the Ash woodlands of the Peak District Dales in June /July 2015. The project is delayed but on track with the revised timeframe. The work will involve long-term monitoring of stand structure and composition, and ground flora, in these woodlands, in order to monitor the anticipated impacts both of Ash Dieback disease, and of different management regimes designed to mitigate that impact.
<b>COMMUNITY LED PLANNING</b>			
30 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	<b>Peak District National Park Authority</b> , National Trust, English Heritage, Heritage Lottery Fund	Submit second HLF bid.	<b>Ongoing but behind (on track with revised timeframe)</b>  The smaller bid for WW1 specific funding from HLF has been drafted and is likely to be submitted in May/June 2015. A decision about this may be made approx. 2 months after submission. Total amount is approximately £10.5K

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35 a) Ensure opportunities for engagement in a wide range of decision making and consultation processes affecting the national park meet the needs of communities	<b>Peak District National Park Authority, Youth Services</b>	Terms of reference for the Peak District Youth Forum have been developed and finalised by May 2015	<b>Behind due to budget complications</b> Progress has been hampered by the collapse of many of the youth services due to spending cuts. New ways to engage with young people are being explored but due to budget uncertainties no milestones have been set for this project. However, we are hoping to work with Peak 11 schools to canvas young people's views in the next NPMP review.
35 b) 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	<b>Peak District National Park Authority</b>	Local Development scheme will be formally reviewed by December 2014	<b>Ongoing but behind</b> The Local Development Scheme has been revised. During summer 2015 members will confirm and define all aspects of the policies and the emerging DPD. Changes in national planning policy have impacted on this action, as time and resources have been used up to respond to government and protect/establish the position of the National Park in relation to these changes.
39 a) Detailed criteria (inc eligibility) for affordable housing has been reviewed in the LDF and through discussion with parishes and housing bodies. Now working through detail in Development Management Policies, due for adoption November 2014	<b>Peak District National Park Authority</b>	Policies due for adoption in November 2014	<b>Ongoing but behind</b> Draft policies are now in place but interlinked with the Local Development Scheme deadline of October 2015 ( see above)

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40 a) 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>National Parks</b>	Paper produced by 2014/15	<b>Cancelled</b> Since the development of the NPMP, rural housing providers have gained more success; as such the need for national lobbying has reduced.
41 b) Encourage individuals, communities and businesses in their aspirations to reduce their greenhouse gas emissions and adapt to the effects of climate change	<b>Peak District National Park Authority</b>	PDNPA are refreshing the adaptation report for second round reporting to DEFRA during 2014/15	<b>Ongoing but behind (on track with revised timeframe)</b> The national deadline for the Climate Change Adaptation Report has been extended by DEFRA to December 2015. In January 2015 DEFRA delivered a workshop around this. Extra guidance has been given for considering the risks from climate change, and the measures to deal with those risks in order to make the report a useful and relevant tool for the National Park.
<b>INSPIRING GENERATIONS</b>			
42 a) a) A concept for cultural heritage pages on the updated PDNPA website has been agreed, including links to external collections.	<b>Peak District National Park Authority</b>	Finalise and publish pages on new website during 2015	<b>Ongoing but behind</b> Staffing changes have caused problems and meant that this webpage is still not up and running. However, the team have ambitions to use the webpage more for day to day work and plan to get the page up and running by the end of 15/16.

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42 d) Interpretation aspects of HLF bid 'Restoring Water flow in the River Lathkill' scoped in March 2014. Peak District Learning & Discovery team worked on community engagement element of bid which was submitted August 2014.	<b>PDNPA, Friends of Laithkill</b>	Bid submitted 2014/15	<b>Ongoing but behind (on track with revised timeframe)</b>  This action is linked to the HLF bid that has been drafted focusing on the restoration of perennial flow upstream in the River Lathkill (see action 23d). The project is delayed as the HLF bid is being reviewed. Over summer 2015 The Friends of Laithkill will work with a contractor to assess the feasibility of the project
42 f) Formal constitution / Terms of Reference of Youth Forum agreed in July 2014, followed by a Social Media campaign to reach wider audiences	<b>Peak District National Park Authority, Youth Services</b>	Terms of reference for the Peak District Youth Forum have been developed and finalised by May 2015	<b>Behind due to budget complications</b>  Progress has been hampered by the collapse of many of the youth services due to spending cuts. New ways to engage with young people are being explored but due to budget uncertainties no milestones have been set for this project. However, we are hoping to work with Peak 11 schools to canvas young people's views in the next NPMP review.
45 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	<b>Peak District National Park Authority, MOSAIC Group and Derbyshire CVS</b>	Charity set up and running by December 2014	<b>Ongoing but behind (on track with revised timeframe)</b>  MOSAIC has been working with Derbyshire CVS to set the group up as an independent charity – not met deadline but still working on proposals the admin and processes are now in place, the group meets independently, and the formal constitution will take place before March 2016

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<p>46 a) Ongoing work to deliver key activities within the Volunteer Action Plan (adopted Jan 2014)</p>	<p><b>Peak District National Park Authority</b></p>	<p>Targets based on Volunteer Action Plan</p>	<p><b>Target not met</b></p> <p>We increased the number of volunteer days organised or supported by the Authority (over 8,000 days), although still a little short of our target. Over 1,600 volunteers were from under-represented groups (young people, ethnic minorities or people with limiting long term illnesses or disabilities). This reduction from last year is mainly a result of Mosaic moving to independent charity status. Their work continues although no longer counted in our data.</p>
<p>46 b) 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><b>Peak District National Park Authority</b></p>	<p>Complete review of volunteer policy through 2014/15</p>	<p><b>Behind but on track with new schedule</b></p> <p>PDNPA started a review of the national park volunteer procedures with a focus on recruitment, training and administration, to support our work into the future. The review is ongoing.</p> <p>Funding is secure for this work and a new schedule has been set. A consultant was appointed in March 2015 to undertake the review and this should be completed by July 2015. Following this an action plan will be developed but the lead contact for this is yet to be confirmed.</p>



# National Park Management Plan

## Delivery Plans 2015-17

*(April 2015 – March 2017)*

Actions were set in April 2015 for this period.

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** – which were set by partners during the last delivery plan update.

The **activity update from 2014/15**– has been included to provide context to the activity.

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	Activity Update	Activity for 2015/17
<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>	a) Peak District Land Managers Advisory Service provides day-to-day advice and broker 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 ( this was completed 14/15) b) Peak District Land Managers Advisory Service, CLA and NFU will further their advice and facilitation role for the new National Countryside Stewardship Scheme. c) The new Countryside Stewardship Scheme provides woodland creation and management grants. The Countryside Productivity Scheme offers grants for woodland harvesting, extraction and small scale processing.	a) PD Land Management Advisory Team continue to work closely with farmers, land managers and land owners to increase awareness of, understanding of and help them to access, national schemes, in particular, the new national Countryside Stewardship Scheme which opens 2015/16 b) The Peak Leader programme will also offer support for increasing forestry from 2015/16 onwards. Peak District Land Managers Advisory Service will further their advice and facilitation role for the new National Countryside Stewardship Scheme c) Continue to work in partnership with the National Farmers' Union and Bagshaws to provide a digital drop-in centre at Bakewell market to support farmers to register digitally for the new Basic Payment Scheme.
<b>2 Champion and support the development of environmentally orientated products and services that contribute to quality and green experiences</b>	a) Environmental Quality Mark (EQM) supports and promotes businesses that carry out good environmental practices and support sustainability principles. b) Derbyshire Economic Partnership hopes to continue to promote and provide support through the LEADER programme to green businesses and new enterprises and initiatives, with emphasis on economic benefits. However, 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.	a) 10 new businesses signed up to the EQM by the end of 2015/16. b) LEADER funding has been secured of £1.753m following a partnership bid submitted by the Local Action Group with DCC as the accountable body. Delivery will focus on job creation and improving productivity amongst businesses in the following priority areas: <ul style="list-style-type: none"> <li>• Farm productivity and improvement</li> <li>• Micro and small business support and Farm Diversification</li> <li>• Developing rural services</li> <li>• Small scale culture and heritage developments and improvements</li> <li>• Rural tourism – new small tourist attractions</li> <li>• Forestry improvements (woodland management)</li> </ul>
<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>	a) The Business Peak District Prospectus was launched in 13/14 the next step is to continue to deliver actions based on the prospectus. b) Enterprise Peak District Outline Economic Growth Strategy Package is being progressed, in line with LEP Growth Strategies	a) Submit an application for £1.2m ERDF (European Regional Development Fund) in November 2015 with a focus on Inspired by Peak District, Peak District Cycle Tourism, Sustainable Tourism and Access Tourism. If successful delivery will be 2016-19. b) Sheffield Outdoor Economic Strategy to be published in 2016 c) To respond to the opportunities available within each area of the RDPE scheme. Help support local business for start-up and growth within a wider partnership of local authorities.
<b>4 Seek to ensure that the Peak District is connected with fast broadband speeds and coverage, and mobile networks</b>	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 b) Work has been undertaken to identify appropriate sites for broadband cabinets and mobile phone infrastructure in 'not-spots' e.g. around Manifold Valley and Snake Pass but no further action has been made in support of this on a national scale by Department for Culture, Media and Sport (DCMS).	a) Digital Derbyshire Local Broadband Plan will enable access to superfast fibre broadband for 95% of premises in Derbyshire by end of 2016. b) During 2015/17 the Peak District National Park Authority will continue to work in partnership with other National Parks to influence this.
<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>	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 b) Green-building open days have been held at properties such as Big Fernyford Farm and Beechenhill Farm, which showcase green building techniques. No similar events were held in 2014/15 due to lack of resources but it is hope they will continue in the future. 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 ( completed January 2015)	a) Continuing: through 2016 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, as well as the opportunities that National Parks present to individuals and businesses b) PDNPA to promote green building techniques at future events if resources or opportunities become available during 2015/16 and 2016/17 c) No aims set for this activity as the documents are now online.



<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. Since then the brand has been extended for use of all businesses, and now ISO approved. In 2015 work will focus on increasing brand usage and increase number of businesses signed up.</p> <p>b) Visit Peak District plan to continue 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>c) The Peak District is part of the Northern Futures funding (£10million plus match); the aim of this fund is to promote product and experiences that will attract international visitors. This funding has been secured 2014/15 and work to promote the area will begin in 2015/16</p>	<p>a) In 2015/15 and 2016/17 work will focus on increasing brand usage and increase the number of businesses signed up. Brand champions will use the brand to promote the Peak District and encourage other businesses to join.</p> <p>b) A funding application has submitted (2015/16) to increase the 'Inspired by' brand; 150 per annum. Additional actions will follow depending on the success of this funding.</p> <p>c) Two bids have been submitted (2015/16) to the Visit England Challenge Fund to support 'Cycling' and 'Heritage'. If successful this will be used to promote the brand to identified international audiences – attracting international visitor and international students.</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. Completed 2013/14</p> <p>b) 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>c) Work in partnership to increase opportunities for higher quality employment within the park.</p>	<p>a) See 'action 3' for specific activities generated around the Business Peak District Prospectus.</p> <p>b) Submitting £1.2M ERDF bid via D2N2 LEP in partnership with Visit Peak District. Bid includes elements of Pedal Peak and 'Inspired by the Peak District'. Expression of Interest was submitted in May 2015 by Visit Peak District.</p> <p>c) Continue to build dialogue with Local Enterprise Partnerships over potential future investment in an Enterprise Peak District Package.</p> <p>d) As part of the South West Peak partnership - the 'Future Steps' project aims to set up apprenticeships for 12 individuals; eight conservation &amp; landscape heritage and four on-farm &amp; heritage. In January 2016 a focus group will be run to make final decisions on the detail of what will be delivered and how progress is taken forward.</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 context</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. Complete 2013/14</p> <p>b) Business advice workshops held during 2013 Complete 2013/14</p> <p>c) Planning department holds quarterly meetings with parishes and developers, along with producing a Planning bulletin</p>	<p>a) PDNPA to continue targeted Planning Bulletins to Parishes and Agents; twice yearly meetings with Agents; inviting Parishes to attend Planning Committees where there is an application in their Parish; and Planning Officers attending Parish meetings.</p> <p>b) Our annual Parishes Day will continue 2015/16 and be held in October 2015.</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.</p>	<p>a) In 2015/16 PDNPA continue to work with Business Peak District (BPD) and a number of local authority partners.</p> <p>b) PDNPA aim to support Peak District businesses (non-agri environment schemes and non EQM) through environmental grants, advice and programmes of work.</p> <p>c) Offer support to social enterprises through 15/16 to help deliver more community outcomes.</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 (see Aim 4 a) and mobile phone coverage in the National Park through to 2017.</p>

## Destination Pedal Peak District

Aim	Activity update	Activity for 2015/17
<b>11 Develop the wider Peak District in to one of the most cycle accessible national parks in the world</b>	a) Pedal Peak Phase II project well underway, with stages of links complete in partnership with Derbyshire CC, Staffordshire CC, Sheffield CC b) Delivery of 'Summer of Cycling' alongside partners to hold 100 events. c) The 'Wider Peak District Cycle Strategy' and 'Action Plan' was adopted and published in October 2014, with delivery of short term aims running to 2017 setting out future cycling related tourism products. d) DerwentWISE are a member of the Derwent Valley Cycleway Steering Group whose aim is to create an off-road cycle route from Matlock to Derby City. This would be a direct link to the White Peak Trail, with an overall vision to be able to cycle a large proportion of Derbyshire.	a) Completion of Pedal Peak Phase II with all grants claimed by March 2016 b) Co-ordinate elements of the Summer of Cycling programme c) In 2015/16 and 2016/17 continue delivery of the Action Plan. d) Consultation on the draft Derbyshire Cycling Plan to be completed by September 2015. Plan to go live by the end of 2015.
<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>	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 b) In early 2015/16 an Expression of Interest will be submitted for a £100K partnership bid (led by Visit Peak District) for the 'Great UK challenge fund' from Visit England was developed. Focus was on attracting overseas tourists and developing international cycle tourism in the Peak District. c) South West Peak – 'Better Outdoors Project' aims to bring together health and social care professionals, voluntary sector organisations concerned with particular health issues, members of the Local Access Forum and Health Trusts to help advise the partnership on how to improve access to the South West Peak, whilst removing barriers for people living with health inequalities.	a) Review the actions and gain agreement from partners b) Submit bid during 2015/16 and if successful deliver elements of bid from summer 2015. d) A key milestone in 2015/16 is to undertake a feasibility study/ literature review on health benefits of high quality greenspace on health and wellbeing.
<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>	a) A growth Plan for the Visitor Economy was presented to LEPs in March 2014. Since then plans were made for the development of a Tourism Strategy with Visit Peak District and partners – delayed but expected to resume 2015 b) Development of a trails projects to provide better management and long term vision for the authority's trails in 2015 c) Visit Peak District launched 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 d) Opportunities to improve the visitor experience and brand awareness at hubs and gateways were identified as part of an audit in March 2014 – rangers. These will inform a new 'gateways project'.	a) Due to lack of resources there has been no progress on this action. b) Further research work is being put into the development of business cases for two key projects at Miller's Dale and Parsley Hay options will be taken to ARP committee during 2016. Following this a preferred option for the development will be agreed as per the project timetable within 2016/17. c) Key activities as part of the Visit Peak District and Derbyshire marketing strategy in 2015/16: <ul style="list-style-type: none"> <li>• The campaign results of the RGF World Away Campaign will be produced,</li> <li>• 100,000 visitor guides will be printed and distributed ,</li> <li>• the grand tour and summer of cycling marketing activities will be delivered,</li> <li>• An active part will be played in developing the Northern Future funding opportunity</li> <li>• A new campaign targeting young (25-35) urban audiences to visit the Peak District.</li> </ul> d) During 2015/16 the PDNPA aim to develop a 'Brand on the Ground' project to help improve the National Park branding and signage at key sites. e) Continue to develop a new strategic action plan on visitor hubs and research visitor patterns throughout 2015/16 (14 a outlines timeline in more details) f) Implementation of plans to enhance Castleton Visitor Centre and North Lees Campsite by March 2016.
<b>14 Enhance recreational opportunities and management at key sites with partners</b>	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. Refining Development Management Policies on Visitor hubs, to allow more development of identified sites in ways sympathetic to national park purposes. In June 2015 it was agreed that a paper will be brought to the PDNPA Strategic Management Team (in summer 2015) outlining the approach for developing a framework for delivering high quality visitor experience across the National Park. The framework will help bridge the work that is undertaken on the ground with the strategic direction of the National Park and help provide a guide and focus to all the visitor experiences work that is delivered.	a) Present paper to SMT and continue to develop 'Visitor Hubs Area' 'Issues and options' during 2015/16. Date for pre-submission consultation is now set for June/July 2017. a) Management Plan Draft completed and sent out to wider stakeholders for consultation in summer 2015. The deadline for the launch of the plan is December 2015. It has been agreed that elements of the plan will be delivered prior to production of the plan in order to initiate the process of delivery.

	b) A new Vision and Management Plan for PDNPA North Lees estate is to be developed in partnership with Stanage Forum.	
<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>a) PDNPA have developed 'responsible visiting' messages, through a film and development of guidance for individuals and event organisers. Over 2014/15 a promotion campaign will be rolled out using responsible visiting messages and a film.</p> <p>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</p> <p>c) PDNPA and NPMP Advisory Group held a Transport Summit in Spring 2015 for partners to come together to consider the implications of cuts to public transport, and what solutions might be available to address this.</p> <p>d) Upper Derwent weekend bus service formally branded as the 'Dambuster' running 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</p> <p>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</p>	<p>a) Disseminate, promote and monitor impacts of the #DoThisPeakDistrict animation film and the schools pack that has been produced to accompany it. These will also get sent to all YHA's</p> <p>b) Visit Peak District set to release another Visitor Guide in 2015/16, which features food and drink as part of the editorial section.</p> <p>c) During 15/16 the short, medium and long term actions agreed around sustainable transport will be monitored.</p> <p>d) Continue to run the 222 Dambuster Bus during British Summer Time 2015/16. Aim to build on the success of the previous year's operation and increase patronage and to develop the on board video to by the end of 2015/16.</p> <p>e) Identify and pursue proposals for the development of a sustainable travel product for the Peak District by the end of 2015/16.</p>
<b>16 Have an integrated, well managed and inclusive rights of way and access network, which encourages responsible enjoyment by all</b>	a) Continue to deliver key targets and objectives of relevant Rights of Way Improvement Plans in partnership	<p>a) Continue to maintain at least 85% of Rights of Way as easy to use throughout 2015/16.</p> <p>b) 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</p>

**Better, Bigger and More Joined up**

Aim	Activity update	Activity for 2015/17
<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>a) Development of the Peak District Landscape Action plan</p> <p>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.</p> <p>c) Attract more cultural heritage funding with external funding options mainstreamed into PDNPA business plan for March 2015</p>	<p>a) Publish Peak District Landscape Action Plan by the end of 2015/16 and ensure this is developed alongside the National Park Management Plan review.</p> <p>b) During summer 2015 members will confirm and define all aspects of the policies and the emerging DPD will return to Authority in Autumn 2015. This will trigger the formal consultation stage following which the plan and representations can be submitted to Government (Jan 2016). This will then trigger the examination stage. Development Management Policies DPD will be submitted to Secretary of State by October 2015 and adaptations will be made based on the examination stage. The Proposed date for adoption will be October 2016.</p> <p>c) Continue to source 15% of cultural heritage budget from external funding</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>a) Sheffield Moors Master plan complete and implementation of key aims and objectives is now ongoing in partnership with PDNPA, RSPB, National Trust, and Sheffield City Council. 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</p> <p>b) South-West Peak HLF bid submitted for works such as priority habitat restoration &amp; creation (grasslands, woodlands, and wetlands), species conservation, whilst integrating cultural heritage assets and community benefits. 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>a) During summer 2015 the Sheffield Moors steering groups to produce an update on the status of actions against the Master Plan.</p> <p>b) During 2015/16 data gathering and analysis will take place to inform further development of a suite of projects under the South West Peak Landscape Partnership Scheme and the Landscape Conservation Action Plan will be produced.</p> <p>c) Implementation now ongoing – see below for key project elements in partnership with Moors for the Future. Refer to specific sections below</p> <p><b>Moors for the future and partners</b></p>

- 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

**Moors for the Future and partners;**

- d) The Clough Woodland Project 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.
- e) MoorLIFE 2020 during 2014/15 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
- f) National Trust Catchment Restoration Fund 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.
- g) Private Lands Project 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
- h) South Pennines Commons works will be entering their third year with stock control, re-vegetation work and gully blocking works continuing.
- i) Yorkshire Water SSSI Recovery Project 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.
- 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.
- k) The Making Space for Water Phase 2 (Monitoring) project aimed to continue (i) all fortnightly hydrological monitoring activities involving servicing equipment and downloading data loggers and (ii) carrying out primary data processing activities for empirical evidence and modelling activities (iii) planning and organising ecosystem services assessment workshops (iv) providing fortnightly samples and data for DOC analysis (v) annual vegetation monitoring activities and (vi) quarterly and annual reporting

**Other projects**

- l) Dane Valley Woodland Project 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:
- 45ha woodland creation
  - 112ha woodland thinning
  - 70ha woodland stock exclusion
  - 10ha rhododendron control

- d) Clough Woodland Project Work planned for 2015/16:

- Develop detail plans and gain approvals for up to 330 ha of woodland creation works on NT Peak District Estate,
- Promote project to external organisations & catchment partnerships and attract funding to support PM role.
- Identify priority sites and gain landowner/manager agreement for further woodland creation schemes

- e) The MoorLIFE project has been extended until 2015. Remaining work includes:

- Final vegetation, hydrology reports
- Final carbon audit report.
- Final updates to works boards.
- Layman's report.
- Result dissemination and project promotion.
- AfterLIFE report.
- Sphagnum Seminar report.
- Final audit and reporting in line with EU requirements

Moorlife 2020 Subject to approval of the project by the LIFE programme, we anticipate the following activities:

- Adjustment of project, scope, time and resources
- Recruitment of relevant staff
- Development of whole project plan, and sub plans, including hydrological restoration plan, monitoring plan and communications plan
- Development of Approved Code of Good Practice Management for Active Blanket Bogs
- Writing of tenders for years 2-5 of the project
- Commencement of baseline monitoring
- Purchase of relevant project equipment, including vehicles

- f) National Trust MFF will complete the Peatland Restoration Project:

Rivers Alport and Ashop Monitoring Report for the Catchment Restoration Fund on behalf the National Trust. Over 2015/16 MFF will continue to deliver restoration works for the National Trust, including vegetation establishment on East Crowden, Alport, Ashop and Park Hall Moors. The National Trust is an Associated Beneficiary in the MoorLIFE 2020 proposal, and if successful, will deliver actions under the project in the High Peak and Marsden Moor areas.

- g) Private Lands Project The project will be entering the second full year of delivery following the 1st works period between April 2014 & 15. The project will successfully deliver the planned 2015/16 treatments on each of the currently assigned capital works plans working closely with landowners. In tandem with this further HLS capital works plans will be assigned to MFFP up to the agreed £10.4m authority limit, and those projects assigned by the end of June 2015 also go into delivery in winter 2015/16. Any assignments made after June 2015 will be brought into delivery in winter 2015/16 where resource will allow, and otherwise will commence delivery in 2016/17.
- h) South Pennines Commons Further lime and fertiliser work is required, which will be completed later in the year. Further works are planned for a follow-up plan, which will be included either in MoorLIFE 2020 (if the application is successful) or a follow-up HLS agreement.
- i) Yorkshire Water Projects Currently the result of the Moorlife 2 application for EU funding determines how this work will be carried out in the next five years. If the EU LIFE bid is successful, the majority of YWS' AMP 6 SSSI work will be carried out through this project, with works outside the Moorlife 2 project area being tendered individually by YWS. If the bid is not successful it is likely that YWS will put out tenders to deliver their SSSI works across their whole region. MFF aims to project manage this work through whichever method is arrived at.
- j) There is ambition for the Moors for the Future Partnership to safeguard communication between Dark Peak NIA partners to promote the NIA legacy should future funding opportunities become available
- k) Making space for water Continuation of similar activities in Phase 3, but without Ecosystem Services Assessment and Modelling. Some new elements to be added but not completely defined at the present.
- l) Dane Valley Woodland Project. Through on-going work of C&E and NET aim to continue action in the valley at a lower scale.

<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) Development of first phase of the <u>South West Peak Landscape</u> at a Crossroads project during 2015 will engage local people, and work with partners to develop project new and existing ideas.</p> <p>c) <u>DerwentWISE partnership project</u> (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 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) 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>f) Staffordshire Wildlife Trust and partners will explore a legacy for the Churnet Valley living landscape partnership</p>	<p>a) During 15/16 MFF will increase our partnership arrangements with Pennine Prospects, extend the Community Science project and Clough woodland project (funding allowing) into the South Pennines and most importantly will be starting up moor LIFE 2020 if the bid is successful.</p> <p>b) Confirm boundary of landscape partnership scheme and develop Landscape Conservation Action Plan as per aim 18 b</p> <p>c) <u>DerwentWISE</u> We will continue to restore and conserve habitats with the intention of improving biodiversity. Engage with local groups to train 25 volunteers in historic buildings surveying. Work with 10 schools and over 100 children on arts and wildlife educational activities. Survey bees and butterflies with at least 25 volunteers. 6ha of meadow restored and four local wildlife sites. 10 new volunteers recruited to habitat restoration. 15 teachers/teachers aids trained in Forest School skills. Two heritage features restored (one scheduled). Six interpretation panels installed.</p> <p>d) Establish baseline data for Derbyshire Dales monitoring project by end of summer 2015 and agree ongoing monitoring programme for this work with partners.</p> <p>e) Continue work at Combs Valley during 2015/16 per Management Plan actions.</p> <p>f) The Churnet Valley Living Landscape Partnership will continue to deliver a range of built and natural heritage projects throughout the valley throughout the year. Four main area of work includes:</p> <ul style="list-style-type: none"> <li>• Protecting our heritage and wildlife habitats by conserving, enhancing and connecting built and natural features</li> <li>• Encouraging community participation and volunteers’ involvement in maintaining the landscape</li> <li>• Increasing community awareness, knowledge of and access to the landscape</li> <li>• Offering training in traditional skills and opportunities for economic diversification</li> </ul>
<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 Higher Level Environmental Stewardship Schemes during 14/15 Work will continue during but in line with changes to Agricultural Support payments as a result of CAP reform and new National Countryside Stewardship Scheme. Partners jointly and separately targeting DEFRA to secure prioritisation of the national park in new stewardship scheme by March 2015</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>c) PDNPA continue to work closely with Natural England to deliver the Wader recovery plan alongside, Wildlife Trusts and RSPB to address the continuing decline of waders</p> <p>d) A joint project with Natural England and Derbyshire Wildlife Trust was set up in summer 2014 focusing on managing existing species rich grassland. Due to resource issues and changes in agri-environment schemes the focus has shifted to conserving existing habitats as oppose to enhancing</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 nest and activity in Upper Derwent Valley, successfully working with National Trust, Game keepers, raptors</p> <p>g) GeoPark proposal: Proposal was received from Albert Benghiat from the National Stone Centre for a feasibility study into applying for a GeoPark designation. Natural England has also been approached for support.</p>	<p>a) Digital mapping and the full digital approach for Basic Payment Scheme and Countryside Stewardship mid-tier will be up and running by 2016 payments (delayed timetable).</p> <p>b) Ongoing</p> <p>c) During 2015/16 work will involve maintaining contact with key landowners where wader habitats are present and identify new ‘hot spots’ where landowners have not already been engaged.</p> <p>d) Initial gathering of sites to be completed by autumn 2015 and set out management proposals on identified sites by the end of 2015/16.</p> <p>e) Complete the State of Nature report by end of 2015/16 and use as a tool to promote and communicate opportunities and threats to key species and habitats within the Peak District and surrounding area.</p> <p>f) Report on monitoring after 2015 breeding season against the SPA (Special Protection Area) expectable limit. Formal partnership will remain and the approach to tackling decline in numbers will be reviewed in 2015/16 and targets will be revised.</p> <p>g) This will continue to be explored in 2015/16.</p>
<p><b>21 On development sites,</b></p>	<p>a) Work on restoring mineral sites for nature conservation end uses: There are 6 sites still subject to amenity</p>	<p>a) During 2015/16 work will continue to seek the conclusion of:</p>

<p>ensure geodiversity and biodiversity interests are protected and where possible enhanced</p>	<p>restoration review: Longstone Edge, Stanton Moor, Birchover, Topley Pike, Shire Hill and Smalldale Quarries. Target March 2015.</p> <p>b) Development of mineral sites what input the ecology team have had in the restoration of mineral sites</p>	<ul style="list-style-type: none"> <li>• the Longstone Edge East ROMP either through the prohibition order appeal, or the appeal is withdrawn leading to prohibition order being confirmed by the Minister;</li> <li>• the Stanton Moor ROMP either being determined and/or is given up in exchange for an extension at New Pilhough Quarry, or the prohibition order is pursued and confirmed by the Minister;</li> <li>• the Birchover S106 is signed and the consolidation/amendment mineral permission is issued;</li> <li>• the Topley Pike consolidation/variation application is potentially approved by the Authority as an alternative to the initial review of the 1966 permission;</li> <li>• the Smalldale initial review is resolved.</li> </ul> <p>b) Ongoing as and when opportunities arise.</p>
<p>22 Focus on the natural environment, ecosystem services and the part we play in these systems, through integrated action and fostering greater understanding</p>	<p>a) As Part of the Biodiversity 2020 Outcome 1C – PDNPA and partners undertook an Ecosystem Approach Self-Assessment based on a criteria and method laid out by Defra. The workshop helped identify how integrated delivery in the Peak District National Park can be recorded using a standard self-assessment and contribute to the government biodiversity target for the Ecosystem Approach.</p> <p>b) Increase number of volunteers involved in climate change monitoring by March 2014</p> <p>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)</p> <p>d) The Ash Dieback Partnership aim to complete a contract carrying out baseline ecological survey of 100 plots within the ash woodlands of the Peak District Dales by end of summer 2015. They will also continue to work in partnership to record and mitigate ash dieback, and explore management techniques for mitigation measures.</p> <p>e) Joint statement on extensive grazing and carbon management in National Parks complete in partnership with Natural England complete May 2014</p>	<p>a) The self-assessment to be submitted to Defra in spring 2015 as part of a pilot study. An action plan of next steps will be drafted to identify key opportunities and actions to build integrated delivery/use of the Ecosystem Approach in the Peak District over the next 3 years. The ecosystem approach and ecosystem services will also feed into the work of the 2017-2022 NPMP.</p> <p>b) MFF target for 2015-16 is to reach 210 volunteers.</p> <p>c) During 15/16 MFF will strengthen existing links with partner organisations and new organisations, in which they can promote, deliver and embed the CSP, and thus PDNPA, aims. We will continue to monitor all Phase 1 sites; launch two new environmental monitoring sites; launch a new targeted survey; launch a new casual survey and build structured volunteering opportunities</p> <p>d) Complete contract of 100 plots to establish base line data by end of summer 2015 and continue to explore ways of mitigating the impacts of ash dieback during 2016/17.</p> <p>e) Complete and no further actions</p>
<p>23 Conserve and enhance river water quality and resources within the national park</p>	<p>a) Catchment Sensitive Farming – providing advice to farmers and land managers, and Catchment Sensitive Farming grants being processed for 14/15</p> <p>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</p> <p>c) Monitor the success of Moors for the Future Projects to provide evidence for best practice and future work.</p> <p>d) HLF bid submitted in 2014/15 based on the restoration of perennial flow upstream in the River Lathkill</p>	<p>a) Complete and no further actions</p> <p>b) Ongoing. Refer to 18 d-j for specific actions on projects.</p> <p>c) Continuation of (i) all fortnightly hydrological monitoring activities involving servicing equipment and downloading data loggers and (ii) carrying out primary data processing activities for empirical evidence and modelling activities (iii) providing fortnightly samples and data for DOC analyses (iv) quarterly and annual reporting.</p> <p>d) Working with local residents, a HLF bid has been drafted focusing on the restoration of perennial flow upstream in the River Lathkill. During 2015/16 The Friends of Laithkill will work with a contractor to assess the feasibility of the project and if aim to submit the HLF application.</p>
<p>24 Promote and implement low carbon land management practices within the national park as appropriate to a protected landscape</p>	<p>a) Delivery of MFF commitments according to the programme milestones published in the MFF operations plan in April 2014 &amp; 15</p>	<p>a) Delivery of MFF commitments according to the programme milestones published in the MFF operations plan in April. Refer to 18 d-J for project updates. Moors for the future will continue to capture data demonstrating role of peat in carbon storage.</p>
<p>25 Develop a better understanding of carbon use in the national park</p>	<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>	<p>a) A brief has been agreed for the Warslow Estate carbon budget project, and once the budget has been agreed, we aim to tender for a consultant to undertake the work in 2015/16.</p> <p>b) The updated Climate Change Adaptation Report will be published by December 2015 based on the extended deadline given by DEFRA.</p>
<p>26 Promote viable farming and food production that is competitive and cares for the environment, and which supports adaptation</p>	<p>a) PDNPA have set up a carbon, water and renewables advice project for farms in the National Park, and this should deliver 6 case studies by June 2015. This will culminate in a ‘one-to-many’ workshop event to showcase all case studies and findings</p>	<p>a) During 2015/16 develop 6 case studies and the ‘one-to-many’ workshop event to showcase all case studies and findings.</p> <p>b) A funding application has been submitted to the Prince's Countryside Fund to extend the project until September 2017. Further actions will depend on this application.</p>

to climate change by farmers and land managers		
<b>27 Demonstrate how farmers and land managers will be able to gain a financial return for providing ecosystem services</b>	<ul style="list-style-type: none"> <li>a) Development of an estate scale carbon audit model (as set out in 25 above) by September 2015</li> <li>b) 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</li> <li>c) Review feasibility of a Natural England funded estate-scale carbon audit – currently delayed, pending Natural England Restructure and uplands evidence review</li> <li>d) Warslow Estate carbon budgeting – subject to Mitsubishi funding bid (funding not successful)</li> </ul>	<ul style="list-style-type: none"> <li>a) Agree a brief for the Warslow Estate carbon budget project, and depending on budget restrictions, issue a tender for a consultant to undertake the work. Report from consultant on options to be provided by November 2015.</li> <li>b) As part of the South West Peak partnership a contract will be issued for ecosystem services mapping during the summer of 2015. The partnership is endeavouring to follow an ecosystem approach to its work which involves understanding ecosystem processes, valuing ecosystem services and involving people. This piece of work should exemplify this approach.</li> <li>c) As per ‘Action 22’ activity ‘a’ an ecosystem services framework/ecosystem approach will be explored during the next National Park Management Plan review period. Research will be undertaken during 2015/16 on methods of adopting this approach.</li> </ul>
<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>	<ul style="list-style-type: none"> <li>a) Continue to promote enjoyment of dark skies in the National Park</li> </ul>	<ul style="list-style-type: none"> <li>b) Produce guidance on lighting installation within the National Park during 2015/16.</li> <li>c) Promote and implement guidance on lighting once published, and continue to promote enjoyment of dark skies in the National Park throughout 2015/16.</li> </ul>
<b>29 Respond appropriately and adequately to new animal and plant health risks and invasive species</b>	<ul style="list-style-type: none"> <li>a) 15/16 will be the second year of vaccination and Derbyshire Wildlife Trust will focus in the Edale valley working closely with the National Trust, the High Peak badger group, local farmers and landowners and a large group of volunteers. Funding from the Government has been secured – nearly £100,000 to develop this vaccination project.</li> <li>b) Himalayan Balsam control on going on River Dove, River Hamps and River Derwent</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>a) Badger vaccination programme with DWT, NFU, National Trust, and BMC on-going through 2015/16 with a focus in the Edale valley.</li> <li>b) The main focus for 2015/16 will be on the river Manifold, which feeds into the river Dove. This will involve mid-week volunteers along with staff and rangers clearing and checking known sources and tributaries. Staff, including volunteer rangers, and a contractor will be working on key priority sites along the Derwent, including at Stoke Hall wood.</li> <li>c) The Partnership aim to complete a contract carrying out baseline ecological surveys of 100 plots within the ash woodlands of the Peak District Dales by end of summer 2015. The work will mark the start of a long-term monitoring project looking at stand structure and composition, and ground flora, in these woodlands, to help understand impacts both of ash dieback disease, and of different management regimes designed to mitigate that impact. The Partnership will continue to record and mitigate ash dieback and explore management techniques for mitigation measures.</li> </ul>

**Community Led Planning**

Aim	Activity update	Activity for 2015/17
<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 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) 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> <li>e) A World War I project proposal was submitted to HLF but was not successful. However, this may be taken</li> </ul>	<ul style="list-style-type: none"> <li>a) In 2015/16 the underground designation will be finalised and deliver small aspects of ongoing work.</li> <li>b) Complete and no further action on this activity</li> <li>c) Complete and no further action on this activity</li> <li>d) Complete and no further action on this activity</li> <li>e) A smaller WW1 specific funding from HLF will be submitted in May/June 2015 for approximately £10.5K . The aim for 15/16 is to delivery as per the WW1 funding application specifically in visitor centres.</li> <li>f) During 2015/16 continue to work alongside Heritage England to produce a report on the historic landscape characterisation across the Peak District</li> </ul>

	<p>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</p> <p>f) Work alongside Heritage England to produce a report on the historic landscape</p>	
<b>31 Address demand for development whilst proactively conserving heritage assets</b>	<p>a) Work with local communities, landowners and stakeholders to deliver heritage conservation through village plans and conservation area appraisals 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</p> <p>b) A Supplementary Planning Document for conversion of traditional buildings is to be developed. Whilst much of the language and methodology can be developed this work will not be completed until the adoption of the Development Management Policies DPD (as per timeframe in action Aim 17 action B)</p>	<p>a) The new Conservation Area (CA) appraisal in Longnor is to be completed by March 2016.</p> <p>b) During 2015/16 decisions are to be made about future appraisals that might follow for the remaining 6 (out of our 109) CAs but progress depends on available resources.</p> <p>c) During 2015/16 the Supplementary Planning Document for conversion of traditional buildings will be in development. The agreed date for adoption of this document is March 2017</p>
<b>32 Work together to minimise damage and disturbance on unsealed routes Re-look at the plan</b>	<p>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</p> <p>b) Conclude decisions on 3 TRO consultation routes by December 2014</p> <p>c) Deliver commitments in Green Lanes Action Plan, Illegal Use Action Plan, Communications Plan 2015</p>	<p>a) Implement and review action plans for priority routes by March 2016 – Priority Routes are available online and are prepared in association with Peak District Local Access Forum Vehicles Sub-Group</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>	<p>a) Neighbourhood plans are being developed in Bradwell, Hartington, Bakewell, Chapel, Dore and Whaley Bridge through 2015</p>	<p>a) Continue to support the establishment of at least five Neighbourhood Plans</p> <p>b) Show case 1 flagship Neighbourhood Plan as a demonstration &amp; case study within the PDNP.</p>
<b>34 Support local communities with delivery of services</b>	<p>a) PDNPA work with communities and the voluntary / community sector to identify and help communities needing support – DDCVS, RAD, Support Staffordshire</p> <p>b) Through the National Park Grant and Cycle Friendly Places Grant The Peak District National Park Authority is operating a fund to support local cycling and cycle-related activity for one year between February 2014 and February 2015</p> <p>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</p>	<p>a) Continue to submit Planning Parish bulletins every quarter and to undertake Parish's day.</p> <p>b) Support 5 communities with the development of Neighbourhood Plans</p> <p>c) Action still pending for 15/16 depending on budget.</p> <p>d) Continue to work 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</p>
<b>35 Ensure opportunities for engagement in a wide range of decision making and consultation processes affecting the national park meet the needs of communities</b>	<p>a) Progress has been hampered for developing a youth forum due to spending cuts.</p> <p>b) 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</p> <p>c) Look at ways partners can proactively support communities with community land trust ventures, with a view to including in 'menu of options' by December 2015</p>	<p>a) New ways to engage with young people are being explored during 2015/16 and 2016/17</p> <p>b) The Local Development Scheme has been revised. During summer 2015 members will confirm and define all aspects of the policies and the emerging DPD</p> <p>c) Continue to explore ways PDNPA and partners can proactively support communities to utilise their powers such as 'Community Land Trusts' and 'Assets of Community Value'</p>
<b>36 Build a consistently good relationship between the National Park Authority and local communities, particularly in relation to planning, and promote sustainable</b>	<p>a) PDNPA engage with parish councils and developers 10 times per year through meetings and bulletins</p>	<p>a) PDNPA continue targeted Planning Bulletins to Parishes and Agents; twice yearly meetings with Agents; inviting Parishes to attend Planning Committees where there is an application in their Parish; and Planning Officers attending Parish meetings. Our annual Parishes Day will continue.</p> <p>b) Continue to support social enterprises within the Peak District to help deliver more community outcomes.</p>



development		
<b>37 Promote planning opportunities and policies that enable and protect sustainable access to services and employment</b>	<p>a) 2014/15 PDNPA are reviewing new LDF indicators and processes that facilitate data collection May 2014 – 2016. Phase I saw a cross authority team undertake a complete review of indicators and performance targets for the LDF. No significant project issues</p>	<p>a) During 2015/16 there will be a mainstreaming of the indicator set into planning system and producing an 'Annual Monitoring Review' for members and wider communication.</p> <p>b) Phase II of the project in 2015/16 will involve a series of research projects developed during the work on indicators. Principal amongst these is work on the National Park Special Qualities which will feed into the National Park Management Plan review period.</p>
<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>	<p>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</p> <p>b) PDNPA to hold a Transport Mini-conference in March 2015 to consider implications of cuts to public transport services, and explore alternative / innovative solutions</p> <p>c) Research 'buses on demand' models currently piloted in Devon and Cornwall by end of 2015. Funding was obtained from the DfT via the Pedal Peak II Project in January 2015 to provide an on-demand bike bus to be operated by Bakewell &amp; Eyam Community Transport.</p> <p>d) Rural Action Derbyshire extending wheels to work project during 2015 to help those get to jobs who do not 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</p>	<p>a) The Digital Derbyshire Local Broadband Plan will enable access to superfast fibre broadband for 95% (currently only 50%) of premises in Derbyshire by 2016. However, there remains a challenge to enhance access in remoter areas due to the distance of many premises from the nearest telephone exchange</p> <p>b) Travel Summit was held in March 2015 and identified short, medium and long term actions to take forward around sustainable transport. During 15/16 the delivery of these actions will be monitored and publicised on the webpage.</p> <p>c) 2015-16 will see the launch of the pilot bike bus project linking the Monsal &amp; High Peak Trails with the railway stations of Matlock &amp; Buxton.</p> <p>d) Ongoing delivery of the Wheels to Work programme through 2015/16 as per Rural Action Derbyshire targets.</p>
<b>39 Address the need for affordable housing through planning and housing policies</b>	<p>a) Detailed criteria (inc eligibility) for affordable housing has been reviewed in the LDF and through discussion with parishes and housing bodies. Now working through detail in Development Management Policies, due for adoption November 2014</p>	<p>a) Draft policies are now in place but interlinked with the Local Development Scheme deadline of October 2015.</p>
<b>40 Support local housing authorities with activity that explores innovative ways to secure funding to enable the delivery of affordable housing</b>	<p>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)</p> <p>b) Development of housing need surveys in 6 High Peak villages, and an additional 5 Derbyshire Dales villages by March 2015</p> <p>c) DDDC, HPBC &amp; SMDC committed to delivering more housing around the Peak District area through relevant local plans</p>	<p>a) Action cancelled. As it was agreed that a lobbying paper was not an appropriate mechanism for this.</p> <p>b) Development of sites and capacity work during 2015/16 in key locations.</p> <p>c) Explore more formal agreements with neighbouring institute authorities specifically design for issues faced by each authority during 2015/16.</p>
<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>	<p>a) Peak District Climate Change and Sustainable Buildings SPD is being redesigned to make it more attractive, appealing and user friendly by December 2014</p> <p>b) PDNPA are refreshing the adaptation report for second round reporting to DEFRA</p>	<p>a) Action complete and no further work on this.</p> <p>b) The Climate Change Adaption Report to be completed by December 2015 as per the extended deadline set by DEFRA.</p>

## Inspiring Generations

Aim	Activity update	Activity for 2015/17
<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>	<p>a) A concept for cultural heritage pages on the updated PDNPA website has been agreed, including links to external collections. Finalise and publish pages on new website during 2015</p> <p>b) Joint Collection in the Landscape (CitL) project with Buxton Museum delivered June 2014</p> <p>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</p> <p>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.</p> <p>e) Inspiring Generations Steering Group have set up a working group with representation from the national park Educators Group to look at natural play in the Peak District to promote joint working and new opportunities to raise the profile. A target of 1 million opportunities across all age groups was set for the next 10 years</p> <p>f) Formal constitution / Terms of Reference of Youth Forum was agreed in July 2014, however progress has been hampered by the collapse of many of the youth services due to spending cuts.</p> <p>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</p> <p>h) Inspiring generations steering group and Learning &amp; Discovery team working with partners and young people on 'unstructured play' opportunities</p> <p>i) Peak District Farmstead Characterisation Project - Outputs in 2014/15 included a Planning Tools Report for informing change at an area and site-based scale, and guidance documents to help establish key issues at the earliest possible stage when adaptive reuse or new build are being considered in the context of a historic farmstead.</p> <p>j) <u>Gordom's edge project report</u>: in 2014/15 PDNPA worked in partnership with University of Sheffield and InHeritage to carry out survey across this Bronze Age landscape.</p> <p>k) DerwentWISE are offering a range of informal learning and formal training to communities and individuals to help them understand their landscape and the value it has.</p>	<p>a) To finalise and publish pages on the new website during 2015-16</p> <p>b) Complete and no further targets on this activity.</p> <p>c) Continue to provide education and tours of the mine to raise awareness of a cultural asset which is fundamental to the Peak District.</p> <p>d) Working with local residents, a HLF bid will be drafted focusing on the restoration work in the River Lathkill which will include interpretation and public engagement work. During 2015/16 The Friends of Laithkill aim to submit the HLF application.</p> <p>e) Work to targets set for 2015/16.</p> <p>f) New ways to engage with young people are being explored but due to budget uncertainties no milestones have been set for this project.</p> <p>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 see update on Aim 22 action c. During 15/16 we will strengthen existing links with partner organisations and new organisations in which we can promote, deliver and embed the CSP, and thus PDNPA, aims. We will continue to monitor all Phase 1 sites; launch two new environmental monitoring sites; launch a new targeted survey; launch a new casual survey and build structured volunteering opportunities</p> <p>h) Develop information on safe 'wild play' to share with key partners and schools by the end of 2015/16.</p> <p>i) Publish the toolkit and guidance documents by November 2015.</p> <p>j) Survey work and report to be complete by December 2016</p> <p>k) In 2015/16 this will include traditional methods of conservation e.g. drystone walling and grazing pastures rather than intensive mowing regimes.</p> <p>l) Develop a clear consistent message across all interpretation work that clearly articulates the key messages of the National Park.</p> <p>m) Continue to develop external funds for interpretation work.</p> <p>n) Ongoing programme of ranger walks, events and education activities at Stanage-North Lees designed to increase understanding.</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>	<p>a) Responsible visiting codes and a film encouraging visitors to consider the impact they are having and act responsibly in a national park was developed in 2014/15.</p> <p>b) Interpretation will form part of the South West Peak Landscape Partnership project</p> <p>c) Peak Connections undergoing review</p> <p>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.</p>	<p>a) Further campaign during 2015/17 to promote good practice and responsible behaviour aimed at trail users using the codes and film.</p> <p>b) During 2015/16 the South West Peak Landscape Partnership is developing key messages under the name Telling Tales - Bigger, Better &amp; More Connected which will:</p> <ul style="list-style-type: none"> <li>• Review the existing interpretation plan for the SWP produced as part of a wider landscape interpretation plan by Tell-tale commissioned by PDIP and Moors for the Future in 2004.</li> <li>• Produce a brief for a SWP interpretation plan contract which will use the above to update and focus on key locations for interpretation (including the Roaches as a key 'gateway' site)</li> <li>• Produce fully costed project plan including sources of match funding. The project will delivered through HLF funding, match funding and volunteer time</li> </ul>

		<p>Disseminate, promote and monitor impacts of above in 15/16.</p> <p>c) No further action</p> <p>d) 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 see update on Aim 22 action c.</p>
<b>44 Promote the health and wellbeing opportunities of outdoor activities in the Peak District National Park</b>	<p>a) The Inspiring Generations explored 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, but found the bid to be not appropriate at this time. The group will continue to meet and has picked 'wild play' as a focus to address a gap in provision identified for younger children</p> <p>b) Derby University (Nature Connective-ness Research Group) undertaking some research into the benefits of being outdoors, known as 'Cognitive Ergonomics'.</p> <p>c) Sports development at Longshaw (participation for all) from 2014 – 2016 National Trust applying for Staffordshire public health grant scheme</p> <p>d) PDNPA successfully applied to Staffordshire Moorlands District Council for a three year £25K (per year) public health funding for a project working with young people on conservation and green gym style activities.</p> <p>e)</p>	<p>a) Continue to work with Inspiring Generations and PDNPEG but with a focus towards 'wild play' and continue to explore joint funding ideas in the future.</p> <p>b) Key outputs expected 2015/16</p> <p>c) Deliver actions as per the public funding around working with young people on conservation and green gym style activities</p> <p>d) Continue to explore opportunities to develop the PDNPA's position on the health and wellbeing agenda by undertaking a literature review/feasibility study into 'Health, wellbeing and the role of high quality natural space.'</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) 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>a) MOSAIC formal constitution will take place before March 2016</p> <p>b) PDNPA to continue to work alongside Accessible Derbyshire group and Accessible Derbyshire will to present items Local Access Forum meetings.</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) 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>a) Ongoing work around Volunteer Action Plan</p> <p>b) The review to be complete by 15/16</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) During 2014/15 The Peak District Awards has been integrated into a number of funding applications, (still waiting to hear about the success of these bids) However, the PDA hasn't grown as much as hoped due to limited funding and resources.</p>	<p>a) 2015/16 growth will depend on success of funding bids.</p> <p>b) Explore how to extend the Peak District Award, including assessing partnership development with Manchester City Council during 2015/16.</p> <p>c) From 2015/16 DerwentWISE is aiming to work with all the schools in the Scheme area and over the next five years to engage children of all ages in art and landscape activities. It will also train up to 125 volunteers to survey 1000 historic buildings and archaeological sites. Land management skills will be taught to landowners and individuals who want to make a career caring for their environment. Working with the University of Derby, students will learn</p>

		to use the landscape to inspire people through photography, illustration, animation, film and textiles.
<b>48 Provide mechanisms to help people form a lifelong connection with the national park</b>	a) Building on work already done by the 'Stepping Stones to Nature programme' The South West Peak Landscape partnership will play a key role in delivering this aim. Engagement strategy will be drafted by January 2015.	<p>a) In 2015/16 SWP partnership will deliver engagement strategy and community engagement events to gain input to Landscape Conservation Action Plan.</p> <p>b) Identify current and potential future volunteers.</p>

## **REVIEW OF NATIONAL PARK MANAGEMENT PLAN - REPORT FOR INFORMATION**

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

This report outlines the proposed approach to the review and creation of a new National Park Management Plan (NPMP) covering 2017 - 2022, as discussed at Strategic Advisory Group in August 2015, and reminds members of the approach taken to create and monitor the current plan.

### **2 Key issues**

- The review of the NPMP, which we are obliged to complete by 2017, will take place in 2016, with preparatory work beginning in September 2015.
- The current NPMP provides us with a good basis in terms of long term vision, and a working process led by an active group of stakeholders. Our intention is to continue with the overarching vision framework and way of working with stakeholders into the next plan.
- The review will focus on the special qualities of the Peak District National Park, and our ambitions to protect them and maximise their enjoyment.
- The review will be championed by the Chief Executive, with full engagement from a range of stakeholders.
- It will be a proportionate review, and emphasis will be on pragmatic action planning, with real partner commitment to delivery, including clear links to the Corporate Strategy where National Park Authority is required.

### **3 Background**

Members are requested to note the approach, process and timelines for the review of the NPMP, which will include member involvement at key stages.

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

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

Our current plan complies with all requirements so we have a good basis on which to carry out a review, but it must be complete by 2017 to meet the legal expectations.

## 4

The current NPMP covers the period 2012-17 and was developed in partnership with stakeholders through thorough engagement. It has been refreshed and kept up to date through an annual process of ongoing monitoring, information gathering and information sharing.

During the last review process, effort was concentrated on nurturing a cohesive partnership, and on getting the right structure for the NPMP. A 20 year Vision Framework was established around 4 inter-related themes, which address the challenges identified by stakeholders.

When the NPMP was launched in 2012, for the first time we also published an annual delivery plan of activities and projects which stakeholders had committed to deliver. Each year since 2012, the delivery plan has been updated and reported to Advisory Group, to stakeholders and to Authority via 5 shorter term signature programmes of work, referred to as 'Signatures'.

The independently chaired Advisory Group was created from the previous External Monitoring Group at the start of the current plan period, to provide expert guidance and direction, as well as to monitor ongoing progress of the NPMP. The group meets 3 times each year and will provide a key role in shaping the approach to the review.

National Park Authorities are also required to compile a report about the current state of the National Park, issues which have direct implication affecting the special qualities, and how the special qualities are enjoyed and by whom. An on-line State of the Park was created at the end of the last review, as a sister to the on-line NPMP, and is updated as new data sets become available. It provides our data repository and is the basis for producing a 'point-in-time' State of the Park Report.

## 5 Proposals

5.1 The forthcoming review will involve the relevant local authorities, partners and other stakeholders through an early engagement process. It is proposed that the next Peak District National Park residents survey, due later this financial year, is used as a vehicle for wider public consultation in the early stages of the review. By the end of 2015, we will also have updated data on visitor perceptions of the national park via 3 character area based visitor surveys. Additional contact with key stakeholders through telephone interviews and one-to-one meetings will also form part of the engagement and intelligence gathering phase. All this information will contribute to an updated State of the Park.

5.2 The existing network of stakeholders and partners will be updated to meet ongoing partnership management within the national park, as well as the ongoing delivery of the NPMP. There may be synergies with other large projects - for example it could be possible to use the same stakeholder mechanism for destination management work developing a recreational hubs policy and for the new Warslow estate management plan vision work.

5.3 National park authorities are expected to clearly express the special qualities of the national park and their status and condition, who they are enjoyed by and how they are enjoyed. Initial work identified the need to review the definitions of the existing special qualities. Draft statements for the special qualities will be available for input to the NPMP review. Condition monitoring of the special qualities will be developed in parallel to the next NPMP.

5.4 The last NPMP review in 2010/11 concentrated on establishing a structure for the plan, based around 4 key themes. Partnership consultation and detailed drafting sessions took place over 12 months to produce a robust 'vision framework', with an outlook of up to 20 years. We anticipate that this vision still reflects the Peak District ambition, and so we intend to use the same structure for the new plan. It would be desirable to make the minimal changes required to the structure of the plan, rather than create a new structure, and focus effort on delivery planning.

5.5 We would like to focus effort on reviewing, and rationalising the detailed aims and delivery plan which continues to embed key stakeholder activity within the Peak District National Park, including our own commitments. The review presents a good opportunity to ensure that our NPMP includes actions from the climate change adaptation report, as well as the opportunity to re-absorb some earlier strategic plans, such as recreation, biodiversity and cultural heritage. Delivery planning also provides the important stage where partner buy-ins are secured. This may need to be done both through a combination of joint stakeholder meetings and one-to-one CEO level meetings. This will be an important feature of the review as the Authority is not able to deliver the NPMP alone.

5.6 The NPMP should continue to provide explicit links to Peak District area based management plans. Links between the Sheffield Moors Master Plan, and the emerging Stange and North Lees management plan are already developed. It is hoped that a similar 'golden thread' will be established for the next Warslow management plan.

5.7 The project sponsor is the CEO, with a standing item on Senior Management Team agenda, allowing them to act as a project board. Advisory Group will provide quality assurance as critical friend at each project stage. Other senior managers and functional experts will be required at different stages of the project.

5.8 It is essential to involve members at key points in the process, including decision stages, in ways which are proportionate to the scale of the review. It is suggested that Strategic Advisory Group (SAG) is used to report progress at key stages and secure a member input. SAG may wish to advise when there is a need to engage more widely.

5.9 The new NPMP will cascade into the Authority's Corporate Strategy, linking the concept of the 'golden thread' beyond our own objectives and to a vision for the wider national park stakeholder community. It will continue to link to the Local Development Framework and be underpinned by the Landscape Strategy. The corporate strategy 2016-19 will be agreed in December 2015, and this will be our NPA position as we go into the review year. If as a result of the updated NPMP we need to amend the corporate plan this can be done at the end of 2016, as there is a circular relationship between the two plans.

## 6 **Outline Project Schedule**

Agree project approach and project structure – Milestone SAG 28 August 2015

### Stage 1

**Early engagement and intelligence gathering work** ( survey design, interviews, process design) September 2015 to December 2015

**Special Qualities definition** – August 2015 to November 2015

**Residents Survey** January 2016 to February 2016

**Mapping and updating of key aims and ambitions for former strategies** ( e.g cultural heritage, biodiversity, recreation, climate change adaptation) December 2015 – April 2016

**State of the Park Report point in time** – Milestone end March 2016

**Sustainability Appraisal and Habitats Regulations Assessment** initial planning for a proportionate approach– December 2015 to February 2016

**Analysis of information** – March 2016 to April 2016

**Minor changes to Vision Framework** - decision point through partnership event - Milestone May 2016

### Stage 2

**Delivery plan developed** including bringing together key action plans via partner conversation and one-to-ones – June to November 2016

**Commitment to delivery via a partnership event** – Milestone October 2015

**Sustainability Appraisal and Habitats Regulations Assessment** further analysis reflecting a proportionate approach –March 2016 to December 2016

### Stage 3

**Consultation on draft NPMP** – January to February 2017

**Partner Sign-up** – February – March 2017

### Stage 4

**Authority approval of NPMP** – March 2017

**Launch new NPMP** April 2017



## 9. **CAPITAL STRATEGY (A/13321 / PN)**

### **Purpose of the report**

The purpose of this report is to update the Capital Strategy approved by the Authority in August 2011; to agree a revised set of principles to guide the Authority's approach to budgeting for capital expenditure, and also to approve a Capital Programme for the next medium term period, aligned to the current Asset Management Strategy, and the new Corporate Strategy for 2016-2019.

### **Recommendations**

1.
  1. **That the key principles and working assumptions outlined in paragraphs 7 and 8 be approved**
  2. **That the potential projects identified in the Capital Programme in Appendices 2 and 3, and the means of financing them, form part of an approved Programme for the duration of the Corporate Strategy period up to March 2019.**
  3. **That individual projects within Appendix 2, if the project cost is under £150,000, be delegated to Resource Management Team supported by either borrowing or the Capital Fund, subject to the Authority's Prudential Framework Authorised Limit and subject to the Chief Finance Officer's assessment that future estimated Capital Fund receipts will be achieved and are available for allocation.**
  4. **That individual projects within Appendix 2 above £150,000 be brought to committee for approval, subject to the Authorised Limit and subject to the Chief Finance Officer's assessment that future estimated Capital Fund receipts will be achieved and are available for allocation.**
  5. **That, in accordance with working assumption (4) in this report, £50,000 from the Capital Fund is earmarked to support capital expenditure which would otherwise be funded from the Revenue Budget, to allow the Authority to allocate £50,000 of Revenue resources to ensure that the disposal programme approved in the Asset Management Plan continues up to March 2019.**
  6. **That any other proposals for use of the Capital Fund not identified in Appendix 2 are the subject of a further report to committee for consideration.**

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

2. The Prudential Code for Capital Finance in Local Authorities was updated in 2012, and its objective is to ensure, within a clear framework, that the capital investment plans of Local Authorities are affordable, prudent and sustainable. Authorities are required by law to have regard to the Code and are advised on this matter by the Chief Finance Officer.

### **Background**

3. Members approve the Revenue Budget and Capital Budget annually in February.

Members have also approved the approach to Asset Management, in the Authority reports of February and May 2014. A useful summary of the current position was taken to the Authority meeting in December 2014 by the Assistant Director of Policy and Partnerships, and in March 2015 the Audit Resources and Performance committee approved a report concerning the financial performance of the property portfolio. In September 2015 the Chief Executive's report on the new Strategic Framework was approved which will inform the 2016-2019 Corporate Strategy, which is reported to this meeting.

Capital investment decisions need to be made in the context of an approved asset management plan, show appropriate value for money appraisal, and align fully with corporate objectives. All capital projects over £150,000 are the subject of a committee report and Member approval, in line with Standing Orders. The Authority approves the Prudential code indicators in March of each year – the Prudential code indicators concern the Authority's borrowing, where borrowing is required to support capital investments which cannot be financed by other means (explained in the table below).

4. Capital investment broadly covers any expenditure over £10,000 which yields economic benefits, controlled by the organisation, for a period longer than 1 year. Capital projects are either:

- Acquisitions (i.e. new assets)
- Enhancements (improvements to existing assets)
- Replacements (replacing obsolete assets)

The categories of project in this Authority cover typically:-

- Property – land & buildings
- Information Technology hardware and software
- Vehicles
- Fixtures and Fittings
- Equipment

Expenditure on capital is subject to public sector controls designed to ensure that the expenditure is affordable and that resources are available to support capital expenditure requirements, hence the rules require that borrowing, and capital receipts where assets are sold, are only used to support capital and not revenue expenditure.

Local Authorities are able to finance capital investment from a number of sources:

<b>Source</b>	<b>Advantages</b>	<b>Disadvantages</b>
Directly from revenue budgets	Simple; no restrictions other than budget limitations	Distorts and disrupts routine expenditure; difficult to budget for larger projects
External Grant aid	Free support from other organisations for capital assets	Few, other than compliance with grant conditions or repayment clauses linked to asset life; possible distortion of strategic priorities
From the Capital Fund	Using receipts from past sales; "free" capital	Availability depends on past and future sales receipts; not sustainable as only a one-off source

From borrowing	Spreads the cost over the asset life; relatively low cost finance available; budgeting for loan repayments is easier; debt repayment period matched to asset life will allow replacement asset to be financed from revenue budget (i.e. a new loan for the new asset replaced)	Affordability into the future to cover debt repayments; income risk (if trading related); interest payments
From cashflow	Allows temporary surplus funds to be used instead of making immediate borrowing arrangements; facilitates management and timing of borrowing; may be cost effective in the short term	Optimum market borrowing rates may not be available when borrowing is taken out; annual minimum revenue provision payments are still required to ensure debt is repaid and not deferred.

5. The Authority has a cautious approach to capital investment, but significant capital investment still takes place. Appendix 1 is a breakdown of capital expenditure and capital receipts in the last 10 years, and shows how this expenditure has been financed in each year.

### Proposals

6. It is necessary to set out, for Members approval, the key principles and the working assumptions which can be used as the basis to guide future capital expenditure decisions. It is unlikely that the key principles will change as they form part of the statutory requirement, as well as representing a sensible approach to capital investment. The working assumptions however may need to be changed periodically depending on the situation or further review, subject to future committee approval.
7. The key principles are:
1. Assets created or replaced will be subject to a process of consideration of the extent to which they have a high “strategic fit” with the Authority’s purposes over the longer term, with an approved Asset Management Plan and Corporate Strategy the reference point for that consideration.
  2. Capital investment proposals will take into account whole life costs, covering the initial capital investment as well as any revenue income or expenditure implications. The possible “exit” value of the asset created should be assessed as a relevant consideration in reducing the risk in respect of cost and / or strategic fit.
  3. The principle of sustainability requires that the ability to replace existing assets when they have reached the end of their useful life should be given priority, subject to 1 above; these replacement costs ideally need to be available within existing budgetary provision and not be dependant on uncertain additional funds.
  4. Priority will be given to capital projects which deliver revenue savings or additional income streams.

8. The working assumptions help to guide investment decisions over the medium term and are:-

1 That the capital investment needs of services with trading or other financial objectives (car parks/toilets; cycle hire centres; visitor centres; estates) should be met from trading or business plan income or existing revenue budgets, including environmental improvement initiatives.

#### Advantages

Capital proposals for the above can be brought forward at any time, and need not be subject to a prioritisation process measured against other proposals, as the constraint applied by the service's business plan will generally confine capital proposals within boundaries affordable from income / rental / trading sources, and hence planning for these investments and replacements is consistent with the private sector, because the scale of the investment is tailored to the likely economic return. The majority of these capital proposals will need to be financed from borrowing, with an annual charge to the service for the asset being purchased. Budget holders will feel they have greater control over replacement of assets and necessary improvements. Our experience of the carbon management projects (to which Members allocated £250,000 from the Capital Fund in 2011) is that the improvements in environmental performance are generally cost neutral, taking into account tariff payments, so there is no financial impediment in approving these projects.

#### Constraints

There is a risk that the capital investments cannot be afforded. The existing specific reserves for these areas of operation will need to be retained as a supplementary source of finance. The appetite for risk in a proposal should be consistent with its fit to core objectives, and should not lead to unreasonable trading/income risk to achieve minor objectives. Proposals not capable of being supported within the business plan targets could bid for further capital funds, but would then need to be subject to a prioritisation process against other projects (see 2 below).

2 That the Capital Fund be used for investments which are strategically important but do not have the prospect of an economic return, or where the return is not sufficient to cover the cost of borrowing, subject to consideration of the extent to which external funding or donations can reduce the net investment cost.

#### Advantages

The projects could not otherwise be considered for approval. The estimates of potential capital receipts over the Corporate Strategy period will inform the potential for investment.

#### Constraints

The respective priority of projects which require investment within the Corporate Strategy horizon will need to be determined before decisions can be made to use the Capital Fund. Once the decisions on priorities are made, the resources are effectively ring-fenced for the duration of that period. There is a risk that the Capital Fund is not used strategically to support projects which will be required over a longer timescale, for which Capital receipts may not be forthcoming in the future. The appraisal process should take account of the likelihood of external funding or donations prior to commitment of funds.

3 That the capital investment needs of the Authority for Information Technology, vehicle replacements and a degree of headquarters refurbishment are met from the existing sums set aside within the revenue budget for repayment of debt (currently totalling £72,000, £63,000 and £54,000 p.a. respectively within the baseline budgets)

#### Advantages

There is a need within these three principal asset categories to replace obsolete assets and the financial capability to replace needs to be safeguarded to ensure stability of operations, predominantly financed by National Park Grant. The assets are replaced only if the need is there in line with Key Principle number 1 above. The asset life cycle is approximately 3-5 years for IT, 7 years for vehicles, and 25 years for headquarters' refurbishment. The cost of vehicle replacements is partially offset by the residual value of the vehicles achieved on disposal; vehicles used by the Warslow, Trails and North Lees estates are financed by the estate budget, and the pool cars represent a significant saving compared to staff using their own cars for official travel and being reimbursed at 40p per mile.

#### Constraints

The resource requirements need to be flexible if service delivery requirements change. The proposal to move to an IT infrastructure as a service model achieves this; similarly fleet vehicles can be disposed of flexibly at any stage of their asset life if circumstances change, as the earlier higher residual values are able to pay off the remaining loan amounts.

4 That the use of capital to support the revenue budget on an emergency basis, or to achieve financing flexibility, is considered annually, by substituting revenue financed capital expenditure with Capital Fund financing.

#### Advantages

Should the National Park Grant Spending Review result in unanticipated difficulties in balancing a revenue budget on an emergency basis some capital fund monies could be used to support underlying capital expenditure financed from the revenue budget, freeing the revenue budget to underwrite the deficit temporarily, so that this adds a small degree of temporary flexibility in how the Authority is able to respond to difficult budget settlements. This approach may also be useful, in a more limited way, to achieve flexibility in financing of some expenditure which could not otherwise be capitalised. Appendix 2 suggests that a figure of £200,000 is set aside from the Capital Fund for such emergency purposes. The remaining £50,000 is proposed to be used (as per Recommendation 5) for supporting the disposal programme on which this Capital Strategy largely depends.

#### Constraints

Financing of this nature will need to be agreed at the outturn stage to Audit Resources and Performance (ARP) Committee as an emergency measure, and will depend on the availability of capital expenditure already financed from the revenue budget in order to achieve the substitution. Appendix 1 shows that there is a degree of capital expenditure financed on this basis annually (averaging approximately £150,000 p.a.).

### **The Capital Programme 2016/17 to 2018/19**

9. The Capital Programme represents anticipated major proposals over the next Corporate Strategy period, informed by the key principles and working assumptions

above. Members considered in workshops earlier in 2015 a number of proposed capital investments, and Resource Management Team (RMT) then approved for further appraisal a number of possible projects which, although not exhaustive, would be given higher priority in the next Capital Programme. Members are asked today to approve in principle these allocations subject to a subsequent business case decision, which would be either RMT or the ARP committee, depending on the cost of the project; if Members approve the principle of these projects within the capital programme they will understand the context when the individual projects are ready to come forward for approval (for those projects over £150,000 which require committee authority). Where the delegated decision for a project lies with RMT, Members are being asked to approve use of the Capital Fund for these projects, providing they are within the scope of this Capital Programme, within Appendix 2 and 3. Currently RMT has delegation to approve borrowing for projects under £150,000 (within the Prudential limit) but has no authority to commit Capital Fund resources. Recommendation 3 requests this, if Members accept the proposal. In effect, under the proposed Capital Programme, this delegation is restricted to any structural repairs to core infrastructure (within the £500,000 figure in Appendix 2) and emergency revenue budget funding (the £250,000 figure), providing projects are within the £150,000 delegation.

10. In line with key principle number 1 above, other capital projects may come forward, but their incorporation into the Capital Programme will depend on successful approval of a business case, and capability of financing it within the Prudential Authorised Limit. Proposals for financing from the Capital Fund are not expected to come forward unless they have been identified in this report, but Members will always have the option to consider further capital projects, but there will clearly be a knock-on impact on other projects identified in this Programme, if financing from the Fund is required.
11. Appendix 2 therefore is a list of the proposals anticipated to form the Capital Programme for the next Corporate Strategy period up to 2018/19. Appendix 3 gives a little more detail on the nature of each proposal.

### **Financing the Capital Programme**

12. Appendix 2 also shows the proposed method of financing the projects identified, within the options identified in the table in paragraph 4 above. With the exception of the items identified in working assumption 3 above, the main discretion in financing of the capital programme is whether the funds are allocated from the Capital Fund (i.e past and future capital receipts from asset disposals) or borrowing, in line with the key principles.
13. The extent of borrowing is governed by the Prudential Framework and the "Authorised limit" - the maximum allowable borrowing level - is set by the Authority in March of each year, based on the advice of the Chief Finance Officer. Within the constraints of the Prudential Framework, the limit is self-determined by the Authority, and can be adjusted annually. With the exception of the capital replacements identified in working assumption 3, the majority of borrowing approvals are expected to be financed from income, and projects will only be approved if there is sufficient confidence that net income assumptions will more than cover debt repayment / interest (i.e they have good debt repayment / interest cover ratios). Risk is further reduced if there is a strong "exit" value to the investment in line with key principle number 2. On the basis that a reasonable working assumption for the Authorised Limit is that it should not be in excess of 50% of annual net expenditure, this suggests an absolute borrowing limit, for projects in the Capital Programme, of £1.87m.

This is derived as follows:-

50% of net expenditure (defined as National Park Grant plus investment interest)	£2.70m
Less current Capital Financing Requirement (i.e. existing borrowing need outstanding)	(£0.83m)
<b>Further borrowing "headroom"</b>	<b>£1.87m</b>

The Capital Fund available for allocation within the Capital Programme period is expected to be in the region of £1.72m as shown below:-

	<b>£,000</b>
<b>Capital Fund as at 31/03/2015</b>	<b>335</b>
Less farm extension (Authority Minute 07/06)	(45)
Less Minor Works allocation – outstanding commitments (Minute 58/11)	(63)
Less Carbon Management allocation – outstanding commitments (Minute 58/11)	(152)
Less Aldern House reconfiguration – outstanding commitments (Minute 52/14 Sept 2014)	(78)
Net Disposals achieved in 2015/16	830
Estimated Disposals 2016-2019	1,940
<b>Capital Fund as at 31/03/2019</b>	<b>2,767</b>
Retention – substitution to balance revenue budget	(250)
Retention – estimates not yet sufficient to allow confident allocation	(800)
<b>Capital Fund available for allocation 2016-2019/20</b>	<b>1,717</b>

The above analysis supports the assertion that capital investment proposals of up to £3.59m during the next Corporate Strategy period can be considered for approval within the Programme outlined in Appendix 2. A summary of Appendix 2 is shown below:-

Potential borrowing proposals	£2.49m
Potential Capital Fund allocations	£1,10m
<b>Total</b>	<b>£3.59m</b>

The Capital Programme contains indicative net costs which may change as business cases are developed, and the availability and percentage contribution of grant funds is better understood. One of the major costs and concerns of the Authority is represented by structural works on the Trails; Appendix 2 allows for an immediate allocation of £600,000 towards structural work financed by the Capital Fund, with a further requirement for funds potentially financed from borrowing and repaid over time from greater commercial activities on the network. The £340,000 figure is the extent to which this next phase of works can be supported from the current Capital Programme, whilst remaining within the suggested borrowing ceiling; if greater funds are identified as being required, then Resource Management Team will consider how this greater sum can be accommodated, by reducing the cost of other proposals in Appendix 2, or deferring the expenditure until the subsequent Capital Programme period when other financing may become available.

The Capital Programme proposed in Appendix 2 is therefore capable of being financed overall within the £3.59m proposed above, The only difficulty is that the suggested

borrowing ceiling will be breached by £620,000 (£2.49m rather than £1.87m); whereas the Capital Fund may be under-used by the same amount (£1.10m rather than £1.72m). The figures are estimates, and will be refined further as business cases develop; either costings will be refined to fall within the suggested borrowing ceiling, as mentioned above, or a case can be made for this slightly higher borrowing limit “under-written” by the availability of Capital Funds, which would remain unspent to reduce risk.

To re-balance the financing, it would be possible to allocate some of the Capital Funds instead of relying on borrowing for some projects, but this might compromise the key principles and working assumptions set out above; to avoid this a decision could be made to use Capital Funds to reduce the Capital Financing Requirement below the suggested borrowing ceiling, but still retain an internal “debt repayment” charge to the project.

The Chief Finance Officer will advise on this, based on actual circumstances, at the time the Authority is asked to set the Prudential borrowing limits.

14. **Risk Management:**

Because of the usually high cost and long term nature of capital expenditure, there is a risk that capital projects are entered into with a poor strategic fit for the future, and are neither sustainable or affordable. The principles and assumptions set out in the report are designed to ensure that resources are capable of being allocated to essential capital replacements, whilst other proposals are subject to competition based on their respective priority, or are able to be self-financing based on prudential assumptions within business plans. Consideration of the “exit” value of a capital investment also reduces the risk of an investment being a drain on future resources.

15. **Sustainability:**

Key principles number 2 and 3 seek to achieve a sustainable approach to capital requirements.

16. **Background papers**

None

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

Appendix 1: Summary of capital expenditure 2005-2015

Appendix 2: Capital Programme project proposals

Appendix 3 : Brief rationale for each proposal

P Naylor, Head of Finance, 26 November 2015



**CAPITAL EXPENDITURE**

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
<b>Acquisition of Land &amp; Buildings</b>										
Land				47		33		682		
Woodland										
	<b>0</b>	<b>0</b>	<b>0</b>	<b>47</b>	<b>0</b>	<b>33</b>	<b>0</b>	<b>682</b>	<b>0</b>	<b>0</b>
<b>New Construction, conversion &amp; renovation</b>										
Edale Centre	472	578	28	3						
Edale campsite	10	6								
Parsley Hay site	368	55								
Bakewell Visitor Centre						21				
Toilets	17									
Losehill Hall premises				28	14	28				
Warslow Farms	16	33	44	29	30	71	29	34	114	28
Aldern House Project	24	593		7					42	70
North Lees Farm									31	31
Trails Tunnels: lighting						483				
Trails Tunnels: surfacing						572				
Trails Tunnels: structures						587				
	<b>907</b>	<b>1265</b>	<b>72</b>	<b>67</b>	<b>44</b>	<b>1,762</b>	<b>29</b>	<b>34</b>	<b>187</b>	<b>129</b>
<b>Vehicles, Plant, Equipment &amp; Machinery</b>										
Field vehicles (tractors, ATVs etc)					25	57		42	25	
Authority Vehicles				129	407	36		9	20	
Parsley Hay Site fixtures & fittings	3	14								
Aldern House HQ fixtures & fittings	5	80								
Boilers								228	11	22
Alarms								60	4	
IT Hardware	66	44	64	83	43	111	65	37	55	48
Telephones	35	56		1		1	3	0		
Committee Sound System								17		
	<b>109</b>	<b>194</b>	<b>64</b>	<b>214</b>	<b>475</b>	<b>205</b>	<b>68</b>	<b>393</b>	<b>113</b>	<b>70</b>
<b>Intangible Fixed Assets</b>										
IT Software	170	18	27	62	36	64	12	85	32	33
	<b>170</b>	<b>18</b>	<b>27</b>	<b>62</b>	<b>36</b>	<b>64</b>	<b>12</b>	<b>85</b>	<b>32</b>	<b>33</b>
<b>Section 16 (2) b declaration</b>										
redundancy costs						61				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>61</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>1,186</b>	<b>1,477</b>	<b>163</b>	<b>389</b>	<b>555</b>	<b>2,125</b>	<b>109</b>	<b>1,194</b>	<b>332</b>	<b>232</b>
Capital Grants	-709	-599	-2	-12	-27	-1,754	-8	-40	-3	-1
Financed from cashflow i.e. unfinanced	0	-212	-161	-370	-7	0	0	0	0	0
Other Capital income (eg insurance)	0	0	0	0	0	0	0	0	0	0
Capital Receipts Used in year	-477	0	0	0	-177	-216	-281	-702	-57	-90
Revenue Financing	0	0	0	0	-114	-282	-101	-334	-153	-141
Borrowing asset life 5 years	0	-33	0	0	0	0	0	0	0	0
Borrowing asset life 8 years	0	0	0	0	-407	0	0	-9	-20	0
Borrowing asset life 10 years	0	-48	0	0	0	0	0	0	0	0
Borrowing asset life 25 years	0	-585	0	-7	0	0	0	-109	-99	0
<b>Total Financing</b>	<b>-1186</b>	<b>-1477</b>	<b>-163</b>	<b>-389</b>	<b>-732</b>	<b>-2,252</b>	<b>-390</b>	<b>-1,194</b>	<b>-331</b>	<b>-232</b>

**CAPITAL RECEIPTS**

Vehicles					-1	-4	-5	0	-17	
Land						-40	-4		-278	
Campsites & Caravan sites	-342									
Sale of Losehill Hall							-1,162			
Woodland		-16								
Castleton Visitor Centre old premises						-86				
Houses					-176					
	<b>-342</b>	<b>-16</b>	<b>0</b>	<b>0</b>	<b>-177</b>	<b>-130</b>	<b>-1,171</b>	<b>0</b>	<b>-295</b>	<b>0</b>
<b>Capital Fund</b>	<b>-70</b>	<b>-86</b>	<b>-86</b>	<b>-86</b>	<b>-86</b>	<b>0</b>	<b>-890</b>	<b>-188</b>	<b>-426</b>	<b>-335</b>

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## Appendix 2 Capital Programme 2015/16 – 2019/20

Principal Projects subject to business case approval, net of grant / giving opportunities.

Project	Key Principle	Assumption	Objective	Financing	Potential net cost
IT Infrastructure	3	3	Our Services: Infrastructure replacement responsive to the organisation	Capital but debt repayment funded from Revenue	See Part B Minute ARP 46/15
Vehicle Replacement	3	3	Our Services: Fleet replacement supporting operational delivery	Borrowing	£400,000
Castleton Visitor Centre	4	1	Visitor experiences that inspire: to meet cost objective & improve key centre	Borrowing	£300,000
Bakewell Visitor Centre	4	1	Visitor experiences that inspire: to meet cost objective & improve key centre	Borrowing	£50,000
Trails: Millers Dale	4	1	Visitor experiences that inspire: to help sustain trails structures & re-open to use key heritage site	Borrowing (grant aid and giving required)	£600,000
Trails: Parsley Hay	4	1	Visitor experiences that inspire: to help sustain trails structures & improve operations on site	Borrowing	£100,000
Trails: Structures	3	2	Our Assets: structural repairs to core visitor infrastructure	Capital Fund	£600,000
Trails: Structures	3	1	Our Assets: structural repairs to core visitor infrastructure	Borrowing	£340,000
North Lees	4	1	Visitor experiences that inspire: developing the vision for the estate and achieving the full cost objective	Borrowing	£300,000
Carbon Management projects	-	1	Our Assets: environmental improvements to owned properties	Borrowing	£150,000
Warslow	4	1	Visitor experiences that inspire: Investment in three potentially high income earning properties which will help to support other objectives on the Estate whilst achieving Full cost recovery	Borrowing	£250,000
Capital – essential repairs, other properties	3	2	Our Assets: structural repairs to core infrastructure	Capital Fund	£500,000
Revenue budget flexibility & emergency planning	-	4	Our services: ensuring key National Park objectives are maintained if resource reductions in the public sector continue	Capital Fund	£250,000

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## Appendix 3 Project proposals

Project	Outline of project
IT Infrastructure	The Authority and Resources Performance Committee approved in July 2015 the replacement of core IT infrastructure, using a third party supplier model to provide greater system resilience and flexibility. This model is known as “Infrastructure as a Service” and is a combination of service provision and equipment supply, under a formal lease arrangement. As the lease involves provision of IT equipment the lease is likely to be accounted for as a finance lease, and the accounting treatment requires that it be treated as, in effect, an asset owned by the Authority itself, hence its relevance to the Capital Strategy.
Vehicle Replacement	The Authority purchased the majority of its vehicle fleet between 2008/09 and 2009/10 at a cost of £536,000 for 34 vehicles, an average cost of £15,700 per vehicle. The estimated cost in Appendix 2 would allow, using government procurement contracts, for replacement of approximately 25 vehicles. The precise number of vehicles required to be replaced, and the type of vehicle, largely depends on the conclusion of the Rangers’ review. A working life of 7 years was assumed in the original business plan, but the vehicles are capable of extending this up to 10 years if necessary.
Castleton Visitor Centre	Re-configuration of the Visitor Centre as a key stage towards full cost recovery for the centre, continuing to support the tourism, visitor experience and visitor economy in the Hope Valley. The proposal offers an opportunity to enhance the visitor experience and diversify the income from the centre, whilst also increasing use of the centre.
Bakewell Visitor Centre	Internal and external re-configuration of centre as part of moving towards full cost recovery for the centre. The majority of the improvements are likely to be financed from the Visitor Centre Specific Reserve but a small capital sum is highlighted to allow a modest amount of capital expenditure if the project proposal requires it.
Trails: Millers Dale	A project for Millers Dale station was recommended by Atkins and proposals are being refined for re-use of an under-used site, to improve the visitor experience and help towards financing the costs of running the Monsal Trail as a key recreation property. Proposals under consideration are improvements in catering provision, retail, some holiday accommodation, cycle hire, and interpretation of the railway buildings. Heritage Lottery funding is being sought for the project.
Trails: Parsley Hay	A project for the Parsley Hay site was recommended by Atkins and proposals are being refined; a number of small improvements are being considered to enhance the visitor experience and also help towards the overall costs of the Trails network, and it is considered prudent to allocate a potential expenditure on these items of £100,000 pending clearer analysis of the options.

Trails: Structures	The £600,000 allocation from the Capital Fund is considered essential to meet the urgent high priority backlog of basic structural capital works to the structures on the Trails, to ensure that their future life, and future use of the Trails network, is extended. Discussions over the nature of the works required and their cost are being held, based on general inspection reports and dialogue with officers and relevant experienced advice.
Trails: Structures	The £340,000 allocation is earmarked to allow for further structural works of medium priority identified in the general inspection, which it is anticipated is capable of being financed from developments in giving and / or revenue income generated from the assets on the Trails network.
North Lees	There are a number of potential capital projects linked to both the Hall and the estate which are being considered alongside development of the estate management plan, together with the potential for external funding support. The projects are intended to help secure income towards achieving the full cost recovery of the estate. A sum of £300,000 has been earmarked pending further development of proposals.
Carbon Management	It is anticipated that there will a number of opportunities for capital investment in the Authority's properties which will achieve further environmental improvements. The sum identified allows for consideration of these projects as a successor to the original £250,000 allocation approved by Members in 2011.
Warslow	<p>The estate has a target for recovery of its full cost and a number of projects will contribute to securing and sustaining this objective, amongst which are proposals for:-</p> <p>Hayeshead (Keepers Cottage) – large house, buildings, yard and land formerly the Estate Ranger's residence under a service tenancy. Now vacant and to be let in 2016. Possible need for some improvements to increase market potential.</p> <p>Steps Farm – vacant farmhouse and buildings in need of total refurbishment prior to re-letting in 2016 (subject to Business Case)</p> <p>Knotbury End Farmhouse – not vacant, but may need some capital works, although possibly not within the Capital Programme period</p>
Capital – essential works, other properties	<p>There are a number of minor capital works required on other properties identified which are unlikely to be able to provide an income return, so they are proposed to be funded from the Capital Fund up to a maximum of £500,000, amongst which are the following properties (but not exclusively):-</p> <ul style="list-style-type: none"> <li>-Brunts Barn roof</li> <li>-Aldern House external elevations</li> <li>-Toilets and car parks infrastructure works (if not recoverable from income)</li> <li>-Oils Heath barns – traditional barns in isolated location with very limited development opportunity, to keep wind and watertight</li> </ul>

	<ul style="list-style-type: none"> <li>-Hayeshead - former farm cottage and traditional barns in isolated location with no services, unused and in poor repair, to keep wind and watertight including re-roofing barn</li> <li>-Pump Farm barns - traditional barns to be converted to new Estate base for Estate Ranger and erection of machinery store</li> <li>-General Field Barns - general restoration of priority field barns which have no or very limited alternative uses</li> </ul>
Revenue budget flexibility & emergency planning	See working assumption 4 in the main report.

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## **10. CORPORATE STRATEGY 2016-19 / RG**

### **Purpose of the report**

The purpose of this report is to seek approval from Authority for the Corporate Strategy 2016-19.

### **Key issues**

- **This Corporate Strategy builds on the Strategic Framework including medium term financial plan agreed by Authority on 18 September 2015.**
- **The Strategy is set in the context of the external environment, in particular the likely further reduction of National Park Grant, and an understanding of other external and internal drivers.**
- **The Strategy has been produced through a series of workshops and discussions involving Authority Members and staff, however, there is a need to ensure that it is further communicated once approved.**
- **The Strategy sets the direction for the Authority and identifies the critical areas for change that the Authority has chosen to focus on, through the key Shifts and the Cornerstones.**
- **The detailed delivery of the Strategy, and wider performance considerations, will be developed into a three year business and performance plan which will be presented to Authority in 2016. This will act as a steer for service and business planning, and drive the management of performance for the next three years.**
- **The Strategy is the Authority's position at the point of starting the review of the National Park Management Plan in 2016. Should the review identify new issues and commitments, the Strategy will be updated to reflect these.**

1.

### **Recommendations**

1. **Agree to the Corporate Strategy 2016-19, as set out in Appendix I; including noting and agreeing the change in order of Shifts and Cornerstones, and that the wording for the new Shift 1 has been slightly changed**
2. **Note the table at Appendix II that demonstrates how the consultation comments from the Member workshop on 23 October have been reflected in the proposed Corporate Strategy, and will continue to be used as we move into service planning.**
3. **Note that as the detailed Performance and Business Plan is developed there may be further refinements to the detailed activities and measures set out in Appendix I and any necessary changes will be reflected in the final Performance and Business Plan.**

2.

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

The Corporate Strategy sets the high level direction of the Authority and identifies the areas of focus where we will shift performance over the three years 2016-19. Together with a full Performance and Business Plan it will set out how the Authority will deliver its commitment to the National Park Management Plan and work to the purposes and duty of the National Park.

3.

**Background**

On 27 March 2015 Members agreed that 2015/16 would be a transitional year to plan for the future and that included agreement of a Strategic Framework (including medium term financial plan) in September and a Corporate Strategy in December 2015. Since March there have been several rounds of Management Team and Member discussions and workshops, plus staff engagement and consultation to prepare the Strategy.

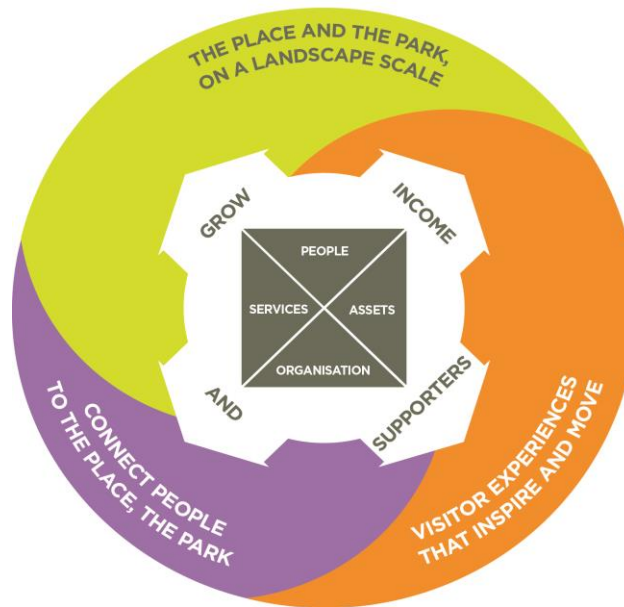
In particular, Members were invited to a workshop on the Corporate Strategy on Friday 23 October. Many helpful views were expressed and noted and these have informed the Corporate Strategy that is attached at Appendix I. Members also asked that a commentary on how their workshop comments had been used to influence the final proposed Corporate Strategy be included in this report, and this is attached at Appendix II.

4.

**Proposals**

Our Corporate Strategy will be delivered through people - our valued staff and volunteer workforce. However, an important principle is that people need to have clarity about their task and the business needs to be able to contribute to the mission and strategy for the organisation. Ensuring the 'golden thread' is in place for everybody is essential to the collective achievements of the Authority. It follows that people are at the centre of the diagram below, as they are crucial to delivering the Shifts needed over the period of this Strategy.

The draft Corporate Strategy is included at Appendix I. It is based on the four Shifts and four Cornerstones, shown in the following diagram:



This diagram demonstrates the circular relationship between the three outer Shifts and the need to generate supporters and new income to be able to sustain the place, the park, and the enjoyment of it by everyone. Building on the four Cornerstones of assets, services, organisation and people is critical to achieving the four Shifts. The order and relationship of these elements are presented in a way that will enable us to develop a balanced and linked approach to managing performance.

For each of the Shifts and Cornerstones a number of focus areas are identified for the next three years and against each of these we have also identified the key activities to achieve success.

In addition 14 high-level measures of performance have been identified and these are included in the Appendix I. This basket of high-level measures covers all the key changes that the Strategy is seeking to achieve. There are other detailed measures that will flow from these and will be included in the Performance and Business Plan.

The Strategy will be used to guide the detailed service and business planning and performance management for the Authority for the next three years.

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

5. **Financial:**  
This Corporate Strategy sets out what the Authority has chosen to focus on and this is in direct response to the financial scenario planning for the Authority. The high-level performance measures represent a balance across the Shifts and Cornerstones but growing income is critical.
6. **Risk Management:**  
The National Park Authority performance and risk management framework will be updated to reflect this Strategy and then monitored through quarterly reporting arrangements to the Audit Resource and Performance Committee.
7. **Sustainability:**  
The Corporate Strategy seeks to steer a course through its four Shifts to address the

social, economic and environmental elements of sustainability, find a balance and mitigate risks.

8.

**Consultation** :Chief Executive, Directors and Assistant Directors, Senior Performance Officer

9.

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

**Appendices** –

Appendix I – Our Corporate Strategy 2016-2019

Appendix II – Members workshop into Corporate Strategy and how information is being used.

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

Rachel Gillis, Assistant Director Policy & Partnerships, 26 November 2015

## Appendix 1

### Our Corporate Strategy 2016- 2019

#### Introduction

The **Peak District National Park** is a world class landscape located at the heart of the country. It is the first upland reached travelling from the South, it is the watershed of three of England's major water catchments and within one hour's drive of 20 million people. It features geological contrasts of white peak limestone plateau and dark peak gritstone outcrops that underpin a contrast of landscapes from peaty moors to hay meadows supporting internationally important habitats and species. It is a landscape shaped by people and industry since pre-historic times and sustains internationally significant historic features and cultural heritage, resulting from farming and other land management. It is a living park with 38,000 residents, and many businesses, benefitting from over £1.5 billion tourism input into the economy each year.

The **Peak District National Park Authority's** Mission is to *'inspire millions of people so together we will protect and care for our National Park for the enjoyment of all'*. This role is as important today as it was when the Peak District was designated as a National Park 64 years ago. Our knowledge and expertise about the Peak District National Park is respected. We are an independent, reasoned voice caring for the whole National Park and the communities who live and work in it and enjoy it. We cannot do this alone, we work closely with partners and communities. As the first National Park in the UK, designated in 1951, we are pioneering, always seeking to be one step ahead and looking to the future. All this helps to build and nurture public support for the place and our role working for the place.

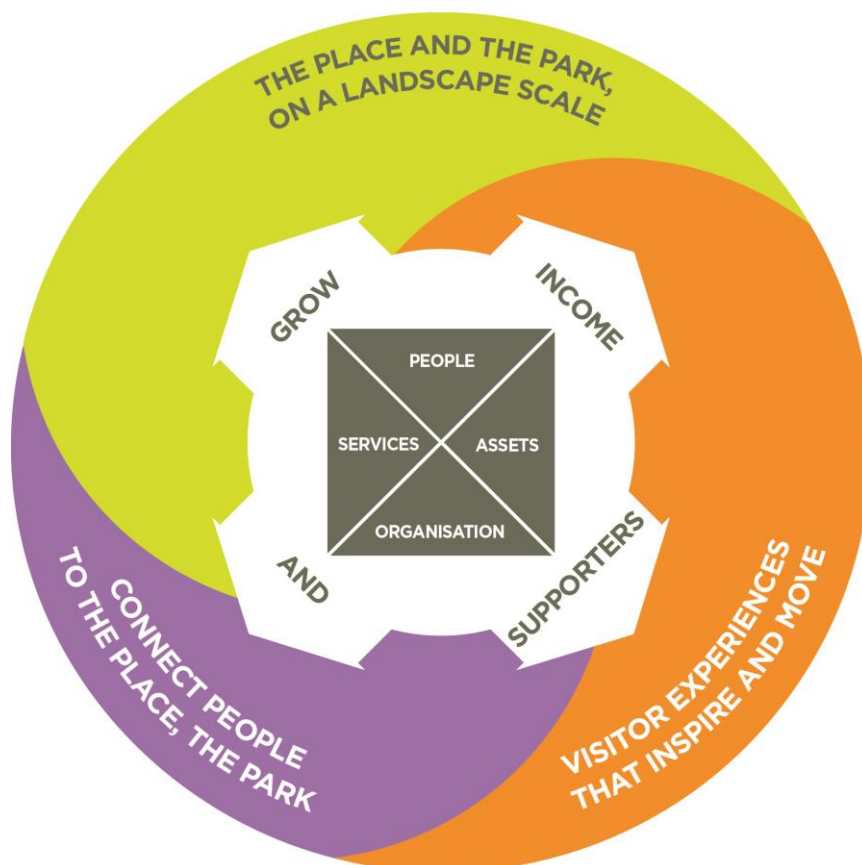
#### Our Corporate Strategy 2016-19

This Strategy sets out our priorities for the next three years, the critical things we have chosen to focus on, and the activities and measures we will use to manage and report on our performance. This Strategy will deliver our contributions to the National Park Management Plan (the plan for the future of the Park). It is based on the understanding that National Park landscapes are hugely important to the nation's health and well-being, making a significant contribution to the economy through tourism and farming or simply providing attractive places for people to live, work or visit and enjoy. National Parks are a key mechanism for protecting our UK landscapes. The way that we think about landscape is evolving as we face new societal, environmental and economic threats and opportunities. This Strategy recognises the need to respond to this change. It also recognises that our role as a National Park Authority remains constant - to protect and care for the National Park as environmental pressures grow; and to offer inspiring and enjoyable experiences for the health, wealth and wellbeing of our nation.

#### Our Priorities

Over the next three years we will focus delivery against:

- **Four directional shifts** to create a virtuous cycle between the place and people so we are a thriving organisation into the future. We will promote conservation on the ground on a large scale, enable everyone to connect with the National Park and provide inspiring experiences for people to enjoy the place, and so feel moved to care and willing to pay for it, so we can diversify and grow our funding, building on our valued government grant.
- **Four cornerstones** to build a solid foundation for the organisation so we are good to do business with. We will look after the people who work here, the places we own and our brand. We will continuously develop as an organisation and deliver our services in a customer focussed but efficient way.



### Our role

Our three main roles - as a regulator, influencer and deliverer - remain important as we have our biggest impact when the three work together. Throughout the period of this Corporate Strategy we will use our mixture of funding to keep these roles in balance. Our Government grant of c. £6 million is crucial to our work as an independent statutory local authority with a core planning function. Our regulatory work will be funded by the Defra grant and we will continue to make the most efficient and effective use of resources in this

area. We will support our influencing and delivery roles through the Defra grant, but to a lesser extent than previously and we will have a programme to secure funding from income generation, external funding, and donations to resource these roles effectively. This will ensure the investment of government funding will lever at least an equal investment from other sources. Through our active volunteering strategy we will continue to offer and attract a large volunteer workforce that complements our contracted workforce.

How we want to operate

We are an organisation where:

- **People matter** – so we have a supported, empowered, respected workforce
- **Performance matters** - so we do what we say we will do and do it well
- **Community matters** - so we take a positive approach and work with communities to help deepen understanding of the special qualities of the Peak District
- **Every day matters** - each day offers an opportunity for us to do something positive

Our Strategy in more detail:

**Shift 1: THE PLACE AND THE PARK, ON A LANDSCAPE SCALE**

*This means: Conservation on the ground at a large scale: for wildlife, cultural heritage and the landscape.*

Our focus:	Key Activity:
<b>1 The Dark Peak</b>	<ul style="list-style-type: none"> <li>• Ensure a balanced approach to moorland management</li> <li>• Deliver Moor Life 2020 and other Moors for the Future projects</li> <li>• Ensure Stannage North Lees is at the heart of a living landscape and our commitments to the Sheffield Moors Partnership are delivered.</li> </ul>
<b>2 The South West Peak</b>	<ul style="list-style-type: none"> <li>• Deliver the South West Peak partnership project</li> <li>• Ensure the Warslow Estate is at the heart of a living landscape and community and demonstrates a model upland farming approach</li> </ul>
<b>3 The White Peak</b>	<ul style="list-style-type: none"> <li>• Establish a White Peak Delivery Partnership to manage and protect in a way that reflects the character of land ownership, and connects to other major landscape projects</li> </ul>
<b>4 The Whole Park</b>	<ul style="list-style-type: none"> <li>• Ensure that our species, habitat, cultural heritage and land management project work is delivering/ connecting for the landscape scale</li> </ul>

	<ul style="list-style-type: none"> <li>• Influence the direction of payment for eco-system services</li> </ul>
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## Shift 2: VISITOR EXPERIENCES THAT INSPIRE AND MOVE

*This means: Providing and developing opportunities to enjoy the National Park so people are moved to care and willing to pay*

Our focus:	Key Activity:
<b>1 Look after the whole Park as a the public asset in a way that encourages access and responsible behaviour</b>	<ul style="list-style-type: none"> <li>• Increase the identity and welcome to the National Park and raise its profile, especially around northern fringes</li> <li>• Develop recreation hub Development Management Policies including interpretation to look after and enhance visitor sites</li> <li>• Manage the rights of way network and access land to encourage enjoyment of the National Park</li> <li>• Support a visitor behaviour campaign to complement other visitor management activities</li> </ul>
<b>2 Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.</b>	<ul style="list-style-type: none"> <li>• Identify a marketing plan for the properties and services (target audiences, product development requirements, promotional and pricing plan) as part of business plans</li> <li>• Deliver a programme of site based improvements to raise brand identity, interpret the site special qualities and experiences, and ensure a quality experience, linked to income targets, where possible</li> <li>• Ensure a programme of enhancing relationships with key user groups, including site based events and activities</li> </ul>
<b>3 Provide quality new experiences that will generate new income to fund the place</b>	<ul style="list-style-type: none"> <li>• Appraise and develop opportunities for new experiences</li> <li>• Explore and develop opportunities provided by new specific 'power of competence' once available to us</li> </ul>

## Shift 3: CONNECT PEOPLE TO THE PLACE, THE PARK

*This means: Enabling everyone, especially those who currently don't benefit, to connect with the National Park so that they value and support the park*

Our focus:	Key Activity:
<b>1 Build support for the park through a range of approaches to enable people to give time, money or valued intellectual</b>	<ul style="list-style-type: none"> <li>• Design and launch new support programme</li> <li>• Establish resources, systems and processes</li> <li>• Commission marketing materials</li> <li>• Explore opportunities to create business supporters</li> </ul>



<b>support</b>	
<b>2 Improve access to the National Park for less represented audiences, in particular young people under 25</b>	<ul style="list-style-type: none"> <li>• Deliver a programme of funded events and activities to schools, educational audiences and families involving a range of services</li> <li>• Explore innovative ways of reaching this audience through new services</li> </ul>
<b>3 Improve access to the National Park for less represented audiences, in particular people living with health inequality</b>	<ul style="list-style-type: none"> <li>• Research and develop an evidence base for national parks in improving the nation's health, in collaboration with health professionals</li> <li>• Deliver a range of funded service interventions to people living with health inequalities (specifically mental wellbeing)</li> </ul>
<b>4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters</b>	<ul style="list-style-type: none"> <li>• Implement improvements to how volunteers are managed and developed</li> <li>• Identify the services where new National Park volunteer opportunities can be offered, including any target audiences</li> </ul>

#### Shift 4: GROW INCOME & SUPPORTERS

*This means: diversifying and growing our funding, building on our valued government grant*

<b>Our focus:</b>	<b>Key Activity:</b>
<b>1 Increase our income from giving</b>	<ul style="list-style-type: none"> <li>• Implement our cause-based giving strategy focusing on income from supporters, campaigns and events initially by: <ul style="list-style-type: none"> <li>○ Establishing the team, systems, processes</li> <li>○ Commissioning marketing campaign materials</li> <li>○ Launch a major campaign for giving on the trails</li> </ul> </li> </ul>
<b>2 Achieve our commercial programme income targets</b>	<ul style="list-style-type: none"> <li>• Achieve the ten income targets around our property and visitor services to contribute to net income growth</li> </ul>
<b>3 Develop/ establish sponsorship relationships</b>	<ul style="list-style-type: none"> <li>• Seek commercial partners to help raise awareness of the National Park brand (nationally through NPUK and locally) and the positive values we want to promote to differing audiences – increasing our reach and income</li> </ul>
<b>4. Secure external funding for major programme and partnership delivery</b>	<ul style="list-style-type: none"> <li>• Deliver MoorLife 2020 and other contractual arrangements and explore funding for the future partnership arrangements</li> <li>• Secure South West Peak Partnership Stage II funding from HLF, including match funding</li> <li>• Secure funding for:</li> </ul>

	<ul style="list-style-type: none"> <li>- Millers Dale Station, as part of trails masterplan</li> <li>- Stanage/North Lees</li> <li>- White Peak landscape approach</li> <li>- Programmes to connect people to the Park</li> </ul>
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### Cornerstone 1: OUR ASSETS

*This means: Looking after the places we own and operate, and our brand*

Our focus:	Key Activity:
<b>1 Reduce the size of our property portfolio and retain what we need</b>	<ul style="list-style-type: none"> <li>• Deliver a disposals programme focussing on reducing the woodlands and minor properties</li> </ul>
<b>2 Ensure that the Trails, Stanage North Lees and Warslow Estate are well-managed assets able to support the delivery of three shifts</b>	<ul style="list-style-type: none"> <li>• Develop, review and implement the asset management implications of site management and business plans</li> </ul>
<b>3 Get the basics right on the visitor infrastructure we own and operate, from both a visitor and local perspective</b>	<ul style="list-style-type: none"> <li>• Keep under review and deliver improvements to visitor infrastructure, especially:                             <ul style="list-style-type: none"> <li>○ Castleton and Bakewell Visitor Centres</li> <li>○ Toilets, including trialling payment</li> <li>○ Car parks</li> </ul> </li> </ul>
<b>4. Increasing the value of our brand and its reach</b>	<ul style="list-style-type: none"> <li>• Deliver an agreed programme of ‘brand on the ground’ (physical presence – signage and interpretation) to help improve our brand awareness at key sites that we own and operate</li> <li>• Build brand values that enhance our reputation as a destination and as a well-managed and environmentally responsible organisation</li> <li>• Influence, where possible, businesses located within or operating within the National Park to use place-based branding such as the ‘Inspired by the Peak District’ branding</li> </ul>

### Cornerstone 2: OUR SERVICES

***This means: Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the National Park***

Our focus:	Key Activity:
<p><b>1 Deliver our services in a customer focused way</b></p>	<ul style="list-style-type: none"> <li>• Provide a high quality planning and advice service that is valued, whatever the outcome (and take a ‘yes if’ attitude to working with local communities, by delivering our services in a constructive, responsive and consistent way in line with National Park policies)</li> <li>• Provide a paid-for advice service where appropriate to allow customers to access greater levels of advice and expertise</li> <li>• Develop a first and second line enquiry service alongside answering more questions through the website</li> </ul>
<p><b>2 Ensure clear policies are in place with effective communication and engagement</b></p>	<ul style="list-style-type: none"> <li>• Review the framework of policies and strategies and ensure they are embedded into all our work</li> <li>• Develop the Development Management Plan, set in the context of the Landscape Strategy, and communicate it effectively</li> <li>• Review and update the National Park Management Plan</li> <li>• Encourage and facilitate communities to produce Neighbourhood Plans, where they identify them as a way of meeting the community’s needs</li> </ul>
<p><b>3 Ensure appropriate regulatory action</b></p>	<ul style="list-style-type: none"> <li>• Take appropriate action against unauthorised activities where it is expedient in order to meet National Park purposes</li> <li>• Ensure timely decision-making on issuing of permissions and taking enforcement action that fits our policies</li> <li>• Ensure Authority planning decisions are high quality, rigorously defensible and consistently taken in line with our policies</li> </ul>

**Cornerstone 3: OUR ORGANISATION**

***This means: developing our organisation so we have a planned and sustained approach to performance at all levels***

Our focus:	Key Activity:
<p><b>1 Develop and maintain appropriate standards of corporate governance</b></p>	<ul style="list-style-type: none"> <li>• Identify need and put in place corporate governance processes to meet external standards and directional shifts</li> </ul>

<p><b>2 Implement our medium term financial plan</b></p>	<ul style="list-style-type: none"> <li>• Complete reviews of: Leadership Team, Conservation, Support Services, Rangers, Strategy and Plan Making</li> <li>• Develop and implement a programme of reducing input costs to those areas given strategic certainty in the financial plan</li> <li>• Manage the 3 year Capital Programme</li> </ul>
<p><b>3 Develop key business processes underpinning the Corporate Strategy</b></p>	<ul style="list-style-type: none"> <li>• Design and implement business processes changes for:             <ul style="list-style-type: none"> <li>○ Giving and sponsorship</li> <li>○ Volunteers management</li> <li>○ Customer relationship management</li> <li>○ Performance management</li> <li>○ Information management</li> </ul> </li> </ul>

### Cornerstone 4: OUR PEOPLE

*This means: empowering and developing staff to maximise their potential to achieve for the Place and the Authority*

Our focus:	Key Activity:
<p><b>1 Ensure the Authority shape is fit for the future</b></p>	<ul style="list-style-type: none"> <li>• Agree organisational capabilities and design principles and put in place an organisation structure within the three directorates</li> </ul>
<p><b>2 Retain, develop and recruit the right people in the right place at the right time with the right resources</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement a workforce plan</li> </ul>
<p><b>3 Embed in the way we work, our organisational values of:</b></p> <ul style="list-style-type: none"> <li>○ People matter</li> <li>○ Performance matters</li> <li>○ Communities matter</li> <li>○ Every day matters</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement an organisational development programme</li> </ul>

#### High-Level Indicators of Success

The following measures of success will be used to assess whether the Strategy is delivering the change that is required.

- Percentage of the National Park covered by landscape scale partnership programmes
- Percentage of Rights of Way that are accessible
- Levels of customer satisfaction with services (regulatory and experience)

- More opportunities for people from target audiences to experience the National Park
- Proportion of National Park Grant to other income sources (commercial, donation, grant)
- Reduction in size of property portfolio
- Brand awareness and associated value
- Financial targets met for key property types and some services
- Achievement of commercial programme (including new net income targets, the value of donations and achievement of external funding targets)
- Growth in the number of supporters by type (individuals, businesses and volunteers)
- Proportion of planning appeals allowed
- Proportion of planning applications determined in a timely way
- Audit conclusions showing satisfactory governance arrangements in place
- Staff feeling valued

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## Appendix II - Members Workshop input into Corporate Strategy 2016-19 and how information is being used

Directional Shift S1 The Place and the Park, on a Landscape Scale: Conservation on the ground at a large scale: for wildlife, cultural heritage and the landscape.					
Focus for 2016 -19	Member suggestions for what success will look like:	Indicator to be considered as:			Action considered as part of service planning
		NPMP level	Corporate level	Directorate level	
1. The Dark Peak	<ul style="list-style-type: none"> <li>• <i>Achieve M4F vision and targets</i> <ul style="list-style-type: none"> <li>○ <i>Promote little known heritage</i></li> <li>○ <i>Balance management of moorland and in- by grassland)</i></li> <li>○ <i>Partnership work externally funded ( no / very little cost to PDNPA)</i></li> <li>○ <i>Awareness of the work done – celebrating success</i></li> </ul> </li> </ul>	✓	✓	✓	✓
2. The South West Peak	<ul style="list-style-type: none"> <li>• <i>Replace phrase Low input farming with Sustainable/ High Nature Value Farming? – exemplar carbon / management</i> <ul style="list-style-type: none"> <li>○ <i>Warslow Moors – exemplar of low input / sustainable farming/ land management</i></li> <li>○ <i>Need to provide a better target – artificial N<sub>2</sub> on Warslow Moors Estate</i></li> </ul> </li> </ul>	✓	✓	✓	✓
3. The White Peak	<ul style="list-style-type: none"> <li>• <i>Land Managers Forum (LMF) – Influencing key landowners / farmer champions, discuss White Peak future.</i> <ul style="list-style-type: none"> <li>○ <i>Mitigate impact of reduced availability of agri environment</i></li> <li>○ <i>Explore other sources of funding –HLF</i></li> <li>○ <i>Financial value for farmers – other values</i></li> <li>○ <i>Loss of walls ,traditional building and Ash trees</i></li> <li>○ <i>Consider key strip field systems including field barns, conservation areas</i></li> </ul> </li> </ul>	✓	✓	✓	✓
4. The Whole Peak	<ul style="list-style-type: none"> <li>• <i>Assets of Community Value ( ACV's)</i></li> </ul>				✓

## Directional Shift S2 Visitor experiences that inspire and move: Providing and developing opportunities to enjoy the National Park so people are moved to care and willing to pay

Focus for 2016 -19	Member suggestions for what success will look like:	Indicator to be considered as:			Action considered as part of service planning
		NPMP level	Corporate level	Directorate level	
1. Look after the whole Park as a the public asset in a way that encourages access and responsible behaviour	<ul style="list-style-type: none"> <li>• <i>Fewer complaints from local residents about visitor pressure (and gained a better understanding of what residents would change)</i></li> <li>• <i>Cooperation of key partners in looking after the place</i> <ul style="list-style-type: none"> <li>○ <i>Through water company delivery partnerships</i></li> </ul> </li> </ul>			✓	✓
2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.	<ul style="list-style-type: none"> <li>• <i>More people having a positive experience (visitor survey)</i> <ul style="list-style-type: none"> <li>○ <i>Visitor spend rises / increase in overnight stays</i></li> <li>○ <i>Our brand is more evident on the ground (esp. at our sites) – eg car parks but also schemes eg MFF</i></li> <li>○ <i>Negative image of the NPA declines – we are successful at ‘yes, if ...’</i></li> <li>○ <i>Identify and cater for more ethnically diverse audience</i></li> </ul> </li> </ul>		✓	✓	✓
3. Provide quality new experiences that will generate new income to fund the place	<ul style="list-style-type: none"> <li>• <i>More local businesses offering to support the NPA (visitor payback) (social media support)</i> <ul style="list-style-type: none"> <li>○ <i>Take advantage of full range of opportunities eg filming/ photographic shoots</i></li> <li>○ <i>The (green lung) restorative benefits of park are valued (on the ground ranger walks etc connect people to nature)</i></li> <li>○ <i>Target (non workers/ non school/ dependent) visitors to develop new market where most capacity</i></li> <li>○ <i>Establish a landscape (photographic) monitoring project to gain ownership</i></li> </ul> </li> </ul>			✓	✓



**Directional Shift S3 Connect People to the Place, the Park: Enabling everyone, especially those who currently don't benefit, to connect with the National Park so that they value and support the park**

Focus for 2016 -19	Member suggestions for what success will look like:	Indicator to be considered as:			Action considered as part of service planning
		NPMP level	Corporate level	Directorate level	
1. Build support for the park through a range of approaches to enable people to give time, money or valued intellectual support	<ul style="list-style-type: none"> <li>• <i>Connect better with the parishes. Re-think about how we help deliver Neighbourhood Plans. Good listening to local people</i> <ul style="list-style-type: none"> <li>○ <i>Build on our strong base and develop further.</i></li> <li>○ <i>Training and support. Space for different volunteers</i></li> </ul> </li> </ul>			✓	✓
2. Improve access to the National Park for less represented audiences, in particular young people under 25	<ul style="list-style-type: none"> <li>• <i>Success: local schools have a programme/ visits to the NP – particularly on our properties</i> <ul style="list-style-type: none"> <li>○ <i>How do we engage local children – strategy – skills and awareness/ ownership of the NP. Strategy – and performance indicator in our local schools – not just dependent on local ranger relationships</i></li> </ul> </li> </ul>			✓	✓
3. Improve access to the National Park for less represented audiences, in particular people living with health inequality	<ul style="list-style-type: none"> <li>• <i>Health – changing landscape therefore partner with the 16 local health authorities</i> <ul style="list-style-type: none"> <li>○ <i>the health professionals and us. Green prescription – Sheffield – get in early. Health and wellbeing boards</i></li> <li>○ <i>Grant funded health project – delivery partnership</i></li> <li>○ <i>Inspiring generations S Peak – health and access, project indicators</i></li> <li>○ <i>Building evidence of the health benefits for our residents and our volunteers. USP for PDNPA</i></li> <li>○ <i>Success factors: access projects – Green Lane Action Plan, Miles without Stiles</i></li> <li>○ <i>Importance of transport in enabling access</i></li> <li>○ <i>Health: we are an asset for this but have no statutory responsibility therefore success would be grant funded</i></li> <li>○ <i>Targeted walks/ talks for specific audiences</i></li> </ul> </li> </ul>			✓	✓

<p>4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters</p>	<ul style="list-style-type: none"> <li>• <i>What can we offer – members and resources: links between Volunteers – lead the re-think about what being a volunteer is</i> <ul style="list-style-type: none"> <li>○ <i>Mosaic etc</i></li> <li>○ <i>Continue the urban / rural links eg Oldham and Dovestones</i></li> <li>○ <i>Move people from the just their experience to be actively involved</i></li> <li>○ <i>Citizenship scheme – involved in the Park and act as facilitators</i></li> <li>○ <i>Volunteers – success looks like – provide the capacity in our structure</i></li> </ul> </li> </ul>			✓	✓
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## Directional Shift S4 Grow income and supporters: Diversifying and growing our funding, building on our valued government grant

Focus for 2016 -19	Member suggestions for what success will look like:	Indicator to be considered as:			Action considered as part of service planning
		NPMP level	Corporate level	Directorate level	
1. Increase our income from giving	<ul style="list-style-type: none"> <li>• <i>Enable people to become regular givers. Try to move from occasional to regular</i> <ul style="list-style-type: none"> <li>○ <i>Messages to get across – Value of the National Parks: only 85p/person on National Park - Spend £1 get £66. Message need to be to local people as well as nationally.</i></li> <li>○ <i>Increase financial value or value in kind</i></li> <li>○ <i>Having the right skill set and right tools in place</i></li> <li>○ <i>Aim for 2% target for giving</i></li> <li>○ <i>Specifically focused campaigns result in funds for specific projects</i></li> <li>○ <i>Development of a body of supported for regular contact/support</i></li> <li>○ <i>Volunteer supporter recruitment to run events and campaigns</i></li> <li>○ <i>Increase volunteer numbers and skills</i></li> <li>○ <i>Success is the number of supporters:-</i> <ul style="list-style-type: none"> <li>• <i>Volunteers – number of days/ value</i></li> <li>• <i>Donors – numbers and amounts</i></li> <li>• <i>Sponsors – numbers and amounts</i></li> <li>• <i>Businesses?</i></li> </ul> </li> </ul> </li> </ul>		✓	✓	✓
2. Achieve our commercial programme income targets	<ul style="list-style-type: none"> <li>• <i>Maximise income and potential of everything we own</i> <ul style="list-style-type: none"> <li>○ <i>Retail – ensure we have a strong marketing and branding plan, develop new products, keep visitor services action plans and property business plans</i></li> <li>○ <i>Success on how much income we have made</i></li> <li>○ <i>Commercial income, giving and funding to be focussed on the asset</i></li> </ul> </li> </ul>		✓	✓	✓

3. Develop/ establish sponsorship relationships	<ul style="list-style-type: none"> <li>• <i>National Park Partnership opportunities – commercial &amp; sponsorship</i></li> <li>• <i>Look at joint charity partnerships – different views here</i></li> </ul>		✓		✓
4. Secure external funding for major programme and partnership delivery	<ul style="list-style-type: none"> <li>• <i>Continue to maintain our external funding</i> <ul style="list-style-type: none"> <li>○ <i>Maintain the high profile of delivering outcomes</i></li> <li>○ <i>Specific grant funding for the landscape (including cultural heritage) projects</i></li> <li>○ <i>Deliver the MFF contract</i></li> <li>○ <i>Identify other sources</i></li> <li>○ <i>Get match funding for SWP. Stage 2 delivery established</i></li> <li>○ <i>Ensure we build on the partnership projects to grow our future partnerships</i></li> <li>○ <i>Efficient ( more fleet of foot), effective processes for external funding</i></li> </ul> </li> <li>• <b><i>By the end of 3 years :</i></b> <ul style="list-style-type: none"> <li>- <i>Defra core funding for regulatory</i></li> <li>- <i>Increased capacity for commercial development.</i></li> <li>- <i>Increased income ( branding and marketing)</i></li> <li>- <i>Strong volunteer management – harnessing support</i></li> <li>- <i>External funding programme for major project</i></li> </ul> </li> </ul>		✓	✓	✓

**Cornerstone C1 Our Assets: Looking after the places we own and operate, and our brand.**

		Indicator to be considered as:			Action considered as part of service planning
Focus for 2016 -19	Member suggestions for what success will look like:	NPMP level	Corporate level	Directorate level	
<p>1. Reduce the size of our property portfolio and retain what we need</p> <p>2. Ensure that the Trails, Stanage North Lees and Warslow Estate are well-managed assets able to support the delivery of three shifts</p> <p>3. Get the basics right on the visitor infrastructure we own and operate, from both a visitor and local perspective</p> <p>4. Increasing the value of our brand and its reach.</p>	<ul style="list-style-type: none"> <li>• <i>Property is constantly reviewed and tested against its financial and non-financial performance, with clear objectives for each property we choose to retain (Focus on woodland and minor properties)</i></li> <li>• <i>Well maintained, health and safety, demonstrating excellence in our Shifts. Standards include appropriate commercial development.</i></li> <li>• <i>Visitor infrastructure reviewed (includes visitor centres) to ensure it is fit for purpose for visitor point of view and supporting sustainable visiting.</i></li> <li>• <i>Plan being delivered for fit for purpose visitor infrastructure</i></li> <li>• <i>Clarity about what brand means to different audiences</i></li> <li>• <i>Establish the National Park brand as “the place” and by association “the Authority”</i> <ul style="list-style-type: none"> <li>○ <i>Ensure being “located in the NP” is included on business letter heads of NP businesses</i></li> <li>○ <i>Products developed to carry the brand e.g. wild flower seeds, signs by Countryside Management Team, products taking advantage of RHS Chatsworth</i></li> <li>○ <i>NP services e.g. specialist training skills – team building; recreational training; vocational training; apprenticeships?</i></li> </ul> </li> </ul>		✓		
				✓	
				✓	✓
					✓
					✓

<p>Page 98</p>	<ul style="list-style-type: none"> <li>○ <i>Social media, plan for brand development being delivered.</i></li> <li>○ <i>Corporate helping e.g. Big Litter Pick</i></li> <li>○ <i>Connectivity: phone/ web/ social media etc</i></li>   <li>● <i>Establishing a share of responsibility for working for looking after the place in the brand values</i></li> <li>● <i>Relationship with UKNP brand</i></li> </ul>				<p style="text-align: center;">✓</p> <p style="text-align: center;">✓</p>
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**Cornerstone C2 Our Services: Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the national park**

		Indicator to be considered as:			Action considered as part of service planning
Focus for 2016 -19	Member suggestions for what success will look like:	NPMP level	Corporate level	Directorate level	
1. Deliver our services in a customer focused way	<ul style="list-style-type: none"> <li>• <i>Customer satisfaction – by survey results</i> <ul style="list-style-type: none"> <li>○ <i>Reduced complaints</i></li> <li>○ <i>Effectiveness of ‘triage’ system/ approach</i></li> <li>○ <i>consistency of decision-making and communication</i></li> <li>○ <i>role of members as advocates for the NP</i></li> </ul> </li> </ul>		✓	✓	✓
2. Ensure clear policies are in place with effective communication and engagement	<ul style="list-style-type: none"> <li>• <i>A DPD which is easy to read, understand and support</i> <ul style="list-style-type: none"> <li>○ <i>Plain English</i></li> <li>○ <i>Explain policies – communicate: explain, consult, produce</i></li> <li>○ <i>Explain changes in direction</i></li> <li>○ <i>Local people/ community: go about their daily business and enjoy/ understand/ support the park is success. Evaluate through no. of neighbourhood plans. Planning service working with local people rather than despite</i></li> </ul> </li> </ul>			✓	✓
3. Ensure appropriate regulatory action	<ul style="list-style-type: none"> <li>• <i>Neighbourhood plans provide local response to Planning aims/ outcomes</i></li> <li>• <i>Perception that we are ‘winning’ – effective, deterrent effect</i></li> </ul>				✓  ✓

## Cornerstone C3 Our Organisation: Developing our organisation so we have a planned and sustained approach to performance at all levels

Focus for 2016 -19	Member suggestions for what success will look like:	Indicator to be considered as:			Action considered as part of service planning
		NPMP level	Corporate level	Directorate level	
1. Develop and maintain appropriate standards of corporate governance	<ul style="list-style-type: none"> <li>• <i>Smaller membership. How membership is balanced when smaller</i></li> <li>• <i>External audit and internal audit outcomes</i> <ul style="list-style-type: none"> <li>○ <i>IIP status</i></li> <li>○ <i>Investors in Volunteers standard?</i></li> <li>○ <i>Reputation for transparency and accountability</i></li> </ul> </li> </ul>		✓	✓	✓
2. Implement our medium term financial plan	<ul style="list-style-type: none"> <li>• <i>Keeping within budget:</i> <ul style="list-style-type: none"> <li>○ <i>using Defra funded activities to maintain respect and meaningful relationships</i></li> <li>○ <i>being able to do more through successful, diversify funding sources</i></li> </ul> </li> </ul>			✓	✓
3. Develop key business processes underpinning the Corporate Strategy	<ul style="list-style-type: none"> <li>• <i>Up to date, Plain English, not contradictory, quality, Golden Thread, give clear direction, fewer, simpler, clearer, review of what fits where and a picture and priorities</i> <ul style="list-style-type: none"> <li>○ <i>VfM through benchmarking</i></li> <li>○ <i>Evaluating impact of review areas once implemented</i></li> <li>○ <i>Being clear about what we are <u>not</u> doing</i></li> <li>○ <i>Success – good working CRM, process and systems that are 2 way, communication in place</i></li> </ul> </li> </ul>			✓	✓



## Cornerstone C4 Our staff: Empowering and developing staff to maximise their potential to achieve for the Place and the Authority

		Indicator to be considered as:			Action considered as part of service planning
Focus for 2016 -19	Member suggestions for what success will look like:	NPMP level	Corporate level	Directorate level	
1. Ensure the Authority shape is fit for the future	<ul style="list-style-type: none"> <li>• <i>Support and work to the corporate strategy</i></li> </ul>				✓
2. Retain, develop and recruit the right people in the right place at the right time with the right resources	<ul style="list-style-type: none"> <li>• <i>Review the way we recruit – need skills on how and why – not just technical.</i> <ul style="list-style-type: none"> <li>○ <i>Knowledge base for current and future</i></li> <li>○ <i>A more diverse workforce</i></li> <li>○ <i>Succession planning... how we capture knowledge</i></li> <li>○ <i>Need some staff with commercial skills</i></li> </ul> </li> </ul>			✓	✓
3. Embed in the way we work, our organisational values of: <ul style="list-style-type: none"> <li>• People matter</li> <li>• Performance matters</li> <li>• Communities matter</li> <li>• Every day matters</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Value the passion of staff</i> <ul style="list-style-type: none"> <li>○ <i>Trust and respect</i></li> <li>○ <i>Give staff freedom. Also prepare staff for change and changing circumstances</i></li> <li>○ <i>Moving conversation into action</i></li> <li>○ <i>Members and staff as one team</i></li> <li>○ <i>Empowered staff with performance and ethical values</i></li> </ul> </li> <li>• <i>Possible measures:</i> <ul style="list-style-type: none"> <li>○ <i>Decrease staff turnover ( not currently a concern)</i></li> <li>○ <i>Increase staff satisfaction – next survey September 2016</i></li> <li>○ <i>Number of staff being headhunted</i></li> <li>○ <i>External satisfaction</i></li> <li>○ <i>Achievement of other priorities</i></li> <li>○ <i>Fewer targets and indicators</i></li> </ul> </li> </ul>		✓		✓
			✓	✓	

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## **11. AMENDMENTS TO STANDING ORDERS (JS)**

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

The Authority's Standing Orders are periodically reviewed to make sure they incorporate legislative changes, changes to the organisation and to reflect on their operation.

This report proposes a number of amendments identified following a recent review.

#### **Key Issues**

- **The Authority's Standing Orders are made up of 7 parts. This report proposes changes to parts 1, 2 and 7.**
- **Part 1 relates to the rules governing meetings and procedures. The proposals here recommend changes to Standing Orders 1.34 (2) to add the Monitoring Officer to the list of officers authorised to attest to the sealing.**
- **Part 2 relates to contract procedure rules. The changes proposed here reflect the obligations on public authorities concerning procurement and publication of tenders and contracts arising from the Public Contract Regulations 2015 and the Local Government Transparency Code, and also to reflect improvements required to meet current operational needs based on practical experience of the procurement process**
- **Part 7 sets out delegations to the Chief Executive. This report proposes including urgency delegations to assist decision making for unforeseen events and business continuity. It also seeks the deletion of a redundant delegation relating to the recording of meetings to reflect legislative changes.**

### **2. Recommendation(s)**

#### **1. To amend Standing Order 1.34(2) as follows:**

**“(2) The seal shall be attested by one at least of the following persons present at the sealing viz by the Chief Executive (National Park Officer), the Director of Corporate Strategy & Development or the Monitoring Officer, or by the Democratic Services Manager in the absence of the Chief Executive (National Park Officer), the Director of Corporate Strategy & Development and the Monitoring Officer. An entry of every sealing of a document shall be made and consecutively numbered in a book to be provided for the purpose and shall be signed by the person or by persons who shall have attested the seal.”**

- 2. To approve changes to Part 2 of Standing Orders relating to Contracts set out in Appendix 1**
- 3. To authorise the Chief Finance Officer to make minor changes to Appendix 1 following consultation with the Chair of the Audit, Resources and Performance Committee and the Head of Law.**
- 4. To amend the scheme of delegation to the Chief Executive as set out in Part 7 of Standing Orders as follows:**

a) To add:

**7.A-3 Emergency Delegation**

1. In the event of any emergency the Chief Executive is authorised to take any necessary action which is deemed essential for the wellbeing of the Authority or its employees where a decision is required on a matter that cannot reasonably be referred to the Authority or the Urgent Business Items Sub-Committee,
2. In all such cases the Chief Executive should consult with the Chair of the Authority (or in their absence the Deputy Chair) and with the Chief Finance Officer whenever urgent action has a financial consequence for the Authority, and with the Monitoring Officer (or in their absence their Deputy).
3. Any decisions made under Paragraphs 1 shall be reported to a meeting of the National Park Authority at the earliest opportunity.

**7. C-5 Variation from Decisions of Authority or Committee Meeting**

b) Where the Authority or a Committee has made a decision which includes a delegation to an officer other than the Chief Executive, and the officer named in the delegation is unable to act, the Chief Executive may authorise the line manager of the named officer to make that decision in their absence (except for matters specifically delegated to the Chief Finance Officer or Monitoring Officer).

b) To delete 7.F-20 Recording of meetings and Proceedings of the Authority.

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

The Authority has a duty to keep its constitutional documents up to date. The Authority has not delegated its ability to update and amend Standing Orders.

**4. Background**

This report proposes a number of changes to the Authority's Standing Orders. Full details of the proposed changes and the reasons for them are set out in the proposals section below.

**5. Proposals**

**a) Part 1 – Meetings and Procedures – 1.34 Sealing of Documents**

Standing Order 1.34 sets out the arrangements for the sealing of documents and names the post holders who are authorised to attest the sealing. This standing order was last reviewed in 2009, since which the post holder appointed as Monitoring Officer and organisational structures have changed. To make sure that there is adequate cover for sealing to take place it is proposed that the Standing Order be amended to add the Monitoring Officer to the named post holders authorised to attest the sealing. The Democratic Services Manager would remain as the deputy in the event that all of the three authorised post holders are unable to act.

The amended standing order 1.34(2) would read:

“(2) The seal shall be attested by one at least of the following persons present at the sealing viz by the Chief Executive (National Park Officer), the Director of Corporate Strategy & Development or the Monitoring Officer, or by the Democratic Services Manager in the absence of the Chief Executive (National Park Officer), the Director of Corporate Strategy & Development and the Monitoring Officer. An entry of every sealing of a document shall be made and consecutively numbered in a book to be provided for the purpose and shall be signed by the person or by persons who shall have attested the seal.”

#### **b) Part 2 - Contract Procedure Rules**

It is recommended that Part 2 of the Authority’s Standing Orders containing the Contract Procedure Rules be replaced by those attached as Appendix 1 to this report.

New regulations which have recently come into force, namely the Public Contract Regulations 2015 and the Local Government Transparency Code, have imposed various obligations on public authorities concerning procurement and publication of tenders and contracts. It is proposed that these requirements be reflected in Standing Orders to seek to ensure compliance.

The Authority’s Internal Auditors have also made recommendations regarding the introduction of tighter procedures for allowing waivers of Standing Orders where exemptions from following strict procedural rules are deemed to be necessary.

Finally, the current Standing Orders have sometimes led to confusion, for example as to the method of procurement to be followed for a particular value of contract, and they require clarification and streamlining, with more detailed instruction as to the precise steps to be followed with each procurement, making them more user-friendly.

As part of the review, it was considered that there should be a de minimis limit below which only one written quotation would be required, and the level proposed in the revised Rules is £5,000.

It is proposed that the Authority adopt the attached revised Rules in place of the current Part 2 in order to address all of the above issues. They will be supplemented by a simple table of procurement methods, also attached, to be used as an aide-memoire. The revised Rules have been approved by both the Head of Law and the Chief Finance Officer.

#### **c) Part 7 – Delegation to Chief Executive**

The Director of Corporate Strategy & Development is currently in the process of reviewing the Authority’s business continuity arrangements in place should the Authority lose short or longer term access to its buildings, infrastructure and other resources. This process has highlighted that unlike many other public bodies there is currently no urgency provision for Officers to make a decision on matters that would usually be reserved to the Authority or one of its Committees, so there is no delegation in place to respond to an urgent event.

It is therefore proposed that Part 7 of the Standing Orders be amended to add the following delegation to the Chief Executive:

##### **7.A-3 Emergency Delegation**

1. In the event of any emergency the Chief Executive is authorised to take any

necessary action which is deemed essential for the wellbeing of the Authority or its employees where a decision is required on a matter that cannot reasonably be referred to the Authority or the Urgent Business Items Sub-Committee,

2. In all such cases the Chief Executive should consult with the Chair of the Authority (or in their absence the Deputy Chair) and with the Chief Finance Officer whenever urgent action has a financial consequence for the Authority, and with the Monitoring Officer (or in their absence their Deputy).
3. Any decisions made under Paragraphs 1 shall be reported to a meeting of the National Park Authority at the earliest opportunity.

The Authority is asked to agree this delegation on the understanding that it would be only used in exceptional circumstances, when the Chief Executive is able to satisfy the Chair of the Authority (or their Deputy) that a decision cannot wait until a formal meeting of the Authority or the Urgent Business Items Sub-Committee can be convened.

#### **7.C-5 - Variation from Decisions of Authority or Committee Meetings**

Again in order to assist with business continuity in situations where certain officers are unable to act in the short to medium term it is also proposed that the existing delegation which allows the Chief Executive to authorise minor changes to an Authority or Committee decision be amended to clarify that this may include changes to the officer named in the delegation if that officer is unable to act. To achieve this it is proposed that the following paragraph be added to delegation 7.C-5:

b) Where the Authority or a Committee has made a decision which includes delegation to a specified officer other than the Chief Executive, and the officer named in the delegation is unable to act, the Chief Executive may authorise the line manager of the named officer to make that decision in their absence, (except for actions specifically delegated to the Chief Finance Officer or the Monitoring Officer).

It is also proposed that the following delegation be deleted:

#### **7.F-20 Recording of meetings and Proceedings of the Authority.**

This delegation allowed officers to determine requests to record meetings and proceedings of the Authority. As a result of provisions within the Local Audit and Accountability Act 2014, the Authority no longer has any discretion over this matter so this delegation is no longer needed.

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

6. **Financial:**  
None

7. **Risk Management:**  
There are significant risks if the Authority does not comply with the obligations introduced by the Public Contract Regulations 2015 and the Local Government Transparency Code concerning procurement and publication of tenders and contracts.

The other proposed changes to Standing Orders aim to mitigate against risks relating to business continuity in the event of an unanticipated loss of resources including physical assets and employees.

**8. Sustainability:**

None

**9. Equality:**

None

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

None

**Appendices**

Appendix 1 – Standing Orders Part 2 - Contract Procedure Rules.

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

Jason Spencer, Democratic Services Manager, 26 November 2015

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**PEAK DISTRICT NATIONAL PARK AUTHORITY**

**STANDING ORDERS**

**PART 2**

**CONTRACT PROCEDURE RULES**

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**2.1 Introduction, Aims and Application of Orders**

1.1 This Part 2 of Standing Orders sets out the rules which must be followed by the Authority when it procures goods, services or works. They shall apply to the issue of any Order and the entry into of any Contract.

1.2 The objectives of this Part 2 of Standing Orders are:

- 1.2.1 To ensure that the Authority’s procurement procedures assist the Authority to deliver Best Value services to the public
- 1.2.2 To seek to promote fairness, competition openness and transparency in the Authority’s procurement procedures
- 1.2.3 To comply with the laws which govern the spending of public money
- 1.2.4 To demonstrate good corporate governance
- 1.2.5 To protect the Authority and its officers from allegations of wrong-doing regarding specific procurement decisions.

1.3 Orders and Contracts shall also comply with the Financial Regulations in Part 3 of Standing Orders. In particular, this specifies the authorisation schedule for awarding contracts as follows:

Below £30,000	£30,001-£50,000	£50,001-£150,000	Above £150,000
Assistant Director or Head of Service or Planning Team Manager	Business case agreed with Director or Assistant Director and Chief Finance Officer	Business case consulted with Resource Management Team	Committee

1.4 Every Contract shall comply with the EU Treaty, the EU Public Procurement Directives, all other applicable EU and domestic legal requirements. In the case of any conflict or inconsistency between these Standing Orders and any legal requirement, the legal requirement shall apply.

1.5 The Chief Executive, after consultation with the Head of Finance may from time to time change the thresholds in these Standing Orders to take account of changes in the retail prices index so that the effectiveness and impact of the thresholds is maintained.

1.6 The Chief Executive, after consultation with the Head of Law and Head of Finance, may from time to time amend these Contract Procedure Rules to correct an obvious error, to reflect changes in the law, to reflect changes in the Authority’s Standing Orders or establishment, or to reflect amended EU thresholds.

1.7 This Part 2 of Standing Orders does not apply:

- 1.7.1 To contracts of employment.
- 1.7.2 To contracts that relate solely to the purchase or sales of land and property where there is no other requirement specified by the Authority as part of the land transaction. Property transactions must comply with Part

3 Financial Regulations, Part 7 Delegation Scheme and the Asset Disposal Procedure.

- 1.7.3 Where the proposed Contract is for the supply of services or the execution of works by the Authority.
- 1.7.4 Grants awarded by the Authority

### **2.2 Contract Value**

- 2.1 The 'estimated value' of a Contract shall be the total value of the Contract net of VAT estimated to be payable over the entire term of the Contract, including any extensions.
- 2.2 Where the Contract period is indefinite or uncertain, the estimated value shall be calculated on the basis that the Contract will be for a period of four years.
- 2.3 Contracts must not be artificially separated so as to circumvent the application of any part of these Standing Orders, the EU Public Procurement Directives or UK Regulations.
- 2.4 Contracts which are each of a value below the relevant EU Threshold may nevertheless be subject to full EU Public Procurement Directives tendering requirements, where they constitute a series of related or repeat purchases. Advice should be sought where this is the case, in order that the relevant procurement method can be adopted.
- 2.5 It should be noted that the value of a contract does not only include the value of the original contract, but also the value of any variations. All contract variations must comply with Standing Order 11 of this Part 2. If any proposed variation brings the total value of a contract over the relevant EU Threshold, a new tender will be required (including placing of notices in the OJEU). Advice should be sought where this is the case, or likely to be the case, in order that the relevant procurement method can be adopted.
- 2.6 Except where there is a suitable Framework Agreement or Approved List:
  - 2.6.1 if, in any 12 month period, two or more contracts below the value of £5,000 are awarded to the same contractor with an aggregated value of £5,000 or more, no further contract can be awarded to that contractor without either establishing an Approved List or inviting at least 3 written Quotations;
  - 2.6.2 if, in any 12 month period, two or more contracts below the value of £25,000 are awarded to the same contractor with an aggregated value of £25,000 or more, no further contract can be awarded to that contractor without following the Tendering Procedures.

### **2.3 Framework Agreements and Approved Lists**

- 3.1 Any Director or Assistant Director may compile and maintain Approved Lists of Contractors for supplies, services or works, within their area of responsibility.
- 3.2 Approved Lists:
  - 3.2.1 shall be established following an advertised competitive process
  - 3.2.2 shall contain the names and addresses of all providers who meet the Approved List criteria.

- 3.2.3 shall indicate the nature and value of Contracts for which the Contractors listed may be used. The value of any Contract entered into may not exceed the relevant EU Threshold.
  - 3.2.4 shall be reviewed and re-established every three years.
- 3.3 A Contractor may be removed from an Approved List should their circumstances change, to the extent that they no longer meet the criteria for inclusion in the Approved List.
- 3.4 Any Contractor may, by giving written notice, withdraw from any Approved List.
- 3.5 No Contractor can be added to an Approved List except in accordance with the procedure in clause 3.2.
- 3.6 In addition, Directors or Assistant Directors, with the assistance of the Head of Finance, may set up a Framework Agreement in line with EU Public Procurement Directives, where applicable, with one or more suppliers of particular goods and services.
- 3.7 When advertising for Framework Agreements the advertisement must indicate:
  - 3.7.1 That it is a framework which is being tendered
  - 3.7.2 The duration of the arrangement (which must not exceed 4 years)
  - 3.7.3 The expected maximum number of suppliers
  - 3.7.4 The total estimated value of the contracts to be covered by the arrangement
  - 3.7.5 The award criteria for choosing suppliers and subsequent criteria for placing orders
- 3.8 The estimated value in relation to Framework Agreements is the estimated maximum value over its lifetime. This must be carefully considered in the context of the EU Thresholds.
- 3.9 In any case where a Framework Agreement is in place:
  - 3.9.1 Subsequent 'call-offs' from that Framework Agreement must not contain substantial amendments to the original terms of the agreement
  - 3.9.2 Orders to be placed against a known price or one indexed by price indices do not require further competition
  - 3.9.3 In circumstances where the price was not specified under the Framework Agreement an Order can only be placed if a 'mini-competition' is held between at least three of the Framework Contractors (applying the relevant Standing Order from this Part 2, dependent on the value of the Framework Contract).
  - 3.9.4 New contractors may not be added to the Framework Agreement. If new contractors are required, a new tender process must be pursued.
- 3.10 Where there is no Approved List or Framework Agreement, an Authorised Officer shall use an approved tender procedure in accordance with these Standing Orders.

## 2.4 Procurement Methods

- 4.1 The procurement method to be used is dependent on the estimated value of the Contract. The table below summarises the various procurement methods.

Estimated value	Procurement Method	Details	Format
Up to £5000	Request for Quotation	At least one written Quotation must be obtained	Order or Contract
£5,001 to £25,000	Request for Quotation	At least three written Quotations must be requested	Order or Contract
Above £25,000 but below EU Thresholds	Tender	At least three Tenders must be invited	Written Contract
Above EU Thresholds	EU compliant Tender	Public Contracts Regulations 2015 must be complied with	Written Contract
Any	Existing Framework Agreement	Must ensure that the Framework is compliant with relevant regulations	

- 4.2 For the avoidance of doubt, the Authority, statutory officers, or a Director or Assistant Director may require a tender process in respect of any procurement, whatever the estimated value.
- 4.3 Once a tender process has been commenced for the execution of any work or for the supply of goods, services or materials, no further negotiations shall take place with any person in respect of that work, goods, services or materials except in accordance with these Tendering Procedures, until such time as the tendering process has been fully completed.
- 4.4 In the event that it is believed to be desirable or advantageous for the Authority to abandon, suspend or modify a tender process, so as to proceed other than in accordance with the Tendering Procedures, advice shall be obtained from the Head of Law before any such action is resolved or taken.

## 2.5 Procurement Procedures for Contracts not exceeding £25,000

- 5.1 Where the estimated value of a proposed Contract does not exceed £25,000, the contractor or supplier shall be selected in the following way:
- 5.1.1 Where there is a suitable Framework Agreement available, that Framework Agreement shall be used.
- 5.1.2 Where no Framework Agreement is available:
- i) at least one written Quotation shall be obtained before entering into any Contract where the estimated value does not exceed £5,000
  - ii) at least three written Quotations shall be requested before entering into any Contract where the estimated value exceeds £5,000 but does not exceed £25,000

- 5.2 Where a relevant Approved List exists, the written Quotations should be sought from the Contractors included on it.
- 5.3 All Quotations must specify:
- 5.3.1 The goods, services or works to be supplied
  - 5.3.2 When they are to be supplied
  - 5.3.3 The proposed price
  - 5.3.4 Responses should be clearly labelled as “Quotations” with the due date and the name of the project and the lead officer identified on the Quotation
- 5.4 The due date set for the submission of Quotations must allow sufficient time relevant to the complexity of the request for suppliers to respond.
- 5.5 Quotations should be opened at the same time after the due date and witnessed by another officer, with the amounts and signatures of attending officers recorded.
- 5.6 The criteria for award must ensure that best value is achieved in line with the specified requirements. If evaluation of the Quotations is required this should be carried out by the relevant Head of Service/Assistant Director and the result recorded.
- 5.7 The relevant Officer should carry out a check of the Authority’s enforcement and legal files to ascertain whether any of the operators are the subject of any enforcement action or other pending investigations from either the Authority or other public agencies, in respect of planning, environmental or any other regulatory matters. Any such operators will be excluded from consideration.
- 5.8 Any operator known to have contravened environmental or animal welfare legislation, and where concerns still remain about their standards, will not be considered. The Authority will also exclude from consideration for Contracts any operators engaging in activities which clearly contravene the Authority’s environmental policies.
- 5.9 It shall be permissible to enter into a Contract not exceeding £25,000 in value on the basis of an Order alone, without a Written Contract. An Order should, as a minimum, define cost, goods, delivery and timescales. The Authority’s standard terms and conditions should, if possible, be incorporated into or be attached to all Orders.
- 5.10 Although a Written Contract is not required under these Standing Orders where the contract value is less than £25,000, it may be more appropriate where a unique, unusual or bespoke service supply or works are to be provided to use a Written Contract to ensure that the Authority is adequately protected. Advice from the Head of Law should be sought in such circumstances.
- 5.11 Tenders can be invited in respect of any proposed Contract, even if the estimated value is below £25,000. If Tenders are to be invited, the Tendering Procedures set out at Standing Order 7 of this Part 2 must be followed.
- 5.12 Where Written Contracts are used, signed original Contracts must be forwarded to Legal Services to be put on the Authority’s database and stored in the deeds safe. Electronic copies must be retained by the relevant contract manager.

5.13 The following details must be added to the Authority's Contracts Register [\[here – link\]](#) in respect of all Contracts and Orders exceeding £5,000 in value on the day of the award of Contract:

- 5.13.1 the Contract reference number
- 5.13.2 the title of the agreement
- 5.13.3 the department responsible
- 5.13.4 the name of the Contractor
- 5.13.5 a summary of the works to be executed or the goods and services supplied
- 5.13.6 the Contract duration
- 5.13.7 the sum to be paid over the length of the contract or the estimated annual spending or budget for the contract
- 5.13.8 start, end and review dates
- 5.13.9 whether or not the contract was the result of an invitation to quote or a published invitation to tender, and
- 5.13.10 whether or not the supplier is a SME or VCSE and where it is, the relevant registration number

## 2.6 Procurement Procedures for Contracts exceeding £25,000

6.1 Where the estimated value of a proposed Contract exceeds £25,000, the contractor or supplier shall be selected in the following way:

- i) if there is a suitable Framework Agreement available, that Framework Agreement shall be used.
- ii) Where no Framework Agreement is available, at least three competitive Tenders shall be invited. Where a relevant Approved List exists, the Tenders should be sought from Contractors included on it. Where no Approved List is available, the Tenders should be invited following the Tendering Procedures set out at Standing Order 7 of this Part 2.

6.2 All Contracts exceeding £25,000 in value shall be in the form of a Written Contract and not on the basis of an Order alone.

## 2.7 Tendering Procedures

7.1 The Officer responsible for leading the procurement exercise may select to use the open procedure or the restricted (2 stage) procedure.

### 7.2 Open procedure

- 7.2.1 Notice inviting Tenders shall be placed on the Authority's website and on Contracts Finder [\[link here\]](#), and may, where appropriate, be placed in relevant publications.
- 7.2.2 The invitation to tender must state:
  - 7.2.2.1 The nature and purpose of the contract
  - 7.2.2.2 The closing date and time for the receipt of Tenders
  - 7.2.2.3 How and to whom any interested party is to respond if it wishes to be considered
  - 7.2.2.4 Any other requirements for participating in the procurement



- 7.2.2.5 The reference number
- 7.2.2.6 The title
- 7.2.2.7 A description of the goods and/or services sought
- 7.2.2.8 Start, end and review dates
- 7.2.2.9 The department responsible
- 7.2.2.10 That no Tender will be accepted unless it is enclosed in the special envelope bearing the distinctive label which will be supplied with the tender forms by the issuing officer, or via the Authority's e-tendering system if applicable
- 7.2.2.11 That no name, mark or wording which might indicate the sender should appear on the cover of the special envelope bearing the Tender
- 7.2.2.12 That Tender envelopes should bear the correct postage, be properly sealed and addressed to the Head of Finance, or, if using the e-tendering system, delivered in accordance with the requirements of that system
- 7.2.2.13 That proof of posting will not be accepted as proof of delivery if the Tender fails to arrive at the address shown on the tender envelope label before the closing date and time fixed for the receipt of that Tender
- 7.2.2.14 The evaluation criteria to be adopted for the Contract. These must be capable of objective assessment, include price and other relevant factors, and be weighted by relative importance
- 7.2.2.15 That the Authority does not bind itself to accept the lowest or any Tender
- 7.2.2.16 That failure to comply with any of the foregoing requirements may render a Tender liable to disqualification.

### 7.3 **Restricted (2 stage) procedure**

- 7.3.1 Notice shall be placed on the Authority's website and on Contracts Finder [\[link here\]](#), and may, where appropriate, be placed in relevant publications, inviting expressions of interest in submitting a Tender. The notice must state:
  - 7.3.1.1 The nature and purpose of the contract
  - 7.3.1.2 How and to whom any interested party must respond if it wishes to be considered;
  - 7.3.1.3 How and to whom such an interested party is to respond;
  - 7.3.1.4 Any other requirements for participating in the procurement;
- 7.3.2 Tenders must be invited from at least three of the persons who have expressed an interest in response to the public notice or, if fewer than three persons have applied and are considered suitable, to all such persons applying. Where the estimated value of a proposed contract exceeds £150,000, the list of persons invited to tender shall be approved by the Chief Executive or relevant Director or Assistant Director. If only one expression of interest is received, the relevant Director must consult with the Head of Finance and provide evidence to show that the Authority can obtain value for money.

7.3.3 The subsequent invitation to tender shall comply with 7.2.1 and 7.2.2 above.

7.4 The period of notice required in 7.2.1 and 7.3.1 shall be reasonable and proportionate in all the circumstances, sufficient to enable interested parties to become aware of it, and in any event shall be at least ten days. Publication on Contracts Finder must be within 24 hours of first advertising the contract opportunity in any other way. The information must remain published on Contracts Finder throughout the specified time, unless the award procedure is abandoned.

7.5 Any relevant contract documents shall be made available free of charge on a website to which a link is provided within the information published on Contracts Finder.

### 7.6 **Receipt, custody and opening of Tenders**

7.6.1 On receipt, all tender envelopes shall be endorsed with the time and date of receipt and kept secure and unopened in the custody of the Head of Finance until the time appointed for their opening.

7.6.2 No Tenders received after the specified date and time shall be considered and shall be returned promptly to the tenderer. A late Tender may be opened to ascertain the name of the tenderer but no details of the Tender shall be disclosed.

7.6.3 Tenders shall be opened at one time, which shall be as soon as possible after the closing time fixed for the receipt of such Tenders, and only in the presence of a panel of officers comprising the Head of Finance or his/her deputy and a Director or Assistant Director or Head of Service or his/her deputy.

7.6.4 All Tenders received shall be recorded in the tender book.

### 7.7 **Alteration of Tenders**

Tenderers shall not be allowed to alter their Tenders after the date fixed for their receipt, but arithmetical errors may be corrected and, if a Tender has been accepted before such an arithmetical correction, the acceptance shall be confirmed if the alteration has not increased the amount but otherwise the Chief Executive or relevant Director or Assistant Director, in consultation with the Director of Corporate Resources shall have a discretion whether or not to confirm acceptance at the altered price, but such discretion shall only be exercised where the Tender concerned would still be the most favourable to the Authority in relation to other Tenders received.

### 7.8 **Evaluation and Acceptance of Tenders**

7.8.1 The Officer responsible for leading the procurement exercise shall ensure that the Tenders received are evaluated in accordance with the evaluation criteria that have been adopted for the Contract, and stated in the invitation to tender. In some instances (particularly where there are several tender returns or the tender is complex) an evaluation table may be used to score the tenderers against the evaluation criteria. An example can be found at [\[link here\]](#).

- 7.8.2 The opportunity must be given to the Head of Finance to assess whether a financial viability test is required prior to contract award. All tenderers must be vetted by the Head of Service for technical competence.
- 7.8.3 The relevant Officer should carry out a check of the Authority's enforcement and legal files to ascertain whether any of the tenderers are the subject of any enforcement action or other pending investigations from either the Authority or other public agencies, in respect of planning, environmental or any other regulatory matters. Any such tenderers will be excluded from consideration.
- 7.8.4 Any tenderer known to have contravened environmental or animal welfare legislation, and where concerns still remain about their standards, will not be considered. The Authority will also exclude from consideration for Contracts any tenderers engaging in activities which clearly contravene the Authority's environmental policies.
- 7.8.5 The relevant Officer shall produce a report evaluating each Tender received against the evaluation criteria. The report shall identify the tenderer who has submitted the Tender that achieves the highest score in the evaluation, and recommend the award of the Contract to that tenderer. A form of tender return report can be found here [\[link here\]](#). The Authorised Officer's recommendation in the tender return report should be approved by the following in consultation with the Head of Finance:
- 7.8.5.1 Contracts under £30,000: Head of Service
  - 7.8.5.2 Contracts over £30,000: Assistant Director
  - 7.8.5.3 Contracts over £150,000: Director in consultation with Chair of appropriate committee
- (Note that this is subject to any particular requirements of any committee authorisation for the contract).
- A copy of the authorisation should be given to the Head of Finance.
- 7.8.6 No Contract may be awarded unless the expenditure involved has been included in approved estimates or on capital or revenue accounts, or has been otherwise approved by, or on behalf of, the Authority.
- 7.8.7 A Tender other than the lowest shall only be accepted after approval from the Chief Executive or a relevant Director or Assistant Director.
- 7.8.8 If, following receipt or acceptance of Tenders, it becomes necessary to enter into negotiations with any of the tenderers, the Head of Law must be consulted before commencing such negotiations.

## 2.8 Form and Content of Contracts

- 8.1 Every Contract with a value of £25,000 or more shall be in the form of a Written Contract. All Written Contracts shall:

- 8.1.1 Be in writing and signed by the Head of Law or Assistant Solicitor or Director of Corporate Resources
- 8.1.2 Be in a form and contain such clauses as are approved by Legal Services;
- 8.1.3 Specify:
  - i) The goods, materials, advice or services to be supplied and the work to be performed;
  - ii) The total price to be paid together with details of the proportion of the price payable for any discrete part or parts of the contractual obligations
  - iii) The time or times within which the Contract is to be performed and whether time of the essence of the contract
  - iv) Any milestones set for completion of specified tasks or parts of the Contract
  - v) The specifications and standards to be applied to the Contract, such as appropriate British Standard Specification, British Standard Code of Practice, etc, and including full details of outputs, outcomes and performance assurance measures;
  - vi) Responsibility for monitoring performance of the Contract, together with controls over sub-contractors;
  - vii) Any liquidated damages payable on default or other sufficient security for due performance;
  - viii) The circumstances in which the Contract may be terminated, cancelled or suspended with or without notice and the consequences of such termination;
  - ix) Suitable provisions relating to prompt payment of invoices by the Authority in accordance with Regulation 113 of the UK Regulations;
  - x) All such other conditions and terms as may be agreed between the parties.
- 8.1.4 Comply with all legislative requirements, including Health and Safety at Work Regulations;
- 8.1.5 Contain a requirement that the contractor indemnify the Authority against:
  - i) any claim which may be made in respect of Employers' Liability against the Authority or the contractor by any workmen employed by the contractor or any sub-contractor in the execution of the works;
  - ii) any claim for bodily injury to or damage to property of third parties

8.1.6 Include a clause empowering the Authority to terminate the Contract and to recover all its loss in the event of corruption (including but not limited to any offence under Section 117(2) of the Local Government Act 1972 and the Bribery Act 2010) by the Contractor, its employees or anyone acting on the Contractor's behalf.

8.2 The Contract should also address the questions (where relevant) of:

- 8.2.1 Insurance; loss in transit; non-delivery of goods;
- 8.2.2 Delivery; acceptance; testing; trial periods; return of goods;
- 8.2.3 Intellectual property rights (eg. Copyright)
- 8.2.4 Indemnity, liability and insurance;
- 8.2.5 Data protection and/or confidentiality and Freedom of Information;
- 8.2.6 National insurance and superannuation;
- 8.2.7 VAT
- 8.2.8 Defects liability and retention

## 2.9 Post Award of Contract

9.1 Following award of the Contract or Order where the value is £25,000 or above the following information must be published on Contracts Finder within a reasonable time:

- 9.1.1 The name of the contractor;
- 9.1.2 The date on which the Contract was entered into;
- 9.1.3 The value of the Contract;
- 9.1.4 Whether the contractor is a SME or VCSE.

(Information may be withheld from publication where its release would impede law enforcement, be contrary to the public interest, prejudice commercial interests of an economic operator or prejudice fair competition between economic operators)

9.2 Signed original Contracts must be forwarded to Legal Services to be put on the Authority's database and stored in the deeds safe. Electronic copies must be retained by the relevant contract manager.

9.3 The following details must be added to the Authority's Contracts Register [\[here – link\]](#) in respect of all Contracts and Orders exceeding £5,000 in value on the day of the award of Contract:

- 9.3.1 the Contract reference number
- 9.3.2 the title of the agreement
- 9.3.3 the department responsible
- 9.3.4 the name of the Contractor
- 9.3.5 a summary of the works to be executed or the goods and services supplied
- 9.3.6 the Contract duration
- 9.3.7 the sum to be paid over the length of the contract or the estimated annual spending or budget for the contract
- 9.3.8 start, end and review dates
- 9.3.9 whether or not the contract was the result of an invitation to quote or a published invitation to tender, and

- 9.3.10 whether or not the supplier is a SME or VCSE and where it is, the relevant registration number

## **2.10 Procurement Procedures for Contracts exceeding the EU Thresholds**

- 10.1 Where the estimated value of a proposed Contract exceeds the EU Thresholds, the procedures required by the EU must be complied with, including publication of the advertisement in OJEU, and officers should consult with the Head of Law to determine the method of procurement.

## **2.11 Contract Variation**

- 11.1 Funding must be identified before any variation of any Order or Contract is approved in accordance with the Authority's Financial Regulations.
- 11.2 Prior approval must be obtained from the relevant Director after consultation with the Chair of the relevant Committee, if the proposed variation would together with all other variations to the Order or Contract:
- 11.2.1 extend the Contract value or period by 50% or more; and/or
  - 11.2.2 mean the works, services or goods to be added to or deleted from the Contract are substantially different in scope
- 11.3 Contract variations must be recorded in writing and signed by the Contractor and the Authorised Officer.

## **2.12 Exemption of Standing Orders**

- 12.1 This Part 2 of Standing Orders shall apply to all goods, services and works purchased by the Authority. Exemption from any of the provisions of these Standing Orders may be appropriate in the following circumstances:
- 12.1.1 Partnership arrangements. A partner is defined as an individual or organisation which the Authority is statutorily obliged to employ for a particular purpose, or with whom the Authority has a written arrangement, approved by the Authority, to provide works, goods or services as a common undertaking.
  - 12.1.2 Works orders placed with utility companies, eg. for re-routing cables or pipework. The term 'utilities' does not include telecommunications.
  - 12.1.3 Genuine emergencies – critical preventative or remedial work where there is a real and imminent risk to the safety of people or property or serious disruption to Authority services or significant loss would be suffered by the Authority arising from an unforeseen event or incident. Any Contract entered into under this exemption must not be for a term of more than 6 months
  - 12.1.4 Urgent situations not of the Authority's own making – the urgency must have been reasonably unforeseeable (eg. existing supplier going into liquidation, urgently imposed statutory changes, etc.) and genuinely be a

case of 'time is of the essence'. Urgency arising through problems of the Authority's own making (whatever the cause and regardless of whether it involved previous delays or shortage of resources, etc.) shall not in itself justify exemption. Any contract entered into under this exemption must not be for a term of more than 6 months

- 12.1.5 Collaborative/Joint Purchasing – where another authority/public body is acting as 'lead buyer' and provided that the body awarding the contract can demonstrate that the arrangements comply with the requirements of Best Value, the requirement to undertake competition between providers and other applicable legislation including, where applicable, the EU Public Procurement Directives. This includes any wider public sector agreements, eg. Crown Commercial Service contracts, etc
  - 12.1.6 Sole source of supply – where suitable goods or services are genuinely only available from one supplier (eg. if patent, copyright or other exclusive design rights exist). Similarly, for any highly specialised/niche services where, for all practicable purposes, no realistic alternative source of supply exists.
  - 12.1.7 Reasons of compatibility – if compatibility with existing goods, equipment or services is essential and where they cannot be sourced from another supplier (eg. spare parts/components for existing equipment) or where additional units are being purchased to match existing equipment and there is an overwhelming case for matching the existing items on the grounds of functionality, aesthetics, etc.
  - 12.1.8 An agreement to delegate a function of the Authority to another local authority under section 101 or 102 of the Local Government Act 1972.
- 12.2 Requests for exemption from Standing Orders should be submitted in writing and using the form in Appendix 1, signed by the officers below according to the estimated value. In all instances the exemption should be sent to the Chief Finance Officer for approval, who will then forward the authorised form to Legal Services.
- 12.2.1 Where the estimated value is up to £30,000, the relevant Assistant Director or Head of Service or Planning Team Manager;
  - 12.2.2 Where the estimated value is over £30,000 but below £50,000, a business case agreed with the relevant Director or Assistant Director and the Chief Finance Officer;
  - 12.2.3 Where the estimated value is over £50,000 but below £150,000, a business case consulted with the Resource Management Team;
  - 12.2.4 Where the estimated value is over £150,000, the relevant Committee.

### Glossary

In this Part 2 of Standing Orders, the following terms have the following meanings:

- 1.1 'Approved List' means a list of suitable Contractors drawn up under Standing Order 3 of this Part 2;
- 1.2 'Asset Disposal Procedure' means the procedure adopted by the Authority for the disposal of assets;
- 1.3 'Authorised Officer' means:
  - (1) the Chief Executive
  - (2) any Director or Assistant Director of the Authority
  - (3) any officer of the Authority duly authorised to sign Orders or Contracts on behalf of the Authority;
- 1.4 The term 'Contract' shall apply to all agreements, including Orders, between the Authority and one or more person(s) for the supply and/or disposal of goods, materials or services, the execution of works, the use of consultants, or for the hire, rental or lease of goods or equipment, irrespective of value, but shall exclude contracts of employment or for the sale and purchase of any interest in land;
- 1.5 'Contracts Finder' means a web-based portal provided, under that name, by or on behalf of the Cabinet Office;
- 1.6 'EU Public Procurement Directives' means EU Directive 2004/18/EC and any Directives and Regulations by which it is applied, extended, amended, consolidated or replaced and any re-enactment thereof;
- 1.7 'EU Thresholds' means the thresholds for public advertisement of goods, works and services contracts as provided for in the EU Public Procurement Directives and advised by the Government;
- 1.8 'Framework Agreement' means a formal tendered agreement that sets out the terms and conditions under which specific purchases can be made throughout the term of the agreement from the successful tenderer in unpredicted quantities at various times during the period that the agreement is in force;
- 1.9 'OJEU' means the Official Journal of the European Union;
- 1.10 'Order' means an official order issued by the Authority containing the Authority's relevant standard terms and conditions which authorises or guarantees payment for the supply of goods, materials or services, or for the execution of works;
- 1.11 'Quotation' means a written offer made in respect of the supply and/or disposal of goods, materials or services, or for the execution of works;
- 1.12 'SME' stands for 'small and medium-sized enterprise' and means an enterprise falling within the category of micro, small and medium-sized enterprises defined by the Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises;



- 1.13 Statutory Officers means the Head of Paid Service, the Chief Finance Officer and the Monitoring Officer
- 1.14 ‘Tender’ means a sealed bid for the supply and/or disposal of goods, materials or services, or for the execution of works, made in accordance with the provisions of the Tendering Procedures;
- 1.15 ‘Tendering Procedures’ means the provisions set out in clause 7 of this Part 2 of Standing Orders;
- 1.16 ‘UK Regulations’ means the Public Contracts Regulations 2015;
- 1.17 ‘VCSE’ stands for ‘voluntary community and social enterprise’ and means a non-governmental organisation that is value-driven and which principally reinvests its surpluses to further social, environmental or cultural objectives;
- 1.18 ‘Written Contract’ means a formal contract document, drafted or approved by the Head of Law or the Director of Corporate Resources and signed by an Authorised Officer, containing a full statement of all the terms and conditions to be applied to the Contract.

**Request for Exemption Form**

<b>To:</b> (Name of relevant Director/Assistant Director/RMT/ Committee approving exemption)		
<b>From:</b> (Name of Officer registering this exemption)		
<b>Name of contract :</b> (to be exempted from the recognised procurement methods within the Contract Standing Orders)		
<b>Purpose of Contract</b>		
<b>Proposed Contract period:</b>	<b>From:</b>	<b>To:</b>
<b>Total Contract Value £</b>		
<b>Category of Exemption</b>		
<b>Category of Exemption</b>		<b>Justification</b>
Partnership arrangement		
Works orders placed with utility companies		
Genuine Emergencies		
Urgency not of the Authority's own making		
Collaborative/Joint Purchasing (state name of lead purchasing authority)		
Sole source of supply		
Reasons of compatibility		
Delegation of function		
Other Reason (please state):		
<b>Please Attach supporting evidence</b>		
In accordance with the Standing Orders I certify that the information given is accurate		
Signed:	<b>[SIGNATORY @ 12.2.1-12.2.4 above]</b>	
Date:		
Please send the completed Registration of Exemption form for approval to the Chief Finance Officer who will forward to Legal Services.		
<b>Exemption Approved by:</b>	<b>[CHIEF FINANCE OFFICER ONLY]</b>	
<b>Date:</b>		

**TABLE OF PROCUREMENT METHODS**

Estimated Value	Authorisation Required	Procurement Method	Evaluation Approval	Format	Publication of Opportunity	Publication of Contract	Exemption Request signed by
Up to £5,000	Assistant Director or Head of Service or Planning Team Manager	At least one written Quotation must be obtained (rule 5.1.2)	Head of Service if lowest tender	Order or Contract	No	No	Assistant Director or Head of Service or Planning Team Manager
£5,001 to £25,000	Assistant Director or Head of Service or Planning Team Manager	At least three written Quotations must be requested (rule 5.1.2)	Head of Service if lowest tender	Order or Contract	No	Yes – PDNPA Contracts Register/ website	Assistant Director or Head of Service or Planning Team Manager
£25,001 to £30,000	Assistant Director or Head of Service or Planning Team Manager	Tender process (rule 7)	Head of Service if lowest tender	Written Contract	Yes – PDNPA Website and Contracts Finder	Yes – PDNPA Contracts Register/ Website and Contracts Finder	Assistant Director or Head of Service or Planning Team Manager
£30,001 to £50,000	Business case agreed with Director or Assistant Director and Chief Finance Officer	Tender process (rule 7)	Assistant Director	Written Contract	Yes – PDNPA Website and Contracts Finder	Yes – PDNPA Contracts Register/ website and Contracts Finder	Business case agreed with Director or Assistant Director and Chief Finance Officer
£50,001 to £150,000	Business case consulted with Resource Management Team	Tender process (rule 7)	Assistant Director	Written Contract	Yes – PDNPA Website and Contracts Finder	Yes – PDNPA Contracts Register and Contracts Finder	Business case consulted with Resource Management Team
Above £150,000 but below EU thresholds	Committee	Tender process (rule 7)	Director consulting with Chair of Committee	Written Contract	Yes – PDNPA Website and Contracts Finder	Yes – PDNPA Contracts Register and Contracts Finder	Committee
Above EU thresholds	Committee	Public Contracts Regulations 2015 must be fully complied with (rule10)	Director in consulting with Chair of Committee	Written Contract	Yes – PDNPA Website and Contracts Finder	Yes – PDNPA Contracts Register and Contracts Finder	Committee

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