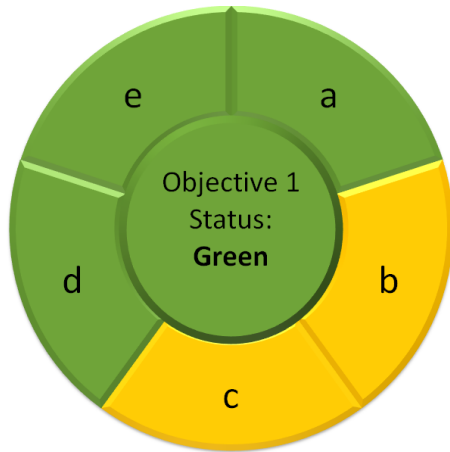


Objective 1: Lead or enable landscape-scale environment and heritage conservation programmes through multi agency partnerships



We will know we have been successful when:

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

Quarter 3 Summary

Overall status:

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

Key Activity in this Area:

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

Specific Issues:

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

Action to address issues:

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

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

4. None

5. Options for continuation to be considered in Q4

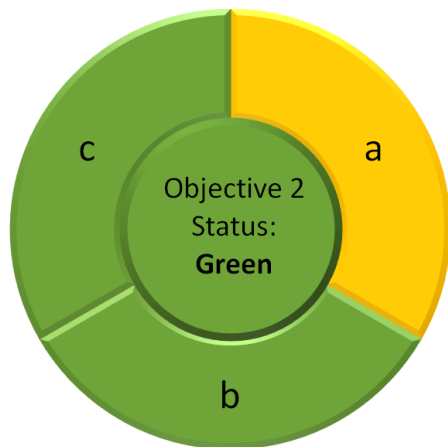
Risk Implications:

Low risk

Contextual Information:

None

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

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

Key Activity in this Area:

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

Specific Issues:

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

Action to address issues:

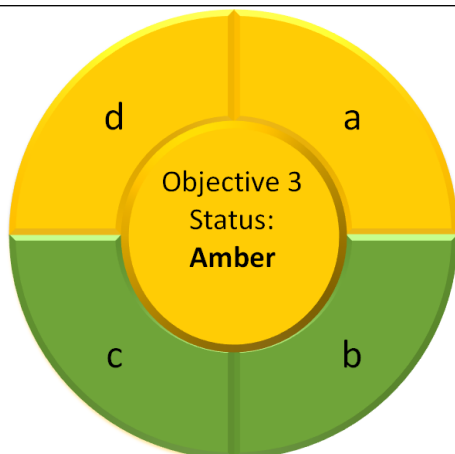
1. Continue to contribute to and influence nationally & locally key CAP Reform issues affecting upland farming. Work with partners to set in place a co-ordinated approach for digital delivery and farm advice for the new schemes. Foster interest, familiarisation and understanding of the new schemes and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

Risk Implications:

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

Contextual information: None

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

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

Key Activity in this Area:

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

Specific Issues:

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

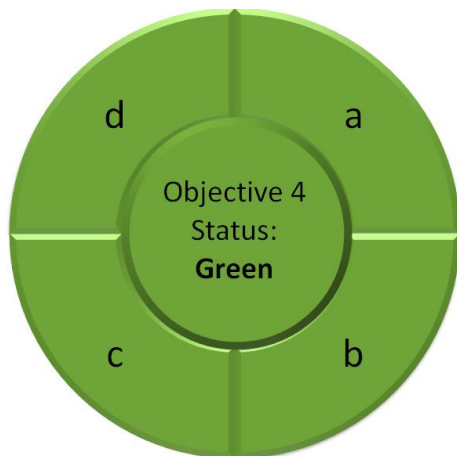
Action to address issues:

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

Risk Implications: Reputational risk of not increasing public confidence.

Contextual information: None

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

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

Key Activity in this Area:

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

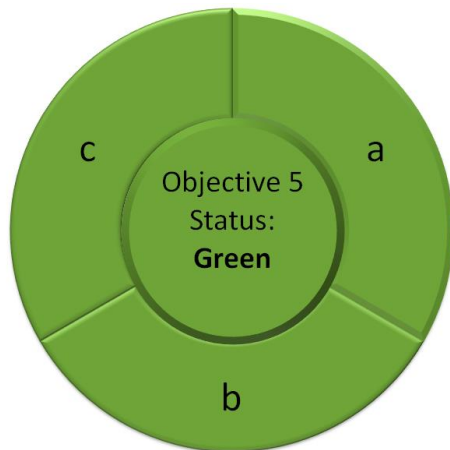
Specific Issues: None

Action to address issues: None

Risk Implications: None

Contextual information: None

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

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

Key Activity in this Area:

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

Specific Issues:

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

Action to address issues:

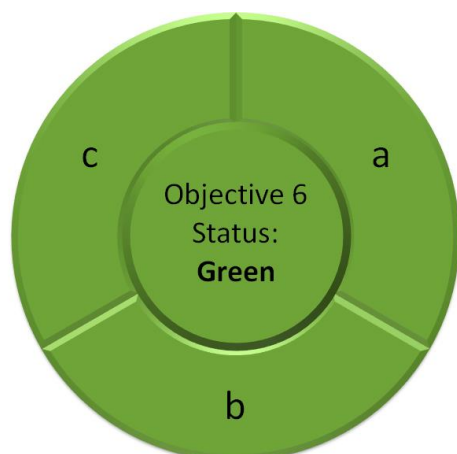
1. Understanding timeframes for plans and scheduling in meetings to secure specialist officer inputs.
2. Secured full time resource.
3. Reprioritising resources to extend the Village Officer post beyond March 2015.

Risk Implications:

Reputational risk of inconsistent messages being given.

Contextual information: none

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

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

Key Activity in this Area:

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

Specific Issues:

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

Action to address issues:

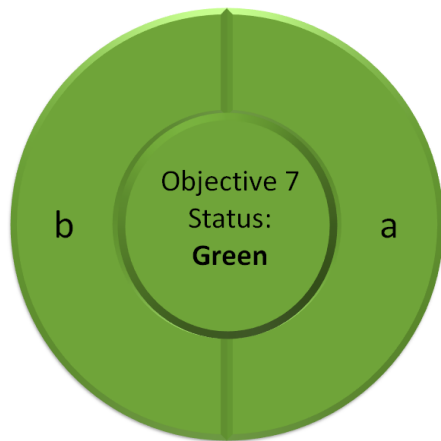
1. Continue to seek dialogue with the LEPs via BPD, Enterprise Peak District and LA partners.
2. The Authority will continue to provide EQM with in kind support with a formal review of the licence terms planned towards the end of 2015/16.

Risk Implications:

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

Contextual information: None.

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

All volunteer programmes are on track to meet the target.

Key Activity in this Area:

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

Specific Issues:

None.

Action to address issues:

None

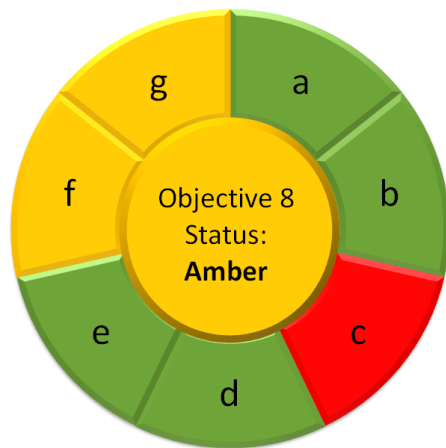
Risk Implications:

None

Contextual information:

None

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

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

Key Activity in this Area

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

Specific Issues:

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

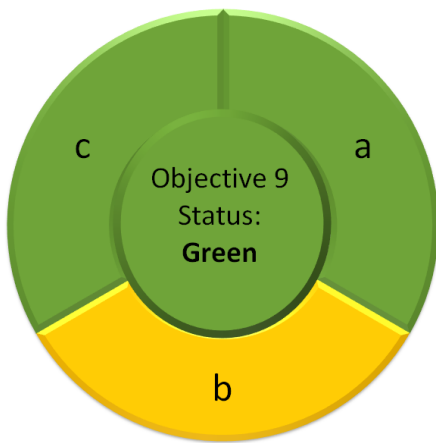
Action to address issues:

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

Risk Implications: None

Contextual information: none

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

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

Key Activity in this Area:

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

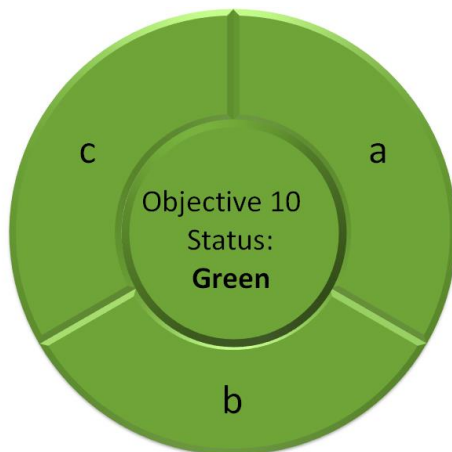
Specific Issues: None

Action to address issues: None

Risk Implications: None

Contextual information: None

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

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

Key Activity in this Area:

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

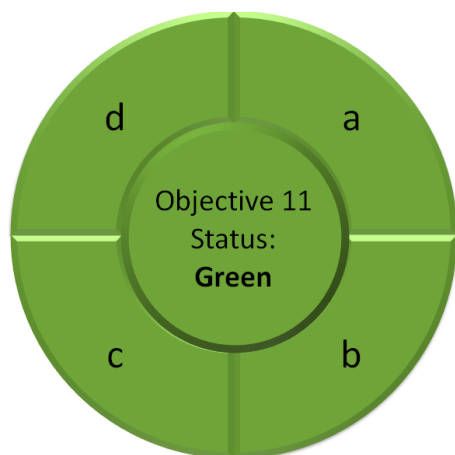
Specific Issues: None

Action to address issues: None

Risk Implications: None

Contextual Information: None

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

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

Key activities over the quarter include:

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

Specific issues:

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

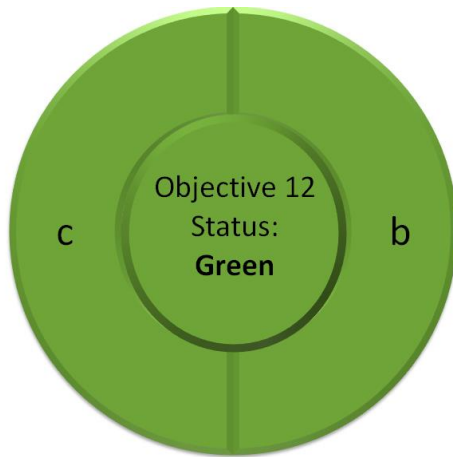
Action to address issues:

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

Risk implications: None

Contextual information: None

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



We will know we have been successful when:

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

Quarter 3 Summary

Overall Status:

We are on course to achieve our targets.

Key Activity in this Area:

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

Specific Issues:

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

Action to address issues:

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

Risk Implications:

None as the income targets overall should be met.

Contextual information:

None