

Cornerstone 1: Our assets

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Reduce the size of our property portfolio and retain what we need 2. Ensure that the Trails, Stanage, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts 3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective 4. Increase the value of our brand and its reach	16. We will have all the relevant information (in particular condition surveys of all our properties), plans and resources to undertake a review of the Asset Management Plan.	GREEN

Corporate Indicator	Target 2018-19	Status at Q4
6. Percentage of assets that meet the standards set for: a) Maintenance	Define methodology	All condition surveys for Authority owned properties have been completed, and this information is being used in the development of the Authority's Asset Management Plan. The high priority remedial works coming from the condition surveys have started to be implemented.
b) Environmental performance	Define methodology	A contract to develop the methodology and provide baseline information for the environmental performance of the Authority's properties is about to be let. The works will be completed in Q2 of 2019/20.

Overview:

Our estates (Warslow and North Lees), buildings, trails, woodlands and land provide a unique opportunity to lead by example and enhance visitor experiences, landscape and conservation outcomes. We are fortunate we have the in-house expertise to manage our 'jewels'. Collectively they boost understanding of the National Park to a wide audience and support continues to grow in line with our management plans. Investment by PDNPA and external grant funds continues to bring rewards with Castleton visitor centre seeing record revenue and profits in 2018-19 and the opening of Millers Dale Station on the Monsal trail after four years of planning and restoration. The innovative training of concession partners' staff (Blueberry Café at Castleton and Millers Dale) substantially helps provide greater visitor experience reach.

Our disposals process (woodlands and buildings) is on track where we have improved the environmental amenity value and included binding environmental and access protections in any contract sale. Our

reputational reach is seeing growth both from urban regions bordering the Peak District and internationally from the Q4 launch of Discover England's National Park Experiences. Nevertheless, the challenge of maintenance continues to be one of balancing scarce resources against income, the size of the overall estate and a backlog. This trend is likely to continue in 2019/20 with a focus on securing funding and implementing high and medium priority works.

Progress against priority actions, indicator(s) and focus:

Focus 1 & Priority Action 16:

- Two meetings of the Corporate Property Asset Management Group (CPAMG) have been held including with the Lead Member representing Property and Asset Management.
- Condition surveys have now been completed and the results fed into the CPAMG and RMM for ongoing consideration.
- The sales of a further 5 woodlands have been completed and several woodland leases have been given up with more under negotiation. 5 minor properties are now on the market.
- Work with regard to future options for Brosterfield and Lower Green House Farm is ongoing, with a view to resolving their futures in the next 6 months.
- ARP Committee approved plans to dispose of Lower Green House Farm and officers have since implemented practical conservation enhancement work to the property.

Focus 2:

- Work to develop specifications for the identified repairs to trails structures are still in development in consultation with relevant specialists within the Authority. The high and medium priority works are now overdue for completion, according to the structural specialist reports completed in 2015.
- The refurbishment of Steps Farmhouse on the Warslow Moors Estate has been completed and the property re-let on a residential tenancy.
- A defective footbridge on a footpath at Cheedale has undergone structural survey and it was planned to procure a replacement in Q4. This work has now been deferred to Q1 of 19/20 whilst further preparatory work is carried out.
- Cattiside cottage is now cleared of rubbish and surrounding vegetation. Essential drainage works were undertaken in Q4.
- A contractor was appointed in Q3 to carry out a significant resurfacing project on a deteriorating section of the Tissington Trail.
- In order to ensure that the North Lees Estate is managed in a way that maximises its contribution to the fulfilment of national park purposes, a decision has been made to seek consultants to carry out an options appraisal in Q1 of 19/20.
- Work to improve a 1.4km section of the Tissington Trail to National Trail Standard has been completed and well received by visitors.
- Due to capacity issues, a planned review of the Trails Management Plan has not been completed but will progress during the first 6 months of 19/20.
- Significant work to meet statutory requirements at Warslow Moors Estate has been undertaken, including improvement to private water supplies, electrical system checks and upgrade of sewage systems. This, in

conjunction with loss of rental income from a vacant property, has had an impact on the ability to achieve full cost recovery.

- Preparatory work to develop the approved new estate base on the Warslow Moors Estate commenced.

Focus 3:

- A full application to the RDPE Growth Fund has been submitted and the outcome will be known in Q1 of 19/20.
- Significant vandalism at Hollin Bank toilets necessitated closure toward the end of Q2 whilst repair work is arranged. The toilet repairs have been completed and the toilets are now available for visitors.
- In Q3, interior works to North Lees Campsite reception have been completed, including welcome desk, office equipment, storage and retail display space.
- Millers Dale Station is now open and a concessionaire has been selected to operate the café and information point on the Authority's behalf. Feedback via social media showed widespread public support for the proposal.
- A stage 1 application was submitted to the RDPE Growth Fund to conserve the Millers Dale goods shed by replacing its roof and utilising the space for interpretation. This project has been approved to progress to stage 2. The total value of this project, if approved will be just under £390K and will bring in just under £300K to help maintain and improve an important heritage asset. Planning permission is required prior to submission of the full application along with 3 quotes/tenders for the work. Planning permission was granted at the end of Q3 and the building works are out to tender. A separate tender for interpretation was drafted and issued early in Q4.

Focus 4:

- Work has continued throughout the first three quarters of the year to develop brand touchpoints at North Lees campsite and Edale visitor centre, creating a more welcoming and professional appearance whilst maintaining the character of and sensitivity to the audience present at each site. Brand touchpoint signage at North Lees was installed during Q4. Landscape improvements to enhance customer experience were completed in Q3. In parallel with interior improvements, North Lees campsite now offers a contemporary on-brand welcome to visitors.
- New interpretation installations incorporating brand were completed as part of a major project at Bakewell, Castleton and Edale visitor centres in Q3.
- Planning application for Edale signage submitted in Q3. Additional drawings requested by planning require external survey and CAD design. Re-submission and production are underway in Q4.
- Strong progress in Q3 with communicating our position on controversial issues including the moorland burning, a variety of wildlife management topics and Millers Dale Station development.
- A cross-team Marketing and Communications approach supported the inaugural PDNP Planning Awards, resulting in a well-branded and professional event, with associated digital exposure and local press coverage.
- Brand and reputational management outputs during Q3 included extensive media-management in relation to the 'lost villages' at Ladybower reservoir, reducing impacts on ground staff and minimising coverage of the issue to reduce further footfall.
- A study investigating the use of plastics and perceptions among visitors and retail consumers was completed in Q3 as part of a Sheffield Hallam University placement scheme. This underpins our approach to product procurement and issues such as single use plastics from Q4 onwards.

- Social media continues to be a platform where we can quickly share National Park messaging. Extensive interest in issues such as wildfires also raised engagement in Q2. Despite this, overall audience growth of 3.7% was a strong performance set against 2.1% in the previous quarter. Encouragingly, growth in excess of 20% is reflected on our more contemporary platforms such as Instagram, whilst our core channels of Facebook and Twitter continue to increase.
- For interest and baseline data, our age demographics are shared for this quarter, showing the strong emphasis on the 25-45 age bracket, increasing (not unexpectedly) to around 55 for Facebook followers. The Authority maintains a female-orientated following across our core channels (c.60%). This is broadly in line with overall UK statistics, which typically see around a 10-12% increase in women's social media use over male counterparts. BAME and other demographic data is not currently available.
- 2018/19 press impact AEV (Advertising Equivalent Value) hit over £500,000 (£145,000 of direct PDNP-led material) with an audience reach of 17.4m. This does not include broadcast (TV and radio) which is not available as a metric, but delivered across a wide range of topics. Example: wildfire coverage reached an estimated 7.8m, with an additional 5.4m on social media.
- 2018/19 website hits total 2.7m, with an average quarterly increase in followers of 4.6%. Annual social media reach estimated at 16.1m, with peak single post reaches of 900k, with an average peak post reach of 245k.
- Q4 saw a particularly encouraging increase of over 38% across our Instagram channel.
- Q4 has seen a positive strategic shift in online promotion of PDNP-led events via social media, leading to a significant increase in ticket sales, with the majority of events now over-subscribed.
- Q4 has seen completion of exterior welcome, information and directional signage to contemporary brand standards at North Lees Campsite, providing a professional, sensitive and consistent series of 'touch points' in line with other PDNP assets such as Castleton visitor centre. This compliments interior works at the campsite reception building.
- 'Threshold' welcome signs at all PDNP car park facilities have been created to current brand standards, including replacement of metal or other posts with wood, to provide a softer landscape impact and consistency across the car park portfolio. Additional drawings required for Edale Visitor Centre signage complete in Q4 and with planning.
- 2018/19 has seen us consolidate and expand our range of position statements on key issues facing the National Park. These are now available online in order to support public and press queries: <https://www.peakdistrict.gov.uk/visiting/frequently-asked-questions>
- Q4 saw extensive press coverage of the Millers Dale development, including local press cover, stories, features and broadcast items via radio.
- Communications team support has enabled successful promotion of the first Peak District National Park Foundation fundraising activity around the 'Pedal the Parks' challenge, including webpage, fundraising portals and promotional materials, including wide press coverage.
- Support for front-facing ranger teams has included new identity badges (two styles) and a range of professionally branded certificates acknowledging service to the PDNP.
- A completed tendering process in Q4 for the production of ParkLife magazine over 12 months has secured a reduction in print costs of c.30%, whilst maintaining the previous FSC accreditations and finish. Delivery consistency to National Park addresses continues to provide an ongoing challenge, with direct residents mail or a review of residential delivery proposed for 2019/20.

Quarter 4 (1 January to 31 March 2019)

Social media type	Total followers	New followers	Rise in followers (%)
Twitter	38,943	2,495	+6.85%
Facebook	23,421	392	+1.7%
Instagram	5,390	1,489	+38.5%

Total rise in followers 6.4% (average rise Q1 > Q4 – 4.6%)

Top 5 tweets

- 3 January – New Year Litter Picking (Rangers) – 244K reached
- 29 March – Ring Ouzels Return to the Peak – 209K reached
- 10 February – Missing dog on Stanage (help wanted) – 192K reached
- 19 March – Lambing and bird nesting season begins – 172K reached
- 22 January – 14 Famous Film Locations in the Peak District – 169K reached

Top 5 Facebook posts

- 10 February – Missing dog on Stanage (help wanted) – 71K reached
- 19 March – Lambing and bird nesting season begins – 30K reached
- 31 January – National Park Experience Collection launch – 29K reached
- 27 March – Millers Dale refurbishment almost complete – 18K reached
- 11 March – Mend Our Mountains (final call for donations) – 15K reached

Total reach in Quarter 4

- Total social media reach: 3,066,912 (up 42.4% on Qtr3)
- Website total hits: 614,576 (up 59.6% on Qtr3)

Indicator 6 a): All condition surveys for Authority-owned properties have been completed, and this information is being used in the development of the Authority's Asset Management Plan. The high priority remedial works coming from the condition surveys have started to be implemented.

Indicator 6 b): A contract to develop the methodology and provide baseline information for the environmental performance of the Authority's properties is about to be let. The works will be completed in Q2 of 2019/20.

Issues arising and action to address: None

Risk implications: None

Cornerstone 2: Our services

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Deliver our services in a customer focused way	6. We will have an integrated conservation service for land managers and communities.	RED
2. Ensure clear policies are in place through facilitated and effective engagement and communication	20. We will have an agreed mechanism to review the Core Strategy.	GREEN
3. Ensure appropriate regulatory action	See Corporate Indicators 9 a) and 9b)	GREEN

Corporate Indicator	Target 2018-19	Status at Q4
7. Proportion of planning appeals allowed	<30%	38%
8. Proportion of planning applications determined in a timely way		
a) 13 weeks – major	a) >70%	100%
b) 8 weeks – minor	b) >70%	92%
c) 8 weeks – other	c) >80%	93%
d) 13 weeks – county matters	d) >70%	-
9. a) Number of enforcement cases resolved	30 per quarter	151 in year
9. b) % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	>80%	90%
10. Customer satisfaction with Planning Service:		
a) Applicants/ agents	-	-
b) Parish councils	-	-
c) Residents *	>38% **	-
d) Pre-application advice	>75%	-
11. a) Number of complaints received	<20	3 (13 for the year 2018/19)
11. b) % complaints dealt with in accordance with agreed deadlines	>90%	100
11. c) Satisfaction with first and second lines of enquiry (planning)	Baseline (75% target)	76%

* Residents' Survey every 3 years (Baseline 2012, data 2016) ** Based on 2016/17 survey

Overview:

Performance on planning applications over the quarter and the year 2018/19 has been on target, as has performance on monitoring and enforcement. During 2018/19, MHCLG confirmed that the Authority was not to be designated as a poorly performing local planning authority based on its performance on major appeals.

Overall appeal performance was above the target of no more than 30% of appeals being allowed over the 2018/19 year, but none of the cases allowed raised significant issues. Both planning application and appeal performance are being reported to Planning Committee on 10 May. During 2018/19, an examination was held on the proposed Development Management policies and a revised plan to address the Inspector's recommendations was published for consultation in December. The plan has been found sound by the Planning Inspector, subject to the proposed modifications. It is anticipated that it will be approved at the May Authority meeting. The timetable and process for reviewing the Core Strategy was approved at the March Authority meeting. The updated NPMP was published in July 2018 and regular meetings are now being held with partners to develop actions. A very successful Planning Awards event was held in November 2018; the awards will now be held every 2 years.

Progress against priority actions, indicator(s) and focus:

Priority action 6): *We will have an integrated conservation service for land managers and communities*

A project report was produced in Q2, setting out the current status of the project and detailing future actions; although progress has been slow, these actions are now being worked on. The project was scheduled to run to the end of 2019/20 and so it is possible to catch up progress but because this project is significantly behind schedule at the end of 2018/19 it has been rated as red.

Priority action 20): *We will have an agreed mechanism to review the Core Strategy*

The timetable and process for reviewing the Core Strategy was approved at the March Authority meeting.

Indicators: (see tables)

Service plan actions linked to 'Our Focus':

- A very successful Planning Awards event was held at Thornbridge Hall in November, with a focus on promoting high quality design and conservation work in the National Park. The awards will be held every 2 years.
- The Development Management DPD was the subject of an examination in May 2018. The Inspector made recommendations and these were incorporated into a revised plan. It is anticipated that the DPD will be adopted by May 2019 following receipt of a report from the Planning Inspectorate.
- The final version of the Bakewell Neighbourhood Plan has been submitted to the Authority for a compliance check and final stage consultation prior to referendum. The Leekfrith Neighbourhood Plan is almost at the same stage. Hartington Neighbourhood Plan has progressed during the last quarter.
- The small grants allocation for 2018/19 has been spent (10 projects) with outstanding bids demonstrating the value and ongoing need for the grant.
- Evidence into changing population demographic was completed as the first stage of evidence collection for the Local Plan review. The findings were presented to the Members' Forum in October.
- Ongoing involvement by officers to assess the impact of Upgrade Programmes for the A628 Woodhead Pass. This involved two meetings with a Highways England Design Panel which has been appointed to advise on the proposed A628 upgrade, with a significant length of tunnel and potential dual carriageway. The Authority is seeking an exemplar scheme that delivers net environmental benefit.
- The Monitoring and Enforcement team have exceeded their targets for the year and have progressed with enforcement notices on some significant issues, serving eight notices in the year. Two enforcement notices were served in respect of moorland tracks and appeals have been submitted in both cases. The Authority was successful in prosecuting on unauthorised alterations to a listed building in Winster.

- The number of appeals allowed – 9 out of 24 appeals (38%) – is higher than the target, but this included a decision where the Inspector agreed with the Authority's position on the imposition of a condition but imposed a slightly differently worded condition. It also included two split decisions, one in which the Authority's position was accepted in full and the other where the Inspector accepted some parts of the development but not all of it. These three decisions make a significant difference to the overall performance figure. All those cases where the appeal was allowed are site-specific design assessments which do not raise any major policy or impact concerns.
- Planning performance is now being reported to Planning Committee on a quarterly basis so that the Committee has a clear understanding of the performance figures that are being considered by the Government.
- During 2018/19, MHCLG confirmed that the Authority was not to be designated as a poorly performing LPA based on its performance on major appeals.
- Provision of support for farmers and land managers has continued through one-to-one contact, one-to-many events and the drop in centre at Bakewell Livestock Market every Monday. Support provided has included conservation advice, help to understand regulations and assistance to explore and apply for Countryside Stewardship Scheme Mid-Tier, Wildlife Packages, Hedgerow & Boundaries and the Pilot Traditional Building Restoration grants.
- The Authority's Land Management Grant Scheme has assisted over 80 farmers and land managers to deliver a range of conservation measures such as: managing species rich grassland and wader habitats; restoring dry stone walls, hedges, dew ponds and other heritage features; creating small scale native woodlands; and tree planting for landscape and natural flood management purposes.

Issues arising and action to address:

- **Our services, Indicator 7:** The percentage of appeals dismissed was 38% in the last year – see above for discussion.
- **Our services, Indicators 8 and 10d:** Performance on dealing with planning and other applications has been above target in the quarter. This reflects the relative stability in the Development Management teams but the workloads are still relatively high and performance on dealing with enquiries is below target.
- **Our services, Indicator 9a:** The target for resolving enforcement enquiries cases was exceeded in the year but the number of enforcement enquiries continues to increase. From March 2019, additional staff have been appointed in the team, funded temporarily from underspend, to address the backlog of old and more significant cases.
- **Our services, Indicator 10b:** Officers continue to work with Parishes, either through the Peak Park Parishes (PPP) Forum or through individual parishes to understand their concerns. A meeting was held with parish clerks in June 2018. A monthly Parish Bulletin is being produced by the Planning Liaison Officer.
- **Our services, Indicator 11a:** The number of formal complaints is low, with only three in the quarter, of which two related to Planning matters. In the 2018-19 year there were 13 complaints, below the target of no more than 20. This reflects an approach that seeks to deal with customer concerns before they escalate into formal complaints. One case was referred to the Ombudsman, and the outcome is awaited.

Risk implications: Personal data not being removed/deleted at the end of its intended use, or new consent being sought risks a fair usage breach under the GDPR. The integrated conservation advice service project seeks to identify cases of this and mitigate through removal or action to gain required permissions.

Cornerstone 3: Our organisation

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Develop and maintain appropriate standards of corporate governance		
2. Implement our medium term financial plan		
3. Develop key business processes underpinning the Corporate Strategy	18. We will have an updated Corporate Strategy for the period 2019-24.	GREEN (completed in Q3)
	19. We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.	GREEN (completed in Q1)

Corporate Indicator	Target 2018-19	Status at Q4
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	GREEN (completed in Q1)

Overview:

Members approved the Authority's 2019-24 Corporate Strategy on 7th December 2018. The new corporate strategy is based on the understanding that national park landscapes are important to the nation's health and wellbeing, make a significant contribution to the economy through tourism and farming and provide attractive places for people to live, work, visit and enjoy. Through the new strategy, we will deliver our contribution to the 2018-23 National Park Management Plan which was formally adopted by the Authority on 25th May 2018.

Progress against priority actions, indicator(s) and focus:

Priority action 18): *We will have an updated Corporate Strategy for the period 2019/20 – 2023/24.*

This priority action was achieved in Q3. On 7th December 2018, Members approved the Authority's new Corporate Strategy 2019-24. Work commenced in Q4 of 2018/19 to plan for the delivery of the outcomes identified in the strategy.

In Q2, work continued to develop the Authority's Corporate Strategy 2019-24. A workshop with Members of the Authority took place on 21st September 2018. This provided an opportunity for officers to brief Members on where we are on delivery of our current Corporate Strategy and for Members to input into the development of our future Corporate Strategy.

In Q1, a series of similar workshops with the Senior Leadership Team and Operational Leadership Teams were held. Team Managers and all staff were briefed on the work undertaken to date. Three clear outcomes around landscape, communities and audiences were developed and we began the process of developing performance

measures to ensure progress can be tracked. Work to identify the actions that will deliver the three outcomes began alongside checking the extent to which our resources are aligned to these outcomes.

Priority action 19): *We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.*

This priority action was achieved in Q1. The second public consultation on the updated National Park Management Plan (NPMP) closed in April 2018. We had a good overall consultation response and the comments received on the special qualities were supportive. Following consideration of the comments received, the NPMP was amended and was formally adopted by the Authority at a meeting on 25th May 2018.

Indicators:

Indicator 12): *Audit conclusions showing satisfactory governance arrangements in place*

This indicator was achieved in Q1. It was reported to the Audit Resources & Performance (ARP) Committee on 20th July 2018 that the External Auditor had not identified any concerns relating to the Authority's compliance with the Code of Corporate Governance.

Service plan actions linked to 'Our Focus':

Our Focus 1): *Develop and maintain appropriate standards of corporate governance*

In Q4, several meetings of the Governance Review Group have been held. It is envisaged that a report outlining their findings and making recommendations will be considered by the Authority in Q1 of 2019/20.

On 1st March 2019, Members approved the External Auditor's strategy for reviewing the Authority's 2018/19 financial statements and undertaking the required Value for Money assessment work.

In Q3, Members agreed to undertake a review of the Authority's governance arrangements. A report to the Authority on 7th December approved the scope of the review and established a working group. The review had arisen from recent informal discussions between Members and Officers indicating a desire from Members to explore ways in which the Authority's existing governance arrangements could be enhanced.

At a meeting of the Authority on 5th October, the Member Learning and Development annual report was approved. The report set out a learning and development framework for Members and the proposals for the next annual programme of events from January to December 2019.

At a Resource Management meeting held on 4th December, a report providing an update and annual review of the Minerals & Legal Finance Plan was approved. The associated reserve recognises that the Authority is exposed to significant financial risk in pursuing prohibition and revocation orders, imposing restrictive conditions and defending appeals. The reserve is based on a case by case risk assessment and contributes to demonstrating that the Authority adopts and maintains good governance arrangements.

At a meeting of the ARP committee held on 2nd November, the Annual Report of the Due Diligence Panel was approved.

In Q2, Members approved the 2018/19 Internal Audit programme. The work to be undertaken will provide our Internal Auditor with sufficient evidence to form an objective opinion in relation to the Authority's

governance, risk management and control frameworks. The planned work includes a wide range of audits covering strategic risks, financial systems, regulatory requirements and operations.

At a meeting on 7th September 2018, Members of the ARP Committee considered the Local Government and Social Care Ombudsman's Annual Review of Complaints for 2017/18. It was noted that no concerns relating to the performance of Authority had been identified by the Ombudsman.

A fourth new Member was appointed to the Authority during Q2.

In Q1, an Annual Governance Statement (AGS) was prepared and the unaudited AGS was published on 30th May 2018 in advance of the statutory deadline. The Authority's External Auditor (KPMG) subsequently confirmed that the Authority's AGS complies with the guidance issued by CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives).

A Members Appointments Panel process was put in place to assist decision making at the Authority's Annual General Meeting (AGM) on 6th July 2018. We also welcomed three new Members to the Authority who have been through our induction programme.

Our Focus 2): *Implement our medium term financial plan*

In line with the statutory requirements governing Treasury Management functions, Members approved the Authority's Treasury Management Policy and annual investment strategy at a meeting held on 15th March 2019.

At a meeting held on 1st February 2019, the Authority's Revenue Budget for 2019/20 was approved. At the same meeting Members were also provided with updates relating to the Authority's capital programme and reserves position.

On 18th January 2019, the ARP Committee approved the replacement of up to 23 vehicles in the Authority's fleet, at a maximum cost of £450,000.

In Q3, at a workshop held on 16th November, Members were provided with information and invited to ask questions relating to the 2018/19 and 2019/20 revenue budgets, the Capital programme and reserves position. Subsequently, information relating to the Authority's comparative position, against other national park authorities, in respect to external income, borrowing and reserve levels was circulated to all Members.

In Q2, all statutory and regulatory returns in respect of the 2017/18 financial accounts were completed.

In Q1, the Authority's 2017/18 financial accounts were presented to the ARP committee on 18th May 2018. It was reported to the ARP Committee on 20th July 2018 that the External Auditor had issued an unqualified opinion in relation to the 2017/18 accounts and that they considered the Authority to have suitable arrangements in place to ensure it takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes. It was further reported that the External Auditor is satisfied that the Authority has appropriate arrangements in place to secure economy, efficiency and effectiveness in the use of resources.

Our Focus 3): *Develop key business processes underpinning the Corporate Strategy*

In Q4, tender responses relating to the provision of Internal Audit Services were evaluated. A contract was subsequently awarded to Veritau Ltd which will commence on 1st April 2019.

On 4th February 2019, the Senior Leadership Team agreed to support a project which seeks to streamline existing strategies and actions plans. This project includes the identification and removal of out of date material.

In Q2, an independent and comprehensive review of the Members Allowances Scheme was undertaken by Dr Declan Hall. Dr Hall's report was considered at the Authority's AGM on 6th July 2018 and the recommendations relating to specific changes and the general operation of the scheme were adopted.

The Authority's 2017/18 Environmental Management Annual Performance Report was presented to Members of the ARP Committee on 7th September 2018. It was noted that performance continues to improve and the Authority has achieved a 29% reduction in carbon emissions against the 2009/10 baseline.

In Q1, Members approved the structure, content and focus of the Authority's 2018/19 Performance and Business Plan at the Authority meeting on 25th May 2018. The plan was published on the Authority's website prior to the statutory deadline of 30th June 2018.

In the Internal Audit Annual Report for 2017/18, presented to Members on 18th May 2018, the Head of Internal Audit expressed his opinion that the framework of governance, risk management and control operating in the Authority provides substantial assurance.

Risk implications:

The Authority's Corporate Risk Register for 2018/19 was approved on 18th May 2018 by the ARP Committee. The risk register is reviewed on a regular basis throughout the financial year.

Cornerstone 4: Our people

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Ensure the Authority shape is fit for the future		
2. Retain, develop and recruit the right people in the right place at the right time, with the right resources	17. We will be implementing our Workforce Plan, monitoring progress and taking corrective action as appropriate.	GREEN
3. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters		

Corporate Indicator	Target 2018–19	Status at Q4
13. Employee engagement – based on new Staff Survey	No staff survey planned	N/A
14. Implement recommendations of the 2016-17 Investors in People assessment	Delivery of Action Plan	IIP Actions were incorporated into the “People Matter Action Plan”
15. Sickness levels*: a) % of total time lost due to sickness	a) 2.3% quarterly 2.15% annually	a) 2.14% quarterly 1.91% annually
b) Hours per FTE	b) 11.1h quarterly 44.4h annually	b) 10.28h quarterly 39.35h annually
c i) Absence: sickness frequency rate **	c i) 25% quarterly 100% annually	c i) 23.34 quarterly 89.4% annually
ii) Absence: individual sickness frequency rate (reported at Year-end) ***	ii) No target	44.17%
d) Value of total time lost (expressed as pay cost)	d) £26,750 quarterly £107,000 annually	d) £27,193 quarterly £110,487 annually
16) Staff turnover	ACAS standard to be used (Annual range 9-15%)	Quarter 4 = 4% Annual = 10%

* All sickness indicators should be considered together for a full understanding of the overall picture.

** The absence frequency rate calculates the average number of periods of absence per employee as a percentage. It gives no indication of the length of each sickness absence period and no indication of employees who have taken more than one period of absence. For example, an outturn of 100% means that, on average, there has been one absence for every one employee. For context, an outturn of 50% would mean that, on average, there has been one absence for every two employees.

*** This shows the proportion of staff that have had one or more spells of absence in the last year. A lower score indicates a smaller proportion of staff having time off. A higher score indicates a larger percentage of staff having time off. This score should be looked at in conjunction with 15 a), 15 b), 15 c) i) and 15 d).

Overview:

The development and deployment of staff is a key factor in determining the Authority’s overall performance. At a workshop held on 16th November, Members were updated on a wide range of employee related issues and their views were sought on proposals to improve the Authority’s existing development and performance arrangements. In Q4, there has been a focus on employee health and well-being and health and safety, with several new initiatives being launched.

Progress against priority actions, indicator(s) and focus:

Priority action 17): *We will be implementing our Workforce Plan, monitoring progress and taking corrective action as appropriate.*

During 2017/18, a framework and related processes for the development of comprehensive workforce planning was implemented. Workforce planning has now been integrated into the Authority's business planning and joint performance appraisal and review (JPAR) processes. The Authority's Head of HR continues to support Heads of Service to consider their current and future workforce requirements.

As part of the 2019-24 Corporate Strategy, Members agreed to the further development of the Authority's Workforce Strategy to focus on such issues as staff health and well-being, talent pipelines and pay.

Indicators:

Overall sickness absence performance remains good.

Indicator 15 d) *Value of total time lost (expressed as pay cost)* shows red as the annual target value has been exceeded by £3,487. It should be noted however that the target value has not been amended to reflect pay increases.

Service plan actions linked to 'Our Focus':

Our Focus 1): *Ensure the Authority shape is fit for the future.*

An external assessment of the Authority against the new Investors in People (IIP) standard is being undertaken during Q4 (2018/19) and Q1 (2019/20). The assessment includes interviews with members of staff selected at random and will determine if the Authority satisfies the new standard.

During Q4, there was a focus on staff health and well-being. Several workshops on posture and nutrition took place and the feedback was very positive. An online assessment tool was launched in March 2019 which supports employees to identify any potential health risks. The system generates a personalised well-being report and provides links to a library of resources containing information on a wide range of health issues. In addition, a course to train staff to be Mental Health First Aiders was provided.

In Q3, at a workshop held on 16th November, Members were provided with information relating to the composition of the Authority's workforce and updated on important human resource-related projects including talent management, apprenticeships and the implementation of the new national pay scales.

The full results of the recent IIP survey were published to all staff and Members. The results included benchmarking information comparing the Authority against other IIP registered organisations across nine specific performance indicators. As expected, the survey highlighted areas of strength and areas where improvements could be made. The next step will be for the Authority to be formally assessed against the new IIP standard.

In Q2, to support the Authority in seeking to continually improve its performance, all contracted staff were asked to complete an IIP survey. The survey results provide information allowing the Authority to be

benchmarked against other IIP accredited organisations in order to identify any potential improvements that could be made to the way we work.

In Q1, the restructuring exercise undertaken within the Commercial Development and Engagement Directorate during 2017/18 concluded the work necessary to implement the Authority's current three directorate model.

Our Focus 2): *Retain, develop and recruit the right people in the right place at the right time, with the right resources.*

In Q4, the final preparations were made to implement the new National Pay Spine for all employees with effect from 1st April 2019. The new pay spine introduces a new bottom rate of £9.00 per hour (£17,364 per annum).

On 5th March 2019, a business case to revise the staffing structure of the Finance Team was approved. The new structure supports the concept of talent pipelines and the development of internal capacity.

In Q3, the Authority agreed to adopt a new capability procedure to manage poor performance. Prior to this new procedure being adopted, poor performance relating to capability (i.e. the ability to undertake an assigned task) had been dealt with under the Authority's disciplinary processes. Good practice advises that capability and conduct should be dealt with separately and the new procedure focuses on giving managers clear guidance and sets out how employees will be supported to achieve the performance levels required.

In Q2, we welcomed the first four new apprentices to the Authority. Three new apprentices are now working with the South West Peak Partnership and a fourth has joined the Authority's Democratic and Legal Support Team.

The Internal Auditor undertook a review of the Authority's payroll system, related procedures and external service contracts during Q2. This is an important audit due to the scale and nature of employee based expenditure. The Audit, Resources and Performance (ARP) Committee were informed on 18th January 2019 that the auditors considered the Authority's payroll operations provided "high assurance", which is the highest rating available.

In Q1, the Authority's Corporate Learning and Development Plan for 2018/19 was approved by the Senior Leadership Team on 14th May 2018. Work is now underway to implement the plan, which includes the significant expansion of the Authority's newly acquired online training and development system.

A snapshot of employee data was taken at 1st April 2018 and will be used for internal and external reporting purposes. This information was used to calculate the Authority's gender pay gap, 8.5%, which compares favourably with both the public and private sector averages of 17.7% and 21.1% respectively.

Our Focus 3): *Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters.*

In Q4, all senior leadership and operational leadership team managers completed the "Leading Safely" course which is accredited by the Institution of Occupational Safety and Health (IOSH). During the period March to June 2019, team managers will complete the IOSH accredited "Managing Safely" course and new online health and safety courses will be made available to all staff. It was also agreed to increase the professional health and safety staff resources available to the Authority with effect from 1st April 2019.

In Q3, the new Corporate Strategy 2019/24 was approved, which sets out clearly the Authority's organisational values. These values will support the delivery of the outcomes that have been identified and it is important to continue to communicate their existence and seek adoption at every opportunity.

The Authority's annual Joint Performance and Achievement Review (JPAR) process started in December. It provides the opportunity for every member of staff to discuss with their line manager how the work they undertake helps the Authority to achieve the outcomes that have been identified in the Corporate Strategy. The process is subject to continual review and improvement and this year the forms used were changed to enable the transition to use an online review system (HR Unity) next year.

Following a review of the Authority's Health and Safety Policy, the Local Joint Committee approved the adoption of a revised policy document at a meeting held on 11th October.

In Q2, as part of the 2018/19 Internal Audit programme, a review of the organisational culture that exists within the Authority was undertaken. The outcome of this review will be reported in due course.

A summary of the outcomes that had been achieved following the adoption of the People Matter Action Plan in September 2017 was sent to all staff. The Action Plan was developed to respond to issues identified in the 2017 staff survey and implementation progress has been monitored jointly by the Senior Leadership Team, Trade Union and Staff Committee representatives. The response to the changes introduced has been very positive.

In Q1, a key component in the development of the Authority's future Corporate Strategy was to identify seven specific ways of working that the Senior Leadership Team wish to see embedded throughout the organisation. It is envisaged that adopting these "We will always....." principles will support the Authority to focus more clearly on outcomes and support the development of even better internal and external relationships.

Issues arising and action to address: None.

Risk implications: None.

Directional Shift 1: The Place and the Park, on a Landscape Scale

Our Focus:	2018-19 Priority Actions	Progress (RAG)
1. The Dark Peak	1. We will have agreed and be implementing actions for the four key moorland issues identified through the partnership with moorland owners. (These are visitor engagement, fire risk, resilient sustainable moorland and moorland birds).	GREEN
	2. We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.	RED
2. The South West Peak	<i>In delivery stage</i>	
3. The White Peak	3. We will have a White Peak Partnership that is delivering agreed priority actions.	GREEN
4. The Whole Park	4. We will have agreed and established a system of monitoring at a landscape scale working with our partners and local communities.	RED
	5. We will have continued to build the case for public payment for public goods with the support of NPE (Future of Farming paper and using the White Peak as an example) and other partners through the NPMP. We will support farmers through the changes in support schemes to help them keep farming in a way that sustains and enhances the special qualities.	GREEN

Corporate Indicator	Target 2018-19	Status at Q4
1. Stage of development of landscape scale partnership programmes	Stage of development	
a) Moors for the Future	a) Mature Partnership	Mature Partnership
b) South West Peak Partnership	b) Operational Plan	Operational Plan
c) White Peak Delivery Partnership	c) Operational Plan	Operational Plan
d) Sheffield Moors Partnership	d) Vision	Operational Plan

Overview:

The Moors for the Future Partnership (MFFP) continues to deliver restoration on the ground, working with partners and landowners and is currently at its most active delivery stage in its 15 year history. The Authority is working with partners to assess the impact of the 2018 moorland fires and is developing a strategy to reduce future fire risk. The Birds of Prey Initiative report was published in December and showed disappointing results for some species. The White Peak Partnership is working through task and finish groups on key areas for development, particularly post-Brexit. The White Peak Pilot proposal has been accepted for phase 1 of Defra's Tests and Trials for the new Environmental Land Management system. The South West Peak Landscape Partnership is actively in the delivery stage of all 18 projects and has received additional funding, thereby reducing the Authority's commitment to underwriting project costs. A £157,000 WEG bid to the Environment Agency has been successful, with contracts for delivery to be agreed in Q1 2019-20.

In September 2018, the Government published the Agriculture Bill, which sets out how farmers and land managers will in future be paid for 'public goods', such as better air and water quality, improved soil health, higher animal welfare standards, public access to the countryside and measures to reduce flooding. This will replace the current subsidy system of Direct Payments. The Authority's officers have been working closely

with other national parks and Defra to influence the design of the new Environmental Land Management System (ELMS).

In December 2018, the Authority responded to the Glover review of designated landscapes, arising from the Government's 25 Year Plan to Improve the Environment. Julian Glover, the Chair of the review panel, visited the Peak District with some members of the panel and met the Authority and partners in October. In January 2019 the Government published the Environment Bill.

Progress against priority actions, indicator(s) and focus:

Priority action 1): *We will have agreed and be implementing actions for the four key moorland issues identified through the partnership with moorland owners (These are visitor engagement, fire risk, resilient sustainable moorland and moorland birds).*

Some variable progress has been made on these four issues. The Birds of Prey Initiative report was published in December, noting the mixed success of birds of prey in the Peak District. The Resilient Sustainable Moorland Group has been considering how the use of Long Term Management Plans would help to address issues, including the need for moorland tracks and officers have met with Natural England to discuss this. However, progress on Long Term Management Plans has been delayed, primarily because of Natural England's focus on not burning heather on deep peat. The Fire Operations Group (FOG) Fire Risk sub-group has started to develop a strategic approach to vehicular access, water sources and fire mitigation zones; this is now being incorporated into wider work with moorland owners and tenants on wild fire mitigation. Two enforcement notices were served relating to moorland tracks in 2018; both have been appealed against and decisions are awaited.

Priority action 2): *We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.*

A workshop with partners to discuss our vision for the Dark Peak took place in November 2018 and a report was produced. A further meeting with Moors for the Future partners was held in February to feed into a final vision which should be agreed in May.

Priority action 3): *We will have a White Peak Partnership that is delivering agreed priority actions and we will have explored funding opportunities for delivery of the agreed priority actions.*

The partners in the White Peak Partnership have produced a draft prioritised Action Plan; the most important element is influencing the design of an Environmental Land Management System that delivers a full suite of public goods for public money. White Peak pilot ideas submitted by the National Park Authority have been accepted by Defra for Phase 1 tests of the initial building blocks for the new Environmental Land Management system; further detail has been provided but a final decision from DEFRA will be made in Q1 in 2019-20. Derbyshire Wildlife Trust is exploring the possibility of HLF funding bid for grassland restoration.

The Agriculture Bill was published in September, setting out the Government's approach to public payment for public goods. A seven year transition period, from existing agricultural subsidies to the new system is proposed.

Priority action 4): *We will have agreed and established a system of monitoring at a landscape scale working with our partners and local communities.*

Officers have started work on designing and setting up a landscape monitoring system, together with planning for a review of the Landscape Strategy 2009 (which has a 10 year review period) and are looking at ways of

aligning this with monitoring of special qualities and existing landscape monitoring (e.g. Moors for the Future, South West Peak Landscape Partnership).

Priority action 5): *We will have continued to build the case for public payment for public goods with the support of NPE (Future of Farming paper and using the White Peak as an example) and other partners through the NPMP. We will support farmers through the changes in support schemes to help them keep farming in a way that sustains and enhances the special qualities.*

In 2018, the Authority responded to a DEFRA consultation on “The future for food, farming and the environment” and has been working with DEFRA and other national parks to shape future policy and support systems for the delivery of public benefits by the uplands and protected landscapes. In December and March, officers took part in meetings between National Parks England and Defra to influence the design of the new Environmental Land Management System. Through the ELMS Phase 1 testing process, DEFRA has indicated an interest to explore PDNPA looking at the Dark Peak and South West Peak national character areas as well as the White Peak. The Authority’s officers have represented NPAs at a number of events in terms of design of new scheme and improving the delivery of the current Countryside Stewardship scheme. However, concern remains that the amount of land in agri-environment schemes continues to fall and uncertainty over Brexit is likely to compound this.

The government published an Environment Bill in January 2019.

Indicators: see table above

Service plan actions linked to ‘Our Focus’: see above

Issues arising and action to address:

Priority Action 1:

- **RAG Rating:** Red
- **Issue:** The Birds of Prey Initiative has reported mixed success for various species
- **Action:** We are working with partners to tackle the causes of the poor outcomes for some key species

Priority action 2:

- **RAG Rating:** Red
- **Issue:** We have not finalised the Vision, but it is expected to be agreed in Q1 of 2019-20.
- **Action:** See above

Priority Action 4:

- **RAG Rating:** Red
- **Issue:** Lack of progress on landscape monitoring and aligning this with monitoring of special qualities.
- **Action:** Officers have started work on designing and setting up a landscape monitoring system and expect to make progress in Q1.

Priority Action 5:

- **RAG Rating:** Red

-
- **Issue:** Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside Stewardship.
 - **Action:** See above

Risk implications: Noted above

Directional Shift 2: Connect people to the place, the park

Our Focus:	2018-19 Priority Actions	Progress (RAG)
1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support	We will have developed, agreed and be implementing comprehensive plans for: 13. Volunteering.	GREEN
	15. The National Park and Authority brands.	GREEN
2. Improve access to the National Park for less represented audiences, in particular young people under 25		
3. Improve access to the National Park for less represented audiences, in particular people living with health inequality	7. Using the Accord and insight on data, we will have identified the best route for PDNP to engage in the well-being and health agendas, including the identification of relevant funding streams.	RED
4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters	13. We will have: <ul style="list-style-type: none"> • clarity on the scale of our volunteer recruitment and retention ambitions; • created the processes for recruitment and retention (including any beneficial integration with supporter relationship management systems); • tested recruitment campaigns; • a single platform for volunteering. 	RED

Corporate Indicator	Target 2018-19	Status at Q4
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	19,846 (+5% vs. 2015-16)	21,521
b) people living with health inequality (particularly mental wellbeing)	1,000	1063
c) volunteers (expressed as volunteer days)	10,003 (+5% vs. 2015-16)	8605

Overview:

People feeling a strong affinity and connection to the Peak District National Park is a primary purpose and this past year continues to show continuous improvement in this area. For young people in education we continue to deliver a strong offer through our school programme, where we have exceeded target, growing reach and profile of the National Park and Authority in neighbouring urban conurbations (e.g. Oldham, Huddersfield, Chesterfield, Macclesfield).

Engaging with the health agenda to the extent and approach set out originally within the corporate plan period is proving challenging. We have started to engage local authority and council senior leaders in public

health to develop a more sustainable business model to deliver health outcomes. Nevertheless our guided health walks continue to grow and these will continue to develop and expand next year (people with dementia, loneliness, obesity, diabetes). Both Moors for the Future and South West Peak Landscape Partnership continue to develop projects with young people and volunteers with a health and wellbeing focus.

The PDNPA wide volunteer initiative whilst red is also moving in the right direction. We are very fortunate to have a highly skilled, dedicated and growing volunteer base exemplified by Jack (Langset) who has 48 years of volunteering stories! A new, dedicated volunteer co-ordinator resource has been advertised, the new system and processes (Better Impact) have been implemented for all volunteers, which has been a major change project and not without issues managed sensitively by the Engagement team. We are confident 2019/20 will see further step change to enable the National Park to benefit from the added value provided by volunteers.

Progress against priority actions, indicator(s) and focus:

Focus 1, Priority Action 15:

- The key actions under these two headings are captured in the narrative from Cornerstone 1, Shift 3 and Shift 4 on brand reach and profile, visitor experience development and income growth.

Focus 1, Priority Action 15: see Focus 4 and Priority action 13 below

Focus 2:

- The new Ambassador Centres and Schools programmes to engage with a wider number of young people have begun to be piloted in Q4. These programmes will see organisations sign up to become Ambassadors for the National Park, incorporating the delivery of National Park messages in their programmes and teaching. The Engagement team will be training their staff to use PDNP resources to do this in a consistent way and we will be suggesting the use of the John Muir Award as a framework to support a connection to the park. These programmes will be piloted further in the summer term and rolled out further from the autumn, enabling us to work with partners to pass on our key messages to many more young people who visit the National Park but may not have direct contact with our services.
- In Q4, students from Chapel High School's Enhanced Resource Unit worked with the Engagement Team, Castleton Visitor Centre staff and the Blueberry café team to develop skills to enable them to enter work. This ended in the students taking over the centre for what proved to be a very busy and successful day.
- Our school visits programme continues to be successful with demand for services exceeding our ability to deliver.
- A different type of engagement happened at the end of Q4 with an art installation and public engagement weekend at Brunt's, "The meaning of trees". 285 people (including 45 under the age of 25) attended the event and engaged with the artist and PDNPA.
- The Junior Ranger programme continues to grow with a new group at Edale beginning and taster days held for new groups at Langsett and Buxton. In October this year, we will be hosting the first UK Junior Ranger Conference at Hagg Farm.
- Q3 saw the new Junior Ranger group at Edale start. Plans are going well for new groups at Langsett and in the SWP early next year.

- During Q3, we saw informal work with families and pre-school children flourish, this included our Nature Tots programmes at Longshaw and Macclesfield Forest, which are oversubscribed, and the WildChild programme that is part of the SWP landscape project.
- In Q2, we held a residential bringing all the National Park Junior Rangers together at Edale. The Junior Rangers also sent two representatives to the Europarcs Conference in the Cairngorms; they came back inspired and full of ideas to try.

Focus 3, Priority Action 7:

- The Miles Without Stiles guide book has been launched and is now on sale in our visitor centres, supported by online resources. It is already flying off the shelves and we will be working to identify a way of sustaining and growing this project in 19/20.
- The bi-annual ease of use survey of public rights of way has revealed a decrease in standards with 81% of paths meeting the survey criteria. This is thought to be a symptom of reduced funding to Highway Authorities.
- The PDNPA has improved accessibility on 33km (approx.) of public rights of way including the replacement of infrastructure and surface improvements, much of which has been completed by the Countryside Maintenance and Projects Team.
- Work has started on planning for a new section of the website to promote our existing health and well-being offer. This will be promoted as the Natural Health Service and include links and promotion of Miles Without Stiles routes, health walks (including dementia and mindfulness walks), volunteering and information about our targeted projects.
- Representatives from the Strategy and Performance team and Engagement team attended a training course held by Public Health England on how to access and use their data. This will help us prioritise future work on health and well-being and access information to support funding bids.
- Our number of health, mindfulness and dementia friendly walks are growing steadily as are the numbers attending. We are training our volunteers to deliver these to increase our capacity to offer this service.
- We have been taking some case studies from our health walks and here are two stories that explain why these are so valuable to our participants.
 - One lady was helping her husband with dementia to access the countryside and stay physically fit. It means a great deal to them to get out as her husband was a fell runner, and he really enjoys the walks, mentally as well as physically - he looks forward to them. The bonus with these walks is that they go to places that they wouldn't go to on their own. They initially accessed the walks via the Dementia society, who helped them with advice and ideas, including getting a disabled badge for them.
 - Another participant was not able to drive anymore, and relied upon the minibus for transport. He still had enough confidence to use public buses but wouldn't go anywhere very far, or on his own, so he really enjoys these walks and looks forward to them - "they could do with being every fortnight really...." he said. He used to do a lot of walking with Spire Ramblers, but they were too fast and now he's getting older he can't keep up or get there without a car anyway. His sight is also poor now, so he struggles with that. These walks have motivated him to get up and get out once a week, and do a walk in his local patch, so they are helping to keep him active.
- Q3 saw the Miles without Stiles project – which creates and promotes easy to use routes – named Large Project of the Year in the Accessible Derbyshire Awards, held at Chatsworth. The project – partly funded by sponsorship from Yorkshire Water – highlights accessible routes which can be enjoyed by everyone. There are currently 20 routes on our website, with more being developed.

- In Q3, several projects that form part of the South West Peak landscape partnership focused on mental health and wellbeing including 'Looking in, Looking out', an accessible arts project delivered by a Borderland Voices to promote mental health through the arts, using the SWP as inspiration.
- Q2 saw our health walk programme grow with new Dementia walks.

Focus 4, Priority Action 13:

- The Better Impact system to manage volunteers is now being used for all volunteer roles, and will be fully implemented by June 2019. The new Engagement Support Officer role that began in December 2018 and some extra casual staff resource has made this possible.
- Volunteers and staff have been involved in a series of workshops to refresh the volunteering vision, bringing it in line with the new corporate strategy and to complete an audit of where we are now against the Investors in Volunteers standards. This work will be used to develop a refreshed volunteer programme to support the new corporate strategy outcomes.
- Resource identified in Q3 has been used to create a new Volunteer Coordinator role. This post is currently being advertised and should be in post in the first quarter of 2019/20.
- The Citizen Science programme finished in December having achieved a potential audience reach of over 12,659,384 including radio, print and online coverage – bringing the project total to a potential 44 million people. The project has engaged 189 named volunteers as well as 146 un-named volunteers as members of organised groups bringing the volunteer project total to 17,153 hours (2,450 working days). For an understanding of the impact of this project it is worth finding a couple of minutes to watch this video: https://www.youtube.com/watch?v=PXtOhged6_8

The programme has shown us the value of a very different model of volunteering to the traditional practical conservation or volunteer ranger model. We hope to develop other citizen science projects in future. The challenge is developing ways to support the current volunteers without dedicated funded posts.

Indicators:

Indicator 2 a): See commentary above.

Indicator 2 b): At Q4, on target.

Indicator 2 c): At Q4 under target

Issues arising and action to address

- It will be possible to support work on new volunteer roles when the new Volunteer Coordinator is in post in the next quarter. We have several new volunteer roles currently being developed, with role descriptions and training being identified. These will be recruited in the next quarter growing the number of volunteer roles and opportunities.
- New programmes in development will see an increase in the number of young people reached in the next year. These have not progressed as rapidly as hoped due to staff capacity and the time taken to embed the restructure that formed the new Engagement team.

Risk implications: Given that current volunteers are still able to carry out allocated tasks, the risk to core operational delivery is very low.

Directional Shift 3: Visitor experiences that inspire and move

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour	We will have: 12. A plan, including funding to support this, to upgrade existing and create and install new boundary stones at key access points.	RED
	8. Maximised relationships with water companies and maximised the presence of the Peak District National Park at our own visitor service locations.	GREEN
	10. Developed a draft Supplementary Planning Document for public consultation.	RED
2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for	9. Increased the impact of the refurbishments of our visitor centres to support our engagement and income aspirations.	GREEN
3. Provide quality new experiences that will generate new income to fund the place		

Corporate Indicator	Target 2018-19	Status at Q4
3. Brand awareness and understanding among existing audiences and potential supporters:		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	a) Data collected on awareness, understanding and loyalty	Scoping awareness research projects
b) % who understand PDNP potential benefits/ services	b) >90%	75%
c) % who feel positive towards the PDNP	c) >90%	97%
d) % who are willing to support the PDNP	d) >90%	88%
4. Customer satisfaction with the PDNP experience	>90%	100%

Overview:

The experience of visitors when engaged with assets and services run by the PDNPA continues the trend of remaining extremely positive. Branding, signage and interpretation continue to be updated and rolled out at our sites along with the team exploring new and innovative digital visitor experiences e.g. Castleton cave system in virtual reality and digital interpretation along the Monsal Trail. The ambition is to reach into the

living rooms of those who are less mobile or cannot afford to travel into the Peak District. There remain some challenges managing peak visitor demands with responsible partners e.g. Derwent village in Ladybower reservoir and the frequency and impact on local communities of large scale commercialised events which divert significant resources not just for the event but the clean-up afterwards (litter, environmental damage). Further investment is also required to upgrade our toilet facilities throughout the park not least for those with mobility and disability needs to support the success of 'Miles without Stiles'. The ongoing challenge translating this user satisfaction into tangible support (time and money) remains.

Relationships with utility companies remain positive at the operational level (Ranger services, Moors for the Future, information services), but this is not yet mirrored in the development of strategic alliances. Given the scale and potential positive impact such organisations could bring to significant areas of the PNDP landscape, these relationships – alongside those with other large-scale partners with access to income, supporters/customers and key stakeholders, are beginning to be prioritised at senior manager and member level.

Loss of the Head of Communications and Marketing in Q2 delayed evaluation into PDNPA insight of its audiences both current and potential. Several exploratory conversations have been held with local partners including The University of Derby and Marketing Peak District to better understand existing information. The appointment of a new person in Q2 next year will see renewed impetus.

Progress against priority actions, indicator(s) and focus:

Focus 1 & Priority action 12:

- In early Q4, we hoped to explore the potential to pitch the boundary stones as a potential sponsorship opportunity. This has been placed on hold whilst we prioritise fundraising demands.
- During Q2, the Countryside Maintenance and Projects Team Rangers received training in safe roadside working to enable many of the boundary markers to be maintained to a higher standard.
- During Q1, we completed a survey of boundary markers in the National Park and a schedule of works to maintain these. We entered into dialogue with Derbyshire County Council's Highways Department regarding regular maintenance of those sites where traffic management is required for safety reasons.

Focus 1 & Priority action 8:

- Sensitive negotiations started in Q1 with United Utilities regarding lease arrangements for Engagement and Visitor Experience facilities to secure the best outcome for the PDNPA with regard to income, efficiency and presence. These conversations are still ongoing.
- Severn Trent Water has developed draft plans to improve the visitor experience at Fairholmes and is in dialogue with PDNPA regarding joint operation of the site. Officers are seeking to enhance the existing partnership arrangements and secure a higher profile for the PDNPA at the site. However, due to deferment of a decision by the planning committee, the opportunity to maximise the PDNPA's presence at this site is limited.
- Strategic account management conversations have started with Yorkshire Water and Severn Trent. This is the time to influence c£5m of investment by the water companies into recreation, access and conservation outcomes. Planning, local buying and timely, strategic decision making by member committees are critical to success.

Focus 2 & 3 plus Priority Action 9:

- Improvements to the exterior of Bakewell Visitor Centre have been completed.
- Visitors' response to the improvements across our Visitor Centres has been very positive, generating a 36% increase in footfall at Castleton Visitor Centre and 7.4% increase at Bakewell Visitor Centre compared with same time previous year.
- In Q3, development of two ranger-led experience days was completed. The two days will be promoted with the Visit England experience collection for the Peak District, delivered over the summer. These days will be used to explore a viable business model to create income from these experiences.
- The Visitor Experience Development service produced excellent retail displays at both Castleton and Bakewell with a Christmas theme and Castleton achieved record daily sales during Q3.
- Development is underway to improve the Monsal Trail visitor experience at Millers Dale Station – reported in more detail under Cornerstone 1 and Shift 4.
- Interpretation updates have previously been completed at Bakewell, Edale and final details updated at Castleton in September 2018.

Priority Action 10:

The Authority has undertaken a number of audits and visitor surveys at a range of visitor sites across the National Park. Officers have undertaken initial feedback and presentation of findings to the Senior and Operational Leadership teams. The intention had been to bring the early evidence together as a draft document by the end of 18/19. Competing work priorities (in particular the Development Management Policies examination, completion of our Transport Design Guide and the need to be responsive to emerging plans for the A628 Trans-Pennine road) have diverted service resources from progressing the Recreation Hubs document to the desired stage. Nevertheless, the progress in other work alongside the solid platform provided by the survey and audit work means that confidence is high for a draft document for consultation into recreation hub sites during 2019/20.

Indicators:

Indicator 3 a): The score under this indicator was reported in Q4 of 2017/18. There has been no measurement of reputation vs. comparators in the reporting period. We will be looking to revisit qualitative reputational research in Q1 of 2019/20.

Indicator 3 b): Still significantly below the target – although the expectation of 90% of our audiences to fully understand the benefits of the PDNPA and PDNP and their services is probably unrealistic. The impact of our growing reach through social media, improved visitor experience assets and more confident and clear media messaging (see Cornerstone 1 content) should deliver an improvement on this KPI in the long term.

Indicator 3 c): A strong performance once again; it is the failure to translate this high level of emotional warmth into tangible support that remains disappointing. Moves to improve the platforms through which to channel this positivity continue to be put in place.

Indicator 3 d): Only just below target, but, as with indicator 3c, the sentiment is not seen in the voluntary income KPIs.

Indicator 4): This is a consistently high score indicating that our visitor experience staff deliver great service. Again this will continue to need translating into actual support to be of real benefit.

NOTE: The insight from Indicators 3 & 4 is derived from people who are directly engaged with PDNPA services. This means the respondents' profiles will be skewed in terms of socio-economic profile and frequency of use. This 'regular', relatively captive audience is proving difficult to turn into active supporters. The biggest benefit in terms of extra resources for PDNPA purposes will only be delivered when the 'irregular, casual' audience can be converted.

Service plan actions linked to 'Our Focus':

Focus 3:

- We have gained planning permission to change the use of part of Hulme End Station on the Manifold Trail to a cycle hire centre. Planned to commence operations in Q4.
- See Millers Dale Station update in Cornerstone 1 and Shift 4.
- Plans to launch a new cycle hire centre at Hulme End Station have been delayed due to staff changes at Staffordshire Moorlands District Council that have meant the new lease has not been signed off. This issue will be escalated and, if it cannot be resolved quickly, consideration will be given to reopening the Waterhouses CH Centre on the same trail.

Issues arising and action to address:

1. Members and staff to actively and vigorously promote the Peak District National Park foundation to raise income to deliver outcomes that support the National Park Management Plan.
2. Loss or delay (5yrs) of significant investment at Fairholmes (the UK's second most visited site according to the Ordnance Survey in Feb 2019 with 2m visitors). Action: The Planning Committee to engage positively with the local community and secure support for the schemes approval recommended by PDNPA, by October 2019.

Risk implications: refer to strategic risk register

Directional Shift 4: Grow income and supporters

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Increase our income from giving	14. We will have developed, agreed and be implementing a comprehensive plan for fundraising through giving and sponsorship and increased the proportion of funds received.	RED
2. Achieve our commercial programme income targets	We will have: 14. Completed and got agreement for the long-term Commercial Development & Outreach plan.	GREEN
3. Develop / establish sponsorship relationships		
4. Secure external funding for major programme and partnership delivery	<i>[Millers Dale Station, as part of trails masterplan]</i> 11. We will have: • identified the most relevant funding sources; • submitted PI for the whole site redevelopment; • submitted Stage 1 application to HLF.	GREEN

Corporate Indicator	Baseline 2015-16	Target 2018-19	Status at Q4		
5. Amount and proportion of income by source:		5. a) Commercial increase: 5% by 2018-19 5. b i) Donations increase: 50% by 2018-19 2. d iii) Donations increase: 50% by 2018-19	Actual & (Proportion)	vs. last year	vs. plan
a) Commercial	£2,162,394 (17.8%)	No target	2,282,772		
i) Conservation & Planning	£362,909	No target	368,570		
ii) Commercial Dev & Engagement	£1,610,618	£1,691,150	1,787,462	9%	6%
iii) Corporate Strategy & Development	£188,867	No target	126,740		
b) Donations	£40,255 (0.3%)	No target	29,370		
i) Donations (exc. legacy)	£34,230	£51,345	29,370	22%	-43%
c) External funding*	£3,584,952 (29.5%)	No target	5,535,986		
d) Defra grant*	£6,364,744 (53.4%)	No target	6,585,575		
e) Total income	£12,152,345	No target	14,433,703		
2. d) Non-trading income supporters (donors)					
i) Number of donations	Baseline	No target		144	
ii) Average value of donations	Baseline	No target		£161.53	
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually by (18/19)		144	
iv) Average value of donations (exc. legacy)	Baseline	No target		£166.29	

*Some quarterly distortions will appear for proportions of Defra Grant and External Funding due to accounting process.

Overview:

Although the above indicators appear to show mixed performance, this shift is a major success story which staff should rightly be proud of. The underlying trend is that both income and number of supporters is steadily increasing. Two major initiatives, setting up the Foundation and the opening of Millers Dale Station with car park improvements on the Monsal Trail became operational in Q4 after years in development. Castleton

visitor centre showed what investment in our people, products and services can achieve with a stellar 38% increase in footfall. The message is clear – we need to continue to invest to grow both audience support and turnover to deliver our two purposes.

With the transition to new leadership during the year (new Director) and loss of the Head of Communications and Marketing in Q2, the team cracked on in the spirit of ‘learn by doing’. Our plan to raise sustainable revenue income from existing products and services is on track. New products (Peak Cup, Monsal/Millers Dale range, branded stainless steel insulated bottles all aimed at reducing use of plastics and litter), have updated and extended our range in line with our ethics and values, and operational contracts have been reviewed to improve revenues e.g. car parking charging and enforcement and concessions.

Whilst we have yet to develop a comprehensive plan for fundraising and sponsorship we have delivered some notable successes including exceeding the target for the ‘Mend our Mountains’ campaign, (*NOTE the red indicator is not an accurate reflection as the money raised is not yet in the PDNPA bank account*), and 100% visitor giving (70p) through till transactions at Castleton visitor centre implemented in Q4. In addition, conversations with TARMAC are very encouraging to extend their sponsorship with PDNPA to 2026.

Setup of the new foundation is a significant milestone led by an energetic and talented group of trustees. The first campaign to raise £70k for 70yrs of National Parks is already underway including promotion of Lorna Fisher, Engagement Manager, and her ‘Pedal the parks’ ride which commences on 13 April. Members, staff and volunteers are encouraged to support and promote the new foundation far and wide.

Progress against priority actions, indicator(s) and focus:

Focus 1 & Priority Action 14:

Peak District National Park Charity Development continues:

- Shadow board met and Chair agreed (Lesley Roberts). The draft constitution has been agreed and a draft business plan developed, both of which are needed for registration.
- The charity’s registered name will be the Peak District National Park Foundation. Registration date is dependent on Charity Commission.
- 7 Trustees have been appointed (3 nominated by the Authority), charitable incorporated organisation (CIO) registration documents completed and submitted to the charity commission. Length of terms for Trustees had been agreed.
- Trustee induction and governance training has been developed/arranged with a first meeting of the trustees held on 5th December. Trustees were invited to lunch at February’s Authority Meeting to meet Members.
- A trustee workshop will focus on vision, ambition and joint working with the Authority.

Mend Our Mountains

- Around £130k secured to date across Great Ridge and Cut Gate campaigns, which will be received by the Authority at the end of the campaign.
- Campaign likely to run to end of financial year. Crowd funding for Great Ridge has secured £13k. Crowdfunding for Cut Gate bridleway, which has a lower financial target, has secured £4.5k to date.

- Great Ridge secured around £83k in total including Oglesby Trust (£40k), Ramblers (£10K) and donations from over 400 people. We've submitted an ambitious bid to Tarmac Community Landfill for the £63K remainder of the £145k target and will be notified of the outcome of that bid early in Q4.
- Great Ridge Ale produced by Peak Ales continues to generate a modest level of donations.
- Cut Gate campaign is 75% complete. A successful bid to the European Outdoor Conservation Association (EOCA) generated €30k and we supported Peak Horse Power to raise £7.5k from the British Horse Society. MTBers (mountain bikers) have raised further funds (e.g. through raffles and sponsored rides etc).

Increasing supporter numbers:

- Website work is continuing to improve the way in which we tell the story of support. This will provide an important insight for the charity.
- We recruited an external consultant in Q4 to carry out a simple review of the Peak District National Park wide Events Notification System and make recommendations for future operation, with particular regard to fundraising potential.
- ThankQ data input and collection is continuing with car park permit holders being added. CBST are being trained in ThankQ data entry by our Fundraising Support Officer.
- A micro-edition of OurPeak with a focus on the EOCA vote for Cut Gate was well received.

Focus 2:

- Castleton visitor centre has achieved its target Gross Profit Retail Margin in first full year of operation since refurb of £101K – an increase of £28K from £73K prior to the refurbishment - 38% increase!! Marks & Spencer would be ecstatic with that level of performance. The centre is now cost neutral.
- Refreshment concession licencing process has been improved, now under the remit of the Visitor Services Team. This has meant that the Authority has received payment for almost all licences prior to the start of the new season.
- A new range of PDNPA bespoke products have been produced including Peak Cup, Monsal/Millers Dale range, branded stainless steel insulated bottles all aimed at reducing use of plastics and litter. Supported by the introduction of a free refill scheme.

VISITOR CENTRES OVERALL & BAKEWELL AND CASTLETON 2018/19 PERFORMANCE (11/04/19)

OVERALL 2018/19 PERFORMANCE - PREVIOUS YEAR COMPARISON WITH 2017-18				
2.02%	Increase in gross profit margin from 46.79% to 48.81% on 2015/16 baseline			
34%	Increase in gross margin on 2015/16 baseline			
28%	Increase in gross sales on 2015/16 baseline			
5%	Increase in ATV on 2015/16 baseline			
-1%	Decrease in overall conversion rate on 2016/17 due to Castleton VC increase in footfall			
11%	Increase in footfall on 2015/16 baseline			

BAKEWELL VISITOR CENTRE 2018/19 PERFORMANCE - PREVIOUS YEAR COMPARISON WITH 2017-18

3.70%	Increase in gross profit margin from 42.52% to 46.22%				
22%	Increase in gross margin				
12%	Increase in gross sales				
5%	Increase in ATV				
0%	Increase in overall conversion rate				
3%	Increase in footfall - NEW WINDOWS AND SIGNAGE, WINDOW DISPLAY				

CASTLETON VISITOR CENTRE 2018/19 PERFORMANCE - PREVIOUS YEAR COMPARISON WITH 2017-18

0.71%	Increase in gross profit margin from 47.36% to 48.08%				
57%	Increase in gross margin				
55%	Increase in gross sales				
-1%	Decrease in ATV				
1%	Increase in overall conversion rate				
38%	Increase in footfall - FIRST FULL YEAR OF OPENING SINCE REFURB AND CAFÉ OPERATION				

Focus 3:

- Partnership and sponsorship relationships remain either low level in value or very much under development. For example, we have secured donations from sales from a small number of SMEs operating within the PDNP.
- Eroica Britannia vintage cycle festival partnership work is ongoing, as the outcomes from the 2018 event are being considered by the Eroica team. We continue to work closely with them as these plans are reviewed and the 2019 event format takes shape. Eroica remains a potentially large fundraising opportunity but the relationship is struggling to move beyond a transactional one. At current levels the relationship could deliver c£2-3k without much resource input from the PDNPA. Given the size (and profile) of its audience, the event should be delivering significantly more.
- The relationship with Peak Resort remains informal and exploratory. Members were given the opportunity to hear about the development at the annual member tour. Its interest in the PDNP is primarily one of reputational support – the PDNP is a fundamental element of Peak Resort's offer – plus limited access to content and knowledge. The PDNPA's interest is access to the large volume of high-value visitors. Any proposal to formalise the relationship, particularly in relation to use of the PDNP identity, would be brought before the appropriate committee.
- The engagement relationship with RHS is in its infancy. Contact has been made with a commitment to explore opportunities for the 2019 RHS Chatsworth Show.
- The relationships with utility companies are addressed under Shift 1.
- YHA national team met to discuss opportunities to work together, considering ways of sharing communications messages, social media alignment and other partnership opportunities. The conversation is likely to continue at a National Parks UK (NPUK) level rather than a Peak District NP level.

Focus 4 & Priority Action 11:

- Millers Dale Station café and visitor information point opening to the public on 31 March to an incredibly positive public reception. Café staff underwent basic training in visitor services and trails orientation from our own teams. The operators have already reported trading in excess of their anticipated turnover.

- A new parking tariff was introduced along with improved management arrangements, the latter in partnership with Derbyshire County Council. This should have a significant impact on income in 19/20 and will be monitored closely during that period.
- Planning approval was gained for the change of use of Millers Dale Station and the refreshment concession opportunity advertised during Q1 and Q2. Building contractors were appointed to carry out the refurbishment of the station building. Work to develop and restore the ticket office building started early in Q3.
- Stage 1 application for ERDF Growth Programme funding approved. Planning approval to re-roof the goods shed has been granted and this work is dependent on external funding.
- Full application to the Growth Programme was submitted in Q4. Significant staff resources were required to complete the application and supporting documentation. The outcome will be known in Q1 of 19/20.
- HLF priorities for funding are currently under review but an application has been invited and is likely to be made at the end of Q4 or early in Q1 of 19/20 financial year.
- Fundraising support officer post regraded and post holder re-appointed.
- 'Our-Peak' supporter newsletter and CRM system has had 500 signs up to date. Four newsletters have been sent with above industry average open rates and click throughs.
- CBST trained in data input to streamline with car parking permit data capture
- Cliff bar £10k secured via NPP for FOG/operation fire watch volunteer expenses and training plus peat depth analysis project plan agreed.
- Neighbourly Grant bid successful for £2800 for environmental clean up work voted on by TK Max staff (funding from plastic bag tax).

Mend Our Mountains

- The fundraising phase finished in Q4 securing £170k which exceeded target. We are anticipating allocation of funds from BMC in Q1 2019-20 to commence work on Cut Gate in Q3. Thank you to Members, staff and volunteers for spreading the word and donating. It makes a huge contribution.
- A number of other bids and funding have been secured in support of the campaign e.g. EPIP, Ramblers Holiday Trust. The Great Ridge Ale partnership with Peak Ales is ongoing.

Charity

- This is a major success in 2018-19, with the Peak District National Park Foundation being registered after three years in the making. Setup is complete with seven trustees recruited, two board meetings held, policies and procedures in place and a bank account.
- A website holding page and social media accounts are live, including email and IT software licenses in place.
- The first campaign, #70kfor70, has been endorsed by trustees and Authority.
- A visitor giving plan has been developed.
- 'Pedal the parks' by our own Lorna Fisher, Engagement Manager campaign with significant social media reach has already secured £700 in donations plus YHA and cliff bar support.
- Esmee Farirburn bid (c£100k) in development with Foundation as lead applicant.
- Foundation coverage in Reflections magazine.

Indicators:

- **Indicator 5 a):** The trading services are currently performing strongly versus plan and last year. If this year's performance is maintained, the cumulative three-year plan will be met.
- **Indicator 5 b):** Donations continue the disappointing trend from last year. Investigations continue into potential partnerships and events that could boost voluntary donations. The timeframe for the establishment of a charity means it will not impact on this year's results.
- **Indicator 2 d):** The narrative on this indicator is as per that for 5b but with the added element of a lack of a supporter database and recruitment programme.

Issues arising and action to address:

- As per the narrative above.

Risk implications:

- Lower than planned levels of non-national park grant income.