



REVIEW OF PROGRESS AGAINST ISSUES IDENTIFIED IN 2020/21 AGS FOR FEEDING INTO THE 2021/22 REVIEW OF PERFORMANCE

(A) Core Principle Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of Law	
Issues Identified	Action/progress
1. Delivering the IIP Action Plan and maintaining the 3 project groups.	<p>2021/22 is the final year of our three-year Investors in People accreditation having been assessed in April 2019. An Action Plan was developed based on the recommendations arising from the accreditation assessment report. The action plan was refreshed each year to identify priorities. Three key priorities identified were</p> <ul style="list-style-type: none"> • Communicating the Values • Recognition and reward • Equality, diversity and inclusion. <p>Significant progress has been made in these areas through the work of the cross-service project groups. 12 and 24 months assessments by the IIP assessor have been positive.</p> <p>A further three-year accreditation assessment is scheduled for June 2022.</p>
2. Uncertainties around the impact of the recommendations arising from the National Landscapes (Glover) Review on structures and funding and the timescales in which they are to be implemented.	<p>The Government issued its response to the Landscapes review in Qtr. 4 and commenced a consultation in which the Authority has engaged supporting the direction of travel however highlighting the need to be adequately resourced for the tasks which the Government wishes us to carry out. Some of the proposals in the Review will require changes to legislation to implement and the potential effects on different groups and interests are at the core of the consultation the response to which is expected in 2022/23 which will provide an indication of timescales in which the recommendations are to be implemented and any additional resources.</p>
3. The impact of the non-inflationary 2021/22 funding settlement from Defra on delivery targets and uncertainty around the longer-term funding settlements from Defra following the end of the four-year settlement.	<p>The majority of the Authority's annual income comes from the National Park Grant (NPG) provided by Defra. This NPG currently stands at £6.7 million per year.</p> <p>An increase equivalent to inflation had been expected in 2020/21, however the settlement received was a flat cash figure, the same as in 2019/20 so savings of £152k were made. This was also the position for the 2021/22 budget and budget savings of £609k were</p>

	<p>made to balance the budget. This included a restructure of the Authority's senior management team which put the Authority on a sound financial footing for the 2021/22 and 2022/23 budgets.</p> <p>The Authority's Medium-Term Financial Plan (MTFP) is based on a series of assumptions including that the NPG will continue at the same level throughout the MTFP period 2022/23 to 2025/26.</p> <p>The Authority needs to undertake further financial planning work for 2023/24 to 2025/26 to ensure that the Authority can maintain a balanced budget whilst progressing with ambitious investments.</p>
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(B) Core Principle
Making sure of openness and comprehensive stakeholder engagement

Issues Identified	Action/progress
<p>4. Although the 2018-2023 National Park Management Plan has been approved and adopted by partners there are still risks around the delivery of certain elements due to limited engagement, these include Climate Change and Events Management. Work is starting on developing the new NPMP and engaging stakeholders, which will be aligned to the Corporate Strategy identifying what the Authority wants to achieve and how it intends to deliver.</p>	<p>With resources directed to dealing with the pandemic and facilities closed, many work programmes were been put on hold. However, despite these constrained times essential work has also gone on undeterred. For instance, Moors for the Future Partnership for the completion of their largest annual work programme in their history and several bird of prey species showed encouraging breeding successes, thanks to collaboration between landowners, gamekeepers and raptor workers. In terms of land management, the tests and trials to inform the new farming support package were completed and have reported their findings.</p> <p>Work on the National Park Management Plan review continued, with a draft vision, aims, objectives and targets being developed with partners. We continue to develop and refine these with partners.</p>

(C) Core Principle
Defining outcomes in terms of sustainable economic, social and environmental benefits.

Issues Identified	Action/progress
<p>5. The ability for the Authority to be able to deliver on its Carbon Management and Climate Change ambitions within the prescribed timescales.</p>	<p>Implementation of measures recognised within the Authority's Carbon Management Plan (CMP2) continue in the areas of both measures to reduce our emissions and gain a better understanding of how they arise as a result of the Authority's operations. Progress includes:</p> <ol style="list-style-type: none"> 1. Commissioning the calculation of the emission balance associated with the land owned by the Authority (as per action A.2. of the CMP2 delivery plan) – completion expected Q2 of 2022/23 2. All relevant properties have been assessed using the corporate indicator tool (action B1 of CMP2)

	<p>3. All electricity is now purchased from 100% renewable sources (action B2 of CMP2)</p> <p>4. We Continue to convert operational and tenanted properties to low carbon (i.e. renewable or electric) heating or power systems. This includes completion of the following projects:</p> <ul style="list-style-type: none"> - Millers Dale Goods Shed Solar PV - Pump Farm Estate Base ASHP installation - Cattiside Cottage ASHP installation <p>Work has also begun on further projects including Hayes Cottage ASHP, North Lees Campsite ASHP and Solar PV, Pump Farmhouse ASHP.</p> <p>Alongside the above, the Authority continues to report annually on emissions and is working towards a better understanding of the financial impact of achieving net zero alongside it's work on Asset Management planning.</p>
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(D) Core Principle
Determining the interventions necessary to optimise the achievement of the intended outcomes.

Issues Identified	Action/progress
<p>6. The Authority's ability to achieve sustainable gross revenue income targets through diversification.</p>	<p>Authority Members approved a commercial strategy in March 2021. This consists of three pillars, 1 - optimisation of existing services, 2 - corporate support, major gifts and visitor giving via The Foundation and 3 – diversification including commercial relationships.</p> <p>Work is continuing on this in the following areas:</p> <ol style="list-style-type: none"> 1. Members agreed to maximise our rental income on our estates through investment in North Lees Hall and Cattiside Cottage. 2. Increasing donations via the Foundation including the continuing growth of the commercial peak partner sponsorship, regular donors and looking to grow major gifts and donors. 3. Engagement business change review including looking at Ashbourne Cycle Hire and review of cycle charges. 4. Engagement business change review looking at fundraising across the Authority as a whole and including grants as a funding stream to add to the commercial strategy.

(E) Core Principle
Developing the Authority's capacity including the capability of its leadership and the individuals within it

Issues Identified	Action/progress
<p>7. The ability of the Authority to deal with workforce and succession planning issues as we plan to return to the workplace and how that looks as lockdown eases.</p>	<p>The new Management Team became effective from 1 April 2021 as the result of a management restructure in order to find financial savings. In preparation to lead and to support cohesive working, the Management Team attended (virtually) a Leadership Development Programme from January to March. An outcome from the programme was the production of an agreed team charter which sets out what the core values and behaviours look like in action for the Management Team. This Team Charter was shared with the workforce at the Staff Briefings in February.</p> <p>Blended working has been taking place since 1st October with a 40/60 office/home split for those who were able to work from home until the change in government guidance in mid-December. A review of the arrangements which will move to a 60/40 split when the guidance changes in March 2022 is due to take place after the end of the current pilot scheme on blended working on 31/12/22. In the meantime, following a number of resignations successful recruitments have been made during the year with the Authority currently undertaking a recruitment campaign for a new CEO which will be conducted virtually save for the face to face assessment centre early in the new financial year.</p>

(F) Core Principle
Managing risks and performance through robust internal control and strong public financial management

Issues Identified	Action/progress
<p>8. Failure to implement the effective delivery of Farming in Protected Landscape Fund (FiPL) including appropriate recruitment and the reputational risk to the Authority if the programme is not a success.</p>	<p>Recruitment to the new Farming in Protected Landscapes Programme (FiPL) posts has been completed and has been supplemented by reprioritising current Farm Adviser capacity to support FiPL. The programme is now delivering with 235 enquiries, 72 applications and 61 approved projects.</p> <p>Defra have approved the request to move some of the 2021/22 allocated project fund to 2022/23 and 2023/24. The revised 2021/22 budget of £475,000 project fund has been allocated and is on track to be spent. But there are still risks e.g. Covid-19, contractor availability and bad weather which could impact on project completion and FiPL delivery.</p>
<p>9. The social and economic impact of COVID-19 will continue to have a significant and still fully unknown impact on the Authority and its ability to achieve its statutory purposes and corporate strategy targets as we have to continue to adapt our ways of operating.</p>	<p>COVID-19 has impacted the Authority in different ways. There has been a significant increase in visitor numbers across the park which has resulted in increases in car park income streams. However, this has caused issues around visitor management and visitor behaviour.</p>

	<p>For the cycle hire and visitor centres the impact has continued through 2021/22 with reduced income in visitor centres due to closures early in the financial year.</p> <p>However, the Authority has continued to adapt to the changing situation and been able to achieve throughout the pandemic.</p>
(G) Core Principle Implementing good practices in transparency, reporting and audit, to deliver effective accountability.	
No issues identified.	