

**PEAK  
DISTRICT  
NATIONAL  
PARK**

# Performance & Business Plan

2014-2015



[www.peakdistrict.gov.uk](http://www.peakdistrict.gov.uk)

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Aldern House, Baslow Road, Bakewell Derbyshire DE45 1AE

Tel: (01629) 816200 Fax: (01629) 816310

e-mail: [customer.service@peakdistrict.gov.uk](mailto:customer.service@peakdistrict.gov.uk)

**[www.peakdistrict.gov.uk](http://www.peakdistrict.gov.uk)**

Your comments and views on this document are welcomed and can be directed to Wendy Amis, Senior Performance Officer, on 01629 816293 or at [wendy.amis@peakdistrict.gov.uk](mailto:wendy.amis@peakdistrict.gov.uk)

Member of National Parks UK (NPUK) and National Parks England (NPE)

Holder of the Council of Europe Diploma

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Front cover: Family cycling along the Tissington & High Peak Trail, near Parsley Hay cycle hire centre.

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## Foreword by the Chair of the Authority

As we progress through further years of financial austerity, the profile of the services, projects and vision that the Authority contributes remains very high despite significant cuts to our Defra grant. In the last year, we have secured over half of what we spent through competitive external funding and sales of services, where appropriate. I think both of these routes for generating funds will become increasingly important.

In our statutory-led services, such as planning, access and conservation, we continue to have a high standing within Government and I am particularly pleased that, working together with other English National Parks, we convinced the Planning Minister to retain special planning protection for agricultural buildings. The decisions that we make on green lane management and conservation grants remain very important and we have an enviable reputation for thoroughness and fairness. In the future, we will need to ensure that all of our statutory services are delivered cost-effectively.

Our work in partnership continues to grow in reputation, breadth and depth and I am particularly grateful to the leadership that Dianne Jeffery and her Advisory Group Members bring to this. Our 5 'signature programmes' are having a huge impact on the national park.

- Business Peak District continues to champion a Peak District Open for Business, whilst plans for broadband appear more optimistic than we once thought. Our combined 'Enterprise Peak District' bid to the Local Enterprise Partnerships is a very strong one;
- We continue to make great strides developing cycling, with solid work begun on over 70km of new trails and this year's 'Summer of Cycling' making a fantastic start to the year with two international events at its heart;
- The new Peak District Local Nature Partnership has led a strong bid to the Heritage Lottery Fund for the South West Peak and Moors for the Future retains its position both locally and nationally as one of Europe's pre-eminent landscape-scale conservation projects;
- I am increasingly impressed by the great partnership working our planning team have with other local authorities and those energetic people in villages who are charting out their own neighbourhood and parish plans. Collectively, we are at the forefront of this nationally;
- It is a personal priority of mine that we should open up the opportunities for young people - our new audiences - and, again, I am very pleased that we have strong and growing local partnerships with the National Trust, Hope Construction Materials, Chatsworth, the Youth Hostels Association as well as many schools, youth organisations and local authorities.

In the coming year, our Property Business Plan will be developed, delivering more for the national park and for our finances. We will develop our approach to the new CAP reform arrangements as they roll out across the whole of the country. We will be developing the National Park brand, our new Mission, Business Plan and Logo. This will create a strong basis for building on the strides we have made in commercial partnerships with household brands like Google and Airwick.

As I hand over the Authority to your new Chairman, I look back with fondness to working with some wonderful people, all sharing a love of the Peak District and its magnificent landscape. I wish you all the best and hope my successor gets the same pleasure associating with those living and working in the National Park, who help to make it even better, and the Authority's wonderful staff and volunteers.



**Cllr Tony Favell** MBE - Chair of the Authority



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## INTRODUCTION

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### A Special Place

The Peak District National Park was the first national park to receive designation (in 1951) for the international significance of the Peak District Moorlands and Dales outstanding landscape, environment and wildlife. It is a special place whose future depends on all of us working together for its environment, people and economy. Every year millions of people visit to take part in a very wide range of activities, from both surrounding conurbations (located as we are in the heart of England) and further afield. Approximately 38,000 people live in the Park, many of whom work to retain the special features of this national treasure. The Peak District State of the Park Report<sup>1</sup> provides further information and statistics.

### Our Remit

The Peak District National Park Authority is the guardian of the Peak District National Park with clearly defined purposes<sup>2</sup> to:

- Conserve and enhance the Peak District National Park's special qualities
- Provide opportunities for their enjoyment and understanding.

In doing this, our duty is to seek to foster the economic and social well being of the local communities within the National Park.

We are a statutory Local Planning Authority and have responsibility for setting the policy framework. Decisions were taken on 641 planning applications last year, including on mineral working sites. The Authority is an 'Access Authority' for the purposes of managing public access to 37% of the National Park which is open country under the Countryside and Rights of Way Act 2000.

### Managing the Peak District National Park

The work of the Authority is guided by 30 members, (their photographs are shown inside the back cover) with a supporting committee structure (Annex 1). 501 staff (210.5 full time equivalents), comprising full time, job share, part time, seasonal, temporary and casual posts are employed (Annex 2). The organisational structure is shown in Annex 3.

We work with a wide range of partners to fulfil our purposes and duty. The overarching document that sets the vision and desired outcomes for the Park is the National Park Management Plan<sup>3</sup>. This guides the activities of everyone who has influence over, or an interest in, the National Park. Our partners include a wide range of administrative bodies (the National Park incorporates 11 Metropolitan, District and County Councils, 125 Parishes, 7 Highway Authorities) and thousands of community groups.

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1 [www.peakdistrict.gov.uk/microsites/sopr/overview](http://www.peakdistrict.gov.uk/microsites/sopr/overview)

2 Department for Environment, Food and Rural Affairs (Defra) circular, 18 March 2010, which is the official guide on the role of national parks.

3 [www.peakdistrict.gov.uk/microsites/npmp](http://www.peakdistrict.gov.uk/microsites/npmp)

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# INTRODUCTION

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## Our vision

Our vision provides a structured approach to achieve our shared ambitions over the next 20 years.

**The Peak District: where beauty, vitality and discovery meet at the heart of the nation.**

The vision is supported by four strategic themes which flow directly from our purposes and duty:

**A diverse working  
and cherished  
landscape**

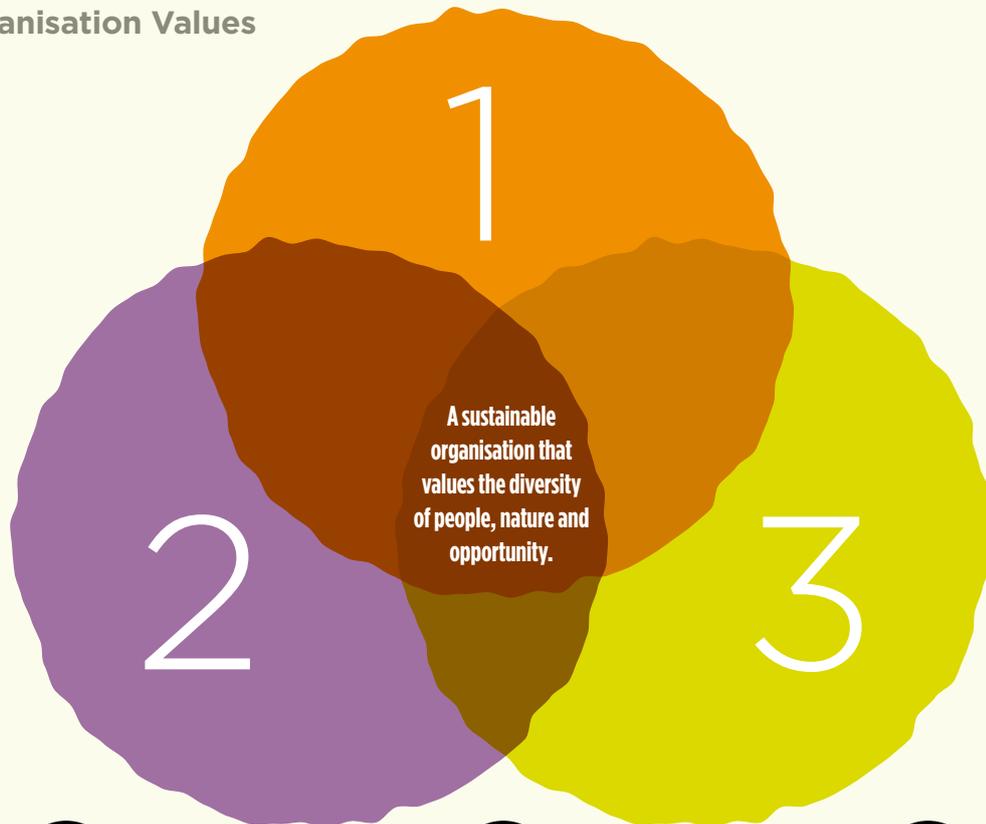
**Thriving  
and vibrant  
communities**

**A welcoming  
and inspiring  
place**

**An enterprising  
and sustainable  
economy.**

## INTRODUCTION

### Our Organisation Values



1

#### The Place

Where we value and treat each other with

- Openness
- Integrity
- Consistency
- Trust
- Fairness and mutual respect
- A positive outlook and have a passion for the Peak District

2

#### The People

Where we operate to serve the National Park and its communities, valuing

- Needs & contributions of visitors, residents, customers and the environment
- Involvement & participation
- Special qualities of the Peak District
- Working in empowered partnerships

3

#### The Way We Work

Operating within our capacity & resources, and valuing

- Minimal bureaucracy
- Flexibility
- Efficiency and effectiveness
- Learning
- The professionalism, knowledge, passion and contribution of staff
- Innovation
- Initiative and a pro-active approach

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# INTRODUCTION

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## The Authority's Role in Delivering the National Park Management Plan

The Authority's contribution to the National Park Management Plan is through our 12 Corporate Objectives, developed to cover the period 2012-15 and using the 3 key approaches contained within our strategy 'Moving Forward in a Time of Change':

### **1. Lead the national park well, being focused on what we are going to do and only we can do**

Every line of our expenditure is under review to identify those areas of work that we are best able to do. We will continue to support those areas into the long term. Other areas may possibly cease, be transferred to others or be undertaken differently.

### **2. Be more enterprising to generate more income from great products and services to spend more on the national park**

We are looking to develop new ways of generating income as well as maximising income from existing trading areas.

### **3. Help others to do more to benefit the national park**

Many of the best things that happen for the national park do so when we are working with our partners.

To help people in communities, business, farmers and the voluntary sector achieve even more for the national park, we have created 5 signature projects to address the actions in the National Park Management Plan:

1. An environment open for business: action to raise awareness and take practical steps to promote the national park as a good area in which to do business;
2. Destination Pedal Peak District: creating a distinctive Peak District tourism offer centred round the concept of a healthy and sustainable leisure experience in the national park;
3. Better, bigger and more joined up: bringing together the many strands of landscape conservation and sustainable land management which address issues on a national park scale;
4. Community led planning: bringing together all the different community planning initiatives that involve local people in determining how their built and social environment is managed;
5. Inspiring generations: capturing the imagination of people, both visitors and residents, and promoting a groundswell of positive action which will benefit the national park, individuals and communities.

An annual review of achievement against these signatures is produced in the autumn.

The Authority's progress towards achieving each Corporate Objective is the subject of subsequent sections of this document.

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## SUMMARY

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### How we focus our effort

The Authority's Corporate Objectives guide service planning and work programmes for individual staff, enabling staff to clearly understand their role in supporting the outcomes of the National Park Management Plan (Annex 4 shows the framework for this).

Our Corporate Objectives, and associated indicators to monitor success, ensure the work of the Authority reflects the revised National Park Management Plan (2012 - 17) and reflects our anticipated capacity according to current expectations of funding. Indicators are monitored, as standard, on a quarterly basis with some exceptions where obtaining data is not possible or is cost prohibitive.

### Progress on our Objectives during 2013/14

Of the 58 indicators used in the past year to monitor progress towards achieving our objectives, we met or exceeded our target on 64% of them, a slight improvement on last year (59%), and fell short of target on 36%. One indicator was not monitored (Percentage of residents who consider that the Authority makes Planning decisions that support the delivery of National Park purposes). Monitoring for a further 4 indicators was delayed but data is expected during 2014 (percent of users who feel that the overall quality of service provided by Peak District Land Managers Advisory Service is good; percent of planning applicants who are satisfied with the service received; percent of volunteers who enjoyed their experience; percent of volunteers who felt they had made a contribution to the NP).

### External Assessment: Audit

We are subject to annual inspections from the Audit Commission and once again we were given unqualified reports on our financial statements and overall value for money. Internal Audit inspections occur 2-3 times a year and recommendations from their work are incorporated into our work programmes. We received substantial assurances for: financial planning and budgetary control; general ledger - key financial controls; strategic planning; performance management; and grant management; as well as satisfactory assurances for payroll and expenses; health and safety; departmental review - learning services; and operational review - commercialisation.

### How we manage Risk

Heads of Service and Assistant Directors are responsible for identifying key risks in their service which are then considered by Management Team, alongside environmental scanning, for inclusion in the Corporate Risk Register. The Corporate Risk Register was approved by the Authority's Audit, Resources and Performance Committee (June 2014), and is monitored and updated quarterly. A copy of our corporate risk register is shown in Annex 5.

### How we organise to further improve

Each year we review our achievements and areas for improvement against our objectives and take into account recommendations from audit and external assessments. For 2013/14, performance improvement was focused on delivering our 'Moving Forward in a Time of Change' strategy. This sets out our need to improve our performance in key areas to help the Authority move forward, as shown in the table overleaf. These actions are incorporated into our work programmes.

Annual service plans are developed from the strategic direction given by corporate planning and performance improvement. Heads of Service and Assistant Directors are responsible for developing actions to achieve the Corporate Objectives and Performance Improvement in line with the strategy paper 'Moving Forward in a Time of Change', and for identifying appropriate measures and targets to monitor their activity and contribution. Individual work programmes are developed from these service actions so that each member of staff can see how their work contributes to achieving the work of the Authority.

## SUMMARY

<b>MOVING FORWARD IN A TIME OF CHANGE STRATEGY</b> with supporting performance improvement actions		
Lead the National Park well, being focused on what we are going to do and only we can do	Be more enterprising to generate more income from great products and services to spend more on the national park	Help others to do more to benefit the national park
Making choices on priorities	Nurturing an enterprise plus approach to generate income	Influencing land managers
Improvement action:	Improvement action:	Improvement action:
Develop new corporate plan aligned to financial planning (by Dec 2014)	Enterprise + programme (2014/15 – 2016/17)	Asset Management Plan review (May 2014)
Identify costs for business planning purposes: • Review support cost drivers and allocation of costs to operational activities (by Sept 2014)	Develop new and coherent opportunities for external funding • Review external funding framework (2014/15)	Property service review (September 2014)
The right leadership in place	Putting customers at the heart of our products and services	Developing our brand
Improvement action:	Improvement action:	Improvement action:
Develop new corporate plan aligned to financial planning (by Dec 2014)	Sustain achievement of customer service excellence standard (annually – October 2014)	Brand development project (March 2015)
Identify costs for business planning purposes: Review support cost drivers and allocation of costs to operational activities (by Sept 2014)	Improve customer insight and market focus (2014/15)	
A strong culture of delivery	Demonstrate our values in everything we do	Reaching out to new audiences
Improvement action:	Improvement action:	Improvement action:
Continued performance improvements in planning service: • Capitalise on co-location and unified leadership • A visible set of cultural improvements, particularly in terms of consistency of approach	No identified actions	a) Develop long term partnerships to share costs (March 2015) b) 'Giving' and 'donations' strategic impact group (March 2015)
Integrated support services review including Business Process Reviews (1 June 2014)		Doing more business on line
Review of HR policies to support future direction (March 2015)		Improvement action:
Development of Information Management Strategy 2014 – 2018 (by March 2015)		Responsive website project (March 2015)

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

## Assessment of performance to date: GREEN

### Performance during 2013/14:

We are increasingly focusing on landscape area activities as a way of maximising impact. Our way of working on cultural heritage, biodiversity and landscape is aligned to this landscape area approach although the action plans for Cultural Heritage Strategy and Landscape need to be brought up to date.

We are delivering on six major projects, in partnership, that correspond with landscape areas in the national park:

- i. The Sheffield and Eastern Moors Partnership: Sheffield Moors Masterplan and delivery framework produced by the 6 partners, of which the Authority is one;
- ii. Derwent Valley Partnership: This Environment Agency led partnership focuses on increasing woodland creation for Water Framework Directive objectives through agri-environment scheme delivery;
- iii. Dane Valley Woodlands; this HLF/SITA funded work has continued with woodland surveys, 70 hectares of woodland exclusion, 112 hectares thinning for better management and 45 hectares of woodland creation, involving volunteers and 23 local landowners in the local community;
- iv. Wader recovery project: numbers of lapwings in the Dark Peak core breeding areas broadly correspond to those recorded in 2002 so we are maintaining population numbers. Wader numbers continue to decline in the South West Peak but last year saw a 33% increase in the number of curlews recorded. Predation appears to be the limiting factor and is being addressed;
- v. Dark Peak Nature Improvement Area: contribution through North Lees woodland management;
- vi. Moors for the Future Partnership: there has been strong progress on new approvals and agreements in the project area, particularly the Private Lands Project funded by Natural England providing £4.5m for moorland restoration to 2018.

Other partnership work includes protecting Birds of Prey, continuing woodland work including 480ha of National Trust cloughs into the England Woodland Grant Scheme and a further 8km of overhead lines undergrounded. Partners have agreed to support monitoring and baseline survey of key Dales Ash Woodlands as part of developing a response to Ash Dieback.

Work contributing to SSSI condition includes: agri environment scheme work and habitat management on our own Estates and elsewhere. This continues to build on the work in recent years to move land from unfavourable condition. We have secured new farm tenancies on our North Lees and Warslow Moors Estates. Although the amount of SSSI land in favourable condition dropped by 2 ha in the past year, this reflects a small piece of capital works outstanding on a particular holding for the HLS programme. It became clear during the year that we would not meet the national targets for SSSI favourable condition, due to the lengthy timescales for recovery in upland habitats, and our own targets need to be changed to reflect this, despite no clear guidance nationally on this issue.

The A6 study into the Manchester Airport Relief Road has been finalised by the Department for Transport and we are agreeing a response to the consultation.

We have provided significant input to the Common Agricultural Policy Reform and Rural Development Programme, on behalf of both the national park family as well as landowners in the national park through the Land Managers Forum.

Formal contracts have been made with all relevant Local Nature Partnerships (LNPs) in our area. We are developing a Phase 1 initial bid to HLF for over £2million, working with a range of partners in the SW Peak through the Peak District LNP. Developed round a theme of being at a crossroads, the bid

## Lead or enable landscape-scale environment and heritage conservation programmes through multi agency partnerships

incorporates community, habitat loss and species loss in this landscape area. Support and help has been provided to Staffordshire LNP and we have taken part in the annual national LNP workshop.

A Grade II Listed Buildings at Risk survey with South Yorkshire Buildings Preservation Trust was concluded, contributing to our quinquennial review. An English Heritage funded pilot project is underway to consider the feasibility of underground designations. A Conservation Area Appraisal was started for Longnor, whilst another was concluded for Bradwell. Work continued on Calver Weir, the Lead Rakes project and the Chatsworth Parkland management plan.

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) We have identified, and are delivering on, 3 new projects in partnership that correspond with landscape character areas in the national park;	1. Number of projects, delivered in partnership, that correspond with landscape character areas.	6	6	6
b) We have focused work on the Landscape Strategy, the Biodiversity Action Plan and the Cultural Heritage Strategy to support the delivery of the revised National Park Management Plan;	2. Number of Strategies and Action Plans aligned with the National Park Management Plan. Target by 2014 = all	3	1	3
c) We have increased the amount of Authority owned Site of Special Scientific Interest land in favourable condition from 32% to at least 35% by 2025*;	3. Area and percentage of Authority owned SSSI land in favourable condition	32%	31.8%	32%
d) We have developed formal relationships with all the Local Nature Partnerships within the national park and/or developed a Peak District Local Nature Partnership;	4. Number of LNPs engaged with (out of total number of LNPs).	All (7)	All	All
e) We have met our targets for rescue and restoration of buildings and monuments.	5. % conservation areas with up-to-date character appraisals (out of total no. conservation areas)	22%(109)	21% (109)	22% (109)
	6. No. and % of listed buildings 'at risk' rescued during the year.	10 (5.2%)	2(1.2%)	10 (5.2%)
	7. No. and % of scheduled monuments 'at high or medium risk' conserved during the year.	1 (1.2%)	0	1 (1.2%)

\* Improved understanding of a longer time required to move upland habitats from recovering to favourable means that the target needs to be set over a longer timeframe.

01

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

**Case Study: 10 years of Moors for the Future**

The Moors for the Future Partnership operates in the 650 sq km of the South Pennine Moors, renowned for their valuable habitats and birdlife, and protected by Special Area of Conservation and Special Protection Area designations. Over the past 10 years, using innovative techniques led by scientific research and collaborating with multiple landowners, almost 27sq km (10.5 sq miles) of black degraded peat in the South Pennines and Dark Peak has been transformed with a new green skin of vegetation to halt further erosion and decline.

Cotton grass, heather, bilberry and other upland plants are taking root on areas such as Bleaklow and Black Hill, whose vegetation had been devastated by two centuries of industrial smoke pollution, wildfires and erosion. Sphagnum, a key peat-building moss, is being cultivated in specially-developed gel beads and then spread on the moors, woodland and shrubs are being re-introduced, drainage gullies blocked, and wildlife is returning. Benefits have included:

- Drinking water improvements for millions
- Enhancement of river water quality
- Flood risk management
- Carbon retention to combat climate change

The new vegetation reduces peat, silt and pollution draining into reservoirs, slows the flow of water into downstream communities, and keeps carbon in the soil. Increasing flora and fauna on blanket bog is also a key part of the work as well as being a European Union priority.

In addition, an awareness-raising programme has involved thousands of residents, visitors and students in moorland research, collecting memories for an oral history project, or helping create audio trails. One award-winning campaign reminds walkers to keep dogs on a lead to protect wildlife and farm animals.

Geoff Nickolds, chair of the Moors for the Future Partnership, said: “We want to use the huge achievements of the first 10 years as a platform to build on for 2020. We have an unbeatable track-record of managing landscape-scale projects, innovation and specialist advice based on scientific evidence, and we can offer that to a wider market.

“Over the next six years we want to increase the resilience of our moorlands against climate change and spread our work by supporting habitats such as clough woodlands and upland hay meadows. We also want to widen our citizen science programme across the South Pennines, inspire more volunteers and communities, raise fire awareness and expand the improvement of drinking water and flood reduction.

“When Professor Sir John Lawton, author of the ground-breaking ‘Making Space for Nature’ report, visited one of our projects, he said: ‘You win in terms of water quality, you win on carbon, you win on landscape, and you win on wildlife conservation.’ What better endorsement could we have to carry on this globally-important work?”



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

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**Key actions for 2014/15:**

- Continue landscape delivery across 6 projects, particularly Moors for the Future
- Secure a longer term sustainable future for the Moors for the Future Partnership
- Develop our North Lees and Warslow Moors Estates as exemplar National Park Estates in partnership with stakeholders
- Develop HLF bids for South West Peak and White Peak Rivers
- Lead and coordinate the Peak District Biodiversity Action Plan
- Implement key actions relating to landscape of the Sustainable Transport Action Plan
- Review the Landscape Strategy Action plan and finalise the Cultural Heritage Business Plan
- Continue developing the Peak District Local Nature Partnership
- Further develop professional input to landscape scale training events
- Develop bid to English Heritage for a farmstead characterisation project

**02**

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

**Assessment of performance to date: GREEN**

**Performance during 2013/14:**

The proportion of the National Park in agri-environment schemes remains high at 85% (122,254 hectares) despite the continuing period of uncertainty over proposed changes to the basic form of agricultural support (Single Payment System) and rural development (agri-environment schemes and grants for farm improvements and diversification) due to Common Agricultural Policy (CAP) reform. The Rural Development Programme (RDP) finished on the 31 December 2013 and although transitional arrangements are in place, uncertainty remains until new arrangements are finalised and in place (earliest date for new agreements is 1 January 2016).

We continue to work closely with farmers, land managers and land owners to help them access national schemes. The Environmental Stewardship Scheme at entry level (ELS) was prioritised this year to take advantage of the remaining application window for upland applications, but the Higher Level Scheme (HLS) and the England Woodland Grant Scheme (EWGS) continued to be supported. This has involved close working with both Natural England (NE) and the Forestry Commission (FC).

In partnership with Natural England, we have agreed a work programme for the delivery of Farm Environment Plans (FEPs) and HLS applications. A total of 56 agri-environment schemes were brokered. This is a little down on last year, reflecting the end of the current Rural Development Programme. Whilst the Government has made a specific commitment to upland farming, there is likely to be less funding available overall and this may impact on the proportion of the National Park in agri-environment schemes.

The Peak District Land Managers Advisory Service drop-in centre at the Agricultural Business Centre, run jointly with a range of partners, continues to be provided on agricultural market days staffed by officers from the Authority, Natural England, Environment Agency, Rural Action Derbyshire and the Farming Life Centre. Partners are developing tighter scheme targeting and more virtual working to address budget constraints. The scheduled survey of users of the service is now underway.

The Authority continues to support farm diversification through business advice, input to the Leader programme and the Environmental Quality Mark (EQM) Community Interest Company to link diversification with environmental marketing. Other work with the farming community has been to help engagement with electronic systems in preparation for the 'one IT' platform that will be introduced with New Environmental Land Management Scheme (NELMS).

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) There is a more streamlined approach to providing advice and support between the Peak District Land Management Advisory Service partners;	8. Percentage of users who feel that the overall quality of service provided by PDLMAS is at least 'good'	Baseline	Survey delayed#	Baseline
b) We continue to broker 30 agri-environment schemes per annum;	9. Number of Higher Level Scheme applications or equivalent that we have brokered.	30/ annum	56	30/ annum
c) The area of land in the National Park in agri-environment schemes (ELS, HLS or equivalent) is 94,000 ha (that is, 65% of the national park as a whole)	10. Area (ha) and proportion of land in the National Park covered by environmental schemes.	≥94,000ha (65%)	122,254ha (85%)	≥94,000ha (65%)

# Survey was delayed due to other Defra surveys taking place targeting similar respondents

#### Key actions for 2014/15:

- Influence final targeting and implementation of New Environmental Land Management Scheme (NELMS) and other elements of the rural development programme nationally and locally
- Review the Peak District Land Management Advisory Service following completion of the user survey and other factors
- Work with farmers and land owners to maximise the take up of agri-environment schemes and provide support and guidance for conservation land management.

## 02

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

### Case Study: Town End Farm, Alstonefield

Robert Adams, with his daughter Joanna, manages a herd of belted Galloways and a flock of Derbyshire Gritstones, Mule and Kerry Hill sheep. The farm is organic and includes adjoining SSSI daleside land rented from the National Trust. Robert is a council member of the Ayrshire Cattle Society and the Belted Galloway Cattle Society. Since taking on Town End Farm, Robert has seen many changes in both the farming industry, the grant support available and the farm itself.



Robert Adams and Joanna Adams



Town End Farm

*Says Robert Adams: '30 years ago farmers were encouraged to increase production by ploughing, reseeding and fertilising land and even removing walls. Now Defra and Natural England encourage the conservation and restoration of species rich grasslands and offer grants to restore walls. My aim has been to make the farm stock proof and easier to manage and has only been achieved due to the grant support and encouragement I have received over the years, including:*

- *Countryside Stewardship Scheme (wall restoration, traditional hay meadow management and traditional building restoration)*
- *Wildlife Enhancement Scheme Agreement (supported major change from Limousin cattle to traditional Galloways and Derbyshire Gritstone sheep for conservation management)'*
- *Environmental Stewardship Organic Entry Level Scheme and Higher Level Scheme agreement (SSSI daleside management, traditional hay meadow restoration, pond and wall restoration)'*
- *Catchment Sensitive Farming Scheme (for winter livestock housing and muck store roof). I worked with the Peak District Land Management Advisory Service drop in centre at Bakewell market for advice and help with grant applications. As the work required planning consent I worked with the NP planning officer and I am very pleased that we were able to come up with a practical and logical scheme'*
- *National Park Authority agreement - the additional daleside and traditional hay meadows I took on during 2013 could not be added to my existing Environmental Stewardship agreement due to the end of the England Rural Development Programme in December 2013. This agreement will support conservation management until the new national scheme is available.'*

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

*'I have been working with NP advisers since the early 1990's and it is unlikely that I could have achieved all the work and conservation management at Town End without their help. I don't have the time or the skills to research all the various schemes, funding opportunities or sift through all the paperwork involved! The assistance, guidance and support has helped me achieve my priorities for both farming and conservation management of the farm whilst meeting NP objectives. I have even completed some projects which I would never have thought of or considered without the enthusiasm and encouragement of my NP adviser!'*

*'Looking to the future - the majority of upland farmers, even if interested, don't have the time to understand and complete applications - especially electronic ones - or organise some of the more complex land management work involved.*

*The NP adviser support I have received over the years has had a major positive impact on the farm and to the conservation work we have achieved together. To suggest that future schemes be managed electronically and directly by farmers would be a backward step. Without farmers having the benefit of assistance from an adviser who knows the schemes and the organisations that work in partnership, there is likely to be far less farmer engagement, certainly in the Peak District. In my experience partnership working between farmer and NP adviser has been very successful in meeting my objectives and NP objectives for conservation management. Without that support neither would benefit.'*

**03**

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

**Assessment of performance to date: AMBER****Performance during 2013/14:**

Our commitment to continuous improvement in Planning focused on achieving high standards of customer service and professional integrity. As a result, we have seen a sustained improvement in planning application determination figures over the year, closely missing our targets. We have improved communication through: targeted Planning Bulletins to Parishes and Agents; twice yearly meetings with Agents; inviting Parishes to attend Planning Committees where there is an application in their Parish; and Planning Officers attending Parish meetings. Our annual Parishes Day continued. A survey of Parish Councils has recently been conducted and a survey among Agents is planned for the first quarter 2014/15 to understand the impact of these changes.

A key focus of attention has been on consistency of decision making and advice. Planning staff have started working in a more integrated way, supported by the Planning Service relocating to a more open plan suite of offices. Planning training to Members was provided during the year. The Authority's planning decisions continue to have a high level of support on appeal, at around 70%, which is very favourable compared to the national averages (60%).

A new Local Enforcement Plan was published in January 2014 with the aim of setting out how the Authority will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so (as recommended in the National Planning Policy Framework).

Significantly, the government accepted the Authority's position on proposed changes to planning legislation which would have allowed agricultural buildings to be converted into houses and excluded national parks from relaxations. However, relaxations which make it easier to change offices into houses and agricultural buildings into a range of other uses (except houses) were introduced in May 2013, with no exemption for national parks. To date, these have had only limited impact.

The new Development Management Policies Document continues to be developed but the timetable will need to be revised to allow additional time and this will be considered by Planning Committee in April.

The pre-application advice scheme introduced in February 2013 has worked well, with 3,487 customer planning enquiries received from February 2013 to March 2014, over half of which were dealt with by our Customer Service Team who were able to provide rapid (usually within 3 days) responses to these enquiries. The Planning Service dealt with the remaining enquiries, mostly (90%) within our target 15 working day period.

The principle of a charging scheme for pre-application advice for some categories of development was agreed by Authority in December 2013, aiming to provide greater certainty for applicants and developers and to help improve the quality of planning applications. The scheme will also provide some additional funding for the Planning Service, allowing more resources to be put into the pre-application advice service. The scheme will be introduced on 1 April 2014.

During 2013-14 the Government announced that it would identify 'Poorly Performing Planning Authorities' in respect of performance on major applications. The Authority was named on an interim list, but we questioned the basis for this and were not included on the final list. However, processes are now in place to ensure that performance on major applications is above the threshold set by the Government.

The Review of Old Mineral Permissions (ROMP) has progressed during the year, with Planning Committee considering three cases in November 2013 and agreeing to serve Prohibition Orders in two cases. One of these (Longstone Edge) is now the subject of an appeal.

We resolved one high priority enforcement case at Lower Westhills, near Winster (see case study below). After a positive start to 2013/14, performance on reducing the number of outstanding enforcement cases was hampered by staff vacancy. Notwithstanding this, 168 cases were resolved.

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) We have delivered the key milestones in our Planning Improvement Plan 2013/14;	11. Have we met the milestones set out in the Planning Improvement Plan?	Yes	11(14)	Yes
b) Our new Development Management Policies are found to be sound and are adopted;	12. Have we met the key milestones towards adopting our Development Management Policies (including tests for soundness)?	Yes	Yes	Yes
c) We have evidence of improvement in public confidence in the Planning Service;	13. Percentage of planning applicants who are satisfied with the service they received.	>70%	Survey delayed	>70%
	14. Percentage of residents who consider that the Authority makes planning decisions that support the delivery of National Park purposes.	Establish baseline	Delayed	Establish baseline
	15. Percentage of planning applications by type determined in a timely manner:		0%(6 applications)	60%
	a) 13 weeks for major applications*	a) 60%	59%	65%
	b) 8 weeks for minor applications	b) 65%	79%	80%
	c) 8 weeks for 'other' applications	c) 80%	73%	50%
	d) 13 weeks for all County Matter applications	d) 50%		
	16. Percentage of responses to planning correspondence within 15 working days.	80%	50%	80%
d) There is a sustained reduction in the number of outstanding enforcement cases by 2015.	17a. Number of enforcement cases outstanding.	375	402	375
	17b. Number of 'top ten' high priority cases resolved each year	5	1	>1

\* The Government has allowed the 13 week deadline to be extended if certain criteria are met, which we have done

#### Key actions for 2014/15:

- Lead on responding to government consultations and on planning reform
- Review the Authority's planning application validation advice
- Introduce and keep under review the pre application charging system
- Promote and acknowledge good practice through a regular newsletter internally
- Progress the Development Management Policies Document to timetable
- Continue to build trust between residents, officers and Members
- Continue to develop a culture of excellent customer service
- Process planning applications to government targets
- Achieve an improved rate of resolution of enforcement cases
- Continue to achieve a good success rate on planning and enforcement appeals
- Progress ROMPs on mineral working sites.

03

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

**Case Study: Enforcement at Lower Westhills Farm, near Winster**

The use of land for storage of vehicles, machinery and scrap, siting and residential use of portacabin and erection of buildings.

This long running enforcement case was resolved in 2013. Land at Lower Westhills had been the subject of complaints from local residents and the Parish Council over many years and was identified by the Authority as a high priority case because of the unauthorised activities and storage on the character and appearance of this part of the National Park. The land had been used for the storage of vehicles, machinery and scrap, and for the siting and residential use of a portable cabin, together with the erection of buildings, all without planning permission.

After a period of many years during which we took enforcement action, the Authority was granted a county court injunction in October 2012. This required the landowner to, amongst other things, remove various vehicles and other items from the land, remove the portable cabin that was used for residential purposes and cease living on the site. The final date for compliance with the order was 30 April 2013, although he was given until July 2013 to pay the Authority's costs.

By September 2013 most of the items, including the residential caravan, had been removed and the site restored, with hardcore removed and reseeded carried out. Consequently the appearance of the site had improved considerably. Of those items remaining, these were positioned behind the existing buildings and are screened by trees and therefore cannot be seen from any public vantage points. The appearance of the site was considered to be acceptable, being similar to many working farms in the Peak District. The enforcement case was therefore closed, although the Notice remains in place should any further problems arise in future.



Before



After

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

## Assessment of performance to date: **GREEN**

### Performance during 2013/14:

Key work contributing to the Authority's Carbon Management Plan has progressed including the refurbishment of Big Fernyford Farm as a carbon reduction demonstration project (see case study at end of the section) and moorland restoration management work.

Conservation Plans were prepared for over 30,000ha of land under 14 separate agri-environment scheme agreements to protect stored carbon on the moorlands, significantly increasing the area of moorland under restoration management. The Moors for the Future Partnership team's work in the Peak District and South Pennines work has included:

- Spreading of 14,500 bags of heather brash and 14,300m<sup>2</sup> of geo-textiles to stabilise 92 ha of bare and eroding peat;
- Application of 2,727 tonnes of lime, seed and fertiliser on Kinder, Bleaklow, Deer Hill Moss and Wessenden;
- Planted 121,000 moorland plants as plugs;
- Applied 500,000,000 Sphagnum moss plants in beads;
- Installed 2,400 dams, blocking nearly 24 kilometres of gullies;
- Constructed over 27 kilometres of boundary fences and walls, to allow appropriate stock management on over 5,000 hectares of blanket bog.

These capital works will significantly reduce the greenhouse gas emissions from the sites. The most significant carbon benefit is reduction in the erosion / loss of peat (Particulate Organic Carbon). Bare peat stabilisation reduces Greenhouse Gas emissions (CO<sub>2</sub>eq/km<sup>2</sup>/yr) by 96%. Management practice to restore these peatlands will continue to benefit both upland habitats and the species that rely on them, and will increase the resilience of upland habitats to climate change.

Significant projects contributing to this achievement included:

River Restoration Project, in partnership with National Trust, on the Rivers Ashop and Alport, the largest project funded through the Catchment Restoration Fund (£2.1 million) and scheduled for completion in 2015. Planned restoration of over 280 hectares of blanket bog on Kinder Scout is on schedule with all heather brash and gully blocking completed and initial treatment of the site with lime, seed and fertilizer;

A catchment project on behalf of Yorkshire Water working on the National Trust's Marsden Moor Estate (covering nearly 400 hectares) where initial stabilisation work was completed and the site was treated with lime, seed and fertilizer;

The MoorLIFE project which completed its fourth year of working to protect blanket bog. 880 ha have been improved through this project.

There is ongoing delivery of a programme of seven landscape-scale science projects evidencing the impacts of conservation and land management interventions on biodiversity and ecosystem services. The Making Space for Water Project and Woodhead Water Project focus on assessing the potential impact of peatland restoration on downstream flooding, other projects focus on water quality, cultural services and economic benefits.

04

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

The Community Science Project has been working to engage the public in monitoring the 'health' of their moorlands. With monitoring packages aimed at different user groups and levels of commitment, the project has provided the opportunity for all to get involved, so far, in bird surveys, bumblebee surveys and environmental surveys which over the upcoming years will help us track monitor the impact of climate change on the biodiversity of moorlands within South Pennine Moors SAC.

The heating system in North Lees farmhouse has been changed to an air source heat pump and plans are being developed to install a heat pump at North Lees campsite and a biomass boiler at Hayes farm.

We have seen an increase in the proportion of planning applications incorporating energy efficiency and micro renewables proposals. The Climate Change and Sustainable Building Supplementary Planning Document, which supports this approach, will be promoted during 2014.

The Sustainable Development Fund provided almost £10,000 in grants for those taking measures to impact positively on climate change including Dambus, an interpretation project promoting cycling and public transport access to heritage; Wetton Village Hall for environmental improvements; Bakewell Green Festival weekend - a community project to encourage sustainable living; and Friends of the Peak District 'Green Buildings Open Up' weekend.

Digital interactive exhibits were installed at the Moorland Centre and Upper Derwent Visitor Centres to promote wider understanding of the issues of wildfires in moorland environments.

Over the year the Peak District Fire Operations Group (FOG) operated a trial with the Met Office looking at fire behaviour codes and in particular the top layer of vegetation. The data gives vital information for the timing of the erection of the fire warning signs and will be particularly beneficial to getting the message to the general public in order to prevent moorland fires. During 2013 there were 10 reported moorland fires within the National Park, the largest of which was 2 hectares. All fires were extinguished very quickly and all featured the partnership working of the Fire Operations Group.

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) Through Pre-application advice and information we have enabled others to take action to reduce their greenhouse gas emissions;	18. Proportion of planning applications that could, and on validation do, incorporate energy efficiency and micro-renewables proposals.	15%	41%	60%
	19. We have met the key milestones in incorporating the Climate Change and Sustainable Buildings Planning Guidance into the pre application advice process.	Meet key milestones	Complete	Delete indicator
b) The Authority's own carbon footprint has been reduced by 20% (in line with the agreed Carbon Management Plan*);	20. The Authority's overall carbon footprint.	Progress towards 2014/15 target	17% (since 2009/10 baseline)	20% reduction from 2009/10 baseline.
c) We are increasing the area of moorland under restoration management, leading to a reduction in the loss of stored carbon;	21. Area of moorland undergoing restoration management through the Moors for the Future Partnership:			
	a) Moorlife Area	2,600ha by 2015	a) 1,674ha	2,600ha by Mar'15
	b) Outside Moorlife Area	900ha by 2015	b) 900ha	900ha by Mar '15
d) We have developed a carbon reduction demonstration project.	22. Development of a carbon reduction demonstration project.	Deliver 2 further projects	3 projects delivered	Deliver 2 further projects

\* Target amended by Audit, Resources and Performance Committee in January 2014 (minute ref. 9/14)

#### Key actions for 2014/15:

- Coordinate the preparation of a Climate Change Adaptation Report update
- Deliver the Moors for the Future Partnership's Operations Plan including completion of works under MoorLIFE and Catchment Restoration Fund, engaging with private landowners to deliver works under HLS capital works schemes and submission of funding bid (MoorLIFE 2020) for works beyond 2015.
- Continue to promote and monitor the Climate Change and Buildings Supplementary Planning Document
- Continue to deliver the Authority's carbon management plan
- Develop business cases for the installation of renewable heat systems in tenanted properties.

## 04

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

### Case study: Big Fernyford Farm Carbon Reduction Project

Big Fernyford Farm is a 60 hectares upland stock farm owned by the Peak District National Park Authority and leased out on an agricultural tenancy. Significant parts of the farmland are SSSI areas providing key habitats for wading birds. In line with our efforts to mitigate climate change, the Authority decided to refurbish the farmhouse to the highest standards of energy and water efficiency, improving the outdated, cold and damp living conditions in the farmhouse. High environmental standards, using techniques and materials in line with our Guidelines on Sustainable Buildings and Historic Buildings and Sustainability, make the project an excellent example of how a traditional building can be made energy efficient while preserving its historic character and value.

The energy efficient refurbishment involved significant capital investment from the Authority and tenant alike. However, the tenant and his family will benefit from lower fuel bills and much greater levels of comfort. Determining the payback period in terms of fuel savings is not possible as the project involved many maintenance and improvement measures alongside the energy improvements such as a new roof, new flooring, external repointing and replacement of fixtures and fittings. Many of the maintenance measures were done to also contribute to improved environmental performance.

The refurbishment project included the following:

- A breathable internal wall insulation system that is sympathetic to the fabric and character of the building
- Roof insulation
- Installation of new 'heritage' double glazed windows
- Utilisation of a ground source heat pump and underfloor heating
- Draught mitigation and improved levels of airtightness
- Repointing in lime mortar.

The project has helped understanding of how to manage competing policy priorities. For example, we prioritised the external appearance and overall character of the building so timber sash windows were installed. Whilst the windows maintained a traditional appearance, they proved limiting when trying to achieve high levels of air tightness (sash pulleys are very difficult to seal). However, the windows also use heritage double glazing, giving an acceptable level of thermal insulation without detracting from their appearance. Some, less important, external features have been sacrificed to achieve greater environmental performance such as an alcove within the kitchen/living space which proved difficult to retain when adding the internal wall insulation.

The refurbishment is a useful demonstration of a number of rarely used techniques of which the Authority would like to encourage greater use. One example is an insulation system using breathable natural materials like lime and wood fibre that provide excellent thermal characteristics allowing the building to work as a moisture permeable system as it was originally intended. This helps to preserve the original fabric of the building, gives a more traditional appearance and provides a healthier environment for the occupants.

This approach to energy efficient refurbishment also presents opportunities for local trades and craftsmen to improve their competence in undertaking this type of work and offer such services to householders and businesses within the National Park.

The Authority took part in the first ever Peak District 'Green Buildings Open Up' weekend, run by Friends of the Peak District showcasing the work undertaken at Big Fernyford Farm. Friends of the Peak District will use promotional resources developed as part of the SDF funded project for further open days during 2014.

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

### **Assessment of performance to date: GREEN**

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#### **Performance during 2013/14:**

Progress is very positive in this area of our work. We have a wide remit, covering enhanced housing enabling, traditional community development and support to community and neighbourhood planning, as required by the Localism Act. Demand from communities for our input is high.

We worked with 6 communities on housing needs surveys and sites search work: Hayfield, Castleton, Great Longstone, Ashford, Taddington and Stoney Middleton. This work has been enhanced through funding agreements and partnership working with High Peak Borough Council in addition to the longstanding collaboration on housing enabling with Derbyshire Dales District Council who provide officer support for this work. Contact has also been made with Edale and Hope to progress housing need and site surveys in these villages during 2014/15.

We worked intensively with 8 communities to support their community-led plans (including 6 neighbourhood plans for Dore, Hartington, Bradwell, Bakewell, Whaley and Chapel-en-le-Frith). This involved advice on how to designate neighbourhood areas, how to establish neighbourhood forums and how to draft policies that conform to the Local Development Plan. Bradwell's non-statutory village plan, produced in conjunction with our support, was endorsed by Planning Committee ensuring that some sections can be given limited weight in determining planning decisions. Bamford residents are also working towards a village plan and 2 community events were held and a survey undertaken to support this work.

The Authority conducted a programme of engagement with Staffordshire Moorlands District Council parishes inside and adjacent to the National Park to ascertain their requirements and priorities. We are liaising with 8 parishes who have expressed an interest in identifying potential community plans or initiatives.

The Voluntary and Community Sector Liaison Group met in March 2014 to share and discuss lessons learned from our early experiences of supporting communities with neighbourhood plans.

Additional support continues to be offered by the Planning Service to ensure that a thorough investigation of sites is undertaken using local knowledge to ensure the best sites emerge that fit well within the character of a settlement and stand the best chance of delivery.

## 05

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) We fulfil our role in delivering the Peak District Affordable Housing Plan by annually working with at least 3 communities to agree the sites that would address the need for affordable housing;	23. Number of communities we have worked with on affordable housing needs.	3 annually	6	5*
b) We support annually 4 community sustainable projects;	24. Number of community sustainable projects we support (plus qualitative output on the impact of the grant).	4 annually	10	4
c) We work annually with 5 communities/ parishes/ villages to support or develop their plans (including neighbourhood plans).	25. Number of communities/ parishes/ villages where we have supported development of their plans.	5 annually (including 3 neighbourhood plans).	8 (including 6 neighbourhood plans)	5 (including 3 neighbourhood plans).

\*The enhanced target for 2014/15 represents additional partnership funding for this year received from High Peak Borough Council in order to progress housing enabling in High Peak communities.

#### Key actions for 2014/15:

- Progress housing surveys and enabling work in High Peak communities of Hope, Edale, Peak Forest and Bamford, allied to an assessment of the future capacity in these settlements;
- Work with Tideswell, Bradwell, and Hathersage Parish Councils to progress our commitment to assessing future development capacity in settlements named in the adopted Core Strategy. This work provides a useful basis to assist both the delivery of affordable housing but also provides an evidence base for future plan reviews;
- Coordinate work of the voluntary and community sector liaison group with action agreed to develop more support to local/village based sustainability groups (Rural Action Derbyshire to lead);
- Moving into the drafting and conformity check stages on neighbourhood plans;
- Kick starting the Bakewell neighbourhood plan with a public meeting and workshop in May 2014.

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

### Case Study: Partnership working on housing enabling

- The National Park Authority has received £15,000 from High Peak Borough Council for years 2013/14 and 2014/15 to assist the Borough Council carry out housing enabling work in High Peak villages within the National Park;
- A Service Level Agreement has formalised the arrangement and ensures that common targets can be agreed that benefit both Authorities and ultimately the communities that share the constituent area of the High Peak;
- This supplements longstanding arrangements for housing enabling undertaken in the Derbyshire Dales area;
- The process involves:
  - » Creating a liaison role to bring the Borough Council together with the Parish Council and PDNPA as planning authority;
  - » Working in Hayfield, Castleton and Edale in year 1, moving onto Hope, Bamford and Peak Forest in Year 2;
  - » Undertaking a full housing needs survey;
  - » Collating the responses and preparing a report;
  - » Working with the Parish Council to investigate potential sites for development taking all the necessary NP planning constraints into account; and
  - » Passing all the information back to the Borough Council to assist them in bidding for funds to deliver well designed affordable homes that fit well within the historic built environment.
- The involvement of the Authority's Policy Planning Team allows a range of specialist officers to be drawn in to ensure that the process fits with adopted policies to achieve National Park purposes whilst securing affordable, sustainable homes for communities in perpetuity via our bespoke legal agreements and planning conditions;
- Alongside the investigation of appropriate affordable housing sites the Authority's officers can also work with Parish councils and village groups to explore the future capacity for development to ensure that the natural limits for growth are mutually agreed;
- This collaborative approach also ensures that any potential for future development always considers the particular heritage value of the area in terms of its historic environment and valued landscape setting.



Indicative site for illustrative purposes and not approved for development

## 06

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

### Assessment of performance to date: **AMBER**

#### Performance during 2013/14:

In partnership with the District Councils, we continued to support Business Peak District to address the priorities set out in its Concordat: advice and support for businesses; rural broadband provision; skills and apprenticeships; sites to develop business; and branding of the Peak District. Over 400 Peak District businesses (*non-agri environment and non-Environmental Quality Mark*) were supported through a programme of one-to-many Business Peak District events (10 events during the year), one-to-one advice (63 businesses) and Authority grants (a total of 26).

#### Other activity included:

- the development of a brand toolkit for businesses in conjunction with Visit Peak District;
- a Business Peak District conference, held in July, to encourage local businesses to promote and develop the Peak District, attended by over 100 delegates;
- production of a prospectus for potential investors to the Peak District;
- production of an evidence base for economic activity in the Peak District;
- Business Peak District, Nature Peak District and Visit Peak District working together as Enterprise Peak District to produce a package of interventions to attract investment from Local Enterprise Partnerships.

The Environmental Quality Mark (EQM) Community Interest Company (CIC) now has 63 award holders. Although this is a very similar number to last year it hides the fact that 12 businesses did not renew due to the fee. Whilst new businesses are not deterred by the fee, there is a feeling that those who were used to the award being free are finding it difficult to accept the charge. During the year the company also took on delivery of the Staffordshire EQM on behalf of Staffordshire County Council. A ten year celebration of EQM event was held at Thornbridge Hall, attracting more than 100 attendees and a further recruitment event was held in February.

A total of 10 social enterprises were supported this year, an increase on last year but short of the target we set ourselves. Whilst the resources for this work have reduced since the completion of the Live & Work Rural Programme this work continues through our business support and grants.

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) Annually, 100 Peak District businesses (non-agri environment and non-EQM) are supported by Authority environmental grants, advice and programmes of work;	26. Number of businesses (non-agri environment and non-EQM) participating in Authority led or actively supported schemes.	100 annually	411	200
b) We have taken reasonable steps to ensure a sustainable future for the Environmental Quality Mark and Business Peak District;	27. Annual qualitative commentary on progress to retain EQM and Business Peak District.	Annual report	See text	Annual report
c) More community outcomes are achieved through enterprise by increasing the support given to social enterprise.	28. Number of social enterprises the Authority has supported (per annum).	15	10	5

#### Key actions for 2014/15:

- Work with partners to continue to support the development of the Peak District rural economy including: -
  - » Developing the detail for the priority interventions
  - » Delivering the brand champions project
  - » Explore shared advice to business support in the Peak District;
- Promote available funding through national and local grant scheme including the Authority's own grant scheme;
- Support the further development of the EQM CIC.

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

### Case Study: Peak District Branding Toolkit

In a bid to raise awareness of the Peak District as a place to do business, a Peak District Brand Toolkit has been developed through a Brand Champions project funded by D2N2 Local Enterprise Partnership. The aim is to sign up at least 50 Peak District Brand Champions across all business sectors who will market themselves using the Peak District brand as part of their strategy using the marketing materials shown here:

**Peak District Brand Toolkit**

**What is it?**  
 A free marketing toolkit to give your business a marketing edge. Businesses are proud of the Peak District, it's unique character, experiences and opportunities. The more businesses promote the Peak District brand, the more it can help us all sell products and services at home and abroad.

**Is it right for my business?**  
 - Is your business motivated by **PASSION** for the Peak District ? ?  
 - Do you **CARE** for the Peak District ?  
 - Do you **CELEBRATE** the Peak District in your everyday activities ?  
 If you share these values join other leading businesses using the Peak District brand

**How will my business benefit?**

- A consistent brand image linking your business with the Peak District
- Associate with other quality businesses using the brand
- Be distinctive, stand out and widen the appeal of your business
- **Free** listing of the initial Peak District brand champions
- **Free** access to the Inspired by the Peak District logo, images, and marketing copy to use on your website, premises or vehicles
- **Free** marketing starter materials and support for the first brand champions to register

**What do I have to do?**  
 The brand is open to businesses from any sector who operate within or close to the Peak District. All we ask is that you make the following commitments:  
 - You will do what you can to support the values of the Peak District  
 - You will be an ambassador for the Peak District  
 - You will ensure that the Peak District marque is used appropriately  
 - You will do what you can to promote the Peak District for the benefit of all associated with it  
 To register your business complete the registration form [here](https://www.surveymonkey.com/s/brand-champion-reg).

<https://www.surveymonkey.com/s/brand-champion-reg>

**Business PEAK DISTRICT**

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

### Assessment of performance to date: **GREEN**

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#### Performance during 2013/14:

We have maintained the number of volunteer days organised or supported by the Authority (over 8,000 days), although this is a little short of the increased target we set ourselves. On analysis, this was mainly due to issues with the visibility of volunteering on the website and, for Peak Park Conservation Volunteers (PPCV), the long spell of wet weather and perceptions from volunteers about the quality of volunteer jobs available. Almost 2,000 volunteers were from under-represented groups (young people, ethnic minorities or people with limiting long term illnesses or disabilities), meeting our target.

The Authority's flagship volunteer programmes – PPCV and Volunteer Rangers – continue to deliver the bulk of this work. The full range of volunteer groups and conservation tasks undertaken is documented in the PPCV blog <http://ppcv.wordpress.com/2012/09/> along with testimony from the volunteers themselves. A particular highlight this year included the 'Pick and Play' day with Peak Mountaineering, where volunteers undertook litter-picking in the morning but were 'rewarded' with outdoor activity 'taster sessions' in the afternoon. The PPCV service is moving towards a cost recovery model of delivery aimed at delivering corporate 'teambuilding' type events that promote the uniqueness of the national park, and the income target was achieved.

Over 4,500 volunteer days were conducted on ranger duties, with volunteers operating as an integral part of the ranger service, providing a level of operational resource to help maintain service delivery. Other parts of the organisation have also depended on volunteers to deliver services including: water table measurement across the South Pennines Special Area of Conservation; bird, butterfly and bee surveys; restoration of a national park boundary sign at Pomeroy and assisting with family learning events at Longdendale and Longshaw. The volunteers support the work of the Authority and, in return, learn skills and contribute to conservation objectives.

The Peak District Volunteer Rangers won the UK National Parks Volunteer Group of the Year for their work in supporting health walks (see recreation section and case study) and one of our volunteer rangers won the UK National Parks Volunteer of the Year award for connecting urban communities, particularly those from a black and ethnic background, with the national park.

**07**

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) Our work is supported by at least 8,500 volunteer days annually and the proportion from our target groups increases or is maintained;	29. Number of volunteer days organised or supported by the Authority.	8,500+ annually	8,387	8,500+ annually
	30. The number of days attended by under-represented groups.	> 1,900 annually	1,917	> 1,900 annually
b) Over 90% of volunteers enjoy their experience and feel they have made a contribution to the national park.	31. Percentage of volunteers surveyed who enjoyed their experience.	> 90%	no data*	> 90%
	32. Percentage of volunteers surveyed who felt they had made a contribution to the national park.	> 90%	no data*	> 90%

\*survey being conducted among all current volunteers in April 2014

**Key actions for 2014/15:**

- Continue to develop the Peak Park Conservation Service with a cost recovery model
- Consider and address the issues raised when using a mix of contract, casual and volunteer staff
- Deliver a volunteer celebration event in June 2014.

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

### Case Study: Volunteer rangers donate prize money to health walks

Peak District National Park volunteer rangers were delighted to receive a certificate and £1,000 to help people with health problems go walking in the countryside.

The presentation came after the Peak District's big-hearted band of nearly 300 volunteer rangers was named National Parks UK Volunteer Group of the Year for their work over the past 20 years in leading health walks for people with physical or mental health problems.

The £1,000 prize-money will be used to help re-start Next Steps Walks which had to cease when funding came to an end after NHS re-structuring earlier this year.

Next Steps Walks, run in partnership with Bakewell and Eyam Community Transport, are for people with enough confidence and strength to graduate to regular ranger-guided walks but who still need transport to get to them.

National Park health walks organiser Christina Porter said: "I'm extremely grateful to the volunteer rangers for their support for this cause. It will mean that we'll be able to provide transport for people to attend an additional 10 walks in 2014.

"Many of our ranger-guided walks are easy enough for people with less-severe health problems to tackle, and it's often only transport issues that prevent people from joining them."

Retired teacher Audrey Foster, 67, of Darley Dale, has been going on the walks since 1996 after a bout of manic depression. Now suffering from polymyalgia and having to use two sticks, she still loves to go on health walks as often as twice a month between February and November.

"The health walks have been invaluable to me," she said. "Apart from the exercise, they offer companionship and they enable us to get to places we'd never normally visit.

"Most of us have medical problems, some are in our 80s, so transport is essential for us to get to the isolated meeting-points. I'm very pleased the rangers' donation will enable the Next Steps walks to continue in 2014."



Participants of a healthy walk on Longshaw Estate.

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

### Assessment of performance to date: **AMBER**

## Performance during 2013/14:

Satisfaction with Authority recreation services stands at 98%. We continue to coordinate actions in the 'Active in the Outdoors' Action Plan to contribute to achieving this objective.

Decisions were taken during the year to make traffic regulation orders on 3 routes (Roych Clough, Long Causeway, Chapel Gate) to prohibit all mechanically propelled vehicles at all times on the grounds of natural beauty and amenity. We commissioned consultations on 3 long term directions restricting access to open access land to determine the need or otherwise to maintain them.

We commissioned external input on our property portfolio from Atkins and DTZ to consider commercialisation opportunities and actions resulting from the report findings will be considered during 2014. Development of a new vision for Stanage and North Lees started with consultation through a public meeting and an online survey.

Following a successful bid to the Department for Transport Linking Communities bid, £7.5million is being spent on new recreational cycling infrastructure in the Peak District. The Authority is capitalising on this work by developing a Cycling Strategy for the Peak District to seek other new routes, which has temporarily refocused resources away from the Sustainable Transport Action Plan (within Objective 9).

Other cycling initiatives included coordination of a Peak District Cycling Festival in September, promoting our cycle hire service and showcasing specialist cycles; a cycle rides programme of activities; development of education packs and self-led family trails from Ashbourne and Parsley Hay; support to a Summer of Cycling event with Derbyshire County Council, focused on school holidays and national parks week; the Sustrans Active Travel project to enable children and families to access cycling; and development of a 'Cyclo-pro' award scheme which will be piloted during 2014. Over the year, 22,654 people hired bikes from Authority cycle hire centres, similar to last year.

Despite this activity, the proportion of people travelling to our recreational facilities by sustainable means has fallen to just 10%, substantially down on the last 2 years. The development of the Cycling Strategy incorporates actions to encourage more people to come into the Park by bike.

The annual survey of rights of way showed that 90% are easy to use. We worked with Visit Peak District to deliver a successful walking festival and we continue to provide information on offers online. The Authority supported Derbyshire Dales District Council to deliver a health walks programme, encouraging access to the countryside and promoting the health benefits.

We conducted an audit of our key visitor hubs across the Park to explore their current status and what improvements may be required. This led to the development of an issues and options support policy paper as part of the Development Management Policy document.

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) Action plans for all high priority unsealed routes are being implemented;	33. Number of specific route action plans in place and being delivered.	24	24	24
b) we have increased awareness of opportunities for recreation in the national park;	34. Number of contacts through Authority recreational facilities/ activities (cycle hire, guided walks/ events, campsites).	≥ 43,000	33,538	≥ 33,000*
c) We have increased opportunities for people to access recreational facilities using sustainable means;	35. Percentage of contacts who have used sustainable travel to recreational facilities.	35%	10%	35%
d) We have encouraged others to develop opportunities to experience the national park by bike, horse, on foot and on water;	36. Number of priority actions in the recreation strategy achieved or on target.	24	24	24
e) Over 90% of the users of our recreational facilities are satisfied with their experience;	37. Percentage of users of recreational facilities/ activities that are satisfied with their experience.	> 90%	98%	> 90%
f) We have widened participation to the services we offer to our target audiences;	38. Percentages of Authority customers using recreational facilities that are from our specific target audiences:			
	a) Children and young people (5-24 yrs)	49%	59%	49%
	b) Minority ethnic groups	5%	29%	5%
	c) People with a limiting long-term illness or disability	6%	2%	6%
	d) People from deprived target areas.	3%	5%	3%
g) At least 85% of our Rights of Way network continues to be easy to use.	39. Percentage of total length of footpaths and other rights of way that are easy to use by the general public even though they may not follow the exact definitive line.	> 85%	90%	> 85%

\* target reduced to reflect current situation and available resources in this area

### Key actions for 2014/15:

- Continue to manage recreational vehicular activity in line with our strategy and support the Local Access Forum to assess the remaining priority routes within the national park, outside the Derbyshire area
- Continue to promote the Peak District as a cycling destination and finalise the wider Peak District Cycle Plan
- Coordinate delivery of key actions in the 'Active in the Outdoors' action plan including walking events and targeting our under-represented groups
- With Sustrans, continue the Sustrans Active families project to encourage sustainable forms of travel
- Implement the actions from the recreation hubs audit and the Authority's brand audit
- Deliver Pedal Peak II and play an active role in the Summer of Cycling campaign.

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

**Case Study: Protecting Green Lanes**

Since 2007, the Authority has worked in partnership to minimise the effect of motor vehicle use on unsealed roads in the National Park. In 2012, the development of a revised strategy and additional resources enabled the Authority to identify priority routes requiring improved management and to gather evidence on the use, interests and issues.

The Authority has made Traffic Regulation Orders (TROs) to prohibit recreational trail bikes and 4x4s on three routes to protect the natural beauty and amenity of the national park. This followed extensive consultation across a wide number of stakeholders. There was considerable public interest in this work with each consultation generating in excess of 2,000 responses and raising a variety of concerns. All views were carefully considered and the Authority is now working with others to see how to accommodate less able users on these routes.

The routes cross some of the most beautiful landscapes in the national park, with wildlife habitats enjoyed by many. All 3 routes are former packhorse routes and run across land with the highest environmental designations.

The Authority made its first order in February 2014 at the Roych, near Chapel-en-le-Frith which forms part of the Pennine Bridleway National Trail. Chapel Gate near Rushup Edge and Long Causeway near Sheffield cross wildlife areas with the highest protection designation in Europe.

The Authority recognised that the routes were important for all recreational users but considered that their use by motorised vehicles was in conflict with the need to conserve the natural beauty, wildlife and heritage of the national park.



Long Causeway

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

**Assessment of progress to date: AMBER**

## Performance during 2013/14:

Strategic tourism development changed focus, such that we are now responding to the Local Enterprise Partnership (LEP) growth planning process and timetable. Following publication of the D2N2 Visitor Economic Study proposals are now being developed for inclusion in the Enterprise Peak District package of interventions to present to Local Enterprise Partnerships, to secure future funding from LEPs through their growth plans.

Preparations have been made for 2 large international cycle events, which feature in a 'Summer of Cycling' programme of over 100 events across the Peak District. Grants and support have been given to communities and businesses to encourage local benefits from the Tour de France, both for taking part in the spectacle and for securing longer term benefits. We have supported Peak District businesses at a Tour de France roadshow hosted by Welcome to Yorkshire. We have also provided assistance to the L'Eroica Britannia to ensure that this event, being held in the Peak District this summer, will benefit the environment, local residents, businesses and visitors. Other cycling activity has included our contribution to the Pedal Peak II project. As part of the £7.5m cycle bid, the Authority is overseeing the promotion and distribution of the 'Cycle Friendly Places' grant, which is available to businesses and communities to help them improve their offer to encourage cyclists to stay and visit. Progress on the Sustainable Transport Action Plan has been slow over the year due to this change of focus on cycling, but the work undertaken has been focused on achieving this objective.

The Environmental Quality Mark (EQM) attracted 4 new tourism businesses but 7 pre-existing award holders did not renew their membership. As the Community Interest Company (CIC) overheads reflect the number of participating businesses, the budget is on target despite lower award holders than our target.

Our visitor centres recorded a footfall of over 390,000, an increase on last year and with an increase in overall spend of 7.8%, but with a decreased spend per head from £1.31 to £1.04. This will need to be considered further to understand the reasons and improve on spend per head.

The Photography Gallery in Bakewell hosted an exhibition of work by children from a local school who worked with 3 photographers for a day to develop techniques in photography, and a royal visit by HRH the Duke of Gloucester, who was also introduced to representatives of local tourism businesses. Castleton Visitor Centre displayed exhibitions, including a range of artefacts, from two community-led, Heritage Lottery funded, archaeology projects which set out to investigate the lives of ordinary people. One focused on Castleton Hospital, the other across Hope and Castleton.

The Authority organised a range of activities around the theme of national parks week to promote recreation, tourism and understanding. Activities appealed to a range of audiences with adults and children, visitors and residents trying out dry stone walling, cycling, river dipping, geocaching and learning about how we fight moorland fires.

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) We have an updated tourism strategy for the Peak District by March 2014, subject to key delivery partners being able to work to this timetable;	40) Tourism Strategy updated by March 2014	Strategy in Place March 2014	New approach developing with partners	Continue to have influence over tourism in the Peak District
b) The number of Peak District tourism businesses participating in EQM has increased;	41) Number of Peak District tourism businesses participating in Environmental Quality Mark.	75	60	106 (cumulative by end 2014/15)
c) The visitor elements of the sustainable transport action plan are being delivered.	42) Percentage of Priority actions in the Sustainable Transport Action Plan met or on target that aim to: a) increase sustainable travel, b) reduce the impact of transport infrastructure on the landscape	>90%	16%	>90%

#### Key actions for 2014/15:

- Lead and deliver a visitor giving action plan (including surveying visitors to the national park) and develop responsible visiting messages
- Provide advice and appropriate input to the development of a strategic position on tourism for the Peak District
- Conclude the review of Peak Connections including assessing options for the future
- Review and update the tourism STAP priorities
- Support delivery of the 'Summer of Cycling' campaign
- Contribute to the delivery of the 'Great' campaign
- Carry out a visitor survey.

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

### Case Study: Get set for a Summer of Cycling

The 1st Peak District Cycling Festival took place in the national park and wider Peak District area. The events were organised by a wide range of organisations, including ourselves, community groups, Local Authority Outdoor Centres and private sector activity providers. It was co-ordinated by an alliance of 4 authorities, including the National Park Authority, with comprehensive marketing and Public Relations support from Visit Peak District & Derbyshire, the area's official tourist board.

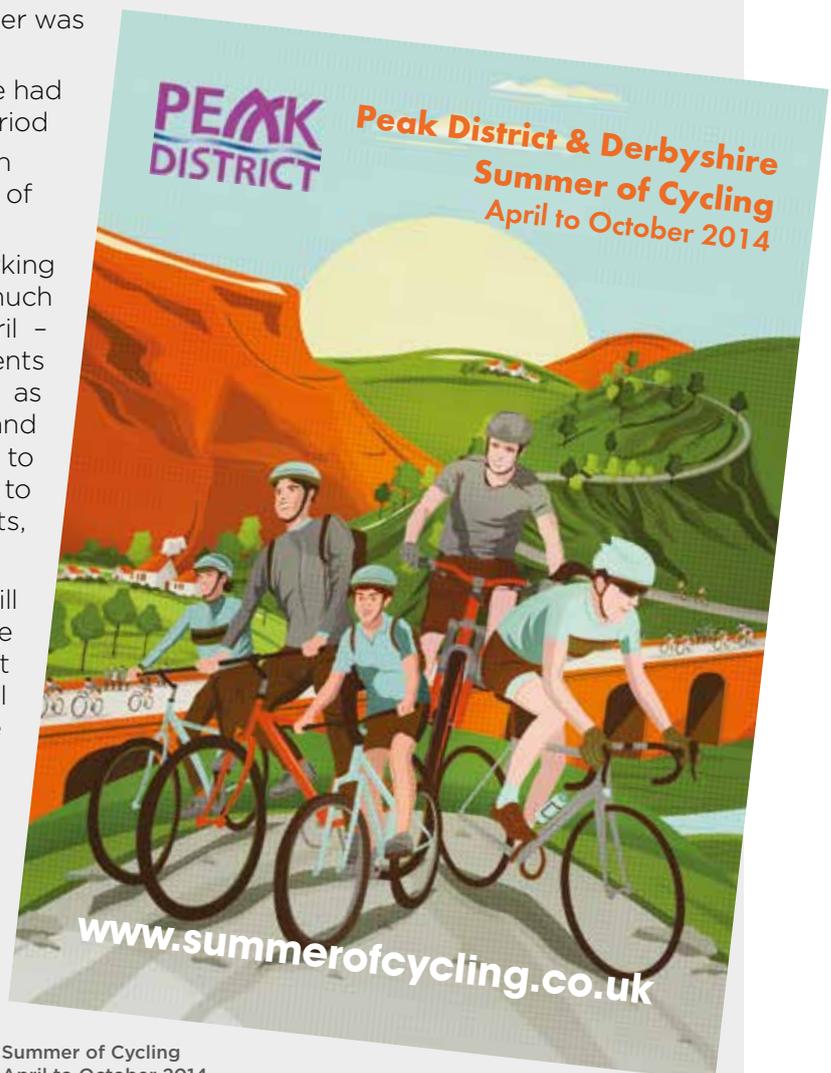
The Peak District has a long history of being popular for cycling as its accessible location opened up new horizons for surrounding populations before car ownership became widespread. The Peak District National Park has over 65 miles of off-road cycling trails and an abundance of scenic quiet lanes, as well as exhilarating mountain biking opportunities, so there is cycling for all to enjoy, whatever level or aspiration. The festival was an opportunity to raise the profile of the Peak District as a cycling destination while helping to grow the tourism economy through increasing visitor spend.

- The AVE (Advertising Value Equivalency) figure for the known media coverage secured for the Festival through the months of June, July, August and September was over £41,000
- Cycling Festival events webpage had 30,487 views over a 3 month period
- Numbers of participants for each event showed an overall take up of 85% of places.

From these small beginnings we're working with a range of partners to develop a much bigger Summer of Cycling offer (April - October 2014) with international events (L'Eroica Britannia, Tour De France) as well as over 100 local events to excite and motivate both residents and visitors to cycle. The activities on offer will appeal to a wide audience - novice or elite cyclists, inclusive cycling and families.

It is hoped the Summer of Cycling will provide a catalyst for more sustainable tourism development in the Peak District for years to come, not only as a festival of cycling but as a celebration of the region.

For full details of the Summer of Cycling, Peak District cycle routes and upcoming events visit [www.summerofcycling.org.uk](http://www.summerofcycling.org.uk)



Summer of Cycling  
April to October 2014

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

### Assessment of performance to date: **GREEN**

## Performance during 2013/14:

We reached almost 950,000 contacts to provide learning opportunities (from approximately 892,000 last year) with increases in footfall at visitor centres and through the website. Of those on targeted activities, 81% felt that their understanding of the special qualities of the National Park had increased as a result of their experience and 65% were from an under-represented or new audience group, exceeding our expectations in both cases. The Authority delivered 183 guided walks, slightly less than the previous year but with a nearly 50% increase in attendance.

We have targeted our program of educational activity, with a greater focus on secondary education resulting in an increase in contacts over the previous year. We also developed a Youth Forum as a mechanism for greater engagement with young people. The Youth Forum gathered at Thornbridge Outdoor Centre in March 2014 and began to shape ideas for future projects and activities. Targeted projects to primary schools in the National Park included 'Acting Out' (delivered to 6 schools and reaching 296 children) and 'Biodiversity for Beginners' (7 schools and 190 children).

Our staff and volunteers provided opportunities for more than 3,800 people via family focused events at our learning centres and visitor centres. We supported partners running a number of events, whilst others were led by the Authority on behalf of other organisations such as for Natural England at Lathkill Dale and Seven Trent Water at Tittesworth and Fairholmes. This has helped us reach our target audiences, whilst also helping to grow the range of audiences we engage with. Evaluations and comments received show that they have raised awareness of the role of the Authority and of the Park's special qualities.

Inspiring Generations is a signature theme of the National Park Management Plan and the associated partnership began work in 2013/14 to connect people with nature, by working together to provide one million opportunities across the Peak District.

Cycle Hire Teams have been trialling a cycling package to schools, offering educational activities and skills training at our cycle hire centre at Parsley Hay. Aimed at the Authority's target audiences, the trial will continue into 2014/15 with a view to rolling out the opportunity across the National Park.

Two 'Science in the Park' events were held during the year, as part of the Economic and Social Research Council's 11th Festival of Social Science, in which local scientists and university researchers showcased experiments and research projects to over 400 attendees.

The Peak District Mosaic Champions agreed in principle a new constitution and action plan to move forward as an independent Charitable Company with support from the Authority and Derbyshire Dales Council for Voluntary Services.

We have been working with a partnership of Barnsley and Kirklees Metropolitan Borough Councils, Sheffield City Council, Derbyshire County Council and High Peak Borough Council to ensure the importance of the National Park landscape is communicated to visitors and residents during the Tour de France.

The Peak District Award continues to be used by the Authority and warmly received by those who benefit from an award journey. Despite not receiving funding to take the award into areas of Manchester, we are working with the City Council to establish alternative ways of delivering this in future.

The Stepping Stones to Nature project (SS2N) drew to a close and a series of succession projects are in development, chiefly through the Authority led South West Peak Landscape Partnership Scheme (SWPLPS) which has been developed during the last quarter. This multi-dimensional project looks to aid the recovery of the South West Peak through restoration, research and greater engagement with the community. It has provided a clear follow-on to the SS2N project, allowing the team to

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

draw on learning from the project and improve opportunities on offer via the SWPLPS.

The Peak District Interpretation Partnership is lending its collective understanding and experience to influence a number of key projects across the Peak District including the South West Peak Landscape Partnership Scheme, the River Lathkill Project and the Derwent Catchment Group.

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) We continue to provide a similar number of learning opportunities and more target audiences take part in the activities;	43. Number of contacts through learning opportunities provided by the Authority:			
	a) Information (visitor centres/cycle hire)	463,004	413,332	Maintain level
	b) Face to face (guided walks/ education)	13,618	25,161	Maintain level
	c) Participation and engagement	5,374	4,573	Maintain level
	d) Website.	442,593	506,128	Maintain level
	44. Percentages of Authority customers on learning activities who are from specific target audiences.	> 64%	65%	Increase proportion year on year.
b) We maintain the proportion of users of our learning and understanding services that have an increased understanding of the national park;	45. Percentage of customers on Authority learning activities that believe their understanding of what is special about the National Park has increased.	At least 74%	82%	Maintain levels annually
c) We are involved in an increased number of formal partnerships that aim to reach new audiences and increase understanding.	46. Number of formal partnerships aimed at promoting understanding.	1	4	2 (cumulative)

#### Key actions for 2014/15:

- Support Peak District Mosaic Champions to achieve independent status as a charitable organisation
- Develop partnership with Manchester City Council to deliver the Peak District Award in Manchester
- Work with partners to provide new opportunities for people to make a meaningful connection with nature, across the generations
- Continue to deliver a guided walks and events programme
- The development of a series of interpretation projects through the Interpretation Partnership and on behalf of two Authority led projects
- Explore the development of the Inspiring Generations Group through a shared response to the health agenda and a commitment to provide one million opportunities over the next ten years
- Work within the South West Peak Landscape Partnership team to progress a stage one application and subsequent development stages or resubmission.

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

### Case Study: Rangers spreading the message in primary schools

The Authority, through the Ranger Service, offers a program of activity to all primary schools within the National Park to promote a better understanding of the Park, whilst building stronger relationships with the wider community. Using the Peak District Award, Rangers have worked on a variety of different projects over the last few years that have encouraged the Park's younger residents to discover the landscape within which they live and begin to understand the complexity of the issues. In 2013/14 we engaged with 3,802 children.

Working with Primary Schools within the National Park is one of the core roles of the Ranger Service and sits alongside a wider schools offer from the Learning and Discovery Team, whose focus is on offering a paid for service to secondary schools, primary schools surrounding the Park, informal events for families and communities, as well as engaging young people. In addition to the benefits of developing skills and understanding amongst primary aged children, this education program helps build stronger relationships within communities in the Park and helps local people identify an individual 'face' within the wider National Park Authority.

This element of our work has other benefits, including supporting funding bids. A bid to the Heritage Lottery Fund for a Landscape Partnership Project, focused on the South West Peak was enriched by input from young people at both Blackshaw Moor and St. Bartholomew's (Longnor) First Schools, where children have clearly been supported to know and understand the environment within which they live. Without this, the Partnership would have found it difficult to make in-roads into local communities.

In 2013/14 rangers worked with The FitzHerbert C of E (VC) Primary School in Fenny Bentley and, in addition to helping pupils create a wild flower meadow, they helped to develop a replica Iron-age barrow complete with time-capsule. Children from Hollinsclough School were provided with a night walk as part of their Peak District Award, which focused on the local environment. Rangers led sessions for children at Rowsley School which enabled them to discuss and debate issues surrounding climate change. Pinfold School, Hattersley, an inner city school near Manchester, were invited to visit Dovestone Reservoir to complete their Peak District Award. Hathersage primary and pre-schools had a hands-on wildlife experience at Brunts Barn specialist wildlife area.

Rangers use their knowledge and expertise to respond to issues within the Park and the needs of the Curriculum by developing resources and activities such as 'Ash Trees in the Landscape', which was created in response to Ash Dieback. Rangers also support other teams within the Authority, particularly the Learning and Discovery Team, to deliver a wide range of innovative opportunities that support learning for children and young people in more informal settings, such as family events delivered at partner sites.



Rangers working with primary school children



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

## Assessment of performance to date: GREEN

### Performance during 2013/14:

We continued to deliver improvements and efficiencies during the year, focusing efforts through our 'Moving Forward in a Time of Change' strategy. The 2014/15 budget proposals to achieve a balanced budget in the fourth year of a reduced central government grant from Defra (31% reduction over the 4 year period) were agreed and implemented, including a reduction in headcount and a reorganisation of services. We received an unqualified opinion from external audit.

A strategic review of our assets was completed to capitalise on opportunities for full cost recovery and income generation whilst meeting our purposes and included a positive value for money assessment of our property services.

As part of our continuing programme of efficiency savings and improving effectiveness we: conducted an external benchmark review of Corporate Resources; upgraded and made savings on mobile phones; re-tendered our internal audit contract; made energy cost savings from our biomass boiler; implemented a more financially advantageous Treasury Management arrangement; established a member appointments panel; and reviewed the Members' Code of Conduct standards regime.

Improvements to our ICT infrastructure and to standardising programmes continued to increase accessibility, security and reliability of connections to remote locations and support efficiencies for staff working with the software.

Responding to the residents' survey we again produced Parklife magazine and have also redesigned the Authority's website to make navigation clearer and simpler, and are preparing to launch a new interactive website in 2014. We have put steps in place to ensure better consistency of planning advice and have attended community meetings to explain the planning process. And, to encourage young people to have a voice in the national park, we have developed the Peak District National Park Youth Forum for 16 to 24 years and are using social media more. We successfully retained our customer service excellence standard (see case study).

We agreed, and started implementation of, a staff engagement action plan completing: a programme of focus group discussions with the chief executive; a revised Joint Achievement and Performance Review process; a greater focus on tackling performance issues; and a leadership development programme.

The 2012-2013 National Park Management Plan (NPMP) progress report showed progress against the National Park Management Plan signature programmes. Temporary resources have been put in place to support climate change work and a cross stakeholder 'Inspiring Generations' steering group and Peak District Youth Forum are working with NPMP Advisory Group to ensure key projects in the delivery plan for 2013-2015 are delivered.

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
a) We renew our Customer Service Excellence certification;	47. We have shown progress against all 9 actions to the satisfaction of the external assessor.	Yes	Yes	Yes
b) we maintain our 'Investors in People' award;	48. Percentage of staff who feel valued by the Authority	biennial	n/a	>52%
c) we have received an unqualified opinion from our external auditors on our financial statements and governance arrangements;	49. Unqualified reports from external auditors on Financial statements (including Annual Governance Statement).	Yes	Yes	Yes
	50. Unqualified reports from external auditors on Value for Money.	Yes	Yes	Yes
d) New signature programmes (from the NPMP) are making progress with delivery through the effective working of the wider delivery partnership.	51. Qualitative report on progress against signature programmes.	Qualitative report	See text	Qualitative report

#### Key actions for 2014/15:

- Roll out the new website and develop on line transaction options
- Implement new systems and processes for events booking including payment on line and e shop
- Further develop customer initiatives including the single first point of contact
- Continue to provide a framework of good governance that supports the direction set out in the 'Moving Forward in a Time of Change' strategy
- Obtain unqualified opinions from audit
- Develop and agree information management strategy that supports delivery of the new corporate plan
- Produce a new corporate plan for 2015-18
- Monitor and review the delivery of the National Park Management Plan
- Continue development and roll out of our brand and finalise draft marketing and communications strategy to support delivery of the new corporate plan.

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

### Case Study: Customer Service Excellence

In 2013 the Authority achieved the Customer Service Excellence standard for the second successive year. The government sponsored standard is independently assessed and designed to improve the quality of service customers receive across all aspects of the Authority's work.

The assessor reported that:

*"A customer focused culture is now gathering momentum."*

He noted positive feedback on improvements in the Planning Service and specifically mentioned the redesigned website and other developments making information more easily available. He praised the work undertaken to develop partnerships. He said:

*"These have flourished this year, particularly business partnerships, signalling a greater confidence to embrace the skills needed to develop one of the Authority's key objectives: 'to develop an approach to income generation to harness a more entrepreneurial focus of service delivery'."*

He also welcomed the Authority's survey of residents which provided clear messages about areas where residents were happy as well as identifying where more could be done.

For the coming year he identified four areas for improvement:

- gathering more detailed information on the overall quality of service experienced by customers
- learning from their experiences - checking expectations were met and asking what else could be done to develop services
- improving the way performance is monitored to ensure standards and targets are met
- publicising more widely how we learn from mistakes and explaining what actions we have taken as a result of customer feedback.



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

### **Assessment of performance to date: GREEN**

### **Performance during 2013/14:**

Work has concentrated on moving the Authority towards a more income generation and entrepreneurial focus. Key to this has been the establishment of: an Enterprise Plus Programme within the Authority which brings together all income generation projects and ideas; and an Integrated Property Board with the responsibility for our property portfolio, where many of the income generation opportunities lie. All new opportunities are looked at in terms of getting the best return on investment. A Giving Leadership Group has also been set up to look at methods to encourage visitor giving and philanthropic contributions. A pilot project to receive contributions from a charity event has been agreed for the Thornhill Trail.

A study of the Authority's Asset Management Plan by consultants has been delivered as well as a specific commission for Authority owned trails which will lead to clear action plans for the next three years. Staff are being consulted on an internal property reorganisation which will have clear responsibilities to deliver outcomes for each property. The Audit Resource and Performance Committee have agreed to retain North Lees Estate and a business plan for the Estate is being developed.

Strategic investment in Enterprise Plus includes customer research, identification of new markets and customer targeting, in addition to further investment in promoting the Peak District as a destination to increase visitor numbers. Brand development work has been commissioned. Commercial skills training has been commissioned for visitor centre and cycle hire centre staff for the new season.

Progress has been made along many fronts including the new photographic gallery in Bakewell Visitor Centre. However the Cycle Hire Centres still have to make the required income and, to this end, action plans have been put in place with a review of the service provision.

Peak Park Conservation Volunteers pilot project to bring in finance from businesses through corporate days has been successful and the Dragons Den's cycling jersey is now being sold in our visitor centres.

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

Success Factors	Indicators	Target 2013/14	Outturn 2013/14	Target 2014/15
b) Achieve £258K from increased income generation/cost reductions arising from wider market activities by the end of March 2015.	52) Amount of increased income generation/cost reductions	Not identified	Assurance from Head of Finance	£258K
c) The Asset Management Plan has been reviewed (by March 2014) to reflect the changing priorities of the National Park and implementation has begun.	53) Development of a new Asset Management Strategy	Strategy in place	Strategy in place	Implementation started

#### Key actions for 2014/15:

- Deliver the action plans from the strategic property review reports and the review of the Cycle Hire provision.
- Building on successful pilot projects (for example the PPCV Corporate Days and Duke of Edinburgh Award projects and the donations from Charity Events) to make them a key part of service delivery.
- Complete brand development work and programme for training on commercial acumen and business skills for key staff.

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

### Case Study: Authority branded cycling jersey

As businesses and fans gear up for the world's greatest cycle race - the Tour de France on 5th & 6th July 2014, the PDNPA cycle jersey is speeding off the shelves.

The jersey is the creation of Recreation Strategy Officer Carol Parsons after our 'Dragons' Den' awarded her £2,500 (for 100 shirts and promotional postcards) from the Enterprise+ fund for its launch. To maximise potential around the Tour de France we wanted the jersey to highlight the Holme Moss climb, the biggest challenge on Stage 2 of the 2014 Tour de France on July 6.

Names of some of the Peak District's other great climbs encircle the arms (Cat'n'Fiddle, Winnats Pass and Mam Nick), plus the PDNPA logo, website and Twitter name on the chest and back. The design has had good feedback and appeals to a wide range of cycling enthusiasts.

This is one of the experimental Dragons Den initiatives and has enabled us to learn about merchandising and on line selling as well as promoting the Peak District for cycling and generating income.

The jerseys have been selling well and available to purchase in National Park visitor and cycle hire centres, as well as through our e shop and Amazon at £45 + p&p - go to [www.amazon.co.uk](http://www.amazon.co.uk) and put "Peak District Cycle Jersey" in the search box.

The biggest growth in bike sales is for performance road bikes which would indicate that road cycling has the biggest growth potential and demand quality performance garments such as this.

This idea fits with our cycling themed approach to tourism development:

- good cycling products for local residents which are also good for visitors, environment and economy
- potential to attract external private sector sponsorship and credibility
- potential to raise funds for cycling projects, including trails maintenance.



The Peak District cycling jersey

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## FINANCIAL OVERVIEW

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Each year, we support our expenditure with four main sources of funds:

- National Park Grant from the Department for Environment, Food and Rural Affairs (Defra)
- Other government grants where available
- Income generation from sales and charges for our services
- Additional funds from grant bodies, partnerships, and donations

During the financial year we allocate expenditure to 8 functional headings in accordance with the Best Value Accounting Code of Practice (as shown in the overall financial statement in Annex 6). The financial information covers four years:

- Resources used in 2012/13 and 2013/14
- Our budgeted expenditure and income for 2014/15 and 2015/16.

Defra have given preliminary indications of allocations of National Park Grant covering a two year period up to 2015/16, and these allocations show a reduction since 2010/11 of 37% in real terms, and our financial planning is taking account of these significant reductions.

In 2013/14 our total grant aid and external income other than National Park Grant was £6.57m.

We continue to be prudent in our approach to financing capital expenditure from our borrowing powers, setting an overall borrowing limit of £3.0m up to 2016/17 (the financing costs of which will be about 2.9% of overall net income); this limit has been increased from previous years to allow some headroom for capital investments in assets which may be able to generate continuing revenue income to support our purposes. We have approved a capital strategy which assesses our need for capital expenditure on assets over a 10-20 year period, informed by our work on the Asset Management Plan and our need to ensure that the Authority's asset base is financially sustainable. The availability of borrowing enables us to manage our long term assets more cost effectively, based on the principles of sound investment, rather than the in-year constraints caused by financing capital wholly from the revenue budget.

# 1: Committee Structure



## Annex 2: Staff Posts At 31 March 2014

### Established Posts - Number of staff

	Full-time	Job Share	Part-time	Seasonal	Fixed Term + Temporary	Casual	Total
Management Team	3	-	-	-	-	-	3
Operations and Strategy	65	8	69	8	28	227	405
Planning	17	-	7	-	3	-	27
Corporate Resources	25	10	20	-	11	-	66
<b>Totals</b>	<b>110</b>	<b>18</b>	<b>96</b>	<b>8</b>	<b>42</b>	<b>227</b>	<b>501</b>

### Established Posts Filled - Whole Time Equivalents

	Full-time	Job Share	Part-time	Seasonal	Fixed Term + Temporary	Casual	Total
Management Team	3	-	-	-	-	-	3
Operations and Strategy	65	4	34.3	7.5	23.8	0.6	135.2
Planning	17	-	4.2	-	2.2	-	23.4
Corporate Resources	25	5	11.8	-	7.1	-	48.9
<b>Totals</b>	<b>110</b>	<b>9</b>	<b>50.3</b>	<b>7.5</b>	<b>33.1</b>	<b>0.6</b>	<b>210.5</b>

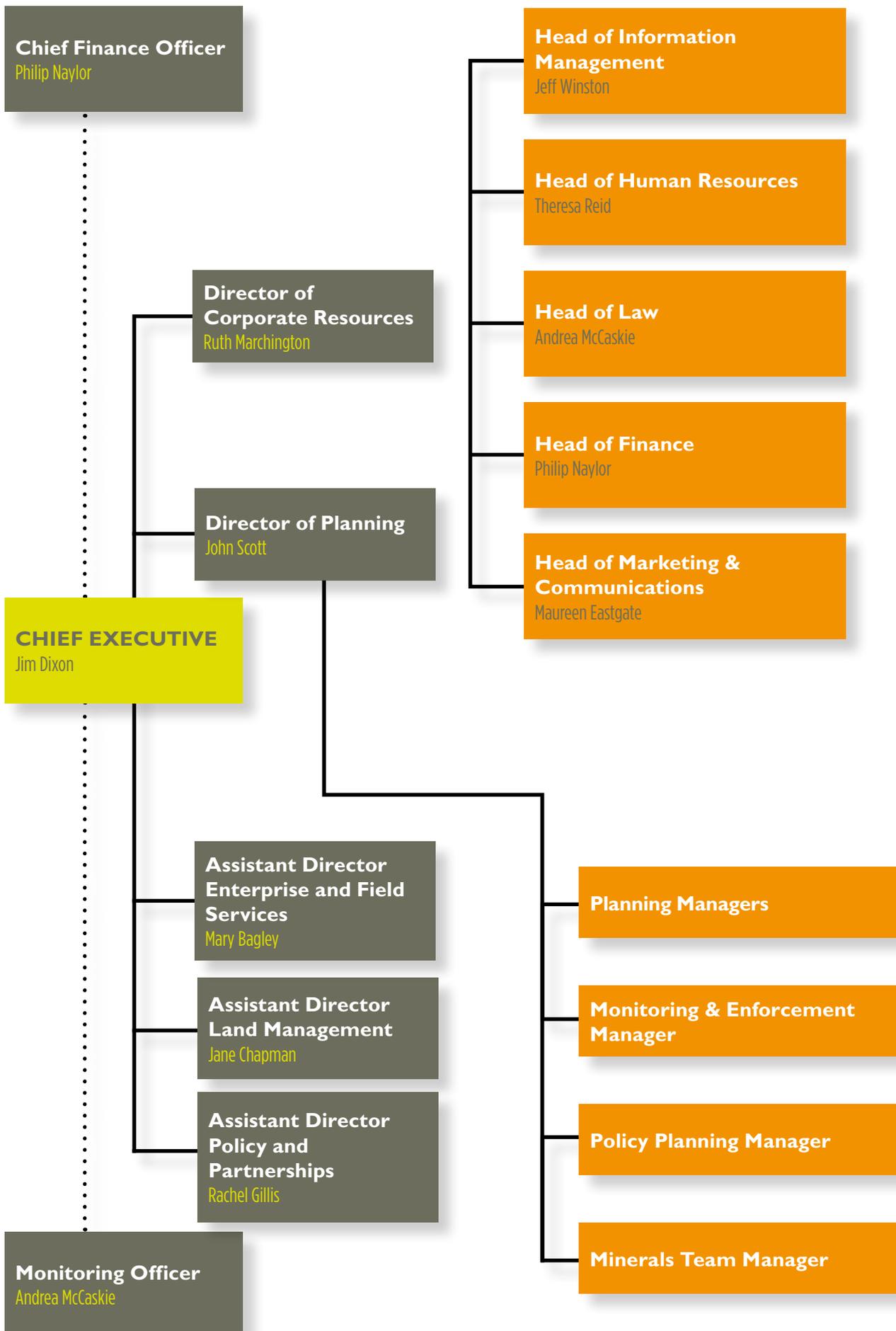
### Equalities information

To reflect the requirements of the Equalities Act 2012 to publish workforce statistics:

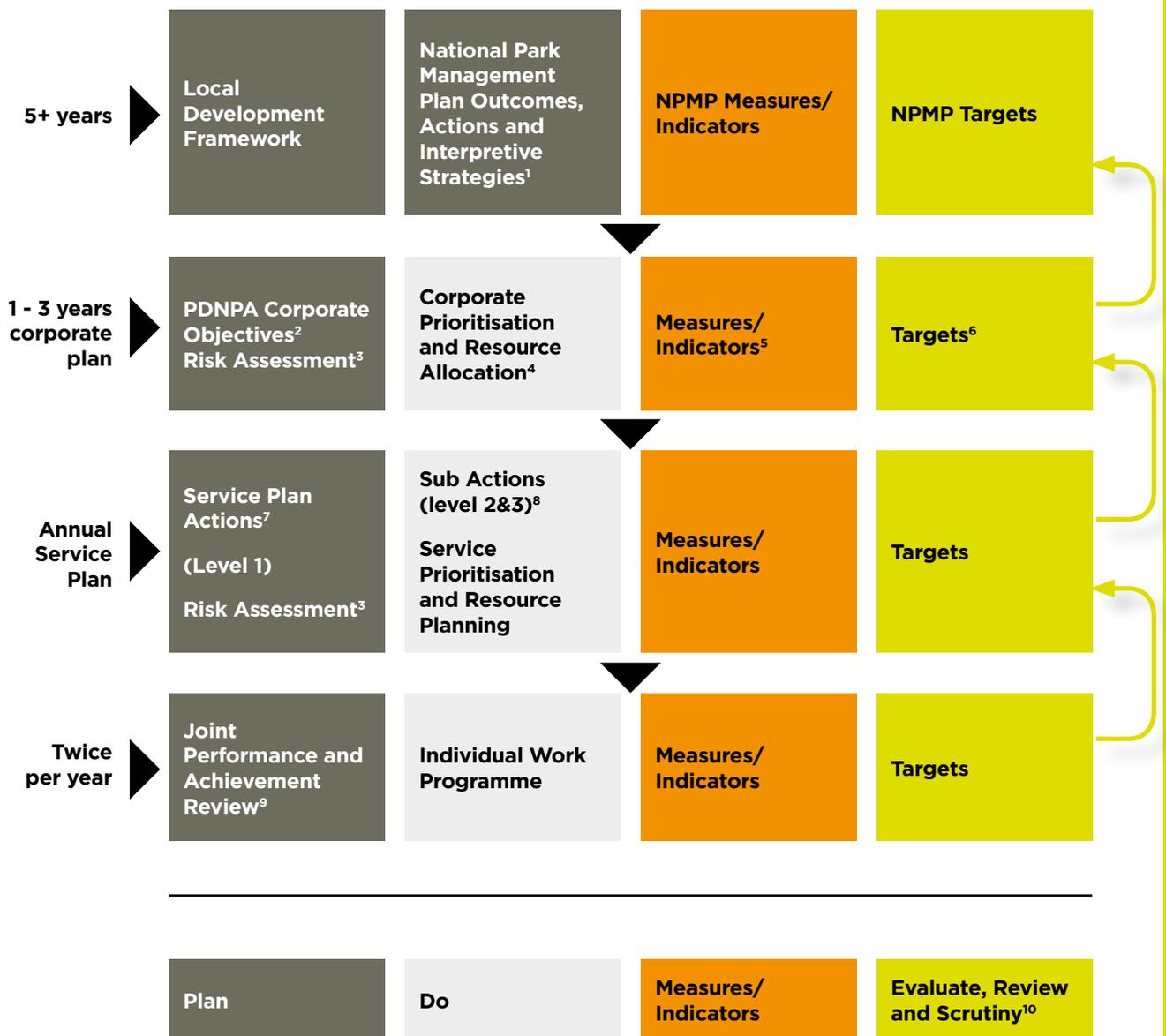
- Our employment profile is: 45.5% female, 54.5% male;
- 2.25% consider themselves to be disabled;
- 0% are from an ethnic minority.

The age profile of our staff is: 14.5% aged 60+, 54.6% aged 41 – 60, 19.7% aged 31 – 40, 10.1% aged 21 – 30 and 1.1% aged 20 or younger.

### 3: Organisational Structure



## 4: Performance Management Framework



1. *INTERPRETIVE STRATEGIES* and action plans interpret the NPMP outcomes and are used in developing the corporate objectives.
2. *CORPORATE OBJECTIVES* have been identified as the way the Authority will contribute to achieving the outcomes for the NPMP through the Strategies and Action Plans and provides a focus for the Authority's activities at the service and project level.
3. *RISK ASSESSMENT* - identifying risks which may have an impact on the achievement of our work so that mitigating action can be taken as required.
4. *CORPORATE PRIORITISATION AND RESOURCE ALLOCATION* - this is the Member and manager steer and represents where the greatest drive, energy and attention needs to be directed and guides allocation of resources.
5. *MEASURES/INDICATORS* - measure degree of success. Corporate indicators monitor our impact on how successfully we are helping to achieve the NPMP outcomes. Service indicators monitor outputs as a result of activity.
6. *TARGET* - is the level of performance we want to achieve. Targets should be realistic, stretching and achievable within a given timeframe (usually annual). Consider baseline performance, best practice and national standards in setting targets, allowing us to effectively evaluate our performance.
7. *SERVICE PLAN ACTIONS (Level 1)* can include service based and cross cutting actions forming the basis of *SERVICE PLANS* and *PROJECT PLANS*. The basis of a Service Plans is the actions the service will carry out to achieve corporate objectives. Actions need to be specific, achievable and time bound. Project managers need to include cross cutting projects under his/her area of responsibility.
8. *SUB ACTIONS (Level 2 & 3)* - Sub Actions contribute to achieving Service Plan Actions. Actions to mitigate risks should also be included.
9. *JOINT PERFORMANCE AND ACHIEVEMENT REVIEW* - process to monitor an individual's contribution to the delivery of service and project plans and training requirements. They contain actions, targets and measures at an individual level (*INDIVIDUAL WORK PROGRAMME*), in addition to Learning and Development Plans to develop individual capability.
10. *EVALUATE, REVIEW AND SCRUTINY* process by members, managers, team leaders and individuals to continually improve and maximise our impact.

## 5: Corporate Risk Register 2014/15 - Summary

Impact	High	5. Update information management strategy	2. Ownership planning policies and decisions 4. Deliver balanced budget 15/16 7. Finance incorporated into capital investment proposals 9. Property portfolio financial targets	6. Align strategic plans to skills/ capacity
	Med		1. Agri-environment scheme take up 8. Manage external funding for delivery 10. Meet trading income targets	
	Low		3. Tour de France opportunities	
		Low	Med	High
Likelihood				

### Corporate Risk Register: list of risks

1. Lower take up of agri-environment schemes due to uncertainty with regard to the details of the CAP reform and risk of reduced funding, with considerable impact on National Park purposes (carried over from 2013/14).
2. Failure to obtain ownership of policies and decisions (carried over from 2013/14 but updated).
3. Failure to maximise the opportunities for the Peak District of the Tour de France (carried over from 2013/14).
4. Failure to make and deliver an effective plan for achieving a structurally balanced budget for 2015/16.
5. Failure to develop updated Information Management strategy to support delivering new business plan from 2015/16.
6. Failure to align strategic plans with capacity and skills at senior level.
7. Failure to ensure robust financial analysis and financial objectives in the assessment of significant capital investment proposals.
8. Failure to effectively manage external funding to deliver on our Corporate Objectives.
9. a) Failure to realise the 2014/15 financial targets for our property portfolio.  
b) Failure to agree on financial targets for the property portfolio longer term.
10. Failure to meet trading income targets, in particular cycle hire (carried over from 2013/14 but updated).

## 6: Financial Statement

### Overall Financial Statement

Expenditure £,000	2012/13 Outturn	2013/14 Previous Year	2014/15 Current Year	2015/16 Future Year
A. Conservation of the Natural Environment	5,015	5,703	5,200	5,020
B. Conservation of the Cultural Heritage	439	416	400	380
C. Recreation Mgt & Transport	2,514	2,389	2,250	2,111
D. Promoting Understanding	1,634	1,720	1,600	1,550
F. Rangers Estates and Volunteers	801	799	740	700
G. Development Control	1,461	1,333	1,350	1,380
H. Forward Planning	821	808	800	780
I. Corporate and Democratic Core	541	767	650	600
Total Gross Expenditure	13,226	13,935	12,990	12,521
Income – sales fees and charges	(1,656)	(1,764)	(1,800)	(1,850)
Income – grants	(3,562)	(4,496)	(4,020)	(3,200)
Total Net Expenditure	8,008	7,675	7,170	7,471
Capital adjustment	(193)	(1,202)	(382)	(684)
Funding Requirement	7,815	6,473	6,788	6,787
<b>Funded by:-</b>				
Baseline National Park Grant (NPG)	7,664	6,961	6,368	6,257
Local Authority Levy	0	0	0	0
Net Interest	(9)	(17)	20	30
Use of Reserves - (to) from	160	(471)	400	500
Recharged Support Costs	1,971	1,851	1,800	1,760
Capital Expenditure	1,194	331	800	700

#### Notes to the Statement

The Authority sets a budget in February for the financial year April to March, and reports outturns in the following June at the Audit, Resources & Performance Committee; variances from approved budgets are identified in this report. Full committee papers can be found under the relevant month on our website, together with a complete set of the Authority's latest audited accounts.

The Capital adjustment reverses depreciation and accrued pension costs and adds back actual expenditure on financing capital assets, in order to arrive at the funding requirement for the year.

## 7: Cross park comparison table 2013/14

Indicator	PDNPA outturn	PDNPA relative performance
<b>English National Park 'Family' performance and contextual indicators 2013/14</b>		
<b>Conservation of Cultural Heritage</b>		
CH 1. a): Number of conservation areas.	109	
CH 1. b): Percentage of conservation areas with up-to-date character appraisals.	21%	
CH 2. a) Number of Listed Buildings 'at risk' conserved during the year.	2	
CH2. b) Percentage of Listed Buildings 'at risk' conserved during the year.	1%	
CTX2. a) Number of Listed Buildings	2,907	1,784*
CTX2. b) Number of Listed Buildings "at risk"	170	61*
CH 3. a) Number of scheduled monuments 'at high or medium risk' conserved during the year	0	
CH 3. b) Percentage of scheduled monuments 'at high or medium risk' conserved during the year.	0	
CTX 3. a) Number of Scheduled Monuments	469	481*
CTX 3. b) Number of Scheduled Monuments "at risk".	85	102*
<b>Conservation of Natural Environment</b>		
NE 1. a) Percentage of SSSI Land in 'favourable or recovering' condition in NPA management	97%	
NE 1. b) Percentage of SSSI Land in 'favourable or recovering' condition in the National Park as a whole	98%	
CTX 1. a) Area of SSSI Land in the National Park (ha)	50,087	29,801*
CTX 1. b) Area of SSSI in NPA management	4,919	2,139*
<b>Corporate and Democratic</b>		
CD 1. Number of working days/shifts lost due to sickness absence per FTE	6.6	
CD 2. Member participation in attending committees	82%	
CD 3. Percentage change in annual greenhouse gas emissions from National Park Authority operations	-8.8%	
CTX 7. Total greenhouse gas emissions (tonnes)	785	378*
<b>Development Control</b>		
DC 1. a) major applications determined within 13 weeks	0%	
DC 1. b) minor applications determined within 8 weeks	59%	
DC 1. c) other applications determined within 8 weeks	79%	
DC 2. % of planning applicants satisfied with the service received	Survey Delayed	NA
CTX 6. Number of Planning Applications received	641	760*
<b>Promoting Understanding</b>		
PU 1. % of users satisfied with 'promoting understanding' services (for each individual service):		
a) National Park Centres	95%	
b) Events	96%	
c) Education	99%	
d) Website	79%	

## 7: Cross park comparison table 2013/14

Indicator	PDNPA outturn	PDNPA relative performance
PU 2. Percentage of users whose learning increased about the National Park as a result of using 'promoting understanding' services		
a) National Park Centres	57%	
b) Events	81%	
c) Education	87%	
d) Website	NA**	-
PU 3. Percentage of Users of 'promoting understanding' services from under-represented groups		
a) National Park Centres	26%	
b) Events	21%	
c) Education	96%	
d) Website	46%	
CTX 5. Number of users of "promoting understanding" services	443,066	328,007*
<b>Recreation Management</b>		
RM 1. Percentage of the total length of footpaths and other rights of way that were easy to use by the general public (even though they may not follow the exact definitive line).	90%	
RM 2. Percentage of total length of footpaths and other rights of way, that were easy to use by the general public; and follow the exact definitive line.	89%	
CTX 4. Total length of footpaths and other Rights of Way (km)	2,412	1699*
RM 3. a) Total number of volunteer days organised or supported by the NPA	8,387	
RM 3. b) Number of those days attended by 'under represented' groups	1,917	

### KEY

	Top Quartile
	Mid Quartiles
	Bottom Quartile
*	All park Average
**	Insufficient data
NA	Awaiting data for all parks to calculate an average figure

# Members

## Appointed by Local Authorities



**Clr Tony Favell (Chair)**  
High Peak  
Borough Council



**Vacant**  
Oldham  
Borough Council



**Clr Stuart Wattam**  
Sheffield  
City Council



**Clr Nicola Turner**  
Kirklees Borough Council



**Clr David Chapman**  
Derbyshire Dales District  
Council



**Clr Godfrey Claff**  
High Peak  
Borough Council



**Clr Chris Furness**  
Derbyshire Dales District  
Council



**Clr Norma Hawkins**  
Staffordshire Moorlands  
District Council



**Clr Gill Heath**  
Staffordshire  
County Council



**Clr Harold Laws**  
North East Derbyshire  
District Council



**Clr Damien Greenhalgh**  
Derbyshire  
County Council



**Clr Hilda Gaddum**  
Cheshire East  
Council



**Clr Paul Smith**  
Derbyshire  
County Council



**Clr Judith Twigg**  
Derbyshire  
County Council



**Clr Steve Marshall-  
Clark**  
Derbyshire  
County Council



**Clr Doug Birkinshaw**  
Barnsley Metropolitan  
Borough Council

## Appointed by the Secretary of State for the Environment



**Paul Ancell**



**Stella McGuire**



**Frances Beatty  
MBE**



**Suzanne Leckie**



**Geoff Nickolds (Deputy  
Chair)**



**Zahid Hamid**



**Robert Helliwell**



**Emma Sayer**

## Parish Representatives Appointed by the Secretary of State for the Environment



**Clr Chris Carr**



**Clr Andrew McCloy**



**Clr Kath Potter**



**Clr Peter Harrison**



**Clr Lesley Roberts**



**Clr Patrick Brady**



