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Member of the UK Association of National Park Authorities (UK ANPA) and the English National Park Authorities Association (ENPAA)

Holder of the Council of Europe Diploma

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## Foreword by the Chair of the Authority

I was born in Sheffield and have lived most of my life in Edale where I represent the local community on High Peak Borough Council. I was delighted to be elected to serve as Chair of the National Park Authority after working with Narendra Bajaria as deputy for a year. I would want to use this opportunity to thank him for all he has done tirelessly for the Peak District.

I have taken over as Chair at a very exciting time when everything that the national park does is increasingly recognised as important to the future of our environment, tourism and the economy. It is also playing an increasing role in the community of people who live and work near to the park. But it is also a challenging time, especially as like so many organisations there is going to be much less money around to do all these things.

This year we celebrate 60 years of achievement in the Peak District National Park and I am delighted that this Business Plan records significant achievements in the last year too.

I am particularly pleased to report here very great progress on the further restoration of moorland as the 3 main Moors for the Future projects have now started to happen in practice. This is one of the many conservation projects for which the Authority was rated outstanding in its performance assessment this year.

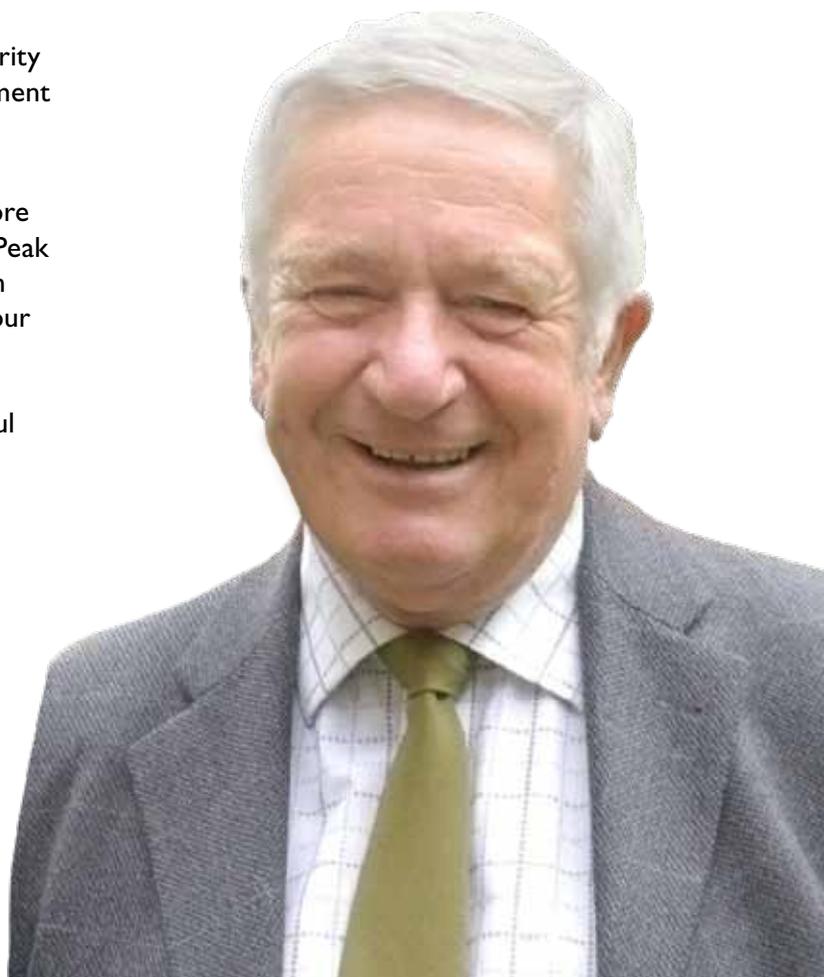
We have also made real progress with adding more excellent facilities for visitors to experience the Peak District in a way that leaves little impact, through gaining national recognition by Visit England for our Environmental Quality Mark businesses and also finishing phase I of the exciting new Monsal Trail and establishing Pedal Peak District as a successful project.

The last year has seen profound changes in the way that businesses are supported by the government against the backdrop of a continuing uncertain economic outlook. I am delighted that many business leaders and our local authority partners have risen to this challenge with the establishment of Business Peak District. This builds on our own successful Live and Work Rural programme, but puts business leaders at the table making decisions on how best to generate jobs and growth in a distinctive and very special rural area.

At the heart of everything we do are the people who live and work here. I am particularly pleased that we are working more closely with the farmers, setting out together a shared direction in our management plan. And there are many communities and parishes where we have worked together on heritage, community buildings and supporting community resources. But I know too that we have to do more to build more confidence in all of the decisions we take, especially in planning.

I look forward to working with the many staff, volunteers, partners and communities who together have the great responsibility of caring for this wonderful place, the Peak District.

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



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## A Special Place

The Peak District National Park was the first national park to be designated in Britain, 60 years ago this year, and is a special place whose future depends on all of us working together for its environment, people and economy. 38,000 people live in the Park, many working locally. Every year millions of people visit to take part in a very wide range of activities. The Peak District Moorlands and Dales are of international significance for wildlife while the quality of the landscape and environment is outstanding. Annex 1 provides further information.

## Our vision<sup>1</sup> is for:

- A conserved and enhanced Peak District where the natural beauty and quality of the landscape, its biodiversity, tranquillity, cultural heritage and the settlements within it continue to be valued for their diversity and richness
- A welcoming Peak District where people from all parts of our diverse society have the opportunity to visit, appreciate, understand and enjoy the National Park's special qualities
- A living, modern, innovative Peak District that contributes positively to vibrant communities for both residents and people in neighbouring urban areas, and demonstrates a high quality of life whilst conserving and enhancing the special qualities of the National Park
- A viable and thriving Peak District economy that capitalises on its special qualities and promotes a strong sense of identity.

## Our Remit

On 18 March 2010, Department for Environment, Food and Rural Affairs (Defra) published a circular which is the official guide on the role of national parks. The Peak District National Park Authority is the guardian of the National Park with clearly defined purposes 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 1116 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.

## The National Park Management Plan – a plan for everyone

Our approach to fulfilling our purposes and duty is through the National Park Management Plan and is dependent upon us working closely in partnership. The Plan sets out the vision and desired outcomes for the Park and guides the activities of everyone who has influence over, or an interest in, the National Park. The current version can be viewed at [www.peakdistrict.gov.uk/npmp.htm](http://www.peakdistrict.gov.uk/npmp.htm) but is in the process of being reviewed, with a new Plan due to be published by the end of 2011. The draft is available at [www.peakdistrict.gov.uk/index/looking-after/plansandpolicies/npmp/npmpconsultation.htm](http://www.peakdistrict.gov.uk/index/looking-after/plansandpolicies/npmp/npmpconsultation.htm)

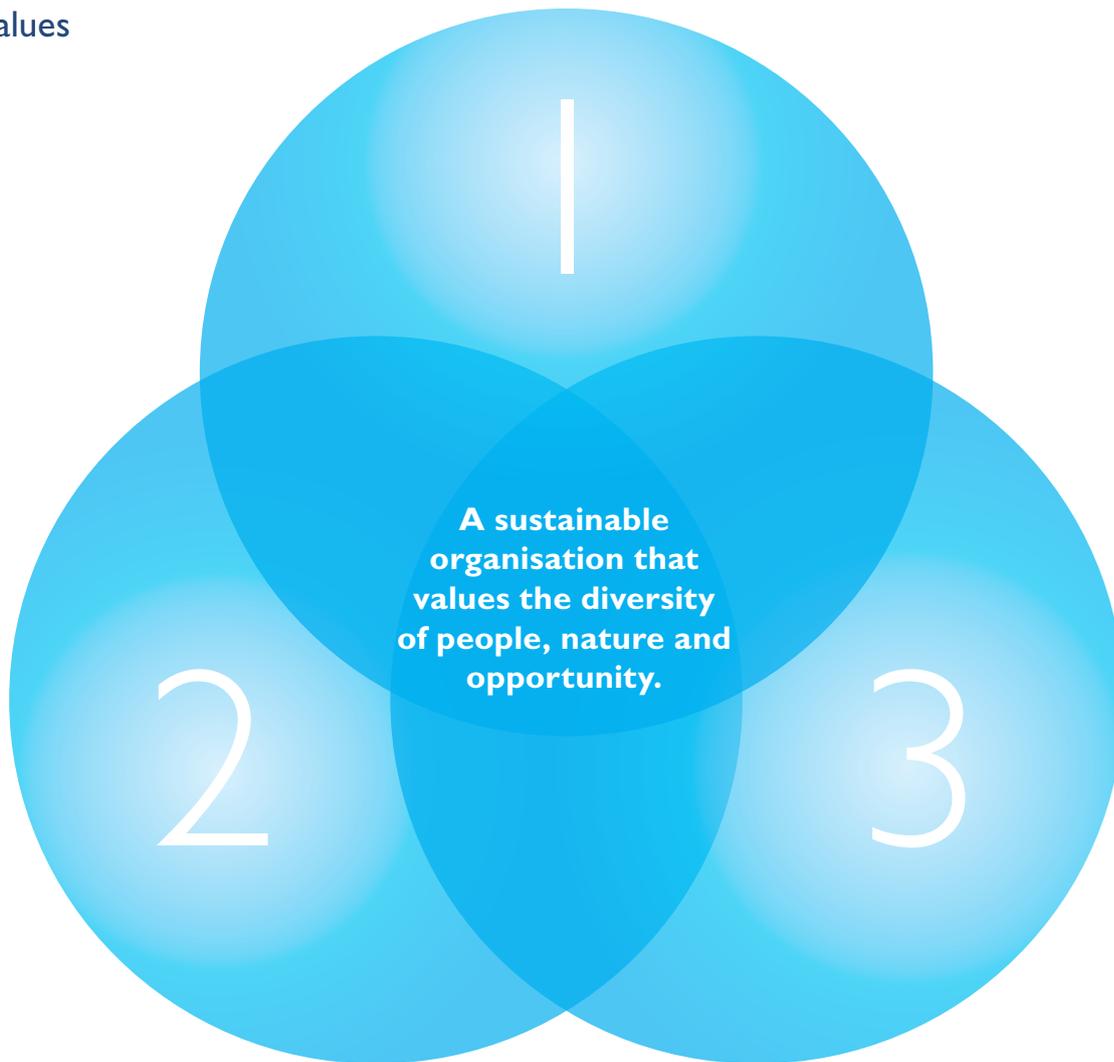
Partnership working is vital to achieving the outcomes of the National Park Management Plan through the wide range of administrative bodies (the National Park incorporates 4 Regions, 11 Metropolitan, District and County Councils, 125 Parishes, 7 Highway Authorities) and thousands of community groups.

## Our Organisation

The work of the Authority is guided by 30 members, (their photographs are shown inside the back cover) with a supporting committee structure which was reviewed earlier this year (Annex 2) and 3 independent members on the Standards Committee. 400 staff (222 full time equivalents), comprising full time, job share, part time, seasonal, temporary and casual posts are employed (Annex 3) within an organisational structure that was reviewed during 2010 (Annex 4).

<sup>1</sup> Taken from the National Park Management Plan 2006-11 [www.peakdistrict.gov.uk/npmp.htm](http://www.peakdistrict.gov.uk/npmp.htm)

## Our values



### The People

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



### The Place

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



### 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

## Setting our Priorities

The Authority's contribution to the National Park Management Plan is through our Corporate Objectives, each of which is considered in detail in subsequent sections and illustrates the focus on developing and sustaining partnerships to achieve the desired outcomes for the National Park. Our 5 key areas of focus for 2010/11 – 2011/12<sup>2</sup> are:

### **BIODIVERSITY:**

Achieve the priority species and habitat targets in the Biodiversity Action Plan<sup>3</sup> on our own land and by influencing landowners and managers in the wider National Park

### **CLIMATE CHANGE:**

Deliver the priority actions of the Climate Change Action Plan<sup>4</sup>

### **RECREATION AND TOURISM:**

Increase opportunities for recreational activities, especially for our target priority audiences

### **ECONOMY:**

Contribute to the environmentally sustainable economic development

### **THE WAY WE DO BUSINESS:**

Support the achievement of our outcomes through the planning process

## Responding to changes in our financial situation

A year ago we were made aware that our budgets were going to be cut, shortly after the coalition government came to power. We needed to make an in year cut of 5% in 2010/11 followed by a reduction of 28.5% in the next 4 years, amounting to £1.9 million of cuts in total. Last year members agreed the outline plan – in a document called The Future Size and Shape of the Authority<sup>5</sup> – that broadly showed how we planned to make these savings and also the priority areas we wanted to protect. Our approach covers 4 key aspects:

- Efficiency savings
- Working more closely with the business and voluntary sectors
- Greater commercialisation
- Reduction and cuts to services.

Despite the cuts, we will continue to protect and deliver on the work that strongly contributes to our core purposes and duty and strive to have excellent outcomes in all we do. Much of what we do in planning and our conservation and visitor management work will not be directly affected by the changes.

In the past few months we have really begun to see some of the practical impacts of these cuts. This has been a difficult time as many valued colleagues leave and significant cuts have been made in some budgets, including:

- The transfer of Losehill Hall, our Centre for Environmental Learning, to the Youth Hostel Association. This is a good outcome for the National Park because many more people will be able to access the high quality facilities that now have a guaranteed future of at least 20 years. It has been very sad to lose valued staff, and the Authority has tried to support those affected as much as possible. As part of the agreement, the Authority will be able to continue to deliver a high quality education service through a new Learning and Development Team, who will be based at Losehill Hall;
- The reduction in size of the Authority's design team, who work so hard and act as an important 'front door' to the Authority. New ways of budgeting and procuring design work have been developed to support the needs of the Authority in this area of work;
- The reduction in volunteer ranger allowances.

We are working closely with staff, members and partners to develop ideas and new ways of working to achieve some of these savings. The main issues being looked at this year are:

- the possibility of raising more income through planning fees for the Planning Service and related work;
- developing the commercial and other opportunities for our visitor services and other areas of our work, such as property and our corporate brand (eg sponsorship);
- looking at new ways of delivering and funding the Peak Park Conservation Volunteers, including by working with partners or increasing income;

<sup>2</sup> Refer to the performance management section of this report for details of our approach to prioritisation

<sup>3</sup> Biodiversity Action Plan can be viewed at <http://www.peakdistrict.gov.uk/bap>

<sup>4</sup> Climate Change Action Plan can be viewed at <http://www.peakdistrict.gov.uk/peakdistrict-climate-change-action-plan.pdf>

<sup>5</sup> The document can be viewed at <http://resources.peakdistrict.gov.uk/ctte/authority/reports/2010/100910Item4-1.pdf>

- reducing the costs of some of our headquarters policy and advisory work;
- reviewing all of our grant schemes, including the Sustainable Development Fund and our support to the rural economy currently delivered through Live & Work Rural;
- continuing to transfer some of our property assets. In the coming year we are hoping to make decisions on the Roaches and North Lees estates. We will also be reviewing our office accommodation at Aldern House;
- pursuing further efficiencies across the organisation. Key areas of work will be:
  - *integration of support services and reduction in support posts of 1*
  - *sharing of office accommodation*
  - *reviewing the UK and English National Park partnerships*
  - *possible further telephone savings*
  - *more energy cost savings from the carbon management plan.*



The Roaches

## 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 5 shows the framework for this).

Our Corporate Objectives are prioritised to identify where we consider extra effort needs to be applied to achieve the specified action, taking into account: past performance (judged by our indicators and our Audit reports<sup>1</sup>); and impact (judged against the Objective's importance to regional and national agendas/priorities, the Authority's Size and Shape of the Authority paper, and the degree of impact on achieving National Park Management Plan outcomes and the importance to our customers). We review our prioritisation annually as part of our strategic and financial planning. The Authority's priorities have not changed for 2011/12 and are shown on page 7.

During 2011/12 a new set of Corporate Objectives, and associated indicators to monitor success, will be developed to ensure the work of the Authority reflects the revised National Park Management Plan (2012 – 17).

## Progress on our Objectives

Of the 93 indicators used this year to monitor progress towards achieving our objectives, we met or exceeded our target on 47% of them and fell short of target on just 12%. A further 41%

had no targets set, mainly due to a review of the Service User Survey, the tool used to monitor our recreation management and promoting understanding objectives. In addition, there are four indicators monitored less frequently so there is no data for the current year.

Our performance was slightly better in our priority 1 areas of work. Of the 19 indicators used to monitor this work, we met or exceeded target on 10 (53%), fell short on 4 (21%) and 5 (26%) had no targets set. We were closely monitoring three of the four indicators where we fell short of target (see section below for the explanation and next steps in relation to these indicators, marked \*). The fourth indicator where we fell short of target was: 10.1a/a Number of farm businesses participating in Authority-led or actively supported schemes. This was due to difficulties in transferring businesses to Environmental Stewardship Schemes. We have adjusted our target downwards to set a more realistic level for 2011/12 in the current economic situation.

## Indicators for closer monitoring

In certain areas where we fall short of our target, or where we have set ourselves very stretching targets in priority areas, we implement closer monitoring to focus improvement: quarterly monitoring to management team and Audit and Performance Committee (now Audit, Resources and Performance Committee). We monitored 4 indicators more closely during 2010/11 as they were in priority areas, with stretching targets.

Indicator	Target 2010/11	Outturn
*4.1a Authority's overall carbon footprint	10% decrease from previous year	4.65%. Not achieved, mainly due to the closure of Losehill Hall, where plans had been made to make considerable carbon reductions, and the cold winter that required additional heating in all buildings, even those with ground source heat pumps. Close monitoring will continue into 2011/12 through monitoring of the actions in the Carbon Management Action Plan.
4.2a Number of priority actions in Climate Change Action Plan met or on target as proportion of total number of actions	11/11	10/11. The Climate Change and Sustainable Building Supplementary Planning Document cannot be produced until the Local Development Framework Core Strategy has been adopted.
*4.2b Number of projects supported that show a targeted reduction in carbon dioxide	9	20
*4.2c Reduction in CO <sub>2</sub> due to projects supported by the National Park Authority	Set baseline	Not achieved because the work is being led by another National Park Authority, who have not yet produced an approach to determining this information.

<sup>1</sup> Refer to the Authority's Annual Governance Statement for details at [www.peakdistrict.gov.uk/ctte/authority/reports/2010/100625Item9-9App1.pdf](http://www.peakdistrict.gov.uk/ctte/authority/reports/2010/100625Item9-9App1.pdf)

We will be monitoring the following indicators more closely during 2011/12 to focus on improving in these areas.

Indicator	Target 2011/12	Reason	Action
3.1a Percentage of the landscape character of the National Park that is conserved and enhanced	80%	Downward trend in achievement against the indicator.	Continue to work with farmers and land owners to encourage entry into higher level environmental schemes.
Achievement of actions in the Carbon Management Action Plan	Keep on target	The actions in the Plan impact on the achievement of the Authority's overall carbon footprint (4.1a), the outturn of which can only be calculated annually.	Implement measures on the Authority's properties to reduce our carbon footprint (in accordance with the Capital Strategy programme)
7.2a Number of Peak District tourism businesses participating in local NPA led or supported sustainable tourism schemes (including EQM)	117	Concerns over the support given to businesses due to uncertain future for the Environmental Quality Mark and ending of the Live & Work Rural programme.	Successor to Live and Work Rural programme being actively investigated. Review of Authority led grant schemes during Q2/3 2011.
10.2a The number of new engagements with farmers and business owners	550		
Achievement of actions that contribute to the percentage of volunteers from specific target audiences	Focus to clearly be on specific target audiences	A new baseline figure will be produced for the indicator: 8.If Percentage of volunteers from specific target audiences, due to changes in the Service User Survey. However, this is an area of focus for 2011/12 so regular updates are required.	Volunteering strategy to be developed during the year. Specific target audiences to be the focus of activity.
11.1b Speed of processing planning applications a) major applications in 13 weeks b) minor applications in 8 weeks c) other applications in 8 weeks d) County Matters in 13 weeks	a) 60% b) 70% c) 82% d) 50%	Failure to reach targets for 2010/11.	Actions will be determined as part of the Planning performance improvement project.
11.4c Planning performance for answering letters within 15 working days	70%	No noticeable improvement in this indicator over time and performance below desired standards.	Actions will be determined as part of the Planning performance improvement project.
11.6d Average number of training days per full time employee	4 days	Management Team have committed to an increased performance on this indicator.	All staff are being made aware of this commitment and the staff Joint Performance and Review documentation has been updated to encourage specific reference to training undertaken and time taken.

## External Assessment

### NATIONAL PARK AUTHORITIES PERFORMANCE ASSESSMENT

Every 5 years we are externally assessed through a peer review approach that was developed specifically for National Park Authorities. During 2010 an assessment team visited the Authority and determined that we are performing excellently in our conservation work, performing well in our work on promoting understanding, delivering the quality of vision, setting and using priorities, our use of resources and providing leadership for the national park and improving performance. The only area where we were considered to be performing less than well was in our work on wider sustainable development, where we were considered to be performing adequately, although there was positive feedback for the way the Authority works with volunteers, businesses and communities and for the reduction in the Authority's carbon footprint. Areas for particular praise included the Moors for the Future Partnership, the Live and Work Rural programme and the Moorlands as Indicators of Climate Change project.

The final report is available at [www.peakdistrict.gov.uk/assessment](http://www.peakdistrict.gov.uk/assessment) and our response to the assessors 22 recommendations is at <http://resources.peakdistrict.gov.uk/ctte/authority/reports/2011/110325Item9-1.pdf>

### 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 3 times a year and recommendations from their work are incorporated into our work programmes.

## How we organise to further improve

Each year we review our achievements and areas for improvement against our priorities and take into account recommendations from external assessments. From this, we develop a Performance Improvement Plan to complement and help us progress the work on our Corporate Objectives. During 2010/11 we achieved 94% of actions in our Plan. Outstanding actions have been carried forward into service planning for 2011/12 or 2012/13.

During 2010/11 a revised Performance Improvement Plan was developed, and will focus on delivering 3 improvement projects over the coming 1-2 years:

1. Planning Service Improvement Project
2. Customer Relationship Improvement Project
3. Staff Development Improvement Project

Project plans have been developed for each project and will be monitored quarterly by Management Team and Audit, Resources and Performance Committee, with an annual report also considered by Audit, Resources and Performance Committee. The Chair of Audit, Resources and Performance will report annually to the Authority meeting on progress.

Annual service plans are developed from the strategic direction given by corporate planning and performance improvement. Heads of Service are responsible for developing actions to achieve the Corporate Objectives and the Performance Improvement Plan, 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.

During 2010/11, 89% of our stated service actions were achieved by the end of the year. Outstanding issues were considered by the Authority's Audit, Resources and Performance Committee (May 2011).

## How we manage Risk

Heads of Service are also responsible for identifying key risks in their service which are then considered by Management Team for inclusion in the Corporate Risk Register. The Corporate Risk Register was approved by the Authority's Audit, Resources and Performance Committee (May 2011), and is monitored and updated quarterly. A copy of our corporate risk register is shown in Annex 6.

## How we scrutinise our work

Our Members lead a scrutiny process as part of our performance improvement work which is, itself, reviewed and changed regularly to continually improve the effectiveness of the process. We have moved to more evidence based scrutiny and have introduced 'micro scrutiny'. We have undertaken a micro scrutiny on car parks; the scrutiny on an aspect of promoting understanding has not occurred due to other priorities. We are considering the approach of micro scrutiny and a programme of value for money reviews as being a more effective way for Members to scrutinise and challenge performance.

### Corporate Objectives:

- 1. Produce the Local Biodiversity Action Plan (LBAP 2011-20) (Priority level 2)**
- 2. Achieve the priority species and habitat targets in the Biodiversity Action Plan on our own land and by influencing land owners and managers in the wider National Park (Priority level 1)**

During the year work has been focused on Sites of Special Scientific Interest (SSSI) targets, delivery for key habitats and species and casework, particularly for planning and agri-environment schemes.

The government target for SSSI land in favourable or recovering condition (95%) in the Peak District has been exceeded, at 97.7%. (See case study for achievement on our own land).

A key element in this achievement is the Moors for the Future Partnership's work on returning 13 square kilometres (the equivalent of 2,600 football pitches) of badly damaged peat moorland to a healthy condition and protecting a much larger area. Specifically, the Partnership has worked on: flailing *Molinia* grass (45 hectares); cutting and applying heather brash (15,445 bags, approximately 62 hectares of heather moorland cut; 99 hectares of bare peat covered); applying geo-textile to gully sides (63,600 m<sup>2</sup>) and spreading sphagnum beads (1 hectare).

Other projects delivering Biodiversity Action Plan objectives have included applying for external funding for grassland projects, which has been a priority given the threats to these sites. SITA Trust funding was received for work on the Trails, and was also offered for calaminarian (metal rich) grassland survey work. The Crayfish Arks for the Peak District and Derbyshire project was successfully concluded with a well-attended seminar, which brought together representatives of the minerals industry and ecological professions to talk about enhancing biodiversity on minerals sites. The South West Peak Wader Recovery Project has focused on monitoring lapwing breeding success.

The Biodiversity Action Plan review for 2001 to 2010 was completed, gathering information from a variety of partners to indicate that 8,851 hectares of habitats have been/are being restored; and 734 hectares of habitats have been, or are scheduled to be, created. Extensive work has taken place on the new Biodiversity Action Plan for 2011 to 2020 as an online resource, involving workshops with partners and improvements to habitat mapping. Targets are

being developed and the new Biodiversity Action Plan will be launched in 2011.

In line with our Asset Management Plan, Eastern Moors was leased to a partnership of the National Trust and the Royal Society for the Protection of Birds to ensure its continued protection and enhancement.

### Looking ahead to 2011/12

We will have been successful if we meet our targets for priority species and habitats such as lapwing, grasslands and moorlands.

### KEY ACTIONS FOR 2011/12 INCLUDE:

- Complete production and launch of the Peak District Biodiversity Action Plan 2011-20, with commitment to action from partners, including targets and monitoring process, and annually review progress
- Devising integrated landscape scale delivery mechanisms to achieve objectives under the new Biodiversity Action Plan (2011 – 2020)
- Maintain the momentum of work begun for breeding waders and crayfish
- Secure funding for grassland and woodland projects, and identify further sources of external funding for delivery of Biodiversity Action Plan objectives
- Moorland restoration work, particularly on blanket bog, including through the Moors for the Future partnership under the MoorLIFE project
- Enhancing biodiversity on our own estates through hay meadow restoration and creation, pond and scrape creation, boundary works to enable moorland grazing, and heather cutting to diversify moorland structure
- Continued targeting of Higher Level Stewardship schemes and conservation action to address grassland targets

## Improving the condition of Sites of Special Scientific Interest

Work by the National Park Authority on our 5,300 hectares of moorland estates (The Roaches, Warslow Moors, Stanage/North Lees and the Eastern Moors) has seen considerable input to achieving favourable/recovering condition on 99.1% of its Sites of Special Scientific Interest landholdings, exceeding the Government target of 95%. Active management has included grip blocking; scrape and pond creation for waders; heather cutting and burning; heather and sphagnum harvesting; heather seeding at Big Moor; creation of a woodland stock enclosure to encourage natural rowan regeneration; rush and molinia cutting; scrub control; and fencing and walling for grazing management, including the introduction of traditional breed cattle onto five moors and adjacent in-bye land. Almost all of the moorland and adjacent habitats are now in agri-environment schemes with four large moorland Higher Level Scheme agreements being recently concluded on the Warslow Moors Estate and two more being developed.

On the Warslow Moors Estate work has included restoring the hydrological integrity of the moorlands, making them a more effective carbon sink and providing water protection in the wider catchment. This has involved creating scrapes and blocking moorland ditches using a variety of techniques aimed at re-wetting blanket bog to encourage the spread of sphagnum and to provide habitat and feeding areas for important moorland birds. A large amount of boundary work has been completed to enable grazing management. Highland and Belted Galloway cattle now graze areas of upland heathland in order to reduce the dominance of purple moor-grass and to diversify the heathland habitats.



*Belted Galloway cattle*

### Corporate Objectives:

1. **Achieve the priority actions in the Cultural Heritage Strategy 2006-11 (Priority level 3)**
2. **Update the Cultural Heritage Strategy and produce the action plan for 2011-16 (Priority level 3)**

We continue to achieve the targets in the Cultural Heritage Strategy with 19 actions now completed. We updated the Cultural Heritage Strategy at the mid-point review period.

During the year, 7 major projects supported delivery of the Strategy, including the continuing Calver Weir restoration and Silence Mine preservation. A number of grant schemes administered by the Authority have further supported delivering the Strategy. The Historic Buildings Grant Scheme provided £83,000 of funds for 44 projects including houses, barns, Chelmorton church spire, Ilam Cross and two long-standing buildings at risk in Brund and Rainow. The Archaeology Grant Scheme provided £14,500 funds towards 9 projects including a survey of weirs in the upper Dove Valley; refreshing the interpretation at Roystone Grange; and the conservation of Millers Dale limekilns. The Conservation Area Enhancement Grant funded 14 projects to the value of £11,000 including wall rebuilding at Hassop cemetery and refurbishing a path around Hathersage church.

We continue to engage with the community in our work and produced another edition of 'Archaeology and Conservation in Derbyshire' (ACID), with Derbyshire County Council, and launched at Derbyshire Archaeology Day. A record 419 people signed up to this annual event, which celebrates archaeological activities in the Peak District and Derbyshire, and is run with Chesterfield Borough Council and Derbyshire County Council.

We produced a further 4 conservation area appraisals so that 95 of the 109 conservation areas in the Park have been appraised/ reviewed. Over 64% of the Park has been archaeologically surveyed. The percentage of listed buildings at risk has remained

stable at 6.5%. Work has begun in Youlgreave to develop an integrated approach to conservation area, community and landscape management.

We continued to work with residents and developers to incorporate appropriate enhancements to development schemes that are in keeping with the National Park's cultural heritage, including the provision of pre-application advice.

### Looking ahead to 2011/12

We will have been successful if we continue to deliver on the Cultural Heritage Strategy's actions, and in particular the priority projects and outcomes identified below.

#### KEY ACTIONS FOR 2011/12 INCLUDE:

- Delivering partnership projects, including integrated village and conservation area management plans, such as the Youlgreave, Calver Weir, Ecton and historic farm buildings projects
- Developing new partnership initiatives, particularly those that include external funding opportunities, such as Derwent Jigsaw and Peak District hillforts projects
- Advising the Authority on the heritage implications of the developing Localism Bill and the National Planning Policy Framework
- Undertaking the listed building quinquennial review and a further round of Conservation Area appraisals
- Delivering cultural heritage grant schemes
- Annual review of the Cultural Heritage Strategy Action Plan

## Fin Cop hillfort excavations

Local volunteers and professional archaeologists made two award-winning excavations of the Iron Age hillfort at Fin Cop, overlooking Monsal Dale in August 2009 and 2010. They made the remarkable discovery of nine 2,300-year old skeletons which archaeologists believe may indicate a prehistoric massacre.

The remains of five children, an adolescent and three women were found – but no men. All had been unceremoniously thrown into the fort's perimeter ditch with rocks tumbled on top. With the excavations uncovering only 10 metres of the 350 metre rock-cut ditch, it is suspected that many more remains could lie buried there. The investigations opened a window on a dramatic history of one of the region's major hillforts and they set a challenge for understanding what was going on and how it fits into the wider history of the region.

The dig, by Longstone Local History Group and Bakewell-based Archaeological Research Services Limited, won the British Archaeological Awards Best Community Archaeology Project 2010. The project involved more than 500 schoolchildren (from Longstone, Bakewell, Buxton, Ashbourne and Sheffield) and 200 adults, unearthing hundreds of fragments of prehistoric tools, utensils and weapons.

It was made possible by the Heritage Lottery Fund and the private landowner, and supported by English Heritage and the National Park Authority, who can now develop an up-to-date conservation and management plan. Fin Cop is on private farmland, but more details can be found at [www.archaeologicalresearchservices.com](http://www.archaeologicalresearchservices.com)



Fin Cop

### Corporate Objectives:

#### I. Achieve the priority actions in the Landscape Strategy (Priority level 2)

Implementation of the Landscape Strategy and Action Plan for the Peak District continued, with priority actions to ensure that Peak District landscapes are protected, managed and planned in line with the European Landscape Convention (March 2007). Our continued work means that 77% of the land in the National Park is in conservation agreements, the reduction from previous years reflecting the lapse of classic Environmental Stewardship Agreements (ESA) and Countryside Stewardship Agreements, as well as reduced coverage and more focused targeting of Environmental Stewardship's Higher Level Scheme (HLS).

The Authority continues to manage 158 woodlands throughout the National Park, particularly small woodlands of high landscape but low economic value. Work has included boundary maintenance, thinning and restocking, ride maintenance and ensuring tree safety. There were no significant acquisitions or disposals.

Electricity providers buried underground 2.5 kilometres of overhead wires from Litton to the A623, in partnership with the Authority and Friends of the Peak District, with more schemes planned for 2011/12.

The Sheffield Moors Partnership worked on a vision for the wider Eastern Moors (incorporating the Eastern Moors Estate which the Authority has leased to a partnership between the Royal Society for the Protection of Birds and the National Trust) through a series of workshops and consultations. The terms of reference for the vision and principles for the wider area have been agreed.

Landscape protection measures are negotiated and incorporated into planning decisions, on the basis of the strong policies in statutory development plans. The Authority has embraced the government's initiative to actively seek beneficial development, rather than having a reactive role of controlling inappropriate development. As part of this change in emphasis pre-application advice is given, as a high priority, to schemes which have a landscape issue to try to positively influence proposals in line with policy. One example is a scheme for a large replacement dwelling in open countryside

near Baslow where the opportunity was taken to encourage an extensive screen of indigenous planting, to screen the dwelling from many viewpoints and provide seclusion to the property. Negotiations took place at Topley Pike, New Pilough and Birchover quarries to develop new schemes to enhance the landscape and biodiversity of the landscape.

We also continued to give priority to enforcement action where it relates to matters of protection of landscape character. The Authority served enforcement notices relating to this issue including public inquiries for Blakemere, Bonsall Moor and Moss Rake East mineral proposals. The Authority has also taken direct action in some enforcement cases by remedying planning breaches itself (see case study below for more details).

The Authority has consulted on a proposal for an Experimental Traffic Order on Chapel Gate - a decision will be made on this later in 2011. We are also forming a new group of consultees made up from a wide range of stakeholders, whose aims will be to share understanding and seek to identify new solutions to issues among the partners and stakeholders. Work on management plans for another 11 off road routes continues, in partnership.

More training events were carried out for planners, farm advisers, staff from the Authority and staff from partner organisations. Work continued on light pollution monitoring and awareness of Dark Skies in partnership with Macclesfield and other local astronomical societies.

### Looking ahead to 2011/12

We will have been successful if we continue to deliver the priority actions of the Landscape Strategy and Action plan.

#### KEY ACTIONS FOR 2011/12 INCLUDE:

- Landscape scale conservation through major projects (Derwent Valley Jigsaw Project, Moors for the Future) and agri-environment work particularly transition from Classic Schemes to Environmental Stewardship

- Reduce the landscape harm of new road signs
- Continue to bury underground 5 kilometres of overhead lines under Ofgem's 5 year programme
- Input to Natural England's review of relevant National Character Areas
- Complete the map required by section 3 of the Wildlife and Countryside (amendment) Act 1995 and publish for consultation as part of the Local Development Framework proposals map
- Develop a model to support community Landscape Character Assessment
- Complete the Renewables Supplementary Planning Document to ensure that the appropriate balance is struck between conserving landscape character and wider environmental objectives
- Continue to progress work towards Dark Skies Reserve status
- Continue provision of tree advice
- Review the 'Strategy for Managing Vehicular Access to un-surfaced highways in the National Park'
- Continue direct enforcement action to protect landscape character

### Using our planning powers to improve the landscape

In 2009, the Authority initiated a programme of direct action to remove eyesores created by unauthorised development and where normal legal powers had failed to achieve a solution, such as when a person has either no funds or cannot be contacted.

The first direct action was carried out at Shop Farm, Brandside, three miles south of Buxton, which has been unsightly for more than 25 years with derelict vehicles, caravans, scrap metal and refuse surrounding the farmhouse. On a spectacular, open landscape between Axe Edge and High Edge, the site is visible for miles around, not least from the nearby A53 Buxton to Leek road and from a public footpath that runs through the 15-acre farm.

The Authority first served an enforcement notice to remove and cease storage of scrap in 1984. Our offers to negotiate and help clear the land were resisted and, in 1985, the landowner was found guilty at High Peak Magistrates Court of failing to comply with the enforcement notice. The Authority sought to improve the appearance of the site for a number of years but, despite the verdict of the court, the landowner was not able to fund the removal of the scrap.

It was decided last year that decisive action had to be taken. The action took place over the period of a week and all the scrap was cleared, restoring the landscape to its natural beauty as evidenced by the photos.

The refuse and scrap was sent for recycling and anything of financial or sentimental value kept for three days after the clearance for the owner to collect. The costs of the action can be reclaimed from the property owner.



Before and after  
direct action at Shop Farm



### Corporate Objectives:

- 1. Achieve our own environmental management targets to reduce the Authority's carbon footprint in 2010-11 by 10% (Priority level 2)**
- 2. Deliver the priority actions of the Climate Change Action Plan (Priority level 1)**

Work continued on reducing the Authority's carbon footprint, with an anticipated reduction of over 4% from last year, less than our target of 10% but nevertheless an overall reduction of 19% since 2007/2008. Factors affecting performance included some planned capital works being halted resulting a re-prioritisation of work due to spending decisions made by the Authority. However, some works were funded from revenue budgets, including the heating system at Aldern House, resulting in a significant decrease in heating energy use at the property.

In addition, the severe winter meant that heating energy consumption was higher than hoped for, particularly at properties heated by ground source heat pumps, which were affected by low ground temperatures.

Car travel (grey fleet and pool cars, excluding Field Services fleet vehicles and also travel by public transport) has shown an overall decrease in emissions of approximately 12%, supported by staff training on fuel efficient driving.

The Authority successfully completed the Carbon Trust Carbon Management Programme. The resulting five year action plan (2010 – 2015) seeks to achieve a further 30% reduction on a revised 2009/10 baseline which now includes all the Authority's tenanted properties. Capital investment of £250,000 has been earmarked to support carbon reduction projects, across our properties over the next five years, which should save approximately 280 tonnes of carbon and £98,000 on our energy bills per annum.

In July 2010 we reviewed our Environmental Policy and took another step forward in providing a more user friendly report on our environmental performance, made publically available via our website ([www.peakdistrict.gov.uk/emr2010.pdf](http://www.peakdistrict.gov.uk/emr2010.pdf)).

The Authority's Environmental Quality Mark (EQM) scheme achieved the rare distinction of being validated by national tourism marketing body VisitEngland, who only promote tourism businesses as 'sustainable' if they are members of a validated scheme. Therefore, Peak District EQM businesses

(totalling nearly 100) will benefit from national recognition. We received further recognition as Destination Staffordshire is launching a Staffordshire EQM, based on the Peak District model.

Building on the EQM Carbon Footprint and Water Audit Pilot, the Farming and Wildlife Advisory Group (FWAG) provided support to help the farmers and land managers make real practical progress on reducing farms' carbon footprints, be it carbon management, water use or opportunities for renewables. Numerous carbon reduction projects in and around the National Park continued to access support through the Sustainable Development Fund and the Live and Work Rural Programme.

Moorland stabilisation and restoration efforts continued with the Moors for the Future Partnership working towards returning 13 square kilometres (the equivalent of 2,600 football pitches) of badly damaged peat moorland to a healthy condition and protect a much larger area. This includes the MoorLIFE project, Conservation Plans project (working with private landowners) and Making Space for Water project, demonstrating the impact of moorland restoration on downstream flooding. In total 105 hectares of bare peat has been stabilised.

Climate Change briefing workshops for Field Service staff helped promote wider understanding with sessions including a summary of the climate science, the expected changes in the climate over the coming decades, what this might mean for the Field Services and how they might best adapt to the climate projections.

For the fourth year the Moorlands as Indicators of Climate Change (MICCI) project ran during National Science Week in March. 160 young people from thirteen schools around the National Park conducted scientific experiments investigating the health of their moorland, with support from the National Park Learning Discovery Team, Rangers, scientists from Moors for the Future, International Union for Conservation of Nature (IUCN) Peatland programme and the Open Air Laboratories (OPAL) network.

## Looking ahead to 2011/12

We will have been successful if we continue to reduce our carbon footprint in line with the plans laid out in the action plan from the Carbon Trust Carbon Management Programme.

### KEY ACTIONS FOR 2011/12 INCLUDE:

- Continue the Environmental Management work, especially developing and implementing the approach specified in our Carbon Management Plan, developed in partnership with the Carbon Trust
- Develop business cases for capital investment for properties linked to targets to reduce emissions
- Continue engagement work, especially focused to support climate change leadership
- Complete Adaptation Report requirements and ensure implications continue to inform our plans
- Update the Peak District National Park Climate Change Action Plan
- Deliver MoorLIFE and other project targets related to carbon management and moorland restoration

### Sustainable Development Fund: Support for Over Haddon Village Hall

Over Haddon had a big problem that faces many small communities – a 1950s village hall that was becoming inflexible, in need of major repair and expensive to run.

Now, due to the hard work of the Village Hall Management Committee, it has a new £450,000 building designed to benefit residents and the environment. £32,500 was provided by the Sustainable Development Fund which helped get the project off the ground. The Authority also provided advice and relevant contacts to help funding and building.

Over Haddon now have a community building that is sustainable for the future and also reduces their community carbon-footprint. The new hall incorporates an air source heat pump for underfloor heating and hot water; solar photovoltaic panels for electricity; rainwater collection to flush the toilets, and substantial insulation in walls, roof and windows. Outside, the ground-surface is porous, reducing run-off. Stone to build the hall was locally sourced from nearby Once a Week Quarry and recycled beams from the original building were also used.



Over Haddon Village Hall

### Corporate Objectives:

- 1. Reduce area and number of mineral workings and ensure that those that remain are worked to the highest modern environmental standards (Priority level 2)**
- 2. Influence national government and regional policy and other bodies on mineral working in National Parks including responding to consultation documents (Priority level 2)**

Activity in this area continues to be focused on our priorities, as identified in the Minerals Strategic Action Plan. A number of significant outcomes have occurred in the past year. Confirmation was received that the landowner's petition to the European Court of Human Rights, challenging the Court of Appeal regarding the long-running legal dispute over mineral extraction on the eastern end of Longstone Edge had been rejected. As such, the Court of Appeal judgment stands and is a significant step forward in resolving this major minerals matter.

A further success on a high priority enforcement case is Smalldale Head Quarry. A High Court judgment upholding the Authority's enforcement action over unauthorised limestone quarrying was challenged by the landowner, but the challenge was dismissed in July 2010.

In October 2010, the Planning Inspectorate upheld the Authority's decision to refuse planning permission to continue mineral extraction, as well as upholding the enforcement notice requiring mineral extraction to cease and restoration works to be undertaken at Moss Rake East, Bradwell.

In March 2011, the Planning Inspectorate also upheld the enforcement notice requiring the completion of restoration works of an un-restored mineral site at Blakemere Pit, Bonsall.

We continue to engage at all levels on important minerals-related matters and have provided responses on two key national consultation documents in the last 12 months. The first was in connection with the proposed National Planning Policy Framework (NPPF) and the second on the future of the Managed Aggregate Supply System (MASS).

The number of quarries (both active and dormant) has reduced from 50 to 46, although there has been a slight increase in the area of the National Park being quarried, to 3,450 hectares, due to site boundary amendments of database records. There has been no improvement in the number of quarries working to modern environmental standards.

The remaining Review of Old Mineral Permission (ROMP) applications are progressing. Of the 8 sites in question, two have either been granted extensions of time or awaiting government feedback, four sites are now in suspension including the Longstone Edge East site, one has formally revoked and one rests with the Secretary of State for determination. Alternative consolidating schemes are being pursued in certain cases in an effort to secure environmental gains from the rationalisation of existing planning permissions.

Monitoring of minerals sites continues to play a significant role in ensuring compliance with planning permissions. We have carried out 37 charged for monitoring visits, an increase from 31 in the previous year. In many cases, these visits have led to potential compliance issues being identified and addressed at an early stage, before they become more serious.

### Looking ahead to 2011/12

We will continue to pursue creative solutions to seek to reduce the environmental impact of four major quarries by negotiating the consolidation of permissions, exchanges or less environmentally damaging extensions.

#### KEY ACTIONS FOR 2011/12 INCLUDE:

- Complete 3 reviews of old mineral permissions by securing modern working standards or by consolidation
- Monitor activities at minerals sites, including increasing the number of 'charged' inspections of minerals sites to 40
- Pursue enforcement of minerals and waste issues in accordance with a robust prioritisation process
- Pursue 3 prohibition orders for dormant sites that are unlikely to re-open and review 2 others
- Continue to work on a long term solution for Longstone Edge

## Update on Reviewing Old Minerals Permissions (ROMPs)

The Review of Old Minerals Permissions is a legal process allowing Mineral Planning Authorities the opportunity to review old mineral permissions, with a view to requiring modern standards of operation, as permissions granted in the 1940's and 1950's generally lack the requirements of more modern permissions.

The Review was stalled for over 10 years under the provisions of the Environment Act 1995, but in 2008 legislation empowered Mineral Planning Authorities to suspend mineral working at sites where operators fail to submit relevant information, including Environmental Impact Assessments where significant environmental effects are identified, by a specific date.

The Authority has set dates for receipt of all outstanding information. As a result, 4 quarries (Canyards, Stanton Moor, Shire Hill and Longstone Edge East) are now in suspension. In the event that no information is received within 2 years of the specified date, the Authority is obliged to issue Prohibition Orders. If the Orders are subsequently confirmed by the Secretary of State for Communities and Local Government the mineral planning permissions subject to the Orders issued will cease to have effect.

In 3 cases, consolidation/exchange applications are being pursued as an alternative approach. In one case, where working the quarry may have a significant detrimental impact on the water environment and the associated adjoining Special Area of Conservation, an application to work an alternative area is proposed. Another quarry is considering taking a similar approach and the Authority has granted an extension to facilitate this process. The Authority is engaging with another operator where an alternative proposal could involve changing the shape of the quarry to avoid working a sensitive area of open moorland. Planning applications covering these proposals are expected to be received by the Authority in 2011/12.



Longstone Edge

### Corporate Objectives:

- 1. Influence decisions on transport infrastructure and traffic management through (i) our land use policies and through (ii) implementing traffic management schemes (Priority level 3)**
- 2. Increase the proportion of visitors using sustainable methods of travel other than private car (Priority level 2)**

Key work over the year was preparing the submission version of the transport policies of the Local Development Framework Core Strategy and ensuring that transport is woven into all relevant strategic themes of the revised National Park Management Plan. Work started on developing a Management Plan for the Authority's trails network and we continued to implement the Stanage/ North Lees Management Plan, which incorporates a green travel plan.

Additionally, we responded to numerous consultations on the six Local Transport Plans that cover the National Park to ensure that they align as much as possible with the National Park's Core Strategy and National Park Management Plan.

The Pedal Peak District Project enabled us to promote cycling and work with highway authorities to minimise the impact of new and replacement road signs on the landscape. We worked jointly with Derbyshire County Council to install new signs in and around Bakewell to direct visitors to appropriate places to park for access to the Monsal Trail. We also worked jointly with Derbyshire Dales District Council to install cycle stands in Bakewell and at Monsal Head to enable cyclists to secure their bikes whilst they explore the area further.

Through the High Peak and Hope Valley and Derwent Valley Community Rail Partnerships we worked with constituent councils on the provision of sustainable transport options. This included completing scoping work for the Buxton Railway Station refurbishment, improving pedestrian signage to Belper Railway Station and publication of various promotional leaflets and posters.

The Peak Connections partnership continued to promote sustainable transport during 2010/11 including development of:

- new leaflets promoting sustainable links to the Peak District from Chesterfield, and routes within the Derbyshire Dales and High Peak area;
- a new leaflet promoting sustainable links to Tideswell, linking with recreation and attractions

in Tideswell that visitors may be interested in seeing;

- a new leaflet developed with Northern Rail promoting the Buxton to Manchester line;
- revised leaflets for travel to Chatsworth, Hop on and Explore the Peak District, Service 58, Service 260, Upper Derwent Park and Ride, the Stanage Bus and Kedleston Hall, Derby.

The partnership also worked with South Yorkshire Passenger Transport Executive to produce their Peak District guide. 2010/11 saw the most successful year to date on the Stanage bus (which runs from Sheffield to Hathersage on summer weekends), carrying over 1,600 passengers.

There have been limited opportunities to help find an innovative solution to congestion through the villages on the A628, although we did respond to the consultation on the Longdendale Integrated Transport Strategy consultation early in 2010.

### Looking ahead to 2011/12

We will have been successful if we secure future transport initiatives that improve the sustainability of transport to and within the National Park by working with partners.

#### KEY ACTIONS FOR 2011/12 INCLUDE:

- Continuing Peak Connections Partnership
- Exploring tourism, recreation green routes (with links to gateways such as Sheffield), and cycling links within the context of Local Transport Plans
- Supporting lead partners on a Sustainable Transport Fund bid with focus on Pedal Peak District project (Phase 2) and deliver if successful
- Influencing the delivery of Local Transport Plans
- Meeting key milestones for the Trails Management Plan project

## Moorlands Connect Bus service

The Staffordshire Moorlands area of the South-Western Peak District is home to some of the most beautiful and unspoilt landscapes of the Peak District National Park. Characterful villages are interlinked by winding, tranquil lanes through rolling hills and dales, and wild open moorland. However, parts of the area are also very remote, a considerable distance from surrounding larger towns of Leek, Ashbourne and Buxton. This means that residents and visitors are either dependant on a car, or on vital public transport.

Providing public transport in an area like Staffordshire Moorlands has become increasingly difficult over the past 20 years, as residents have become more affluent and car ownership has increased. This, combined with reduced budgets and subsidies for rural buses has required new thinking for providing transport to the dependant minority of residents who do not have access to a car.

Moorlands Connect was developed as a solution to this problem – a Demand Responsive Bus service based around an unfixed timetable, whereby users telephone a low-rate number to request a time, date and location for travel, and are picked up by the bus and taken to their destination for a small fare – typically £1.90 for a single and £3.60 for a return journey.

Before the introduction of Moorlands Connect, buses serving Moorlands villages were running to such reduced timetables that travel was restricted to one or two services per day, or indeed only one or two per week. Moorlands Connect allows greater flexibility than this, by allowing travel Mondays to Saturdays between the hours of 7am and 6pm.

Since launching in September 2010, Moorlands Connect has established itself well, seeing monthly increases in patronage, even through the bad winter weather. March 2011 saw usage figures of 520 passengers per month – approximately 19 per day. A passenger survey provided overwhelmingly positive feedback on the service. The bus is used by Moorlands residents and visitors of all ages – catering for children on school runs every day, whilst also fully accessible for disabled and elderly passengers with a ramp and the ability to ‘kneel’ on air suspension. It is estimated that 80% of users are elderly / concessionary passengers. A cycle rack on the back and storage space for bags and equipment inside the bus also adds to the appeal for leisure users. Whilst leisure usage appears relatively low at present, with only a handful of walkers and cyclists using the service every month, it is hoped that leisure use will increase through the summer and as knowledge of the service improves.

Although the bus does take fares, it is supported by a number of stakeholders and organisations working to improve public services – this includes the Peak District National Park Authority, Staffordshire County Council, Staffordshire Moorlands District Council, North Staffordshire Primary Care Trust, Staffordshire Police, Fire and Rescue, and Staffordshire Moorlands Community and Voluntary Services.



*Moorlands Connect bus service*

### Corporate Objectives:

- 1. Increase opportunities for recreational activities especially for our target priority audiences (Priority level 1)**
- 2. Develop our strategic role in sustainable tourism (Priority level 3)**
- 3. Improve the quality and cost effectiveness of the provision of facilities such as car parks and toilets through rationalisation and different models of delivery and funding, including working with partners (Priority level 3)**

The Recreation Strategy and Action Plan for the National Park was launched and a steering group established to support implementation and monitoring. Membership includes representatives from the Local Access Forum, key statutory partners, environmental, health and tourism partners and private activity providers. The action plan for 2011/12 has been revised to reflect changing circumstances and reduced resources.

Over 44,000 customers used the Authority's recreational facilities during 2010/11 (including cycle hire, guided walks/events and campsites). Children and young people accounted for approximately 22% of users, minority ethnic groups 10%, people with a limiting long term illness or disability 7% and people from the deprived areas we try to focus on 4%.

Visitor centres recorded 442,729 visits and at Bakewell Visitor Centre access was improved and improvements were made to the external display at Fairholmes Visitor Centre.

New visitor information was developed in a variety of formats (including electronic media), including walking guides around Edale and Derwent, updated Monsal Trail information to reflect the opening of the tunnels and new interpretation displays and exhibits at the Castleton and Moorland Visitor Centres. At Fairholmes, an orienteering route for families was introduced and moorland taster sessions were provided for target groups in Marsden. We

introduced a cycling skills workshop and a number of popular mountain bike training rides, which will be repeated this year.

Spending on the Rights of Way network repairs exceeded that spent in 2009/10 and the annual survey of public rights of way showed 91.5% were easy to use and signs were improved on multi-user trails. The codes of conduct are to be finalised following new Countryside Codes from Natural England. A new user group, Peak Horse Power, was formed to work with the Authority and landowners to improve the bridleway network for horseriders.

The Black Harry Trails Project, covering Longstone Edge, Stoney Middleton and Calver, has improved and created new routes for horse-riding and mountain-biking and improved recreation opportunities for the less able, elderly and those with young families. An award of £12,869 was received from the Derbyshire Aggregates Levy Sustainability Fund towards the project.

The Pedal Peak District project resulted in the opening of four closed tunnels on the Monsal Trail, including resurfacing and lighting. Access points to the trail were improved and signing installed. The official opening on 25 May 2011 opened an 8.5 mile off-road route for cyclists, walkers and horse-riders. A social marketing campaign introduced new people to cycling through publicity and incentives, such as free bike hire and competitions.



The Tissington Trail



The Black Harry Trail

The Mosaic project has continued to use the Community Champions network to engage new audiences and introduce them to the Peak District and its special qualities. The rangers provided 255 guided walks which included 19 Next Steps walks. There were also 10 fully supported Leisure Walks for groups with special needs, in partnership with local health authorities, and, for the first time, a supported cycle ride for the Leisure Walks participants.

The Live and Work Rural project has resulted in 9 Quality in Tourism outputs, 8 of which were for businesses gaining Cyclists Welcome accreditation. Live and Work Rural and LEADER have assisted two new cycle hire businesses close to the Monsal Trail (Hassop Station and Blackwell Cycle Hire).

### Looking ahead to 2011/12

We will be further focusing our activity to increase the proportion of users of our facilities from among our target audiences.

#### KEY ACTIONS FOR 2011/12 INCLUDE:

- Deliver actions to promote awareness of recreational opportunities to our target audiences through social marketing, improved website, Mosaic Champions, support to Village Games project and a young peoples' Task Group
- Completing Pedal Peak District (Phase I) and delivering the cycling activity plan
- Developing and implementing infrastructure and services in conjunction with, for example, the private and voluntary sector
- With relevant partners, through the Health Promotion Group of the Recreation Strategy Steering Group, consider and identify new opportunities for delivering actions linking environment and health and well-being agendas such as Health Walks, Village Games and Cycling for Health
- Work with partners to develop service/ infrastructure improvements at recreational hubs and gateways to the National Park focusing initially on Dovestone and Eastern Moors
- Explore, with partners, an application for European Charter for Sustainable Tourism for the Peak District
- Influence the post-Regional Development Agency tourism structures
- Completion of a project to identify commercialisation potential of properties with associated toilets and car parks and other services and trails
- Achieve target budget savings and increase income generation for toilets and car parks
- Implementation of the Capital Strategy actions and targets.



Chee Tor Tunnel

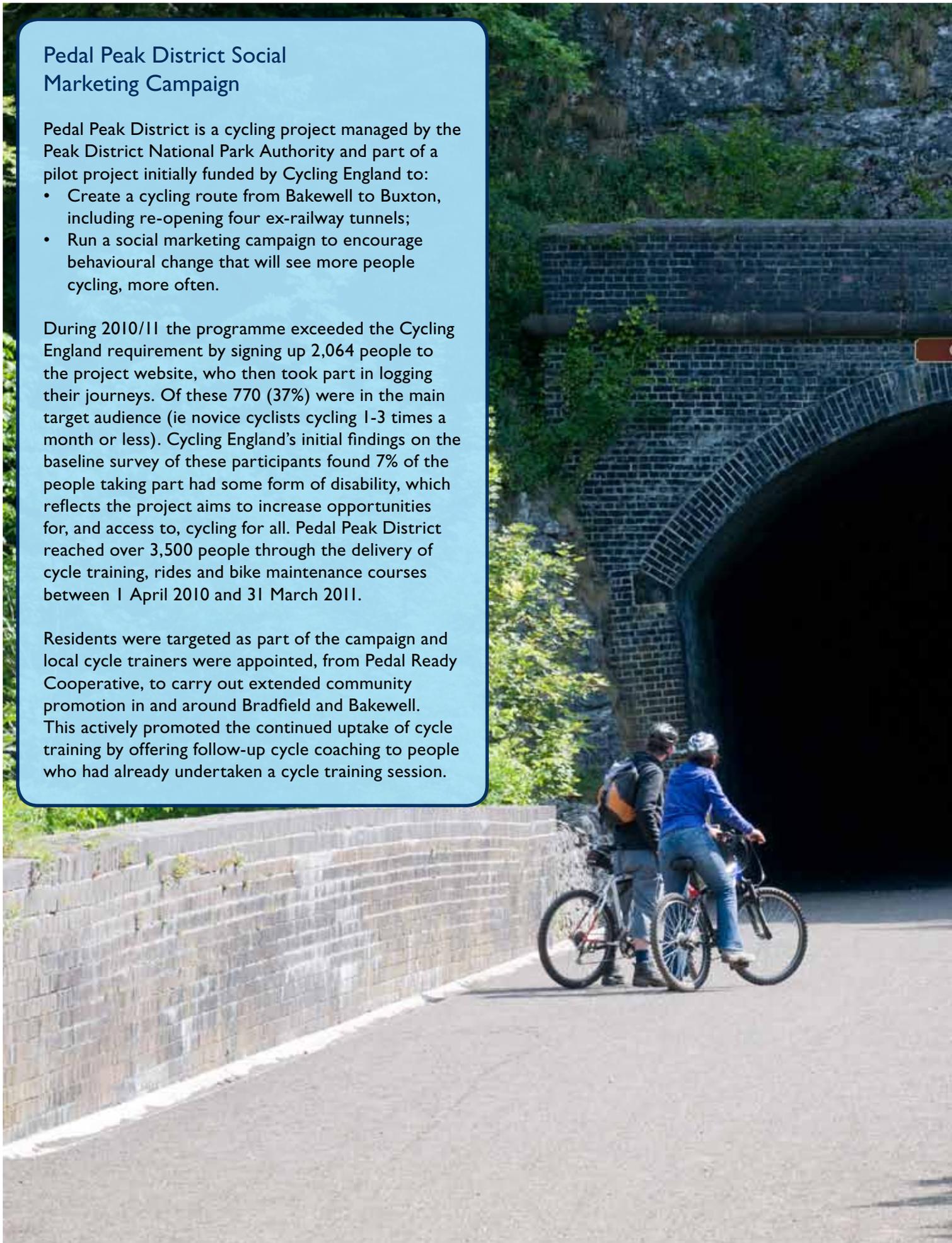
## Pedal Peak District Social Marketing Campaign

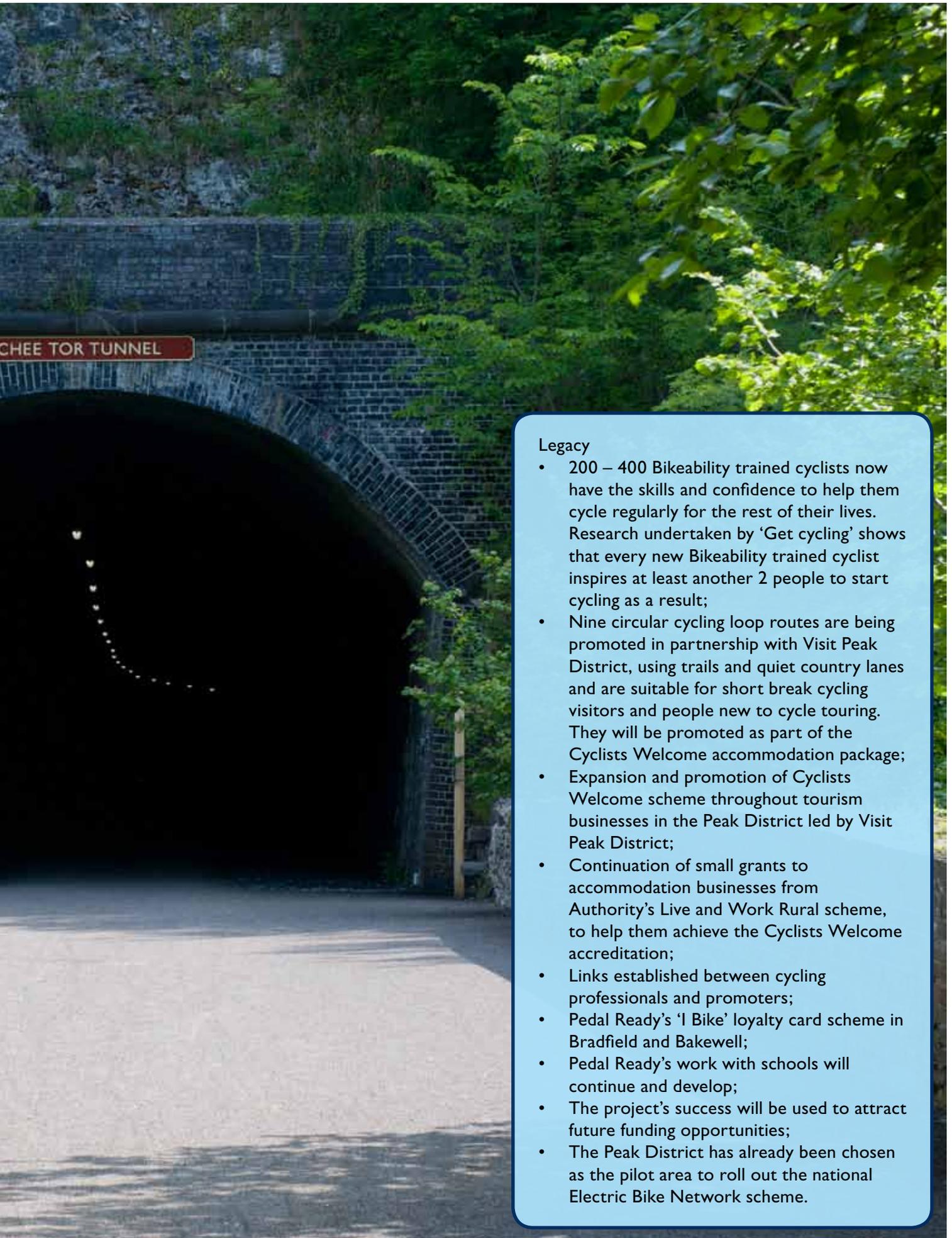
Pedal Peak District is a cycling project managed by the Peak District National Park Authority and part of a pilot project initially funded by Cycling England to:

- Create a cycling route from Bakewell to Buxton, including re-opening four ex-railway tunnels;
- Run a social marketing campaign to encourage behavioural change that will see more people cycling, more often.

During 2010/11 the programme exceeded the Cycling England requirement by signing up 2,064 people to the project website, who then took part in logging their journeys. Of these 770 (37%) were in the main target audience (ie novice cyclists cycling 1-3 times a month or less). Cycling England's initial findings on the baseline survey of these participants found 7% of the people taking part had some form of disability, which reflects the project aims to increase opportunities for, and access to, cycling for all. Pedal Peak District reached over 3,500 people through the delivery of cycle training, rides and bike maintenance courses between 1 April 2010 and 31 March 2011.

Residents were targeted as part of the campaign and local cycle trainers were appointed, from Pedal Ready Cooperative, to carry out extended community promotion in and around Bradfield and Bakewell. This actively promoted the continued uptake of cycle training by offering follow-up cycle coaching to people who had already undertaken a cycle training session.





#### Legacy

- 200 – 400 Bikeability trained cyclists now have the skills and confidence to help them cycle regularly for the rest of their lives. Research undertaken by 'Get cycling' shows that every new Bikeability trained cyclist inspires at least another 2 people to start cycling as a result;
- Nine circular cycling loop routes are being promoted in partnership with Visit Peak District, using trails and quiet country lanes and are suitable for short break cycling visitors and people new to cycle touring. They will be promoted as part of the Cyclists Welcome accommodation package;
- Expansion and promotion of Cyclists Welcome scheme throughout tourism businesses in the Peak District led by Visit Peak District;
- Continuation of small grants to accommodation businesses from Authority's Live and Work Rural scheme, to help them achieve the Cyclists Welcome accreditation;
- Links established between cycling professionals and promoters;
- Pedal Ready's 'I Bike' loyalty card scheme in Bradfield and Bakewell;
- Pedal Ready's work with schools will continue and develop;
- The project's success will be used to attract future funding opportunities;
- The Peak District has already been chosen as the pilot area to roll out the national Electric Bike Network scheme.

### Corporate Objectives:

- 1. Increase understanding of the special qualities of the National Park through participation in learning and volunteering opportunities, especially among priority target audiences (Priority level 3)**
- 2. Secure long term delivery partnerships at key locations across the National Park (Priority level 3)**

The working with people and communities strategy continues to set the focus for promoting understanding across the Authority. In 2010/11 we reached 1,137,758 people through our promoting understanding work, an increase of over 120,000 on the previous year. Through a sample survey we estimate that approximately 30% of users of our promoting understanding services are from under represented groups.

We offered learning activities to approximately 15,000 young people during 2010/11 including through our dedicated environmental learning service (over 12,000) and rangers (over 2,600). Our partnership with the National Trust, based at The Moorland Discovery Centre, continued to bring children and young people from Sheffield into the National Park.

Over 500,000 people used Visitor Centres and Authority- owned Cycle Hire Centres, with the opportunity to obtain further information about the National Park. Over 30,000 people hired cycles; approximately 1 in 10 were hired to groups including schools, scouts and guides or people from underrepresented groups such as Mosaic. We also now offer presentations about the National Park when requested by a group using our cycle hire facilities.

Almost 3,500 people took part in ranger guided walks, which also supported a range of dynamic and engaging projects such as Stepping Stones to Nature and health promoting walks. Over 10,000 visitors made use of our high quality campsite at North Lees.

Volunteers substantially contributed to the sustainable management of the National Park, with almost 10,000 volunteer days given by a wide variety of individuals from many different backgrounds, interests and skills. Voluntary activity directly supported biodiversity, understanding and recreation objectives. Approximately 20% of total volunteer activity was undertaken by those from an under-represented group, rising to as much as 65% of volunteer activity through the Peak Park

Conservation Volunteers (who target under-represented groups).

We continued to work with a range of people from minority ethnic groups, including from Mosaic and the Birmingham based ATHAC project. Our Mosaic Community Champions dedicated over 130 days of volunteer time, including by facilitating visits to the National Park for new audiences and raising the profile of the Park within their own communities. The 2010 national annual event was held in the Peak District at Ilam Hall Youth Hostel, with Community Champions from all English National Parks in attendance. Both the Authority and our partners used this opportunity to introduce Champions from all over England to the Peak District.

Our people-focused partnership based in the South West Peak received £347,168 from the Big Lottery's Changing Spaces program, which will fund the Stoke-on-Trent and North Staffordshire focused Stepping Stones to Nature Project. Secondary schools and community groups are among our key target audiences.

As part of the internal review of interpretation we constructed a web-based toolkit to support staff delivering interpretation in the Park. The toolkit has enabled us to redefine what we mean by interpretation, create a collective vision and develop a set of 'key messages' that we wish to promote.

### Looking ahead to 2011/12

We will have been successful if we continue to increase the number of contacts for learning opportunities and the number of volunteering days, particularly among our target audiences.

### KEY ACTIONS FOR 2011/12 INCLUDE:

- Deliver actions from the Working with People and Communities Strategy working with priority areas to meet new service targets

- Implement the interpretation framework and toolkit for Authority staff
- Refresh the Working with People and Communities Strategy based on our own learning and findings of the 2011 census
- Provide a coherent set of policies and protocols to support Authority based volunteers, and continue targeting of under represented groups through the Peak Park Conservation Volunteers
- Engage with the voluntary sector over volunteering opportunities
- Work with the Royal Society for the Protection of Birds and the National Trust on actions for audience engagement through the Eastern Moors, Dovestones, Stoke-on-Trent, Mosaic Project and the Youth Hostel Association
- Identify partnership opportunities at Longdendale
- Work with partners to establish a future phase of the Mosaic project, whilst delivering the ultimate Mosaic action plan
- Re-launch the Peak District Interpretation Partnership
- Develop and pilot the Peak District Award
- Refocus learning activities for young people, families and communities, including a new partnership with the Youth Hostel Association
- Deliver professional development for teachers and education workers in other organisations

### Interpretation on the Monsal Trail

The Monsal Trail, owned by the Peak District National Park Authority, is a traffic free route for walkers, cyclists, horse riders and wheelchair users. It runs along the former Midland Railway line for 8.5 miles between Blackwell Mill, in Chee Dale and Coombs Road, at Bakewell.

Most of the route was opened to the public in 1981 but four former railway tunnels had to remain closed due to safety reasons, with public footpaths taking people around them. Work started to reopen the tunnels and improve the surface of the Monsal Trail in December 2009 and was completed in May 2011 through the Pedal Peak District project. The four railway tunnels - Headstone Tunnel, Cressbrook Tunnel, Litton Tunnel, Chee Tor Tunnel – are also open for trail users. Each tunnel is about 400 metres long and will be lit during normal daylight hours.

As part of the project, the Authority has way-marked the trail with finger posts and route plans. In conjunction with this, a series of coordinated interpretation panels, designed using the former Midland Railway colours, tell the story of the railway and what visitors can see today. Additional interpretation panels are planned this year at other locations along the trail to interpret the cultural and natural heritage. Listening posts have been installed on the trails at key points with recordings of people who remember the working railway. These provide an oral account of those who worked on, lived by or travelled on this former railway. The popular Monsal Trail leaflet has been updated and provides visitors with all the information they need to enjoy the scenic route through these limestone dales of the National Park.



*Listening post on the Monsal Trail*

### Corporate Objectives:

#### **I. Engage communities and support them in shaping their future (Priority level 2)**

The Authority has delivered 12 rural development initiatives, through the Live and Work Rural Programme, aimed at helping businesses and communities in the Peak District to live and work in sustainable ways. Peak Partners for Rural Action (a partnership of voluntary organisations in the Peak District) have also been engaged in delivering some of the programme targets. Initiatives have included helping identify a more sustainable future for Hathersage swimming pool, using horses to move coppiced wood, a bees and trees training event and the development of social enterprises.

Working alongside Live and Work Rural, the partnership with Sheffield City Council continued to implement community planning in the Sheffield area of the National Park, through a dedicated Village Officer. Organised events included rural village network meetings and workshops on green technologies. The Village Officer supported interest from businesses in the Peak District's Environmental Quality Mark and helped support the successful Bradfield Farmers' Market, which is now a self-sustaining monthly event at Bradfield Village Hall.

In response to the 2009 resident survey, we updated the Authority's resident action plan and took the following actions designed to forge stronger relationships with park residents, whilst providing better access to information:

- The Chair, Deputy Chair, Chief Executive and Directors carried out community visits to Warslow, Bamford, Bakewell and Kettlethulme and held face-to-face meetings with more than 280 people to talk about issues that matter to them;
- The Authority's website was improved to make it easier for people to get information about planning applications. As a result the number of visits to the planning search section of the website increased from 32,383 to 172,792 visits in the past 12 months;
- Planning applicants and parish councils have worked with the Authority to produce letters about planning matters that are easier for the public to understand.

We have used social media to increase information provided about the Authority's services. The amount of people using Twitter to find out about the Authority rose from 620 to 2,373 people in the past 12 months. A further 532 people followed a Twitter account and 132 joined a Facebook page about our Pedal Peak District cycling project.

During 2010/11 we gave planning permission for more than 30 units for affordable housing (from 10 separate planning applications) and other properties with local occupancy ties. We continued to actively work with Parish Councils, the Rural Housing Enabler and District Housing Authorities to identify local needs and undertake village level assessments of sites to facilitate delivery. We have taken an active role in the first wholly rural investment plan approved by the region, a trailblazer for how the Homes and Communities Agency (Single Conversation) proposes to work to support rural affordable housing. We play an active role in the Rural Housing Enabler steering group and on the management meetings of the Peak District Rural Housing Association to keep up to date with rural housing issues.

### Looking ahead to 2011/12

We will have been successful if we keep the business plan for the community planning outputs of the Live and Work Programme on track.

Once found "sound" the Local Development Framework Core strategy will be adopted and pave the way for the next 15 years, helping to deliver much needed homes, businesses and community facilities and aiding the longer term sustainability of the area, whilst conserving and enhancing the character of the National Park's diverse landscapes and historic villages.

### KEY ACTIONS FOR 2011/12 INCLUDE:

- Deliver the priority actions in the Residents' Action Plan
- Deliver the community planning outputs of the Live and Work Rural programme including using the Sustainable Development Fund

- Review all our grant schemes
- Securing future delivery of community support after completion of Live and Work Rural Programme
- Develop a range of innovative community focused projects, seeking funding from a variety of sources
- Work with local housing authorities and other partners to deliver local housing needs
- Producing an updated Supplementary Planning Document covering sustainable buildings and renewables to guide communities and others in achieving sustainable developments
- Start work on detailed Development Management policies to guide planning decisions

### Community Support in Hathersage

Just ten miles from Sheffield, Hathersage lies at the gateway to the Hope Valley. Community activity has been a feature of the village for many years with, for example, a Memorial Hall Committee set up after World War I and, more recently, a Village Centre Group established in 2003. Preceding the Live and Work Rural Programme, Community activity support was provided by Derbyshire Rural Action and the Rural Communities Council, as well as the Authority through our Rural Community Planning programme.

However, the Live and Work Rural Programme enabled community activity to be sustained and enhanced, allowing the village to further develop community projects through access to information, advice and practical assistance. A number of different community groups have accessed this support, including the Village Plan Steering Group, the Village Centre Group and the Memorial



Hathersage

Hall Committee. In practice, the Programme has given: expert advice regarding village and community planning; introduction and signposting to various organisations in the Peak District National Park who could assist with community activities; signposting to grant funding streams; assistance with grant application forms; and help with running consultations, for example provision of display boards and posting of letters.

Community beneficiaries were overwhelmingly positive about the support received through the Programme. Due to the involvement of the Live and Work Rural Team, consultation events were deemed more successful, groups felt they were more knowledgeable and felt that they were more credible in the eyes of external funders. They also felt that support had definitely helped to 'maintain the momentum' of community activity and projects, had given communities the enthusiasm to continue with community level projects, increased their capacity to deliver projects and given them confidence to make positive changes.

Corporate Objectives:

1. **Contribute to environmentally sustainable economic development (Priority level 1)**
2. **Use Peak District Land Management Advisory Service to support land managers to manage the landscape sustainably, whilst creating economic benefits for the wider community (Priority level 2)**

Action has been taken to strengthen engagement between the Authority and farmers, land managers and businesses. With the land based sector, the Authority has developed a closer relationship with the Land Managers Forum, resulting in a vision and set of agreed principles for working together in the Peak District. With businesses, actions have included helping the formation of Business Peak District, a group of leading business representatives from key business sectors. Their aim is to support an enterprising and sustainable Peak District economy, which capitalises on its special qualities and promotes a strong sense of local identity, reflecting the aspirations of local business, partners and communities.

Other support for the land-based sector continues with the successful brokerage of schemes, either through the Peak District Land Management Advisory Service or through rural economy programmes, such as Live and Work Rural, resulting in 1,805 businesses participating in Authority led or supported schemes. These schemes are designed to enable businesses to contribute towards delivering our outcomes for Park.

In 2010/11, we helped 1,344 farm businesses access national grant schemes and rural payments (slightly below our target of 1,600 due to the high number of classic agri-environment scheme expiring and not transferring to Environmental Stewardship. The Authority’s focus has been on targeting Higher Level Stewardship Scheme. As a result, there are now 108,274 hectares of land in conservation schemes, representing just over 75% of the Park, a reduction of 5% since 2010/11.

In terms of wider business sector support, the Live & Work Rural Programme helps businesses and communities in the Peak District to live and work in sustainable ways. Advice and support was provided to over 100 local businesses and communities through the Live & Work Rural programme, following over 250 enquiries. The Programme works in conjunction with key funding and delivery partners such as Business Link, The Derbyshire Economic

Partnership, Peak District Rural Action Zone Leader Programme and Peak Partners for Rural Action. Independent interim evaluation has assessed that the net turnover generated or safeguarded as a result of the programme is equal to £613,200 worth of Gross Value Added with the National Park.

The Peak District Environmental Quality Mark is a certification mark awarded by the Authority to businesses actively supporting conservation and best environmental practice in the Peak District. The focus for 2010 has been a review of the scheme to streamline processes and work towards future sustainability of the mark. The scheme received VisitEngland Sustainable tourism accreditation.

Looking ahead to 2011/12

Our focus, through the Land Managers Forum and Peak District Land Management Advisory Service, will continue to be on working with landowners and managers to sustain environmentally sensitive farming. We will work as part of the Business Peak District Group on the development of an Investment Plan for business in the Peak District.

**KEY ACTIONS FOR 2011/12 INCLUDE:**

- Delivering the sustainable business outputs of the Live and Work Rural programme
- Influencing future support and economic investment in the area through work with Business Peak District, the 6 Local Enterprise Partnerships covering the Peak District and successors to Live and Work Rural
- Use planning powers to contribute to a sustainable economy, including training for planners in regeneration and sustainable management issues
- Progressing environmentally sustainable tourism in practice through joined up support and advice for tourism businesses

- Develop a delivery plan with the Land Managers Forum to put agreed principles into practice
- Further integration and development of joint Peak District Land Management Advisory Service team with key partners and the private and voluntary sectors
- Review all Authority grants and financial support mechanisms
- Maintain the level of agri-environment scheme uptake in the Peak District ( both Upland Entry Level Scheme and Higher Level Scheme)
- Act on the Defra review of Uplands

### Living, Working and Investing in the Peak District

Live and Work Rural advisors have been helping small businesses in the Peak District by:

- Developing ideas, giving practical business advice on the way forward
- Reducing the environmental impact of a business and cutting costs
- Providing small grants up to £3,500
- Networking with local groups
- Recognition – the Environmental Quality Mark is an award for achieving high environmental standards that can be used to boost marketing

One such business is Peak Llamas, a trekking business where National Park residents and visitors can book to go on walks on public bridleways with llamas. The business owners saw an opportunity to bring the concept to the Peak District after experiencing llama trekking businesses in other national parks and turned to the Authority's Live and Work Rural team for help in turning the idea into reality. The owners were given advice from the Authority's rights of way team and various landowners about possible appropriate routes for the llama walks.

Another business is Blush Cupcakes, a new business preparing cupcakes that are full of home grown ingredients, including the herbs, fruit and vegetables used for natural flavourings. The owner asked for a grant to help set up a website. The Live and Work Rural advisors also provided advice on marketing to support the development of the business.



Peak Llamas

### Corporate Objectives:

**We provide quality, customer focused, sustainable services and ensure continuous improvements in the way that these are delivered:**

- 1. Ensure continuous improvement, value for money, sustainability and high standards of corporate governance (Priority level 2)**
- 2. Provide a framework of plans and policies to achieve our outcomes and govern our work (Priority level 2)**
- 3. Use planning powers to achieve our outcomes (Priority level 1)**
- 4. Continue to provide quality, customer focused services (Priority level 3)**
- 5. Communicate effectively with residents, visitors and other stakeholders (Priority level 3)**
- 6. Continue to value and develop staff and members (Priority level 2)**

The public expect us to run the Authority as efficiently and effectively as possible. This year a key success was completing the National Park Authorities' Performance Assessment, with the Authority being given an outstanding rating for its conservation work. The Authority has responded to the recommendations made by the external assessment team through a variety of measures, including setting up three performance improvement projects covering planning, customer relationships and staff development and engagement.

We again received unqualified reports from our auditors and introduced a Customer Service Charter to ensure Authority-wide standards for customer service.

In light of tighter public sector finances, the Authority had to address an unexpected 5% in year cut to the planned budget in 2010/11, and did this without affecting achievement of our priorities. We have also started to address the further 28.5% cut to our core grant over the next 4 years by implementing a plan of action which includes: more efficiency savings, working more with the voluntary and business sectors, greater commercialisation of some of our activities and a reduction to some services like environmental learning, whilst maintaining funding for priority areas.

We increased the number of enquiries dealt with through the website by developing an interactive web site, thus making information easier to find. This has resulted in 1.37 million page views since July 2010, 1,400 visitors to the Local Development Framework consultation and 144,000 Planning application searches.

We began work on a document "The Planning Guide" which will set the service levels which the

public can expect from us. A specific charter aimed at parish councils is also being prepared.

We put extra resources into enforcement and have improved performance. Despite around a 60% increase in enforcement enquiries from the public, we reduced the number of outstanding enquiries from a peak of 158 in 2008 to 82 at the end of March 2011.

2010/11 also saw the Authority submit its draft Local Development Framework Core Strategy to the Planning Inspectorate, in advance of formal public hearings which took place in April 2011.

A major project to upgrade the Authority's Information and Communication Technology (ICT) infrastructure, providing improved resilience and a better platform to deliver customer service improvements, continued successfully. The ICT infrastructure was replaced, reducing carbon output from 8.84 to 2.99 tonnes per year. We introduced a data management framework to clean, rationalise and make information easier to access and use and ensured that business will continue if a server fails.

Implementation of the Asset Management plan continued successfully with the Eastern Moors lease signed and the transfer of Binn Green car park and toilets to the Royal Society for the Protection of Birds. A review of the Stanage/ North Lees Estate started and the proposed leasing of the Roaches has led to 9 expressions of interest. Longnor Market Place car park was protected through purchase by the Authority and then leasing it to the local community.

The Authority's commitment to its staff continued. In a survey of staff, conducted during the year, 58% felt valued by the Authority and 71% felt their

skills and knowledge had increased. Nevertheless, performance on developing staff over the long term could improve and so an increased target for number of training days has been set, improvements have been made to Learning and Development Plans for individual staff and a new performance improvement project has been set up.

Support to members continued through our member development programme such that 55% of members now have personal development plans, 58% participate in essential training or briefing events, 83% indicate that their skills and knowledge have increased over the past year and 69.6% indicate that they feel valued for their contribution to the Authority.

The Authority reviewed its governance arrangements and, in doing so, contributed to the national governance review led by Defra. This local and national review included consultation with key stakeholders and the public. As a result we: will keep the current number of members at 30 with the same balance between local council and parish members and the number of national members appointed by the Secretary of State; have reduced the amount of business considered in committee and the number of committees; developed ideas for increasing engagement of members in the community for implementing in 2011 and made savings in our member costs.

### Looking ahead to 2011/12

We will have been successful if we implement the next phase of our strategy for the Future Size and Shape of the Authority, and its related financial plan, to achieve further budget reductions.

#### KEY ACTIONS FOR 2011/12 INCLUDE:

- Implementation of our strategy for the Future Size and Shape of the Authority
- Accelerated implementation of our Asset Management Plan, including transfer/ leasing of the Roaches and North Lees Estates
- Implementation of our response to the recommendations from the National Park Authorities' Performance Assessment
- Implementation of actions agreed arising from our local and national governance review including increasing members' engagement in the community
- Implement a programme of value for money reviews
- Consultation, engagement and adoption of the draft National Park Management Plan
- Complete examination in public, adopt and publish the Local Development Framework Core Strategy
- Prepare Local Development Framework Development Management Document submission for pre-submission consultation
- Consult, approve and publish the Climate Change and Sustainable Buildings Supplementary Planning Document
- Complete, approve and submit the Annual Monitoring Report
- Evolve planning services to have a broader development management ethos
- Use the planning function to deliver wider integrated sustainable development objectives
- Achieve step change improvement in community engagement and involvement
- Continue to implement business process efficiencies and customer service improvements
- Continue to increase the number of enquiries dealt with at first point of contact and through other channels
- Using our customer service charter and the customer service excellence framework to improve consistency in standards of customer service across the Authority
- Increasing use of our website for communication purposes, including individual services updating website pages
- Improving staff engagement and communication
- Supporting members to become advocates for the National Park
- Developing staff, including through the roll out of the competency framework.

### Leasing of Miller's Dale Station

Miller's Dale Station is part of the Monsal Trail and is a former railway building of historic value which houses a Ranger briefing centre, a maintenance workshop and storage, public toilets and a 65-space pay and display car park. The site is generally in a poor condition and in need of investment to take advantage of its location as a potential gateway to the Wye Valley Nature Reserves.

In November 2010, the Authority approved in principle, leasing its Miller's Dale Station site to Derbyshire Wildlife Trust for 75 years, subject to them gaining funding and planning consent to develop it as a high quality visitor centre. This was seen as an opportunity to gain significant investment through a partner organisation to greatly enhance the achievement of the Authority's corporate objectives, specifically to:

- Ensure value for money in achieving our outcomes through partnership working
- Improve the quality and cost-effectiveness of the provision of facilities such as car parks and toilets through rationalisation and different models of delivery and funding
- Secure long-term learning delivery partnerships at key locations across the National Park
- Contribute to the priority actions in the Cultural Heritage Strategy

Derbyshire Wildlife Trust plan on investing £2.5 to £3million in the centre, subject to a successful Heritage Lottery Fund grant application and planning permission, ensuring that Miller's Dale Station becomes a visitor hub and a new centre for promoting understanding activity. More specifically, proposals include:

- A visitor centre and café to cater for all multi user trail visitors and other visitors to the site
- The provision of interpretation
- Restored engine shed: re-roofed, with 2 floors
- Station platform canopy partially restored
- Improved ease of access and welcome for cyclists and other Trail users
- Office and meeting room space for continued use as a Ranger briefing centre
- Continued provision of public car park, and improved toilet facilities
- Ongoing maintenance of all buildings and surrounding site
- Provision of workshop and storage for the Authority's Countryside Maintenance Team

Derbyshire Wildlife Trust will be submitting a proposal for a development grant in the summer of 2011 and hope to complete the project by the end of 2013.



*Walkers at Millers Dale Station*

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

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

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 7). The financial information covers four years:

- Resources used in 2009/10 and 2010/11
- Our budgeted expenditure and income for 2011/12 and 2012/13

Following confirmation of National Park Grant allocations in June 2010 we are able to draw up a four year financial plan for the 2011/12 – 2014/15 spending review period, based on an overall

reduction in National Park Grant over that period of 28.5% in real terms.

In 2010/11 our total grant aid and external income other than National Park Grant was £7.6m.

We continue to be prudent in our approach to financing capital expenditure from our borrowing powers, setting an overall borrowing limit of £1.5m up to 2013/14 (with financing costs about 2.5% of overall net income). We are progressing work on the capital strategy, assessing 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. The two main investments for which funds have been borrowed - refurbishment of Aldern House to create more space/cessation of leased premises – and replacement of a leased vehicle fleet with an owned fleet – are examples of invest to save expenditure with both providing future revenue savings from the initial investment.

# PERFORMANCE INDICATOR TABLES

Our performance in comparison with the target we set ourselves:	Our performance in comparison with the target we set ourselves:	Our performance in comparison with all National Park Authorities:
✓ We met or exceeded our target	↑ Improved	☺ We are in the top 25%
✗ We did not meet our target	↔ Stayed the same or no clear trend	☹ We are in the bottom 25%
	↓ Lowered	☹ Our performance is average compared with other Authorities
	– No trend data available	
	≥ Greater than or equal to	

## FOOTNOTES:

- \* New BAP targets currently being set as part of BAP review 2011-2020. Not available as at April 2011.
- \*\* Downward trend by year-end continues to reflect more accurate reporting but also reflects Natural England (NE) resource issues within Environmental Stewardship and transfer of classic schemes. Targets reduced due to uncertainty of national resources for future agri-environment schemes.
- \*\*\* Targets include extra action on community engagement.
- # Targets dependent on Natural England (NE) timescales for reviewing the 3 Peak District National Character Areas. NE timescales for completing this are currently unclear.
- ## 2009/10 outturn amended to 842.91 tonnes CO<sub>2</sub> (15.26% decrease against baseline) as travel data not fully available at publication of 2010/11 Business Plan.
- ### The disposal of Losehill Hall means that performance against the 2007/08 baseline data will now be unfairly distorted. Therefore a new baseline will be calculated on 2011/12 performance. Previous performance data has been recalculated excluding Losehill Hall building energy giving an overall reduction in carbon emissions between 2007/08 and 2010/11 of 18%, representing a 136 tonne reduction in carbon emissions.
- #### Climate Change & Sustainable Building Supplementary Planning Document not produced before end Mar 2011, as publication to be after Core Strategy has been adopted.
- ~ Dependent on grant funding e.g. confirmed continuation of Sustainable Development Fund (SDF).
- ~~ 20 SDF projects in 2010/11 have embedded energy/CO<sub>2</sub> reduction. National Sustainable Development Working Group plan to develop

a formula to capture this information with SDF applicants, and results to be shared across all National Park Authorities. Unfortunately this methodology is not yet available.

~~~ 2011/12 and 2012/13 Minerals targets reviewed to better reflect the anticipated changes in minerals sites over the next 2-3 years. 2011/12 now baseline year with reviewed targets.

~~~~ Active quarries have fallen but area of quarrying has increased due to cartographic errors (previous incorrect digitisation of permissions) which have since been rectified.

^ Due to the closure of Losehill Hall (LHH) this financial year no data was collected from LHH service users. This makes 2010/11 data non-comparable with data from previous years. For example, a high proportion of users of LHH were from deprived areas.

^^ Number of actions reduced due to reduction in Authority and our partners' resources.

^^^ Target of 60 new EQM awards not reached at year-end due to capacity issues.

^^^^ EQM Scheme has been revalidated and will be piloted until June 2011. There are plans to charge for the Scheme.

\$ Includes those facilities that have been transferred. Although the Authority no longer maintains these, it was decided to keep monitoring their condition.

\$\$ 2011/12 targets reduced to match 2012/13 targets, due to an anticipated 20% decrease in Volunteer Ranger shifts.

\$\$\$ No expectation placed on the National Park to meet the general need for housing in order to comply with the statutory purposes of National Park designation, but we have set out our commitment to work in partnership with our district partners to research local housing needs.

| Cross-Park Comparison                  | Indicator  | Target 2010/11 year end         | Achieved 2010/11 year end       | Target met?  | Trend in our actual performance over time | Target  |   |
|--|--|---------------------------------|---------------------------------|--------------|---|---|---|
|  |  |                                 |                                 |              |   | 2011/12 year end  | 2012/13 year end  |
| <b>01 BIODIVERSITY</b>                 |  |                                 |                                 |              |   |   |   |
|  | Have we met the milestones set out in the Project Plan for producing the Local Biodiversity Action Plan (LBAP) 2011-20? (1.1a)   | Yes                             | Yes                             | ✓            | -   | Yes (Action Plan launched)  | Discontinued  |
| Average =<br>a) 31,778ha<br>b) 2,360ha | a) Area of SSSI Land in the National Park (ha)<br>b) Area of SSSI in NPA management (ha) (Cxt1)  | a) 49,744.51ha<br>b) 4,892.28ha | a) 49,876.85ha<br>b) 4,903.69ha | a) ✓<br>b) ✓ | ↔   | a) 49,876.85ha<br>b) 4,903.69ha   | a) 49,876.85ha<br>b) 4,903.69ha   |
| ☺                                      | a) Area (ha) and<br>b) Percentage of SSSI land NOT owned by the Authority in favourable or recovering condition (1.2a, NE1)  | a) 42,399.49ha<br>b) 94.5%      | a) 43,825.57ha<br>b) 97.4%      | ✓            | ↑   | a) 42,724.50ha<br>b) ≥95.0%   | a) 42,724.50ha<br>b) ≥95.0%   |
| ☺                                      | a) Area (ha) and<br>b) Percentage of SSSI land OWNED by the Authority in favourable or recovering condition (1.2b, NE1)  | a) 4,857.79ha<br>b) 99.3%       | a) 4,883.45ha<br>b) 99.6%       | ✓            | ↑   | a) 4,658.51ha<br>b) ≥95.0%  | a) 4,658.51ha<br>b) ≥95.0%  |
|  | Number of Local Biodiversity Action Plan (LBAP) targets for priority species and habitats met or on target (out of total number of LBAP targets for priority species and habitats, ie lapwings, crayfish, grasslands & moorlands) (1.2c) | Set baseline                    | 52 (91)                         | ✓            | -   | Target unavailable*   | Target unavailable*   |
| <b>02 CULTURAL HERITAGE</b>            |  |                                 |                                 |              |   |   |   |
|  | Number of major projects with National Park Authority involvement that are engaged in delivering the Cultural Heritage Strategy (2.1a)   | 5                               | 6                               | ✓            | ↔   | 5   | 5   |
|  | Number of priority actions in the Cultural Heritage Strategy met or on target (out of total number of priority actions in the Cultural Heritage Strategy) (2.1b)   | 71 (71)                         | 71 (71)                         | ✓            | ↑   | 71 (71)   | 71 (71)<br>depending on Strategy Update                                       |
| a) ☺<br>b) ☺                           | a) Number of conservation areas (=109)<br>b) Percentage of conservation areas with up-to-date character appraisals (2.1c, CHI)   | b) 18.00%                       | b) 20.18%                       | b) ✓         | b) ↑                                      | b) 22.00%   | b) 22.00%   |
| Average =<br>a) 1,562<br>b) 62         | a) Number of listed buildings<br>b) Number of listed buildings 'at risk' (Cxt2)  | a) 2903<br>b) 193               | a) 2905<br>b) 189               | a) ✓<br>b) ✓ | a) ↑<br>b) ↑                              | a) 2903<br>b) 193   | a) 2903<br>b) 190   |
| a) ☺<br>b) ☺                           | a) Number of listed buildings 'at risk' rescued during the year<br>b) Percentage of listed buildings 'at risk' rescued during the year (2.1d, CH2)   | a) 5<br>b) 2.59%                | a) 38<br>b) 19.69%              | ✓            | ↑   | a) 10<br>b) 5.29% (based on 2010/11 return of 189 listed buildings 'at risk') | a) 10<br>b) 5.18% (based on 2011/12 target of 193 listed buildings 'at risk') |

Continued over...

# PERFORMANCE INDICATOR TABLES

| Cross-Park Comparison                          | Indicator   | Target 2010/11 year end                          | Achieved 2010/11 year end  | Target met?          | Trend in our actual performance over time | Target   |  |
|--|---|--|--|----------------------|---|--|--|
|  |   |  |  |                      |   | 2011/12 year end   | 2012/13 year end   |
| Average =<br>a) 427<br>b) 153                  | a) Number of scheduled monuments<br>b) Number of scheduled monuments 'at risk' (Cxt3)   | Externally dependent                             | a) 458<br>b) 82  | Externally dependent |   |  |  |
| a) ☹️<br>b) ☹️                                 | a) Number of scheduled monuments 'at risk' rescued during the year<br>b) Percentage of scheduled monuments 'at risk' rescued during the year (2.1e, CH3)                  | a)  <br>b) Set baseline                          | a) 0<br>b) 0.00%   | ✗                    | -   | a)  <br>b) 1.22% (based on 82 scheduled monuments 'at risk') | a)  <br>b) 1.22% (based on 82 scheduled monuments 'at risk') |
|  | Have we met the milestones set out in the Project Plan for updating the Cultural Heritage Strategy and producing the action plan for 2011-16? (2.2a)                      | Yes  | No   | ✗                    | -   | Complete by end Q1   | Discontinued   |
| <b>03 NATURAL BEAUTY</b>                       |   |  |  |                      |   |  |  |
|  | Percentage of the landscape character of the National Park that is conserved and enhanced (3.1a)  | 87%  | 77%**  | ✗                    | ↓   | 80%**  | 80%**  |
|  | Number of priority actions in the Landscape Strategy met or on target (out of total number of priority actions in the Landscape Strategy) (3.1b)                          | Set baseline                                     | 11 (14)  | ✓                    | -   | 15 (15)***   | 15 (15)***   |
|  | Length of electricity lines undergrounded (km) (Landscape Strategy Indicator 2010/11) (3.1c)  | Set baseline                                     | 2.47km   | ✓                    | -   | 5.00km   | 10.00km  |
|  | Number of the landscape character areas with climate change impacts embedded (total number of national landscape areas = 3) (Landscape Strategy Indicator 2010/11) (3.1d) | Set baseline                                     | 0  | ✓                    | -   | 1#   | Additional 1#  |
| <b>04 CLIMATE CHANGE AND NATURAL RESOURCES</b> |   |  |  |                      |   |  |  |
| ☺️   | Authority's overall carbon footprint (4.1a, NI 185, CD3)  | 25% decrease against baseline (10% year on year) | 803.75 tonnes CO2 (19.20% decrease against baseline, 4.65% decrease from prev. yr**) | ✗                    | ↑   | Set baseline###  | 3% reduction from previous year                              |
| Continued over...                              |   |  |  |                      |   |  |  |

| Cross-Park Comparison                       | Indicator  | Target 2010/11 year end                                     | Achieved 2010/11 year end                                    | Target met?                          | Trend in our actual performance over time | Target  |   |
|---|--|---|--|--------------------------------------|---|---|---|
|   |  |   |  |                                      |   | 2011/12 year end  | 2012/13 year end  |
|   | Number of priority actions in the Climate Change Action Plan met or on target (out of total number of priority actions in the Climate Change Action Plan) (4.2a)   | 11 (11)   | 10 (11)###   | X                                    | -   | 10 (11)   | Climate Change Action Plan to be reviewed in 2011/12    |
|   | Number of projects supported that show a targeted reduction in carbon dioxide (NPMP Indicator CP5) (4.2b)  | 9   | 20   | ✓                                    | ↑   | 10  | Dependent on funding~                                   |
|   | Estimated reduction in CO <sub>2</sub> due to projects supported by the National Park Authority (4.2c)   | Set baseline  | Methodology unavailable at present~~                         | Methodology unavailable at present~~ | -   | Dependent on baseline   | Dependent on baseline                                   |
| <b>05 MINERAL EXTRACTION</b>                |  |   |  |                                      |   |   |   |
|   | Number of quarries operating to modern environmental standards (out of total number of quarries) (5.1a)  | 44 (46) =96%  | 34 (46) = 74%  | X                                    | ↓   | 36 (45) = 80%   | 38 (44) = 86%   |
|   | Area (ha) of quarrying (5.1b)  | 3,300.0ha   | 3,450.8ha  | X                                    | ↓   | 3,396.8ha   | 3,379.4ha   |
|   | Change in the number and area of<br>a) dormant and<br>b) active quarries (ha) (5.1c)   | a) No. = -1<br>Area = - 25ha<br>b) No. = -2<br>Area = -25ha | a) No. = 0<br>Area = -0.4ha<br>b) No. = -4<br>Area = +52.5ha | a) X<br>b) X                         | a) ↔<br>b) ↓                              | a) No. = -1<br>Area = -47.3ha<br>b) No. = -1<br>Area = -6.7ha | a) No. = -1<br>Area = -17.4ha<br>b) No. = 0<br>Area = 0 |
|   | Number of documents responded to within timeframe (out of total number of new and relevant Government and regional mineral policy documents) (5.2a)<br><i>Note: Actual number of documents is externally dependent</i> | 100% within timeframe                                       | 2 (2)  | ✓                                    | ↔   | Discontinued. New Government regulations now in place         | Discontinued. New Government regulations now in place   |
| <b>06 TRAFFIC, TRAVEL AND ACCESSIBILITY</b> |  |   |  |                                      |   |   |   |
|   | Number of documents responded to within timeframe (out of total number of new and relevant transport consultation documents) (6.1a)<br><i>Note: Actual number of documents is externally dependent</i>                 | 6 (6)   | 13 (13)  | ✓                                    | -   | 100% within timeframe   | 100% within timeframe                                   |
|   | Green travel plans (for the public to access our Estates) contained in our Estate Management Plans (6.1b)  | 2   | 0  | X                                    | -   | 1 (Trails Management Plan)                                    | Dependent on review of North Lees and Roaches Estates   |

Continued over...

# PERFORMANCE INDICATOR TABLES

| Cross-Park Comparison            | Indicator  | Target 2010/11 year end | Achieved 2010/11 year end                 | Target met?   | Trend in our actual performance over time | Target               |  |
|----------------------------------|--|-------------------------|---|---------------|---|----------------------|--|
|                                  |  |                         |   |               |   | 2011/12 year end     | 2012/13 year end                                     |
|                                  | Number of improvements to promotions of rail and bus schemes for National Park users through:<br>a) Peak Connections<br>b) All other partnerships (6.2a)   | Total 15                | a) 19<br>b) 5                             | ✓             | ↑   | a) 4<br>b) 5         | Dependent on funding                                 |
|                                  | Percentage of service user contacts that access the National Park by sustainable means (Recreation Strategy Indicator 2010/11) (6.2b)  | Set baseline            | 27.5% (excl. guided walks)                | ✓             | –   | ≥27.5%               | 28.5%  |
| <b>07 RECREATION AND TOURISM</b> |  |                         |   |               |   |                      |  |
|                                  | Number of contacts through PDNPA recreational facilities (Cycle hire, Guided walks/events and Campsites) (7.1a)  | No target set           | 44,092                                    | No target set | ↑   |                      | Baseline of new Service User Survey. No targets set. |
|                                  | Percentages of PDNPA customers using recreational facilities that are from specific target audiences:<br>a) Children & young people (5-24 yrs)<br>b) Minority ethnic groups<br>c) People with a limiting long-term illness or disability<br>d) People from deprived target areas<br>(All figures exclude campsite data) (7.1b) | No target set           | a) 21.6%<br>b) 9.7%<br>c) 6.6%<br>d) 3.9% | No target set | a) ↑<br>b) ↑<br>c) ↑<br>d) ↔              |                      | Baseline of new Service User Survey. No targets set. |
| Average = 1,506km                | Total length of footpaths and other rights of way (Cxt4)   |                         | 2459.13km                                 |               |   |                      |  |
| a) 😊<br>b) 😊                     | Percentage of total length of footpaths and other rights of way that were easy to use by the general public:<br>a) and follow the exact DEFINITIVE line<br>b) even though they may NOT follow the exact definitive line (7.1c, RMI and RM2)  | a) 90.0%<br>b) 90.0%    | a) 91.5%<br>b) 93.4%                      | a) ✓<br>b) ✓  | ↔   | a) 90.0%<br>b) 90.0% | a) 90.0%<br>b) 90.0%                                 |
|                                  | Number of priority actions in the Recreation Strategy met or on target (out of total number of priority actions in the Recreation Strategy) (7.1d)   | Set baseline            | 29 (31)                                   | ✓             | –   | 24 (24)**            | 24 (24)**  |
|                                  | Increase in the range of activities provided (NPA contribution only) (Recreation Strategy Indicator 2010/11) (7.1e)  | Set baseline            | 1   | ✓             | –   | ≥1                   | ≥1   |
|                                  | Total length of family and leisure cycleways (Recreation Strategy Indicator 2010/11) (7.1f)  | Set baseline            | 93.0km                                    | ✓             | –   | 100.7km              | 100.7km  |
| <b>Continued over...</b>         |  |                         |   |               |   |                      |  |

| Cross-Park Comparison   | Indicator  | Target 2010/11 year end   | Achieved 2010/11 year end                             | Target met?   | Trend in our actual performance over time | Target  |  |
|---|--|---|---|---------------|---|---|--|
|   |  |   |   |               |   | 2011/12 year end  | 2012/13 year end   |
|   | Proportion of residents who are happy with outdoor recreation opportunities available (Recreation Strategy Indicator 2010/11) (7.1g)   | Conducted every 2 years   | Conducted every 2 years                               |               | -   | Survey cancelled due to budget constraints                            | Conducted every 2 years  |
|   | No. of Peak District tourism businesses participating in local NIPA led or supported sustainable tourism schemes (7.2a)<br>a) EQM<br>i) Current award-holders<br>ii) Renewals<br>iii) Newly-awarded<br>b) Quality improvement<br>c) Overall total  | a) EQM<br>iii) 60 (incl. farms) <sup>***</sup><br>b) 13<br>c) No target set | a) EQM<br>i) 56<br>ii) 49<br>iii) 7<br>b) 9<br>c) 121 | ✗             | -   | a) EQM<br>i) 30<br>ii) 30<br>iii) 40 (incl. farms)<br>b) 17<br>c) 117 | a) EQM Scheme under review <sup>***</sup><br>b) Quality improvement: Live Work Rural ends Mar 2012 |
|   | Number of documents responded to within timeframe (out of total number of new and relevant tourism partnership documents) (7.2b)<br>Note: Actual number of documents is externally dependent   | 100% within timeframe   | 4 (4)   | ✓             | ↔   | 100% within timeframe   |  |
|   | The total Authority spend on facilities (7.3a)   | Maintain same level   | -£82,481 (net income)                                 | ✓             | -   | £23,000 reduction   | £20,000 reduction  |
|   | The number of facilities managed by the Authority (7.3b)   | 65 or fewer   | 64  | ✓             | -   | 63 or fewer   | 61 or fewer  |
|   | Percentage of car parks and toilets maintained in at least a 'satisfactory' or 'good' condition (7.3c)   | 60%   | 61% (41 out of 67) <sup>\$</sup>                      | ✓             | -   | 60%   | 60%  |
|   | The number of Authority-owned/managed facilities transferred to achieve 3rd party investment (7.3d)  | 2   | 3   | ✓             | -   | 1   | 2  |
| <b>08 UNDERSTANDING THE NATIONAL PARK (Closure of Losehill Hall means trend data not valid)</b> |  |   |   |               |   |   |  |
|   | Number of contacts through learning opportunities provided by the PDNPA:<br>a) information (visitor centres/cycle hire)<br>b) face to face interaction (guided walks/education activities)<br>c) participation and engagement<br>d) website (8.1a) | No target set   | a) 505,793<br>b) 21,995<br>c) 6,290<br>d) 589,578     | No target set | a) ↑<br>b) ↑<br>c) ↑<br>d) ↑              | Baseline of new Service User Survey. No targets set.                  |  |

Continued over...

# PERFORMANCE INDICATOR TABLES

| Cross-Park Comparison | Indicator  | Target 2010/11 year end         | Achieved 2010/11 year end                  | Target met?   | Trend in our actual performance over time | Target   |  |
|-----------------------|--|---------------------------------|--|---------------|---|--|--|
|                       |  |                                 |  |               |   | 2011/12 year end                                     | 2012/13 year end                                     |
|                       | Percentages of PDNPA customers on learning activities that are from specific target audiences:<br>a) Children and young people (5-24 yrs)<br>b) Minority ethnic groups<br>c) People with a limiting long-term illness or disability<br>d) People from deprived target areas (8.1b) | No target set                   | a) 18.5%<br>b) 9.1%<br>c) 8.5%<br>d) 3.7%  | No target set | a) ↓<br>b) ↓<br>c) ↑<br>d) ↓              | Baseline of new Service User Survey. No targets set. | Baseline of new Service User Survey. No targets set. |
|                       | Percentage of customers on PDNPA learning activities who know they are in a National Park after their visit (8.1c)   | No target set                   | 86%  | No target set | ↓   | Baseline of new Service User Survey. No targets set. | Baseline of new Service User Survey. No targets set. |
|                       | Average increase in understanding of what is special about the National Park amongst customers on PDNPA learning activities (1 = not at all, 6 = greatly) (8.1d)   | No target set                   | 4.5  | No target set | ↔   | Baseline of new Service User Survey. No targets set. | Baseline of new Service User Survey. No targets set. |
|                       | Number of contacts through volunteer opportunities provided by the PDNPA (8.1e)  | No target set                   | 9,828                                      | No target set | ↓   | Baseline of new Service User Survey. No targets set. | Baseline of new Service User Survey. No targets set. |
|                       | Percentage of volunteers from specific target audiences:<br>a) Children and young people (5-24 yrs)<br>b) Minority ethnic groups<br>c) People with a limiting long-term illness or disability<br>d) People from deprived target areas (8.1f)                                       | No target set                   | a) 57.0%<br>b) 13.9%<br>c) 7.3%<br>d) 5.5% | No target set | –   | Baseline of new Service User Survey. No targets set. | Baseline of new Service User Survey. No targets set. |
| Average = 717,005     | Number of users of 'promoting understanding' services (Cxt5)   | 1,019,451                       | 1,137,758                                  | ✓             | ↑   | 1,019,451  | 1,019,451  |
| 😊                     | Percentage satisfaction rating for users of 'promoting understanding' services (8.1g, PU1)   | No target set                   | 94%  | No target set | ↑   | Baseline of new Service User Survey. No targets set. | Baseline of new Service User Survey. No targets set. |
| 😊                     | Percentage increased understanding of what is special about National Parks for users of 'promoting understanding' services (8.1h, PU2)   | No target set                   | 74%  | No target set | ↔   | Baseline of new Service User Survey. No targets set. | Baseline of new Service User Survey. No targets set. |
| 😊                     | Percentage of users of 'promoting understanding' services from under-represented groups (8.1i, PU3)  | No target set                   | 30%  | No target set | –   | Baseline of new Service User Survey. No targets set. | Baseline of new Service User Survey. No targets set. |
| a) 😊<br>b) 😊          | a) Total number of volunteer days organised or supported by the NPA<br>b) Number of those days attended by 'under represented' groups (8.1j, RM3)  | a) 9,020<br>b) Set new baseline | a) 9,828<br>b) 1,924                       | a) ✓<br>b) ✓  | a) ↑<br>b) –                              | a) 7644 <sup>\$\$</sup><br>b) 1490                   | a) 7644<br>b) 1490                                   |

| Cross-Park Comparison            | Indicator  | Target 2010/11 year end                            | Achieved 2010/11 year end                     | Target met?             | Trend in our actual performance over time | Target  |   |
|----------------------------------|--|--|---|-------------------------|---|---|---|
|                                  |  |  |   |                         |   | 2011/12 year end                                    | 2012/13 year end                                    |
| <b>09 PEOPLE AND COMMUNITIES</b> |  |  |   |                         |   |   |   |
|                                  | Number of priority actions in the Live Work Rural (LWR) Business Plan met or on target (out of total number of priority actions in the LWR Business Plan) (9.1a)                                   | 6 (6)  | 6 (6)   | ✓                       | –   | 6 (6)   | Live Work Rural ends Mar 2012                       |
|                                  | Number of affordable (local needs) dwellings for which planning permission was granted (9.1b)  | No target or limit <sup>\$\$\$</sup>               | 10  | No target set           | –   | No target or limit <sup>\$\$\$</sup>                |   |
|                                  | Number of community/village planning arrangements maintained/developed (Live Work Rural Business Plan Indicator 2010/11) (9.1c)  | 10   | 12  | ✓                       | –   | 10  | Live Work Rural ends Mar 2012                       |
|                                  | Number of community initiatives and community services/facilities developed (Live Work Rural Business Plan Indicator 2010/11) (9.1d)   | 10   | 12  | ✓                       | –   | 9   | Live Work Rural ends Mar 2012                       |
| <b>10 ECONOMY</b>                |  |  |   |                         |   |   |   |
|                                  | Number of businesses participating in National Park Authority-led or actively supported schemes:<br>a) Farms<br>b) Non-farms (10.1a)   | a) 1600<br>b) 350                                  | a) 1344 <sup>\$\$\$\$</sup><br>b) 461         | a) ✗<br>b) ✓            | a) ↓<br>b) ↑                              | a) 1350<br>b) 450                                   | a) 1350<br>b) 100 (Live Work Rural ends Mar 2012)   |
|                                  | Number of documents responded to within timeframe (out of total number of new and relevant economic development documents) (10.1b) <i>Note: Actual number of documents is externally dependent</i> | 100% within timeframe                              | 3 (3)   | ✓                       | ↔   | 100% within timeframe                               |   |
|                                  | The number of new engagements with farmers and business owners (10.2a)   | 650  | 561   | ✗                       | ↔   | 550   | 300 (Live Work Rural ends Mar 2012)                 |
|                                  | Area (ha) and proportion of land in the National Park covered by environmental schemes:<br>i) Entry level<br>ii) Higher level<br>iii) Total (Entry plus Higher) (10.2b)                            | i) 20,000.0ha<br>ii) 75,000.0ha<br>iii) 95,000.0ha | i) 26,316ha<br>ii) 81,958ha<br>iii) 108,274ha | i) ✓<br>ii) ✓<br>iii) ✓ | i) ↑<br>ii) ↓<br>iii) ↓                   | i) 21,000.0ha<br>ii) 80,000.0ha<br>iii) 101,000.0ha | i) 21,000.0ha<br>ii) 80,000.0ha<br>iii) 101,000.0ha |

# PERFORMANCE INDICATOR TABLES

| Cross-Park Comparison   | Indicator  | Target 2010/11 year end                                  | Achieved 2010/11 year end                      | Target met?                  | Trend in our actual performance over time | Target   |                                      |
|---|--|--|--|------------------------------|---|--|--------------------------------------|
|   |  |  |  |                              |   | 2011/12 year end                                   | 2012/13 year end                     |
| <b>11 WE PROVIDE QUALITY, CUSTOMER FOCUSED, SUSTAINABLE SERVICES AND ENSURE CONTINUOUS IMPROVEMENTS IN THE WAY THAT THESE ARE DELIVERED</b> |  |  |  |                              |   |  |                                      |
|   | Unqualified reports from external auditors on:<br>a) Financial statements (including Annual Governance Statement)<br>b) Value for Money (including Data Quality work) (11.1a)  | a) Yes<br>b) Yes   | a) Yes<br>b) Yes                               | a) ✓<br>b) ✓                 | ↔   | a) Yes<br>b) Yes                                   | a) Yes<br>b) Yes                     |
|   | Number of planning applications received (Cxt6)  | Externally dependent                                     | 7%   | Externally dependent         |   |  |                                      |
| a) ☹<br>b) ☺<br>c) ☹  | Percentage of planning applications by type determined in a timely manner: A timely manner is defined as<br>a) within 13 weeks for Major applications;<br>b) within 8 weeks for Minor applications;<br>c) within 8 weeks for Other applications;<br>d) within 13 weeks for all County Matter applications (NI 157 only) (11.1b, NI 157, DC1) | a) 60%<br>b) 75%<br>c) 84%<br>d) 50%                     | a) 33%+<br>b) 72%<br>c) 75%+<br>d) 0%          | a) ✗<br>b) ✗<br>c) ✗<br>d) ✗ | a) ↑<br>b) ↔<br>c) ↓<br>d) ↔              | a) 60%<br>b) 70%<br>c) 82%<br>d) 50%               | a) 60%<br>b) 72%<br>c) 82%<br>d) 50% |
|   | Has the Authority met the milestones which the current Local Development Scheme sets out? (11.2a)  | Yes  | Yes  | ✓                            | ↑   | Yes  | Yes                                  |
| Conducted every 2 years   | Percentage of planning applicants satisfied with the service received (11.3a, DC2)   | Conducted every 2 years                                  |  |                              | ↑   | 68%  | Conducted every 2 years              |
|   | Achievement of an appropriate customer service standard (11.4a)  | Establish PDNPA Customer Charter adopted by all Services | PDNPA Customer Charter adopted by all Services | ✓                            | ↑   | Achieve external customer service excellence award | Discontinued                         |
|   | Performance for answering external telephone calls (within 15 seconds) (11.4b)   | 75%  | 84%  | ✓                            | ↑   | 75%  | 75%                                  |
|   | a) Performance for answering letters within 15 working days (Planning only)<br>b) Performance for answering emails within 15 working days (Non-planning) (11.4c)   | a) 70%<br>b) 85%   | a) 65%<br>b) 82%++                             | a) ✗<br>b) ✗                 | a) ↔<br>b) –                              | a) 70%<br>b) 85%                                   | a) 70%<br>b) 85%                     |
| <b>Continued over...</b>  |  |  |  |                              |   |  |                                      |

| Cross-Park Comparison | Indicator   | Target 2010/11 year end  | Achieved 2010/11 year end | Target met?  | Trend in our actual performance over time | Target                                     |                         |
|-----------------------|---|--------------------------|---------------------------|--------------|---|--|-------------------------|
|                       |   |                          |                           |              |   | 2011/12 year end                           | 2012/13 year end        |
|                       | Percentage of residents who are quite or very well informed about the work of the PDNPA (Communications Plan Indicator 2010/11) (11.5a) | Conducted every 2 years  | Conducted every 2 years   |              | -   | Survey cancelled due to budget constraints | Conducted every 2 years |
|                       | Percentage of residents who are quite or very well informed about why the PDNPA exists (Communications Plan Indicator 2010/11) (11.5b)  | Conducted every 2 years  | Conducted every 2 years   |              | -   | Survey cancelled due to budget constraints | Conducted every 2 years |
|                       | Percentage of staff who<br>a) feel valued by the NPA and<br>b) feel their skills and knowledge have increased (11.6a)                   | a) 55%<br>b) 70%         | a) 58%<br>b) 71%          | a) ✓<br>b) ✓ | a) -<br>b) -                              | Conducted every 2 years                    | a) 58%<br>b) 70%        |
| ☺                     | Number of working days/shifts lost due to sickness absence per full time equivalent employee (11.6b, CDI)                               | Below 6.5 days           | 6.3 days                  | ✓            | ↔   | Below 6.5 days                             | Below 6.5 days          |
|                       | Number of voluntary leavers as a percentage of staff in post (11.6c)  | Below 900%               | 11.7% <sup>+++</sup>      | ✗            | ↓   | Below 900%                                 | Below 900%              |
|                       | Average number of training days per full time equivalent employee (11.6d)   | 3 days                   | 2.5 days                  | ✗            | ↔   | 4 days                                     | 4 days                  |
|                       | Percentage of Authority employees from minority ethnic communities (11.6e)  | 0.30%                    | 0.00%                     | ✗            | ↔   | 0.30%                                      | 0.30%                   |
|                       | Percentage of Members who feel<br>a) valued and<br>b) developed by the NPA (11.6f)  | a) 65%<br>b) 75%         | a) 69%<br>b) 83%          | a) ✓<br>b) ✓ | a) -<br>b) -                              | Conducted every 2 years                    | a) 65%<br>b) 75%        |
|                       | Member participation in training/briefing events (11.6g)  | 50%                      | 57%                       | ✓            | ↔   | 50%  | 50%                     |
| ☺                     | Member participation in formal meetings (11.6h, CD2)  | 75%                      | 79%                       | ✓            | ↑   | 75%  | 75%                     |
|                       | Percentage of staff who feel well informed about the work of the PDNPA (Communications Plan Indicator 2010/11) (11.6i)                  | No target <sup>+++</sup> | 57%                       | N/A          | -   | Conducted every 2 years                    | 65%                     |

## Annex I: Peak District National Park Profile

| PROFILE ITEM                                   | UNIT                               | SOURCE OF DATA             |
|--|------------------------------------|----------------------------|
| <b>AREA AND POPULATION</b>                     |                                    |                            |
|  | <b>Area</b>                        | <b>Population</b>          |
| Total Park Area                                | 143,300ha                          | 38,227                     |
|  |                                    | ONS Mid Year Estimate 2009 |
|  | <b>%</b>                           | <b>%</b>                   |
| <i>Derbyshire County Council</i>               | 62.2                               | 82.61                      |
| <i>Derbyshire Dales District Council</i>       | 31.9                               | 65.09                      |
| <i>High Peak Borough Council</i>               | 26.7                               | 17.12                      |
| <i>Staffordshire Moorlands Borough Council</i> | 14.3                               | 10.26                      |
| <i>North East Derbyshire District Council</i>  | 1.7                                | 0.40                       |
| <i>Staffordshire County Council</i>            | 14.3                               | 10.26                      |
| <i>Cheshire East Council</i>                   | 6.1                                | 3.45                       |
| <i>Oldham Metropolitan Borough Council</i>     | 2.2                                | 0.27                       |
| <i>Barnsley Metropolitan Borough Council</i>   | 2.2                                | 0.27                       |
| <i>Kirklees Metropolitan Borough Council</i>   | 3.2                                | 0.63                       |
| <i>Sheffield City Council</i>                  | 9.8                                | 2.50                       |
|  |                                    | ONS Mid Year Estimate 2009 |
|  |                                    | ONS Mid Year Estimate 2009 |
|  |                                    | ONS Mid Year Estimate 2009 |
|  |                                    | ONS Mid Year Estimate 2009 |
|  |                                    | ONS Mid Year Estimate 2009 |
|  |                                    | ONS Mid Year Estimate 2009 |
|  |                                    | ONS Mid Year Estimate 2009 |
|  |                                    | ONS Mid Year Estimate 2009 |
|  |                                    | ONS Mid Year Estimate 2009 |
|  |                                    | ONS Mid Year Estimate 2009 |
| Parishes totally or partly in the Park         | 124                                |                            |
| Settlements with 3,000+ population             | 1                                  |                            |
|  |                                    | PDNPA GIS                  |
|  |                                    | 2001 Census <sup>1</sup>   |
| <b>POPULATION STRUCTURE</b>                    |                                    |                            |
| Resident population                            | 38,227                             | ONS Mid Year Estimate 2009 |
| School & pre-school age (0-15)                 | 17.9%                              | 2001 Census                |
| Working age (16-64)                            | 62.7%                              | 2001 Census                |
| Pensionable age (65+)                          | 19.4%                              | 2001 Census                |
| <b>HOUSING</b>                                 |                                    |                            |
| Housing stock                                  | 17,196                             | 2001 Census                |
| <i>Second homes and holiday lets</i>           | <i>698 (4.1% of housing stock)</i> | 2001 Census                |
| Resident households                            | 15,949                             | 2001 Census                |
| <i>Owner occupied</i>                          | <i>75.6%</i>                       | 2001 Census                |
| <i>Private rented<sup>2</sup></i>              | <i>14.3%</i>                       | 2001 Census                |
| <i>Social housing<sup>3</sup></i>              | <i>10.1%</i>                       | 2001 Census                |
| <b>RECREATION</b>                              |                                    |                            |
| Total length of Public Rights of Way           | 2459.13 km                         | PDNPA Records              |
| Footpaths                                      | 2,136.3 km                         | PDNPA Records              |
| Public Bridleways                              | 293.3 km                           | PDNPA Records              |
| Other rights of way                            | 29.53 km                           | PDNPA Records              |
| Area of Open Access Land                       | <sup>4</sup>                       |                            |
| <b>NATURE CONSERVATION</b>                     |                                    |                            |
| Sites of Special Scientific Interest (SSSIs)   | 49,745ha                           | PDNPA GIS                  |
| Special Protection Areas (SPAs)                | 44,823ha                           | PDNPA GIS                  |
| Special Areas of Conservation (SACs)           | 45,801ha                           | PDNPA GIS                  |
| RAMSAR Sites                                   | 0ha                                | PDNPA Records              |
| National Nature Reserves (NNRs)                | 8,640ha                            | Natural England            |

| PROFILE ITEM  | UNIT                              | SOURCE OF DATA   |
|---|-----------------------------------|--|
| <b>LAND USE<sup>5</sup></b>   |                                   |  |
| Park Area   | 143,300ha                         | Natural England Boundary   |
| Moorland, heathland and unenclosed grassland <sup>6</sup>                             | 56,542ha (39.3%)                  | Section 3 Map (2001)   |
| Farmland  | 77,520ha (53.9%)                  | MLC 1991   |
| Woodland  | 9,437ha (6.6%)                    | Forestry Commission's National Inventory of Woodland and Trees plus Natural England data |
| Area owned/ leased or managed by the Peak District National Park Authority            | 6249ha (land)<br>590ha (woodland) | PDNPA GIS<br>Agricultural Census 2009  |
| Number of Farm Holdings<br><i>Proportion of Farm Holdings with no registered land</i> | 2,572<br>42% (<5ha)               | PDNPA Records  |
| Average Farm Holding size   | 47ha                              | Agricultural Census 2009   |
| <b>HERITAGE</b>   |                                   |  |
| Scheduled Ancient Monuments   | 458                               | PDNPA records from EH lists  |
| Conservation Areas  | 109                               | PDNPA records  |
| Listed Buildings:   |                                   |  |
| - Grade I   | 49                                | PDNPA & DCMS records   |
| - Grade II*   | 106                               | PDNPA & DCMS records   |
| - Grade II  | 2,750                             | PDNPA & DCMS records   |

<sup>1</sup> Data will be updated following the 2011 Census and will be broken down for the National Park

<sup>2</sup> Includes 'rented with job/other'

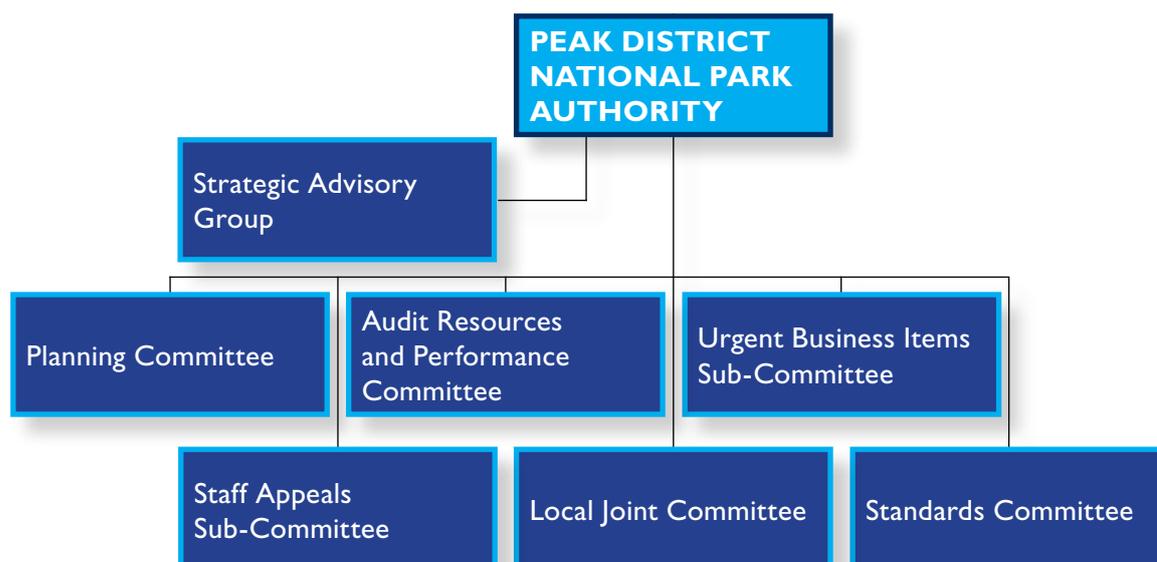
<sup>3</sup> Includes Housing Association and Local Authority properties

<sup>4</sup> To be confirmed

<sup>5</sup> These data are from different sources and cannot be summed

<sup>6</sup> Unenclosed grassland added for clarity re New Forest

## Annex 2: Committee Structure



## Annex 3: Staff Posts At 1 April 2011

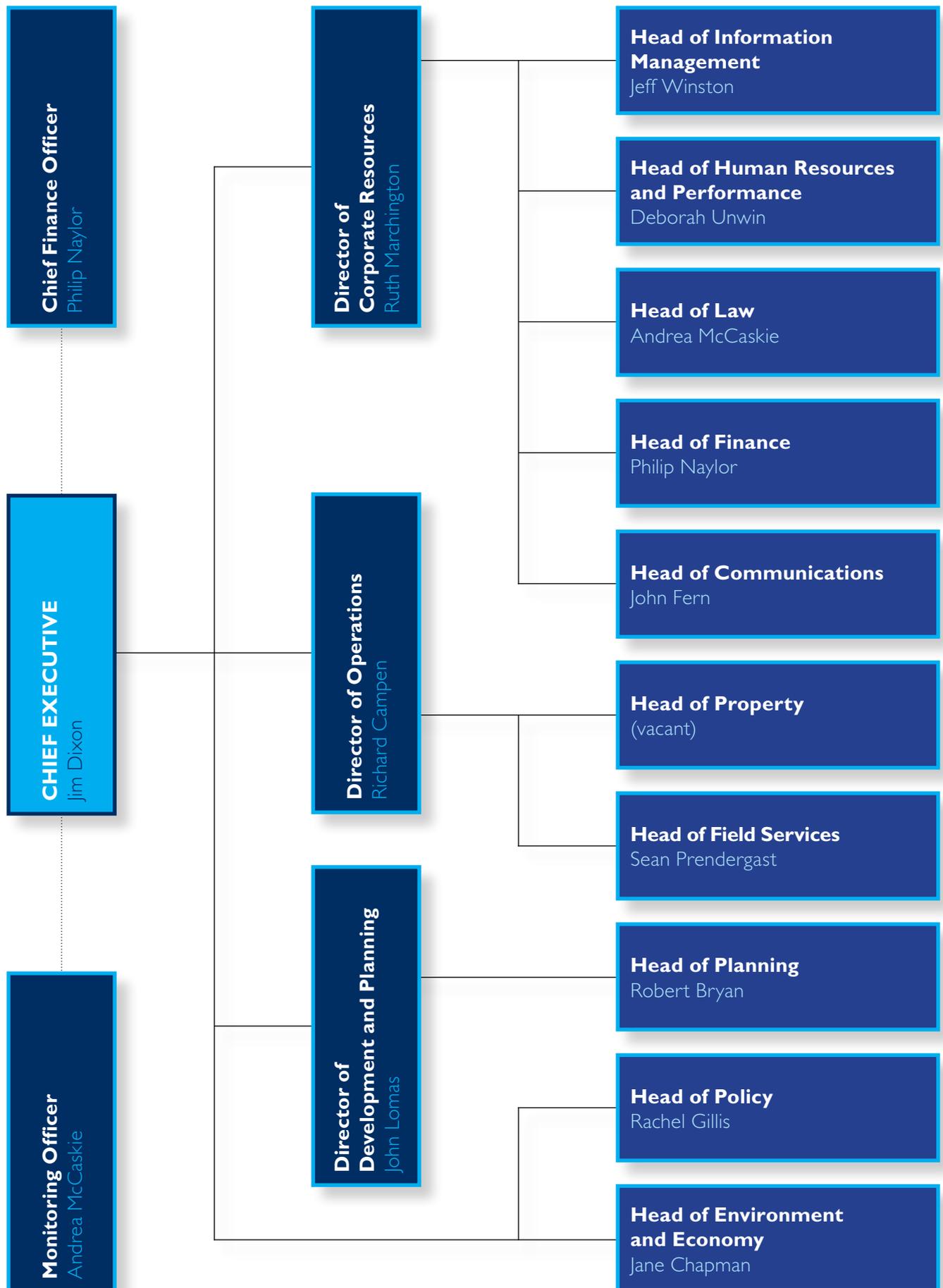
### Established posts - number of staff

|                        | Full-time  | Job share | Part-time | Seasonal  | Fixed term and temporary | Casual     | Total      |
|------------------------|------------|-----------|-----------|-----------|--------------------------|------------|------------|
| Management Team        | 5          | -         | -         | -         | -                        | -          | 5          |
| Chief Executive's Unit | 25         | 4         | 14        | -         | 14                       | 25         | 82         |
| Development Planning   | 21         | 4         | 6         | -         | 4                        | -          | 35         |
| Corporate Resources    | 25         | 6         | 19        | -         | 3                        | -          | 53         |
| Operations             | 54         | 5         | 55        | 12        | 18                       | 81         | 225        |
| <b>TOTALS</b>          | <b>130</b> | <b>19</b> | <b>94</b> | <b>12</b> | <b>39</b>                | <b>106</b> | <b>400</b> |

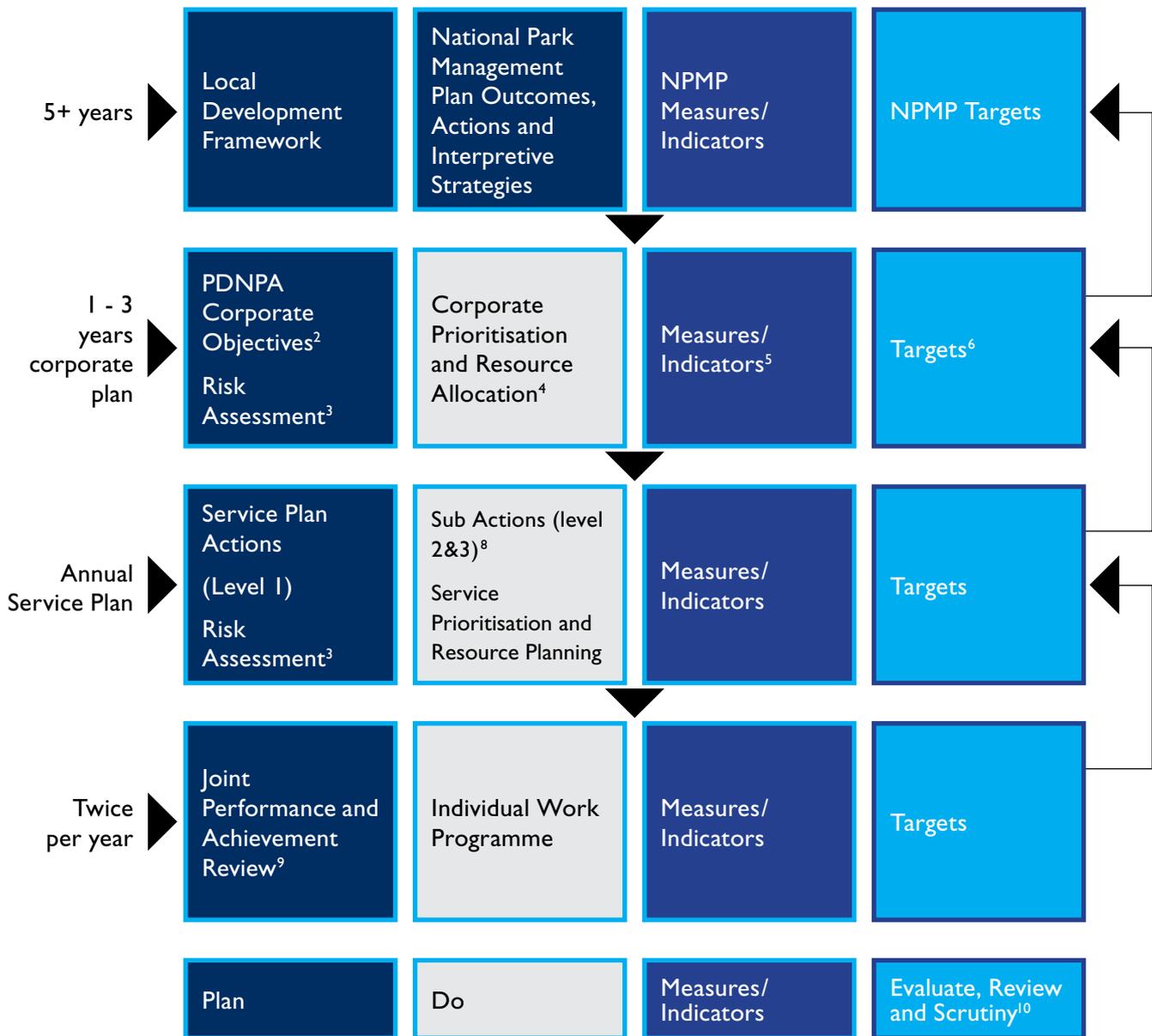
### Established posts filled - whole time equivalents

|                        | Full-time  | Job share  | Part-time   | Seasonal   | Fixed term and temporary | Casual     | Total        |
|------------------------|------------|------------|-------------|------------|--------------------------|------------|--------------|
| Management Team        | 5          | -          | -           | -          | -                        | -          | 5            |
| Chief Executive's Unit | 25         | 2          | 7.9         | -          | 9.4                      | 0.6        | 44.9         |
| Development Planning   | 21         | 2          | 3.3         | -          | 2.9                      | -          | 29.2         |
| Corporate Resources    | 25         | 3          | 10.3        | -          | 1.8                      | -          | 40.1         |
| Operations             | 54         | 2.5        | 22.7        | 8.5        | 15                       | -          | 102.7        |
| <b>TOTALS</b>          | <b>130</b> | <b>9.5</b> | <b>44.2</b> | <b>8.5</b> | <b>29.1</b>              | <b>0.6</b> | <b>221.9</b> |

# Annex 4: Organisational Structure



# Annex 5: Performance Management Framework



<sup>1</sup> INTERPRETIVE STRATEGIES and action plans interpret the NPMP outcomes and are used in developing the corporate objectives.

<sup>2</sup> 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.

<sup>3</sup> RISK ASSESSMENT – identifying risks which may have an impact on the achievement of our work so that mitigating action can be taken as required.

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> 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.

<sup>7</sup> SERVICE PLAN ACTIONS (Level I) 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.

<sup>8</sup> SUB ACTIONS (Level 2 & 3) – Sub Actions contribute to achieving Service Plan Actions. Actions to mitigate risks should also be included.

<sup>9</sup> 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.

<sup>10</sup> EVALUATE, REVIEW AND SCRUTINY process by members, managers, team leaders and individuals to continually improve and maximise our impact.

## Annex 6: Corporate Risk Register

| Risk   | Likelihood | Impact | Risk rating | Mitigating action  | Lead Officer     |
|--|------------|--------|-------------|--|------------------|
| 1. Failure to deliver the outcomes of the National Park Management Plan (NPMP) because of the public sector funding environment and lack of partnership involvement, commitment and funding. | Medium     | High   | Amber       | Continue to work consensually with partners.   | Jim Dixon        |
| 2. Failure to secure a successor to the rural economy programme.   | High       | High   | Red         | Investigating alternative ways of delivering eg. Use of own financial & staff resources.   | Jim Dixon        |
| 3. Failure to obtain internal and external ownership for the impact of the budget cuts, particularly for unfunded areas of work.   | Medium     | High   | Amber       | Extra communication on budget plans.   | Ruth Marchington |
| 4. Failure to realise savings in high risk areas identified due to untested aspirations.   | High       | High   | Red         | Contingency in place. Focusing on high risk areas. Monitoring to Management Team. External advice and support. Engaging staff.   | Richard Campen   |
| 5. Failure to agree acceptable processes for implementing VAT recovery required by HMRC and minimising PDNPA financial risk in respect of the Conservation Plans Project.                    | Medium     | Medium | Amber       | Agreements/ contracts negotiated and signed up to. Additional signed agreement by landowner covering payment of VAT liability to Authority; linking of VAT invoices to Natural England claims; monitoring of payment of VAT. | Richard Campen   |
| 6. Losehill Hall - Failure to manage costs to point of transfer (including Insurance).   | Medium     | Medium | Amber       | Youth Hostel Association to pick up costs of property and must appeal if planning consent is refused. (written into Heads of Terms with YHA).  | Richard Campen   |

Continued over...

| Risk   | Likelihood | Impact | Risk rating | Mitigating action  | Lead Officer |
|--|------------|--------|-------------|--|--------------|
| 7. Failure to achieve our National Park outcomes through planning due to potential significant changes to the National Planning Framework. | Medium     | High   | Amber       | Director and Head of Planning to be proactive, remain ahead of changes and responsive to localism. | John Lomas   |
| 8. Failure to have in place the new appropriate planning fee structure.  | Medium     | High   | Amber       | In service plan for Planning.  | John Lomas   |
| 9. Failure to make step change improvement in Planning including Customer Service improvement.   | Medium     | High   | Amber       | Performance Improvement Project and accompanying action plan.                                      | John Lomas   |

## Annex 7: Financial Statement

| Expenditure £,000                          | 2009/10<br>Outturn | 2010/11<br>Previous Year | 2011/12<br>Current Year | 2012/13<br>Future Year |
|--|--------------------|--------------------------|-------------------------|------------------------|
| A. Conservation of the Natural Environment | 2,814              | 4,232                    | 3,510                   | 3,300                  |
| B. Conservation of the Cultural Heritage   | 506                | 576                      | 540                     | 500                    |
| C. Recreation Mgt & Transport              | 2,568              | 2,863                    | 2,700                   | 2,650                  |
| D. Promoting Understanding                 | 2,952              | 2,899                    | 2,200                   | 2,150                  |
| F. Rangers Estates and Volunteers          | 887                | 946                      | 850                     | 810                    |
| G. Development Control                     | 1,458              | 1,519                    | 1,450                   | 1,400                  |
| H. Forward Planning                        | 1,096              | 1,136                    | 1,100                   | 980                    |
| I. Corporate and Democratic Core           | 514                | 473                      | 500                     | 490                    |
| <b>Total Gross Expenditure</b>             | <b>12,795</b>      | <b>14,644</b>            | <b>12,850</b>           | <b>12,280</b>          |
| Income – sales fees and charges            | (2,294)            | (4,469)                  | (2,000)                 | (2,100)                |
| Income – grants                            | (2,398)            | (3,616)                  | (2,362)                 | (2,353)                |
| <b>Total Net Expenditure</b>               | <b>8,103</b>       | <b>6,559</b>             | <b>8,488</b>            | <b>7,827</b>           |
| Capital adjustment                         | (256)              | 2,003                    | (350)                   | (250)                  |
| <b>Funding Requirement</b>                 | <b>7,847</b>       | <b>8,562</b>             | <b>8,138</b>            | <b>7,577</b>           |
| <b>Funded by:</b>                          |                    |                          |                         |                        |
| Baseline National Park Grant (NPG)         | 8,309              | 8,099                    | 7,853                   | 7,407                  |
| Local Authority Levy                       | 0                  | 0                        | 0                       | 0                      |
| Net Interest                               | (6)                | (4)                      | (15)                    | (30)                   |
| Use of Reserves - (to) from                | (456)              | 467                      | 300                     | 200                    |
| Recharged Support Costs                    | 1,727              | 2,258                    | 1,800                   | 1,750                  |
| Capital Expenditure                        | 555                | 2,124                    | 500                     | 600                    |

### Notes to the Statement

1. The Authority sets a budget in February for the financial year April to March, and reports outturns in the following June at the Services 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.
2. The Capital adjustment reverses depreciation, accrued pension costs and deferred income and adds back actual expenditure on financing capital assets, in order to arrive at the funding requirement for the year.

## Appointed by Local Authorities



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



**Clr Barbara Beeley**  
Oldham  
Borough Council



**Clr Janet Bragg**  
Sheffield  
City Council



**Clr Cahal Burke**  
Kirklees Council



**Clr David Chapman**  
Derbyshire Dales  
District Council



**Clr Godfrey Claff**  
High Peak  
Borough Council



**Clr Janet Goodison**  
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 Gary Purdy**  
Derbyshire  
County Council



**Clr Peter Raynes**  
Cheshire East  
Council



**Clr Marian Stockdale**  
Derbyshire  
County Council



**Clr Judith Twigg**  
Derbyshire  
County Council



**Clr Jean Wharmby**  
Derbyshire  
County Council



**Clr Denise Wilde**  
Barnsley Metropolitan  
Borough Council

## Appointed by the Secretary of State for the Environment



**Paul Ancell**



**Pauline Beswick**



**Roger Clarke**



**Suzanne Leckie**



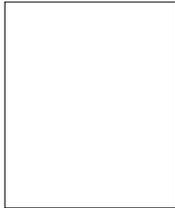
**Geoff Nickolds  
(Deputy Chair)**



**Christopher Pennell**



**Ben Rayner**



**Vacancy**

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



**Clr Chris Furness**



**John Herbert**



**Clr Andrew McCloy**



**Clr Kath Potter**



**Clr Ron Priestley**



**Clr Lesley Roberts**



