



Performance and Business Plan 2013-2014



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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

30th June 2013

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Foreword by the Chair of the Authority

It will come as no surprise that, with the financial pressures facing the public sector, last year has been one of great challenge for Authority members and staff. Next year will be no easier but let us not forget that thanks to enthusiasm, optimism and ability to overcome challenges, we continue to deliver much of value for the national park as this report shows. Central to our continued success is the focus we have brought to our work through the adoption of a clear sense of direction and driving the actions necessary to achieve our Management Plan, our Corporate Objectives and our new organisational strategy, Moving Forward in a Time of Change, adopted in December. This new strategy identifies three key strands of work which are well exemplified by achievements in the last year:

Firstly, where we are the best people to continue to deliver, we will allocate our resources and continue to have high ambitions for our performance. In 2012 we reviewed the way that our Planning Service was led and I am delighted to have welcomed John Scott as our new Planning Director. John has already made important improvements to our work, including addressing some long term enforcement issues with promising early progress. John Lomas continues to lead our planning policy work with great progress made with the Development Management and Sustainable Building Supplementary Planning Documents. In the meantime we continue to deliver a busy planning service but are conscious there remains more to be done to ensure the highest levels of public confidence in all that we do.

Our work to help extend the Park's network of trails and access routes continues. At the same time we have made some progress in resolving management difficulties on those green lanes that are most under threat from inappropriate use or poor management. With good support from county councils, some long-standing management problems have been addressed. Others have been resolved in different ways. In some cases progress towards restricting vehicular use, partially or entirely is near inevitable.

We continue to direct our scarce resources at some of the most pressing conservation issues, such as the conservation of crayfish, botanically rich grasslands, woodlands (especially in the Dane Valley) and farmland waders such as lapwing snipe and curlew. So far, we have avoided any ash dieback disease in the Peak District, although we are putting plans in place recognising with sadness that the spread of this cataclysmic disease into our national park is very likely.

The second core part of our new strategy is the progress we are making towards improving the commercial activities to allow us to help recover the costs of services and sustain key assets, such as our trails network and visitor centres, in an uncertain financial future. I was delighted to hear how so many great ideas had been backed by our 'Dragons' Den' fund to help new business ideas and also to see this work making progress across the Authority. We were all devastated by Sean Prendergast's untimely death in March, just a few days before he was due to take up the new leadership role for which he had successfully applied. Sean would have made a great success of this task, as he did with everything else he did for us. He will be sadly missed.

The third strand of our new strategy is a continued development of the 5 key areas of work we are delivering with and through partnerships, particularly landscape-scale conservation, cycling, community planning, reaching out to new audiences and a national park environment open for business. There remain high levels of commitment across these partnership areas for all that we do and I am optimistic that progress in 2013/14 will reflect this. I am delighted, for example, that we are also making great strides with landscape-scale conservation, with Moors for the Future making ever greater progress. This has been joined by the new Sheffield Moors and Eastern Moors Partnerships whose landscape-scale work was launched in the Peak District by National Parks' Minister Richard Benyon MP in March 2013.

During 2013/14 we will continue to drive forward our new strategy expecting to make some important decisions about future budgets, the future of some key estates and the way our trails network is managed. In all this work, we will strive for the very best outcomes for the national park and everyone associated with this very special place.



Cllr Tony Favell

Chair of the Authority



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INTRODUCTION

A Special Place

The Peak District National Park was the first national park to receive designation (in 1951) for the international significance of the Peak District Moorlands and Dales outstanding landscape, environment and wildlife. It is a special place whose future depends on all of us working together for its environment, people and economy. Every year millions of people visit to take part in a very wide range of activities and 38,000 people live in the Park, many working locally. The Peak District State of the Park Report¹ provides further statistics.

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 Peak District 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 684 planning applications last year, including on mineral working sites. The Authority is an 'Access Authority' for the purposes of managing public access to 37% of the National Park which is open country under the Countryside and Rights of Way Act 2000.

Managing the Peak District National Park

Our approach to fulfilling our purposes and duty is through the National Park Management Plan² and is dependent upon us working closely in partnership. The Management 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.

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 11 Metropolitan, District and County Councils, 125 Parishes, 7 Highway Authorities, 6 Local Enterprise Partnerships and 7 Local Nature Partnerships) and thousands of community groups.

¹ <http://www.peakdistrict.gov.uk/microsites/sopr/overview>

² www.peakdistrict.gov.uk/microsites/npmp

INTRODUCTION

Our vision

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

The Peak District: where beauty, vitality and discovery meet at the heart of the nation³.

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

**A diverse
working and
cherished
landscape**

**Thriving
and
vibrant
communities**

**A
welcoming
and inspiring
place**

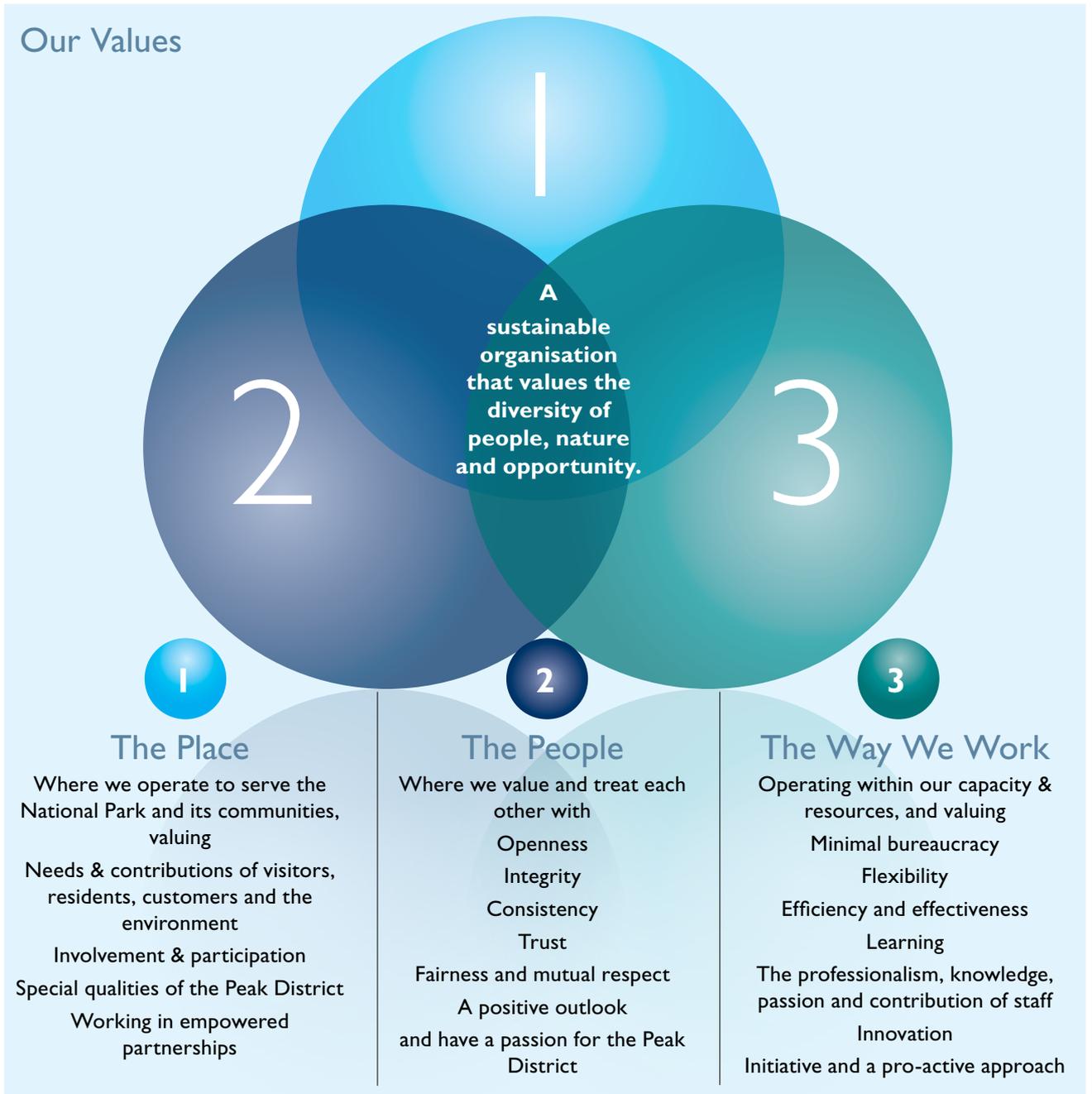
**An
enterprising
and sustainable
economy.**

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

The Authority's contribution to the National Park Management Plan is through our Corporate Objectives, developed to cover the period 2012-15. Our progress towards achieving each Objective is the subject of subsequent sections of this document.

³ Taken from the National Park Management Plan

INTRODUCTION



INTRODUCTION

Our Organisation and Response to Changes in our Financial Situation

The work of the Authority is guided by 30 members, (their photographs are shown inside the back cover) with a supporting committee structure (Annex 1). 513 staff (210 full time equivalents), comprising full time, job share, part time, seasonal, temporary and casual posts are employed (Annex 2).

During 2012 the Authority approved a new strategy document 'Moving Forward in a Time of Change', replacing 'The Future Size and Shape of the Authority' document which had run its course. The strategic direction is focused in 3 key areas:

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

We have begun a review of every line of our expenditure and will identify those areas of work that we are best able to do. We will continue to support those areas into the long term. We will then decide what to do with other areas, possibly ceasing the work, transferring it to others or doing it in a different way.

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

We are already providing a range of products and services and recovering costs for services provided for the benefit of a few. We will look to develop new ways of generating income and maximising income from existing trading areas.

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

Many of the best things that happen for the national park do so when we are working with our partners. We want to help people in communities, businesses, farmers and the voluntary sector achieve even more for the national park. To achieve this we are taking all the actions from the National Park Management Plan and creating 5 signature projects:

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

The Authority's organisational structure was reviewed to respond to this change in focus; and is shown in Annex 3.

SUMMARY

How we focus our effort

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

Our Corporate Objectives, and associated indicators to monitor success, ensure the work of the Authority reflects the revised National Park Management Plan (2012 – 17) and reflect our anticipated capacity according to current expectations of funding.

Progress on our Objectives during 2012/13

Of the 61 indicators used in the past year to monitor progress towards achieving our objectives, we met or exceeded our target on 59% of them, a slight decline from last year (from 64%), and fell short of target on 41%. One indicator was not monitored (Percentage of residents who consider that the Authority makes Planning decisions that support the delivery of National Park purposes) due to an administrative error on the survey of residents. Monitoring for a further indicator has been delayed by a year due to a conflict in the timing of surveys conducted by Defra to the same respondents.

Indicators for closer monitoring

Until March 2013, indicators have been monitored, as standard, either annually or 6 monthly. However, in certain areas where we have fallen short of our target, or where we have set ourselves very stretching targets, we implemented monitoring on a quarterly basis to focus improvement. We set 5 indicators for closer monitoring in 2012/13 and the outturns and explanations are given overleaf.

SUMMARY

Indicator	Target	Outturn
2.b.9. Number of Higher Level Scheme (HLS) applications or equivalent that we have brokered.	60	70
3.a.11 Have we met the key milestones set out in the Planning Improvement Project?	Yes	Yes. 10 out of 13 actions have been completed. Other actions have been carried forward into 2013/14.
7.a.29 Number of volunteer days organised or supported by the Authority	7,000	8,303
8.a.33 Number of management plans for high priority unsealed routes in place and being followed.	24	24
12.b.52 Percentage equivalent annual value of savings from baseline budget.	15% increase over baseline	Awaiting outturn

From April 2013, indicators will be monitored, as standard, on a quarterly basis with some exceptions where obtaining data is not possible or is cost prohibitive.

SUMMARY

External Assessment: Audit

We are subject to annual inspections from the Audit Commission and once again we were given unqualified reports on our financial statements and overall value for money. Internal Audit inspections occur 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 audit and external assessments. During 2012/13 the 3 Improvement Projects drew to a close and we reviewed our progress to inform the next stage of performance improvement:

1. Planning Service Improvement Project – culminated in September 2012 with a positive value for money (vfm) review (using external benchmarking data) with agreed areas for further focus to be taken forward by the new Director of Planning who started in October 2012. Key messages from the vfm review included:
 - User satisfaction levels have improved in the last 2 years
 - The service is efficient in its administration arrangements with significant recent improvements in electronic systems and new business systems
 - We need to address the dip in speed of application processing and reduce the increasing enforcement backlog
 - The overall cost of application processing and enforcement is just above average but the specific costs of enforcement are significantly above average.
2. Customer Relationship Improvement Project – culminated with obtaining the external customer service excellence standard. During the process of external assessment we identified areas for further improvement of:
 - Explaining matters to customers and keeping in touch when things go wrong, particularly when there are unavoidable delays
 - Holding more regular customer surveys and demonstrating how the information gained has been used to change services
 - Doing more to publicise customer service standards and success rates in reception areas of buildings
 - Ensuring consistency of good customer service across all teams.
3. Staff Engagement and Development Improvement Project – culminated with retaining our Investors in People Accreditation with further work to be done to address the feedback from our recent staff survey on the percentage of staff feeling valued.

SUMMARY

For 2013/14 performance improvement will be focused on delivering our 'Moving Forward in a Time of Change' strategy. This sets out our need to improve our performance in key areas to help the Authority move forward including:

Making choices on priorities	Nurturing an enterprise+ approach to income generation	Influencing land managers
Having the right leadership in place	Putting customers at the heart of our services	Developing our brand
Having a strong culture of delivery	Demonstrating our values	Reaching out to new audiences
		Doing more business on line

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

How we manage Risk

Heads of Service and Assistant Directors 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 2013), and is monitored and updated quarterly. A copy of our corporate risk register is shown in Annex 5.

CORPORATE OBJECTIVE 1

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

Performance during 2012/13:

We performed well over the year with most of our performance indicators met or close to being met.

New partnership projects were identified and implementation began on Dane Valley Woodlands, Dark Peak Nature Improvement Area, Sheffield and Eastern Moors Partnerships, Clough Woodlands, Derwent Land Management Project – building on the strengths of existing partnership programmes such as Moors For the Future and exceeding our target of 3 new projects.

The 10th anniversary of the Moors for the Future Partnership celebrated a decade of moorland restoration. Ongoing projects include MoorLIFE, one of the largest upland conservation projects in the European Union, Natural England Conservation Plan Project, Yorkshire Water Site of Special Scientific Interest (SSSI) Recovery Project and Phase 2 of Making Space for Water.

Species recovery work continued in partnership and included surveying and recording bird of prey populations in the Dark Peak and support to the recovery of wader populations with Natural England. Calaminarian Grasslands SITA Trust funded project has taken a landscape scale approach to the survey, recording and conservation of metallophyte (calaminarian) grasslands across Derbyshire, prioritising conservation action and involving volunteers on a number of sites. On our own land, funding from the SITA Trust has enabled us to improve management of important grassland habitats and haymeadow enhancement work has been carried out on our Warslow Moors Estate. We continue to support Natural England in its work to secure the highest quality hay meadow sites across the National Park through SSSI by identifying sites for survey and subsequent designation.

In the Peak District we have concerns about 3 particular plant diseases: *Phytophthora pseudosyringae*, which we are monitoring with Natural England and FERA (Food and Environment Research agency), is affecting bilberry in parts of the Peak District but does not appear to be causing extensive loss; *Phytophthora ramorum* is a notifiable disease infecting larch and rhododendron and we are working with Forestry Commission and FERA to reduce the risk; and a future threat of Ash Dieback reaching the Peak District in the next few years. We are implementing an agreed action plan to identify infected trees and considering future implications for our internationally important ash woods with key partner organisations.

We successfully influenced the Traffic Advisory Leaflet 01-13: Reducing Sign Clutter so that a more flexible approach can be taken with speed limit related signage in National Parks. 6km of overhead wires were undergrounded in partnership with Friends of the Peak District and the relevant utility companies.

The Cultural Heritage Strategy Action Plan and Landscape Strategy Action Plan are still to be updated and aligned to the new National Park Management Plan; this work has now been scheduled for 2013. However, 19 actions in the Cultural Heritage Strategy/Action Plan were completed and work progressed on Calver Weir, Ecton Mine, Chatsworth parkland management plan, the Lead Rakes Project and scheduling of lead mine surface remains with English Heritage. Promoting understanding and awareness raising was again achieved through production of Archaeology and Conservation in Derbyshire (ACID), in partnership with Derbyshire County Council, and was published in time for distribution at Derbyshire Archaeology Day in January 2013, which was again oversubscribed.

The focus for SSSI condition switched, post-2010, to getting 50% into favourable condition by 2020, whilst maintaining the 95% favourable/recovering achievements. During the year we recognised that achievement of favourable condition is a much slower process for many upland habitats compared to lowland habitats with many improvements in moorland condition, for example, relying on things like long-term changes to the

CORPORATE OBJECTIVE 1

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

dwarf-shrub composition in response to changes in burning/grazing regimes. We have therefore adjusted our targets to be more realistic, while still working towards the national target.

The Peak District Local Nature Partnership (LNP) was established, driving closer links with the business and health sectors and contacts made with neighbouring LNPs.

The Conservation Area Appraisal for Bakewell was completed and approved at Committee on 19th April 2013 and is the 101st to be completed for the National Park's 109 Conservation Areas. The quinquennial review of listed buildings only achieved 50% coverage (circa 300 buildings) because of bad weather (continuing rainfall) and failed delivery from a consultant. It is anticipated that this shortfall will be made up in 2013/14 as this year's quinquennial review will be done as part of the English Heritage funded Grade 2 Buildings at Risk project with South Yorkshire Buildings Preservation Trust and will be carried out with our own resources.

Our joint working with Natural England (NE) to assist farmers and land managers to access NE funds for the restoration of traditional farm buildings resulted in eight barns being restored. The National Park Authority Scheme also fully funded one additional barn and topped up NE funds to complete three other farm building restorations. Although in recent years the number of scheduled monuments at high risk has been reduced from 24 to 7, it has not proved possible to tackle any of the remaining 7 in 2012/13.

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) We have identified, and are delivering on, 3 new projects in partnership that correspond with landscape character areas in the national park;	1. Number of projects, delivered in partnership, that correspond with landscape character areas.	2	6	6
b) We have focused work on the Landscape Strategy, the Biodiversity Action Plan and the Cultural Heritage Strategy to support the delivery of the revised National Park Management Plan;	2. Number of Strategies and Action Plans aligned with the National Park Management Plan. Target by 2014 = all	2	1	3
c) We have increased the amount of Authority owned Site of Special Scientific Interest land in favourable condition from 33% to at least 41% by 2015; <i>(from 2013/14):c) We have increased the amount of Authority owned Site of Special Scientific Interest land in favourable condition from 32% to at least 35% by 2015*;</i>	3. Area and percentage of Authority owned SSSI land in favourable condition	36%	32%	33%*

CORPORATE OBJECTIVE 1

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
d) We have developed formal relationships with all the Local Nature Partnerships within the national park and/or developed a Peak District Local Nature Partnership;	4. Number of LNPs engaged with (out of total number of LNPs).	All (7)	All	All
e) We have met our targets for rescue and restoration of buildings and monuments.	5. % conservation areas with up-to-date character appraisals (out of total no. conservation areas)	22%(109)	19% (109)	22% (109)
	6. No. and % of listed buildings 'at risk' rescued during the year:	10 (5.2%)	11 (6%)	10 (5.2%)
	7. No. and % of scheduled monuments 'at high or medium risk' conserved during the year:	1 (1.2%)	0	1 (1.2%)

* updated since 2012/13 but work continues to clarify the condition status of all SSSI sites

Key actions for 2013/14:

Key work for the year ahead will include exploring the potential for a major landscape scale funding bid with partners for the South West Peak and developing/seeking funding for a plan for ash dieback in the Peak District.

CORPORATE OBJECTIVE 1

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

Case Study: Dane Valley Woodland Project

On the Cheshire/Staffordshire border of the Peak District, the ancient woodlands of the Dane Valley are having new life breathed into them, through a partnership project led by the Peak District National Park Authority. Grants from the SITA Trust and the Heritage Lottery Fund, in addition to funding from the Forestry Commission and Natural England grant schemes, is helping to enhance and extend the network of woodlands flanking the River Dane and its tributaries.

The project is working with more than 20 different landowners, offering targeted and proactive guidance and support with woodland management and creation. The landowners have little or no previous experience of woodland management and there is an opportunity to successfully contribute to different elements of both Environmental Stewardship and the England Woodland Grant Scheme.

Woodland creation schemes, supported by the Forestry Commission, are underway on five sites, totalling approximately 30ha, with an additional 5 smaller sites funded through Natural England. All sites require at least partial deer fencing, for which a supplement is available, funded through the SITA Trust grant. One creation scheme is on Authority owned land known as 'The Fall' at Danebridge. A 'royal' sapling has been donated to this site, and others, by the Woodland Trust to mark the Queen's Jubilee.

Management of existing woodlands is being supported by funding from the Forestry Commission and Natural England on ten holdings (including the production of six Woodland Management Plans). Typically management involves exclusion of agricultural animals and, in many instances, selective thinning of the trees to stimulate shrub and ground flora development and enhance the habitat for threatened woodland birds. To date, 66ha have been secured within appropriate options in Environmental Stewardship and a further 66ha in Woodland Improvement Grants.

Approximately £500,000 will be spent on the woodlands over the next 10 years with an additional £100,000 for farm and woodland plans to facilitate and support this work. The project is also encouraging participation and involvement from all members of the local community including a schools' education programme, walks and talks in the local community, volunteer wildlife surveys and volunteer conservation action.



Volunteers planting trees at The Fall, Danebridge, spring 2013.

CORPORATE OBJECTIVE 2

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

Performance during 2012/13:

The proportion of the National Park in agri-environment schemes is 84% (120,500 hectares) which means that a high percentage of the landscapes of the National Park are safeguarded, at least in the short term. This is a smaller reduction than predicted from the 87% achieved in 2011/12. However, further reductions may occur as land managers and farmers continue to face a period of uncertainty due to Common Agricultural Policy (CAP) reform. CAP reform includes proposed changes to the basic form of agricultural support (Single Payment System), agri-environment schemes and grants for farm improvements and diversification. The current Rural Development Programme (RDP) finishes on the 31 December 2013 and transitional arrangements are likely to be in place from then until 1 January 2016. The transitional arrangements and new scheme details are still unclear so farmers and land managers may consider land management changes. The Authority continues to support farm diversification through business advice, input to the Leader programme and the Environmental Quality Mark Community Interest Company to link diversification with environmental marketing.

We continue to focus on working closely with farmers, land managers and land owners to help them access national schemes – Environmental Stewardship Scheme at entry level (ELS) and higher level (HLS) and the England Woodland Grant Scheme (EWGS). Some of this work is delivered through a range of landscape scale projects for example traditional farm building restoration, ponds and sometimes through the Authority's own grant scheme. This has involved close working with both Natural England (NE) and the Forestry Commission (FC) as part of the Peak District Land Management Advisory Service (PDLMAS), particularly as the current Rural Development Programme (RDP) ends this December. The Authority has contributed to stakeholder events nationally which assessed the current programme, provided examples of best practice and helped develop the new programme.

Despite budget cuts across all PDLMAS partners, the drop-in centre at the Agricultural Business Centre continues to be provided on agricultural market days staffed by officers from the Authority, Natural England (Catchment Sensitive Farming), Environment Agency and, on occasions, the Agricultural Chaplain (Rural Action Derbyshire) and the Farming Life Centre Business Adviser. Partners are developing tighter scheme targeting and more virtual working to address budget constraints. The scheduled survey of users of the service was delayed due to other Defra surveys taking place and other workload issues but is planned for the year ahead.

Close working with Natural England has involved an agreed work programme for the delivery of Farm Environment Plans (FEPs) and Higher Level Scheme (HLS) applications. A total of 58 national agri-environment schemes were brokered and a further 12 National Park Authority Scheme agreements concluded.

New sources of project funding include the Dark Peak Nature Improvement Area, Clough Woodland Project and the Derwent Land Management Project.

CORPORATE OBJECTIVE 2

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) There is a more streamlined approach to providing advice and support between the Peak District Land Management Advisory Service partners;	8. Percentage of users who feel that the overall quality of service provided by PDLMAS is at least 'good'	Baseline	Survey delayed#	Baseline
b) We continue to broker 60 agri-environment schemes per annum; <i>(from 2013/14): b) We continue to broker 30 agri-environment schemes per annum*;</i>	9. Number of Higher Level Scheme applications or equivalent that we have brokered.	60/ annum	70	30/annum
c) The area of land in the National Park in agri-environment schemes (ELS, HLS or equivalent) is 101,000 ha (that is, 70% of the national park as a whole). <i>(from 2013/14): c) The area of land in the National Park in agri-environment schemes (ELS, HLS or equivalent) is 94,000 ha (that is, 65% of the national park as a whole)*.</i>	10. Area (ha) and proportion of land in the National Park covered by environmental schemes.	≥101,000ha (70%)	120,583ha (84%)	≥94,000ha (65%)

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

* updated since 2012/13 due to uncertainty with regard to CAP Reform and transitional arrangements which may mean farmers do not stay in these schemes

Key actions for 2013/14:

We will continue to contribute nationally and locally to key CAP reform issues that could affect upland farming and, through PDLMAS, continue to provide support to farmers and land managers to maximise opportunities for conservation management in the national park. In partnership, we will continue to streamline the work we do and carry out a survey among users of the service. An apprenticeship scheme for farm advice and potential income generation of renewables and energy saving advice will be trialled.

CORPORATE OBJECTIVE 2

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

Case Study: A year in the life of a farm adviser

Suzanne has many established long term working relationships with farmers and land managers in the National Park. Working for 4 days a week and specialising in the restoration of traditional buildings and ponds, Suzanne has helped to bring over £360,000 to the National Park economy (2012/13). The rest of the team continues to focus on supporting farmers and land managers to access the national Environmental Stewardship Scheme before the end of the current Rural Development Programme.

Working with 21 farmers to restore 28 traditional farm buildings - £300,000 for 7 buildings so far involving 63 contractors.



15 farmers received support for their HLS* agreements



10 farmers received authority grants - £32,000

3 farmers supported with ELS/VELS

7 farmers supported with access, cross compliance, woodland and tree advice



working with 15 farmers to restore 24 ponds - £30,000 for 12 ponds so far. Involving 21 contractors plus volunteers



Working with internal specialists – Conservation architects, Archaeologists, Ecologists, Access Officers, Rangers and Planners. Also, Natural England, Bagshaws Agricultural, County Amphibian Recorder, Derbyshire County Council, Fisher German, Haddon Hall Estate, Volunteers & contractors.

CORPORATE OBJECTIVE 3

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

Performance during 2012/13:

We delivered many of the actions in our Planning Improvement Project, and our commitment to continuous improvement in Planning will continue with further initiatives, including an aim to provide a more responsive and positive planning service; closer operational links between planning teams to deliver a more consistent approach to decision-making; and giving reasons behind the Authority's decisions. These actions are in response to the results of the 2012 Residents' Survey, which show evidence for lack of public confidence in the planning process.

A new Planning Advice Service was introduced in February 2013, replacing the Duty Officer system; the new service is intended to provide potential applicants with more focussed and consistent pre-application advice, with the same officer dealing with the proposal throughout the whole process (pre-application and application) where possible. The new system, although still relatively new, has been welcomed by agents who work with the Authority. Closer working with agents, with more frequent workshops and communications, is part of the programme of measures to improve our relationship with them.

Performance of the Monitoring and Enforcement team improved markedly in the last half of 2012-13, following a micro scrutiny carried out by Members in October 2012 and the implementation of the recommendations arising from this review. The number of outstanding cases has significantly reduced in the last quarter of the year and progress has been made on key priority cases such that targets for dealing with enforcement cases have been met, with significant progress on high priority cases. Our aim now is to ensure that similar improvements will occur on planning application determination figures. In terms of appeals, our success rate for 2012-13 was 74%, which is very favourable compared to the national averages.

The Climate Change and Sustainable Building Supplementary Planning Document was adopted in March 2013. This will encourage applicants and their agents to look at appropriate schemes and designs which will help to reduce carbon emissions and make schemes more energy efficient.

A number of 'stalled' initial Reviews of Old Mineral Permissions (ROMP) applications remain to be determined. During 2012 planning applications were received as an alternative to determining the ROMP submission, which would update the working conditions attached to the old mineral permission. If approved they will replace the need to review the old 1952 mineral planning permissions. The legal position regarding ROMPS has been under review during 2012-13, with an inconsistency between the legislation and the technical guidance published by Government. The effect of this has been to stall the determination of a number of ROMPs and to create uncertainty over this procedure. The Authority has taken legal advice on this matter and is continuing to review its stance of the use of ROMPs.

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) We have delivered the key milestones in our Planning Improvement Project <i>(from 2013/14): a) We have delivered the key milestones in our Planning Improvement Plan 2013/14*;</i>	11. Have we met the milestones set out in the Planning Improvement Project/ Plan?	Yes	No	Yes

CORPORATE OBJECTIVE 3

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
b) Our new Development Management Policies are found to be sound and are adopted;	12. Have we met the key milestones towards adopting our Development Management Policies (including tests for soundness)?	Yes	Yes	Yes, adopt Autumn 2014
c) We have evidence of improvement in public confidence in the Planning Service;	13. Percentage of planning applicants who are satisfied with the service they received.	-	Biennial due 2013/14	>70%
	14. Percentage of residents who consider that the Authority makes planning decisions that support the delivery of National Park purposes.	Establish baseline	Data not collected	Survey next conducted in 2015
	15. Percentage of planning applications by type determined in a timely manner:			
	a) 13 weeks for major applications	60%	0%	60%
	b) 8 weeks for minor applications	65%	51%	65%
c) 8 weeks for 'other' applications	80%	72%	80%	
d) 13 weeks for all County Matter applications	50%	36%	50%	
	16. Percentage of responses to planning correspondence within 15 working days.	80%	75%	85%
d) There is a sustained reduction in the number of outstanding enforcement cases. <i>(from 2013/14): d) There is a sustained reduction in the number of outstanding enforcement cases by 2015.*</i>	17a. Number of enforcement cases outstanding.	<425	405	≤375
	17b. Number of 'top ten' high priority cases resolved each year <i>(new indicator for 2013/14)*</i>	-	-	5

* updated since 2012/13

Key actions for 2013/14:

These include production of a new Enforcement Plan for adoption in June 2013 and development and delivery of performance improvement initiatives relating to: improving public confidence in the service; Area teams working in an integrated way, providing consistent advice; an increased focus on staff training and, where appropriate, Member training on planning issues.

CORPORATE OBJECTIVE 3

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

Case Study: Pre-Planning Application Advice Service

In February 2013 the Authority introduced a Pre-Planning Application Advice Service to provide customers with a better quality service from our Planning Officers. This replaced the 'drop-in' Duty Officer system which had been in place for many years but which was no longer meeting the needs and expectations of all our customers and was not the best use of our planning team resources. It was originally introduced at a time (over 20 years ago) when there was no internet access, no email communication and no Authority website. Instant advice was provided on sites anywhere within the national park but had limited effectiveness because officers usually were only able to give very general advice.

To deliver a high quality service in which our customers have confidence we needed to encourage more focussed engagement with applicants and agents. The new pre-planning advice service provides different levels of advice, from very simple enquiries dealt with by the Customer Service team (for example, where to find forms, where to find planning applications) to more complex enquires dealt with by a Planning Adviser (who has planning training, but is not a qualified planner) or, when appropriate, a Planning Officer.

The key benefits from focussed pre-application discussions are:

- avoiding incomplete applications by ensuring that the applicant is fully advised about all the plans and supporting information that the planning officers require to process, consult on, and determine the application;
- reducing the number of unsuccessful planning applications by ensuring that any potential issues have been addressed where possible. Where it becomes clear that a proposal may not be acceptable in principle, this will be explained to the applicant/agent;
- saving time and money by reducing wasted resources on unsuccessful applications, and avoiding the expense and delays involved both in making changes to formal applications after submission;
- reducing the potential for confrontation by setting up procedures that enable applicants/agents and planning staff to work together from the outset, engaging constructive and productive input from consultees and third parties;
- raising the quality of developments by providing the necessary time, within a co-operative climate, to negotiate changes to a proposal;
- gaining community acceptance by discovering, at an early stage, the issues of concern to the community;
- securing satisfaction with the process by ensuring that there has been adequate opportunity for all parties to have their views heard and considered in a process that is fair and transparent.

CORPORATE OBJECTIVE 4

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

Performance during 2012/13:

We successfully installed a new biomass boiler which has been operating since 21 December 2012. The Climate Change and Sustainable Building Supplementary Planning Document was adopted and member training delivered. It has been another busy year for the Moors for the Future Partnership although the snow impacted on their restoration management works and resulted in fewer schools taking part in the annual Moorlands as Indicators of Climate Change (MICCI) project.

After an extended consultation period, the Climate Change and Sustainable Building Supplementary Planning Document (SPD) was adopted and can now be used by applicants to help inform ways development in the National Park can be more energy efficient and sensitively incorporate renewable energy. Alongside this, advice and support to local businesses and community groups continued through the Sustainable Development Fund and the Authority Rural Business Adviser, including a workshop providing planning advice on energy efficiency and renewables alongside discussions on how to make your business more resilient to the expected changes in the climate.

Measures to further reduce our carbon footprint during 2012/13 included: Aldern House heating renewal (see case study); installation of external low energy flood lights; additional insulation in the Losehill Hall Bungalow; replacement of the hot water system and addition of improved insulation at North Lees Campsite; and wood burning stoves at Derbyshire Bridge Ranger Base and the Losehill Hall Bungalow. These measures, alongside previous work and continued efforts by staff to reduce energy use, led to an anticipated reduction of 5 % compared to the previous year.

The Moors for the Future Partnership team undertook continued moorland restoration works across the Peak District and South Pennines including:

- Construction of 4km of upland path works, enabling sustainable access;
- Construction of over 4,000 dams on blanket bogs from Edale to Saddleworth, retaining water on the moors and preventing sediment loss;
- Application of nearly 10,000 bags of heather brash, 150,000 plug plants and 1,200 tonnes of lime, seed and fertiliser, to continue stabilisation work on approximately 1,000 hectares of bare and eroding peat;
- 6km of stock control works (fencing and walling).

Funding was also secured and work started on the following projects:

- In partnership with National Trust, the River Restoration Project: Rivers Ashop and Alport. This project, funded by the Environment Agency, seeks to restore over 280 hectares of blanket bog on Kinder Scout and is the largest project funded through the Catchment Restoration Fund (£2.1 million);
- Yorkshire Water's non-owned catchment project on the National Trust's Marsden Moor Estate, covering nearly 400 hectares.

CORPORATE OBJECTIVE 4

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

For the sixth year the Moorlands as Indicators of Climate Change (MICCI) project ran during National Science week in March, though numbers were down as the snow meant some schools had to cancel visits. With support from the Authority, the project has been adopted by other UK National Parks.

Over the year the Peak District Fire Operations Group (FOG) continued their work to prevent and fight wildfires across the National Park. New equipment was purchased for moorland fire fighting including an all terrain vehicle. The group also hosted an event for other UK fire services to review the equipment used for fire fighting and look at Peak District fire plans with a view to setting up their own FOG groups. During 2012-13 FOG members responded to 10 wildfires.

A total of 5 carbon reduction demonstration projects were appraised and funding obtained for 3. The planning phase for the Big Fernyford Farm energy efficient refurbishment project drew to a close with work due to start on site in summer 2013.

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) Through Pre-application advice and information we have enabled others to take action to reduce their greenhouse gas emissions;	18. Proportion of planning applications that could, and on validation do, incorporate energy efficiency and micro-renewables proposals.	Establish Baseline	5%	15%
	19. We have met the key milestones in incorporating the Climate Change and Sustainable Buildings Planning Guidance into the pre application advice process.*	Adopt guidance	Adopted	Meet key milestones
b) The Authority's own carbon footprint has been reduced by 30% (in line with the agreed Carbon Management Plan);	20. The Authority's overall carbon footprint.	-	10.4% (since 2009/10)	30% reduction from 2009/10 baseline. (2014/15 target)

CORPORATE OBJECTIVE 4

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
c) We are increasing the area of moorland under restoration management, leading to a reduction in the loss of stored carbon;	21. Area of moorland undergoing restoration management through the Moors for the Future Partnership:			
	a) Moorlife Area	a) 1,674ha	a) 1,674ha	2,600ha by 2015
	b) Outside Moorlife Area	b) 580ha	b) 900ha	900ha by 2015
d) We have developed a carbon reduction demonstration project.	22. Development of a carbon reduction demonstration project.	options appraised	delivered 1 project	Deliver 2 further projects

* updated since 2012/13 to reflect guidance adopted and next stage of work

Key actions for 2013/14:

These include:

- Promotion of the Climate Change and Sustainable Building Supplementary Planning Document
- Further moorland restoration management work
- Energy efficient refurbishment of Big Fernyford Farm
- Update of the PDNPA Carbon Management Plan
- Support for the first ever Peak District 'Green Buildings Open Up' weekend in partnership with Friends of the Peak District

CORPORATE OBJECTIVE 4

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

Case study: Carbon reduction continues – the Authority's biggest project to date

The background

Between April 2007 and March 2010, the Authority reduced its carbon emissions by 16% (which represented an absolute reduction of 134 tonnes of CO₂ annually). In 2010 the Authority's Carbon Management Plan, endorsed by the Carbon Trust, set a new target to reduce emissions by a further 30% by 2015/16. The Authority's head office, Aldern House, in Bakewell represents a key source of emissions. To date we have achieved a 34% reduction in the energy used to heat the building by doing things more efficiently and reducing waste. Making further significant savings was difficult without investing in renewables and more modern, efficient equipment.

The project

During autumn 2012 the Authority undertook its biggest single carbon reduction project to date, a boiler replacement programme at Aldern House. The gas boilers, originally installed in 1993 were becoming more and more unreliable, leading to a review of the options for replacement. It was decided that a 199 kilowatt (kW) biomass pellet boiler should meet the primary demand for the office heating, with two smaller 115 kW gas boilers installed to provide periods of peak demand. Wood pellets were chosen over wood chips due to limitations posed by the infrastructure of the building. The pellets used are all from UK sources that hold the Forest Stewardship Council (FSC) certification. Despite some emissions associated with the processing and transportation of pellets, they are still 80% less than burning gas.

To help reduce the visual impact of the fuel store, the building has been set partially underground. The roof has been finished with limestone ready for the final stage of the project which will see native limestone species, grown especially by a local nursery, planted on the roof to create a Peak District version of a green roof and one of its iconic habitats.

The finances

The new system, which began operation in December 2012, provides at least 85% of the heat requirements of the building and is expected to save about 48 tonnes of carbon per year. Despite the significant capital costs, eligibility for the Renewable Heat Incentive (RHI) payments and the reduced energy use from a more efficient system, means the project is expected to payback in 11 years.

Communication

The Authority wrote a blog (<http://biomasslog.wordpress.com/>) to share information about the project with staff and wider interested parties and this has now been complemented by a series of short videos to generate a case study demonstrating to others what has been done to install this renewable heating system and the lessons learnt along the way.



Works at Aldern House to install a biomass boiler

CORPORATE OBJECTIVE 5

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

Performance during 2012/13:

Our performance against this objective is good and supports our Working with People and Communities Strategy Programme. However, implementation of actions is slower than anticipated because the work is governed, in part, by the Localism Act and how communities respond to it, and how we integrate our actions in that context. During 2013/13 officers established in-house procedures for processing and designating applications received by the Authority under the Localism Act, and devised and agreed with partners a 'community planning menu' approach to ensure that statutory Localism Act neighbourhood plans are regarded as part of a range of options that may best address a community's needs.

We worked intensively with 5 communities to support their community-led plans (4 neighbourhood plans and 1 village plan). This involved advice on how to designate neighbourhood areas, how to establish neighbourhood forums and how to draft policies that conform with the Local Plan. The Sustainable Development Fund continued to support projects that contributed to the social, economic and environmental well being of local communities.

The Authority directly supported around 30 parishes on a 'one to many' basis by delivering training and workshops on neighbourhood planning at forums and cluster meetings in Cheshire, Staffordshire, Bradfield, Buxton and Hope Valley. We worked with partners Planning Aid and Council for the Protection of Rural England to ensure that access to training was equal across the national park.

March 2013 Planning Committee approved a process for carrying out housing capacity assessments in settlements. This gives priority to places experiencing the greatest pressure for development, and which have the most local need for affordable housing and the fewest known acceptable sites. Local housing partners will help with that identification and we will invite Parish Councils to work in partnership with us. Work to undertake a capacity assessment is currently ongoing in Hayfield, linking closely to a housing needs survey (funded by High Peak Borough Council (HPBC) but delivered by the Authority) and the HPBC local plan site allocations process. Changing circumstances regarding funding within constituent authorities have led to some delays. Discussions are ongoing with constituent authorities to continue to secure funding to deliver this important work.

We have put in place jointly-funded fixed-term additional officer capacity in separate arrangements with Staffordshire Moorlands District Council and High Peak Borough Council. We operate a voluntary and community sector liaison group, and devised and operate the 'community planning protocol' which ensures that we co-ordinate action with the relevant voluntary sector organisations active in the National Park, to support achievement of our objective.

CORPORATE OBJECTIVE 5

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) We fulfil our role in delivering the Peak District Affordable Housing Plan by annually working with at least 3 communities to agree the sites that would address the need for affordable housing;	23. Number of communities we have worked with on affordable housing needs.	3 annually	2	3 annually
b) We support annually 25 community sustainable projects; (from 2013/14): b) We support annually 4 community sustainable projects;*	24. Number of community sustainable projects we support (plus qualitative output on the impact of the grant).	25 annually	15	4 annually*
c) We work annually with 5 communities/ parishes/ villages to support or develop their plans (including neighbourhood plans).	25. Number of communities/ parishes/ villages where we have supported development of their plans.	5 annually (including 3 neighbourhood plans).	6 (5 neighbourhood plans)	5 annually (including 3 neighbourhood plans).

* updated since 2012/13 as the Localism Act has prescribed interventions more precisely and is more demanding on the community role

Key actions for 2013/14:

Work with communities on capacity assessments, including effective communication and consultation. Discuss with partners and voluntary sector representatives to try continue to resource this work. In response to the overall reduction in Defra grant, we are combining all grant programmes into 2 strands:

1. Land management (multiannual funding)
2. Community (one-off funding)

CORPORATE OBJECTIVE 5

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

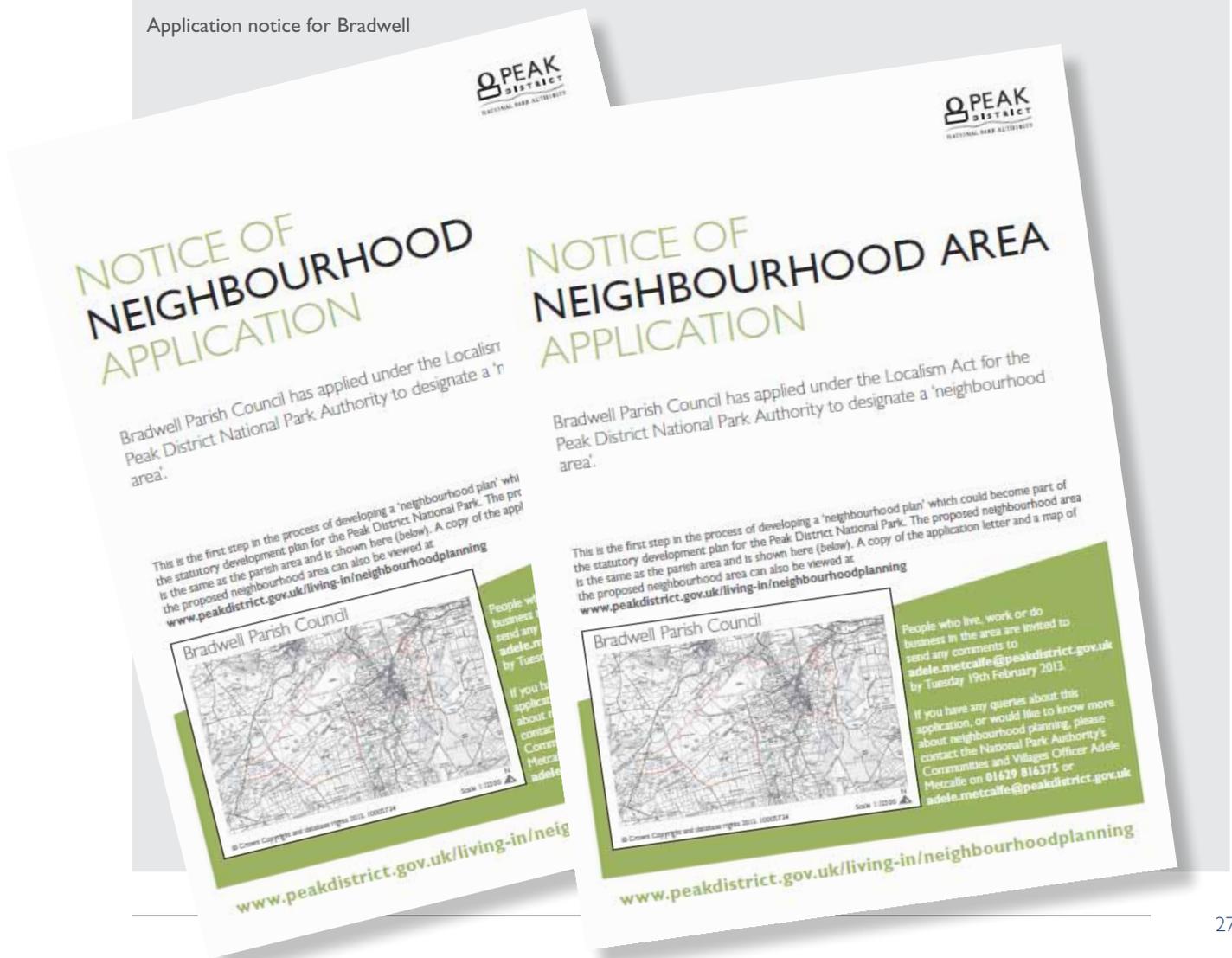
Case Study: Bradwell Community Planning

The Authority engaged closely with the community at Bradwell to assist in their work towards a Neighbourhood Plan. The area of the plan was designated by Planning Committee on 8th March 2013 and a first stage version of the Parish wide plan was produced.

In the knowledge that significant development pressures were facing the parish, the community requested that the Authority adopt the early version of the plan in order to give it weight in any future planning decisions. This prompted officers to undertake further close discussion with the community to understand their aspirations but also to devise a method for assessing the conformity of the village plan with our own adopted plans. As a result, while some aspects of the plan were identified for further work other specific sections of the plan were considered to merit some weight as a planning consideration.

This approach was welcomed by the Authority and establishes a useful methodology for assessing future plans, and by virtue of the close working and detailed assessment the community expressed their pleasure at the outcome at this early stage which serves as encouragement and motivation to move towards a full Neighbourhood Plan which could ultimately form a full part of the local development plan for the National Park.

Application notice for Bradwell



CORPORATE OBJECTIVE 6

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

Performance during 2012/13:

All targets have been met or exceeded in this area of work. We supported over 500 Peak District businesses (non-agri environment and non-Environmental Quality Mark) through a programme of one-to-many Business Peak District events, one-to-one advice and Authority grants. The Environmental Quality Mark (EQM) was transferred to the newly created EQM Community Interest Company (CIC) which began trading on the 6 April 2012 with on-going tapering cash and in kind support being provided. The Authority and the District Councils have continued to support Business Peak District which continues to focus on the priorities set out in its Concordat. The number of social enterprises supported continues to grow and we have supported 7 this year.

Business Peak District (BPD) continues to focus on the priorities agreed in the Concordat – rural broadband provision, skills and apprenticeships, development sites, branding of the Peak District and advice and support for businesses. A total of 12 one-to-many events supporting nearly 400 small businesses were coordinated through Business Peak District. 127 businesses were supported with one-to-one support ranging from signposting to sources of funding to working with a business to develop a full business plan.

Authority grant schemes provided grants to 9 businesses to enable them to expand or develop new forms of business diversification.

The Environmental Quality Mark (EQM) Community Interest Company (CIC) set up company processes and revised their business plan. The CIC is now moving on to increasing the number of award holders and marketing the EQM award to tourism and other businesses. There are 65 Peak District EQM award holders, lower than the target for 2012/13 (79), but an increase of award holders including tourism businesses of about 20% over the year.

We supported a total of seven social enterprises, exceeding our target. This is a reflection of the legacy of Live and Work Rural support, the growing trend towards not for profit solutions to local issues, particularly in the climate of recession, and more people with time to volunteer.

CORPORATE OBJECTIVE 6

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) Annually, 100 Peak District businesses (non-agri environment and non-EQM) are supported by Authority environmental grants, advice and programmes of work;	26. Number of businesses (non- agri environment and non-EQM) participating in Authority led or actively supported schemes.	100 annually	531	100 annually
b) We have taken reasonable steps to ensure a sustainable future for the Environmental Quality Mark and Business Peak District;	27. Annual qualitative commentary on progress to retain EQM and Business Peak District.	Annual report	See text	Annual report
c) More community outcomes are achieved through enterprise by increasing the support given to social enterprise.	28. Number of social enterprises the Authority has supported (per annum).	1	7	15

Key actions for 2013/14:

Continued support to the EQM CIC and Business Peak District and to identify a source of funding to continue this support beyond the end of 2013/4. Continue to build relationships with the six Local Enterprise Partnerships that cover the Peak District.

CORPORATE OBJECTIVE 6

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

Case Study: Business Peak District 1-to-many events

During 2012/13, 12 one-to-many events were held under the Business Peak District banner. The programme of events was co-ordinated by the Authority's Rural Business Adviser who also organised 11 of them. These events attracted 397 businesses (although some may have attended more than one event).

Events covered a wide range of subjects:

- Made in the Peak District – Selling to the World (Exporting).
Thornbridge Brewery, Jim Harrison, UKTI, MAS, NEST (Tum Tum).
- Getting more customers through video and moving image
(David King) and Derbyshire Retail Help, Duncan Wright, David King and Business Peak District
- Introduction to Social Media
Business Peak District, in association with Henmore Marketing
- Environmental Quality Mark (EQM) Training Workshop
Faith Johnson, EQM CIC
- Selling meat/farm products to supermarkets/local pub & restaurant chains – i.e. developing a distribution chain & building the Peak District brand.
John Mettricks
- Climate Change/ Renewable Technology solutions
Peak Park & Staffordshire Moorlands District Council Planning Guidance
- 3 Community Broadband Events
Hope Valley College
- Finding and developing sites: the pain and joy.
Mark Twelves, Dai Larner, Paul Wilson
- 2 Working Pensions, getting your HR right and all things Tax with HMRC

An average 50 delegates to each event demonstrates demand and interest from local peak district businesses. Most attendees are micro or SME businesses and often home based, so there's a strong need to network and trade. These events also offer an opportunity for relevant shared training in manageable time slots.



Farming at near Monyash

CORPORATE OBJECTIVE 7

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

Performance during 2012/13:

We have succeeded in exceeding our targets for both the number of volunteer days organised or supported by the Authority (over 8,000 days) and the percentage of volunteers who enjoyed their experience and felt they made a contribution. Of those volunteers, 2,039 were from under-represented groups (young people, ethnic minorities or people with limiting long term illnesses or disabilities) – an increase in proportion of 2% from 2011/12.

The Authority's flagship volunteer programmes – Peak Park Conservation Volunteers (PPCV) and Volunteer Rangers – continue to deliver the bulk of this work. An extremely wet summer and severe late winter snow did nothing to quell the enthusiasm for volunteering with PPCV, who maintained the level of volunteer days at 3,018. The full range of volunteer groups and conservation tasks undertaken is documented in the PPCV blog <http://ppcv.wordpress.com/2012/09/> along with testimony from the volunteers themselves. Particular highlights include the Princes Trust group from Sheffield that laid 138 tonnes of stone along the riverbank at Calver Weir; the Duke of Edinburgh gold residential camp who repaired part of the Pennine Way by constructing steps on Win Hill; and 2nd Worksop Scouts who cleared out weed and silt from a series of ponds.

Volunteer rangers contributed 4,594 volunteer days during the year. The volunteers operate as an integral part of the ranger service, providing a level of operational resource that helps maintain core service delivery for PPCV, patrols, conservation tasks, leisure walks and guided walks. Peak Park Leisure Walks, Leisure Cycles and Next Steps programmes give support to people who otherwise would struggle to experience the national park: people who have health problems, a disability, live in isolation, have a low income or no transport, or are aging. These programmes would not take place without the volunteer rangers due to the high level of support needed by participants.

The Learning and Discovery Team volunteers (see case study) contributed 262 days during 2012/13. We are committed to offering an increasing range of volunteering opportunities in the future to support the work of the team.

The Moors for the Future Community Science Project is developing 'citizen science' activities run by volunteers within their communities. The core objectives are to: engage local people with 'their' environment; provide a learning and discovery environment for volunteers; and provide indicators of health and change in the uplands.

In June, the national Mosaic project drew to a close with events for the Champions, English National Parks, Youth Hostels Association and Campaign for National Parks to celebrate the successes of the project and look to the future. The project's legacy will continue to introduce more people from new audience groups to the natural environment as individual National Parks welcome Champions as new volunteers. In the Peak District 17 Mosaic Champions moved to become Peak District Mosaic Champions, part of the core service of Authority volunteers, and the Authority continued to support the group by providing training, clothing and equipment, small grants and advice.

CORPORATE OBJECTIVE 7

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) Our work is supported by at least 7,000 volunteer days annually and the proportion from our target groups increases or is maintained;	29. Number of volunteer days organised or supported by the Authority.	7,000+ annually	8,303	7,000+ annually
	30. The number of days attended by under-represented groups.	> 1,900 annually	2,039	> 1,900 annually
b) Over 90% of volunteers enjoy their experience and feel they have made a contribution to the national park.	31. Percentage of volunteers surveyed who enjoyed their experience.	establish baseline	100%	> 90%
	32. Percentage of volunteers surveyed who felt they had made a contribution to the national park.	establish baseline	100%	> 90%

Key actions for 2013/14:

Work to develop a business plan for Peak Park Conservation Volunteers (PPCV) is on-going. We will be co-ordinating corporate issues around volunteering, including annual review of policy, monitoring, new project ideas and their implementation (such as a volunteering website), and link this with the PPVC business plan. Staff involved in managing the trails will also be actively looking at ways of using volunteers.

The authority is developing an internship, based at the Longdendale Environmental Centre and has increased the proportion of its budget set aside to support volunteers.

CORPORATE OBJECTIVE 7

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

Case Study: Volunteers in the Learning and Discovery Team

Over the last year volunteers have become an integral part of the Learning and Discovery team, helping in many different ways from supporting delivery and making props to cataloguing photographs. They have joined the regular staff team on all training events, adding a new dimension and energy to the team. 2012/13 saw the introduction of a number of public events and family activity days which would not have been the success they were, or indeed possible to provide with the budget available, without the support of the volunteers. And all the volunteers enjoyed their experience.

In 2013/14 the team is adding to its offer for volunteers by establishing more formal internship opportunities; one working with Sheffield Hallam University and one longer term opportunity at the Longdendale Environmental Centre.

The Team will also increase its volunteers by advertising the offer more widely – lack of advertising has been a limiting factor in recruiting more volunteers. The new volunteering web page on the Authority's website is one example of the new approach.

The value of volunteering with the learning and Discovery team is best illustrated by looking at the words the volunteers wrote themselves to encourage other volunteers to join the team.

“Have you got some time to spare and a wish to make a difference? Why not join our team!”

“Our volunteers come from all walks of life and are all ages. They have one thing in common a love of the Peak District National Park and a wish to share this with others.”

“If you like being outdoors, or just like using your skills, learning new ones and meeting new people read on: We have a range of opportunities from working with our leaders delivering school visits and family learning activities, to helping develop props and managing our website and Facebook pages, as well as long term internships. We offer training opportunities and valuable experience that could add to your work profile.”



Volunteers helping at a residential activity

CORPORATE OBJECTIVE 8

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

Performance during 2012/13:

A wide range of activity took place, focusing on the Olympic legacy and further development of our cycling promotion as well as implementing our strategy for managing recreational motorised vehicles on unsealed routes and off road. However, mainly due to the weather over the year, the Olympics and the Queen's Jubilee celebrations, we fell short on a number of our targets. However, satisfaction with Authority recreation services remains at over 90%.

Plans were drawn up for the 24 priority unsealed routes in the Derbyshire part of the National Park and a further 12 priority routes were identified elsewhere in the Park. Consultations took place on the possibility of restricting motorised vehicles on 5 of the routes and decisions will be made during 2013. An experimental Traffic Regulation Order was introduced at Chapel Gate but was later overturned by the High Court; monitoring of the route continues. Additional resources have been committed to this area of work until the end of 2013 with the possibility of further funding dependent on the Authority's budget processes.

A Trails Management Plan for all the Authority trails was agreed with a wide stakeholder group, and an action plan begun. We were consulted on a number of partner plans and strategies such as Eastern Moors, Sheffield Moors, Active Derbyshire and South Yorkshire Green Infrastructure.

The Authority continued to promote cycling through continuation of the Pedal Peak District website, social media marketing, promoting events and providing accredited training for 6 staff to achieve the Cyclists' Touring Club (CTC) Trail Mountain Bike Leader Award. We held a Cycling Summit in February 2013 bringing a range of partners together to discuss how we make the Peak District the most 'cycle-accessible' national park in the world. A major funding bid to the Department for Transport for infrastructure development is being prepared by Derbyshire County Council, the Authority and partners. During the year, 22,568 people hired bikes from Authority cycle hire centres.

Our visitor centres recorded a footfall of 385,325, down on last year but spend per head increased by 14% to £1.31.

Spending on the rights of way network and open access land was comparable to that spent in previous years and the annual survey of rights of way showed that 91% were easy to use. Peak Horsepower continued to grow as a group and have developed the Kinder Loop which will be formally launched in June 2013. They are now working on a route in the White Peak.

We worked with Visit Peak District to deliver a successful walking festival and produce a new Active Peak guide. The Authority delivered 194 guided walks over the year and we supported Derbyshire Dales District Council to deliver health walks. To celebrate the start of National Park's Week in July, the Authority held an Activity Day at Castleton, with the National Trust and local art providers, to engage with people and help with events. A revised 'You're Welcome' guide for new visitors, disabled people and families was researched and will be reprinted this summer. 22% of users accessed our services by means other than the private car, down on last year but Peak Connections continues to provide information and leaflets to encourage sustainable travel.

CORPORATE OBJECTIVE 8

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) Management Plans for all high priority unsealed routes have been implemented From 2013/14: a) Action plans for all high priority unsealed routes are being implemented;*	33. Number of management plans for high priority unsealed routes in place and being followed. From 2013/14: 33. Number of specific route action plans in place and being delivered.*	24	24	24
b) we have increased awareness of opportunities for recreation in the national park;	34. Number of contacts through Authority recreational facilities/ activities (cycle hire, guided walks/ events, campsites).	≥ 43,000	32,363	≥ 43,000
c) We have increased opportunities for people to access recreational facilities using sustainable means;	35. Percentage of contacts who have used sustainable travel to recreational facilities.	35%	16%	35%
d) We have encouraged others to develop opportunities to experience the national park by bike, horse, on foot and on water;	36. Number of priority actions in the recreation strategy achieved or on target.	24 (100%)	22 (92%)	24
e) Over 90% of the users of our recreational facilities are satisfied with their experience;	37. Percentage of users of recreational facilities/ activities that are satisfied with their experience.	Baseline	93%	> 90%
f) We have widened participation to the services we offer to our target audiences;	38. Percentages of Authority customers using recreational facilities that are from our specific target audiences:			
	a) Children and young people (5-24 yrs)	49%	18%	Maintain Level
	b) Minority ethnic groups	5%	13%	
	c) People with a limiting long-term illness or disability	6%	3%	
	d) People from deprived target areas.	Baseline	3%	
g) At least 85% of our Rights of Way network continues to be easy to use.	39. Percentage of total length of footpaths and other rights of way that are easy to use by the general public even though they may not follow the exact definitive line.	> 85%	91%	> 85%

* updated since 2012/13 to reflect progress from writing management plans to implementing the action plans

CORPORATE OBJECTIVE 8

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

Key actions for 2013/14:

Working with Derbyshire County Council and other partners we are preparing a major funding bid to the Department for Transport for further cycling infrastructure development. Also in partnership, we are co-ordinating the first ever Peak District Cycling Festival in September.

We will be developing the idea of how visitors may 'give something back', for example to help cover the cost of clearing up after some of the large scale events or improving surfaces to withstand intense use. Draft guidelines for large scale events have been prepared and decision on the best visitor giving options will be made during 2013.

We will be developing our strategy for gateway and hub towns as a focus for accessing the national park. This is likely to be in partnership with other landowners and land managers.

CORPORATE OBJECTIVE 8

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

Case Study: Olympic Flame in Bakewell

Friday 29 June was a special day as the Olympic Flame was carried through the streets of Bakewell by five local torch bearers, on its way to its final destination at the start of London Olympics 2012. The flame had previously passed through Matlock, having been carried to the Heights of Abraham by cable car and travelled through Chatsworth Park before arriving in Bakewell. The whole day was one of only a few filmed live by BBC television, providing an excellent chance to showcase the Peak District.

As well as hosting the torch bearers, the Authority co-ordinated an event for the afternoon at Bakewell recreation ground to engage the many people, young and old, who were waiting for a glimpse of the torch bearers and the flame and help promote the wide range of activities available in the national park. Many authorities and organisations were involved, including local schools, art and community groups, local businesses and market traders, Derbyshire County Council, Derbyshire Dales District Council, police, and the Red Cross.

Rangers and staff volunteers helped control the crowds and ensured the event ran smoothly. A wonderful occasion was enjoyed by all, with a palpable sense of goodwill, community and interest.

Events included:

- Lady Manners School pupils parade
- Climbing wall
- Orienteering
- Ozbox (run by the police)
- Dance displays
- Golf driving
- Cricket taster sessions
- Horse riding display
- Nordic walking
- Music and art displays
- Bouncy castle



CORPORATE OBJECTIVE 9

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

Performance during 2012/13:

Overall we have made some good progress with individual projects such as Bakewell Visitor Centre, Environmental Quality Mark and sustainable transport, and a number of projects have been developing which should start to come to fruition during 2013.

During the year we supported the development of the tourism sector by collaborating with Visit Peak District on the development of a tourism strategy. Desk research was followed by a successful stakeholder event in January. Further stakeholder work and industry consultation is planned for summer 2013 to inform the development of a tourism strategy later in the year, a little later than originally planned.

We made progress on delivery of visitor elements of the Sustainable Transport Action Plan, in particular developing a cycle plan starting with the very well attended Cycle Summit in February. This has enabled the development of an ambitious bid to Department for Transport for funding to develop the cycling network. The review of Peak Connections commenced (including consultation with key stakeholders) and funding has been confirmed for 2013/14. Much research has been undertaken into a one stop shop website for sustainable travel information and we gained support of partners to explore this further.

A new Environmental Quality Mark (EQM) applicants support event attracted 11 potential new businesses. The EQM Award and Networking event made awards to 4 new tourism related businesses and two special awards - for 'Best Newcomer' and 'the award holder who contributed the most to EQM' in the last year.

Consultations are underway with High Peak Borough Council and Derbyshire Dales District Council on service level agreements with for Castleton and Bakewell Visitor Centres. The Peak District Brand Toolkit is due to be launched and revision of 'Walks Around' guide has progressed to include 'Walks Around Bakewell'. Installation of the Peak District Photographic Gallery at Bakewell Visitor Centre was completed and successfully launched in March.

CORPORATE OBJECTIVE 9

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) We have an updated strategy for Peak District wide Sustainable Tourism by March 2013 and have explored the possibility of securing the European Charter for Sustainable Tourism; a) (from 2013/14): We have an updated tourism strategy for the Peak District by March 2014, subject to key delivery partners being able to work to this timetable;*	40) Tourism Strategy updated by March 2013 (by March 2014)*	yes + interim strategy available in March	No	Strategy in Place March 2014
b) The number of Peak District tourism businesses participating in EQM has increased;	41) Number of Peak District tourism businesses participating in Environmental Quality Mark.	63	62	106 (cumulative by end 2014/15)
c) The visitor elements of the sustainable transport action plan are being delivered.	42) Percentage of Priority actions in the Sustainable Transport Action Plan met or on target that aim to: a) increase sustainable travel b) reduce the impact of transport infrastructure on the landscape	>90%	93%	>90%

*updated since 2012/13

Key actions for 2013/14:

The National Park Management Plan focus on Destination Pedal Peak has helped give impetus to new cycling tourism product development. Plans are underway for a cycling festival in September 2013; 48 events plus the launch have been organised and funding and support has been garnered from 14 organisations. The developmental work towards the tourism strategy will be completed and we will be exploring different mechanisms for encouraging visitors to contribute extra for the upkeep of the area through a visitor giving scheme.

CORPORATE OBJECTIVE 9

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

Case Study: Peak District Photography Gallery at Bakewell Visitor Centre

The gallery is a new joint business venture for the National Park Authority in order to generate income following changes in public sector funding. It builds on the centre's growing reputation for showcasing the work of the National Park's finest artists and craftspeople and the Authority will receive a share of profits from sales and was officially opened by the Duke of Devonshire on 16 March 2013.

The new, permanent display space has been created by the Peak District National Park Authority following a review of the use of the mezzanine floor space. The existing interpretation was installed during the last refurbishment in 2000 and was in need of replacing. Rather than provide a static display the idea was to provide an opportunity to interpret the National Park and provide a way of income generation for the centre. The fully accessible gallery has been laid out imaginatively to make the most of Bakewell visitor centre's upper floor space, with informal seating and an activity area for children. A programme of activities, events and 'guest' photographer displays is planned.

The gallery was set up with the help of a £1,500 grant from the Authority's Sustainable Development Fund and highlights the beauty of the area while also supporting a newly formed group of local professional landscape and wildlife photographers in selling their work. The fantastic images each tell a story about different aspects of the Peak District, providing visitors and residents with seasonal collections and perhaps helping them discover something new about the area from a different perspective.

The photographs may inspire visitors to visit some of the less well-known corners of the national park and find out more about its special qualities. It also allows visitors to purchase the pictures and take it home to enjoy and relive their memories.

The photographers are: Ian Daisley, Graham Dunn, Karen Frenkel, Chris Gilbert and Alex Hyde.



Photography Gallery at Bakewell Visitor Centre

CORPORATE OBJECTIVE 10

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

Performance during 2012/13:

Despite poor weather and competing activities, there have been almost 892,000 focused learning opportunities with members of the public; and 64% of those from an under-represented or new audience group. 81% of those engaged in a learning activity felt that their understanding of the special qualities of the National Park had increased as a result of their experience, exceeding our expectations. This year also saw the establishment of The Peak District Interpretation Partnership, which is led and facilitated by the National Park Authority.

We improved our program of educational activity, resulting in an 82% increase in contacts over the previous year. Changes included: a formalised approach to education delivery in Macclesfield Forest; further development of the Peak District Award; increased contact with primary and secondary schools; and recruitment of highly motivated and trained casual education staff.

During 2012/13 we delivered a series of 'drop-in' events, designed to engage visitors more deeply in the special qualities of the National Park. A series of events were delivered, on behalf of Seven Trent Water, at Tittesworth Reservoir and the Upper Derwent on the theme 'Water from Wild Places'.

Through better promotion and increased use of social media the Authority's website was viewed almost 31,000 times more during 2012/2013 than in the previous year. There was a staggering 169% increase in the number of people accessing the website from a mobile device, with over 30% of mobile visits occurring at the weekend. This opens a wealth of new outreach opportunities with the added knowledge of what information is most searched for.

The Jubilee celebrations, Olympic Games and prolonged bouts of poor weather led to a decrease in footfall of over 10% through the National Park Authority's Visitor Centres. Nevertheless, the four centres generated 0.7% more income than during the previous year. During National Parks' Week we coordinated 'Winning Landscapes' through our visitor centres, in partnership. This was the first event of its kind and provided the Peak District National Park including the Peak District Award, local artists and moorland fire fighting, with over 1,000 visitors a day having access to the event.

Our guided walks, events and activities programme was updated during the year to reflect reduced capacity and our understanding of more popular activities. Guided walks continue to be enjoyed by the public while the Peregrine Watch initiative made contact with 4,000 people in April, May and June.

The Authority is involved in a number of long-standing partnerships with outreach, learning and engagement at their core. High profile examples include Moors for the Future and the South West Peak Education and Community Outreach Partnership, both of which deliver projects that engage people in the Peak District National Park. A number of long standing location based partnerships ensure that the Authority works with three water companies to jointly fund staff. Staff, usually rangers are based within the Authority's Area Teams and carry out a wide range of duties including the provision of learning opportunities, outreach work and engagement.

The Peak District Interpretation Partnership, led and facilitated by the National Park Authority was established and the inaugural event in October was attended by 11 partners. The newly established partnership aims to unite organisations to pursue funding for major projects and in 2013 the group is set to kick-off with a park wide project promoting better understanding of water.

CORPORATE OBJECTIVE 10

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) We continue to provide a similar number of learning opportunities and more target audiences take part in the activities;	43. Number of contacts through learning opportunities provided by the Authority:			
	a) Information (visitor centres)	435,008	385,325	Maintain level
	b) Face to face (guided walks/ education)	13,618	24,871	Maintain level
	c) Participation and engagement	5,374	8,344	Maintain level
	d) Website.	442,593	473,365	Maintain level
	44. Percentages of Authority customers on learning activities who are from specific target audiences.	> 30%	64%	Increase proportion year on year.
b) We maintain the proportion of users of our learning and understanding services that have an increased understanding of the national park;	45. Percentage of customers on Authority learning activities that believe their understanding of what is special about the National Park has increased.	74%	81%	Maintain levels annually
c) We are involved in an increased number of formal partnerships that aim to reach new audiences and increase understanding.	46. Number of formal partnerships aimed at promoting understanding.	1	1	2 (cumulative)

Key actions for 2013/14:

The review of the Working with People and Communities Strategy will be completed this year, providing an opportunity for us to work from a better, more informed position. At least two funding applications will be made to the Heritage Lottery Fund: a community interpretation project focussing on how the National Park landscape was affected by World War One and a second looking to take the Peak District Award to a larger audience. Engaging young people through countryside apprenticeships is also a focus for the coming year.

We will develop our partnerships with Manchester City Council and a cross cutting strategic level group concerned with outreach, education and health. We will deliver two projects on behalf of Natural England, five family event days to promote awareness of the Park's National Nature Reserves, and a 'Biodiversity for Beginners' day for schools in partnership with Natural England's Derbyshire Dales National Nature Reserve (NNR) education & outreach team. We will be reviewing our partnership with the South West Peak Education and Community Outreach Partnership which delivers the Stoke-on-Trent focused Stepping Stones to Nature project, which draws to a close in December 2013.

CORPORATE OBJECTIVE 10

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

Case Study: Peregrine Watch at The Roaches Estate

In 2008 a pair of Peregrine Falcons nested for the first time on the Roaches Estate, home to some of the most popular climbing crags in the UK. The nest, close to the infamous 'Black and Tan' route, overlooks a busy and well used public right of way. In partnership with Natural England and the British Mountaineering Council, a section of the climbing crags were closed; the Peregrine Falcon is a category one protected species as per the Wildlife and Countryside Act 1981. The Authority's Southern Area team responded by organising 'Peregrine Watch', an outreach and information service staffed by volunteers based at our Marsh Farm ranger station. Peregrine Watch had two key objectives; firstly to offer information to climbers on where to climb and secondly to promote understanding of the birds amongst the public.

Peregrine Watch has continued to grow and evolve organically as the birds continued to return to the Roaches Estate each year. In 2012 volunteer rangers counted over 4,000 contacts made with members of the public. Telescopes and binoculars are available to help the public view these iconic birds and when the birds aren't visible, volunteers are ready to help with a range of interpretative materials. In 2012 the Marsh Farm volunteer ranger team was chosen as one of five finalists in the ANPA UK National Park's Volunteer Awards.

Peregrine Watch has created a sense of ownership amongst the general public, with an informal network of individuals visiting the Roaches Estate repeatedly to ensure the ongoing safety of the birds. This year Peregrine Watch has helped to cement the Authority's partnership with Staffordshire Wildlife Trust, as volunteers from both organisations are working together to ensure that the operational management of the estate is reflected through good outreach practice. Peregrine Watch has engaged thousands of people and helped them to understand more about both these enigmatic birds and the wider management and conservation of the National Park. Not to mention supporting the birds to raise eleven chicks in four years!



Peregrine falcon at the Roaches



Members of the public peregrine watching at the Roaches

CORPORATE OBJECTIVE 11

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

Performance during 2012/13:

Overall, performance is good and, despite budget savings and cuts across the Authority. However, we fell short of our target of staff feeling valued.

Members approved our progressive strategic approach 'Moving Forward in a Time of Change' which has led to new leadership arrangements for the planning and operational work of the Authority. A strategic review of the Authority's property portfolio, including a value for money assessment, has started, as has a review of the asset management plan. Marketing expertise has been brought into the organisation to support our enterprise + programme; our approach to becoming more entrepreneurial in an environmentally sustainable way.

The proposals for balancing the budget in 2013/14 and the allocation of funding to priority areas were also approved by Members and we have started a baseline budget review to inform our budget planning beyond 2014/15.

We completed the customer service relationships improvement project with the attainment of the customer service excellence standard and we are in the process of putting in place an updated Equality Policy and identifying corporate equalities objectives.

The project to improve staff engagement resulted in successful Investors in People (IIP) reassessment. Some initiatives that were well received by staff included: staff road shows; implementing ways to improve access to learning and development; and a workshop and action planning for managers on how to better engage with their staff. We did not achieve our target of 65% of staff feeling valued in the staff survey and have recognised a number of improvements that need to be made as well as areas we need to understand further. We have started a development programme for our new leadership team and are planning focus groups to identify, with staff, which key actions will impact most on them feeling valued.

Our programme of efficiency improvements continued: improved capacity and resilience of the Wider Area Network; a new HR system with 'employee self-service'; an upgrade of the finance system; wider use of electronic mapping; changes to committee processes; providing a Health and Safety service to Northumberland and South Downs National Park Authorities.

A new Members' Code of Conduct was adopted and procedures for dealing with complaints alleging breaches of the Code were implemented.

The new National Park Management Plan (NPMP) delivery partnership and Advisory Group was set up and good progress made (as confirmed at the first annual report from the Advisory Group presented to the Authority by the new Independent Chair), establishing a strong focus on delivery against the 5 'signatures' representing key aspects of the NPMP: an environment open for business; destination pedal peak district; better, bigger and more joined up; community led planning and inspiring generations – see more at: <http://www.peakdistrict.gov.uk/microsites/npmp/achieving-our-vision/signatures>.

CORPORATE OBJECTIVE 11

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) We have achieved the Customer Service Excellence Award; a) (from 2013/14): We renew our Customer Service Excellence certification;*	47. To have completed assessment and achieved the Customer Service Excellence Award. 47. (from 2013/14): We have shown progress against all 9 actions to the satisfaction of the external assessor.*	Yes	Yes	Yes
b) we have improved staff engagement in all of our work and maintained our Investors in People accreditation; b) (from 2013/14): we maintain our 'Investors in People' award;	48. Percentage of staff who feel valued by the Authority	65%	52%	(2014/15) 58%*
c) we have received an unqualified opinion from our external auditors on our financial statements and governance arrangements;	49. Unqualified reports from external auditors on Financial statements (including Annual Governance Statement).	Yes	Yes	Yes
	50. Unqualified reports from external auditors on Value for Money.	Yes	Yes	Yes
d) New signature programmes (from the NPMP) are making progress with delivery through the effective working of the wider delivery partnership*.	51. (from 2013/14) Qualitative report on progress against signature programmes.*	-	-	Qualitative report

* updated since 2012/13

Key actions for 2013/14:

Key actions include renewing our Customer Service Excellence certification and our Investors in People accreditation, as well as continuing to receive unqualified opinions from audit. We will be working with our wider delivery partnership to deliver the 5 signature programmes from the National Park Management Plan.

CORPORATE OBJECTIVE 11

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

Case Study: National Park Management Plan Partnership for Progress First Annual Update

Our new 5 year management plan for the Peak District National Park was launched last May and covers the period up to March 2017. The plan is a micro site and can be found at the following address:

<http://www.peakdistrict.gov.uk/npmp>

The many separate delivery actions have been clustered into 5 broad 'signatures' to help communicate what is new and different about this management plan, agreed by all partners at the first annual delivery partnership in October and authorised by the National Park Authority in December 2012.

The following 5 signatures have been agreed by key partners for the first years of the management plan. These may be reviewed in subsequent years.

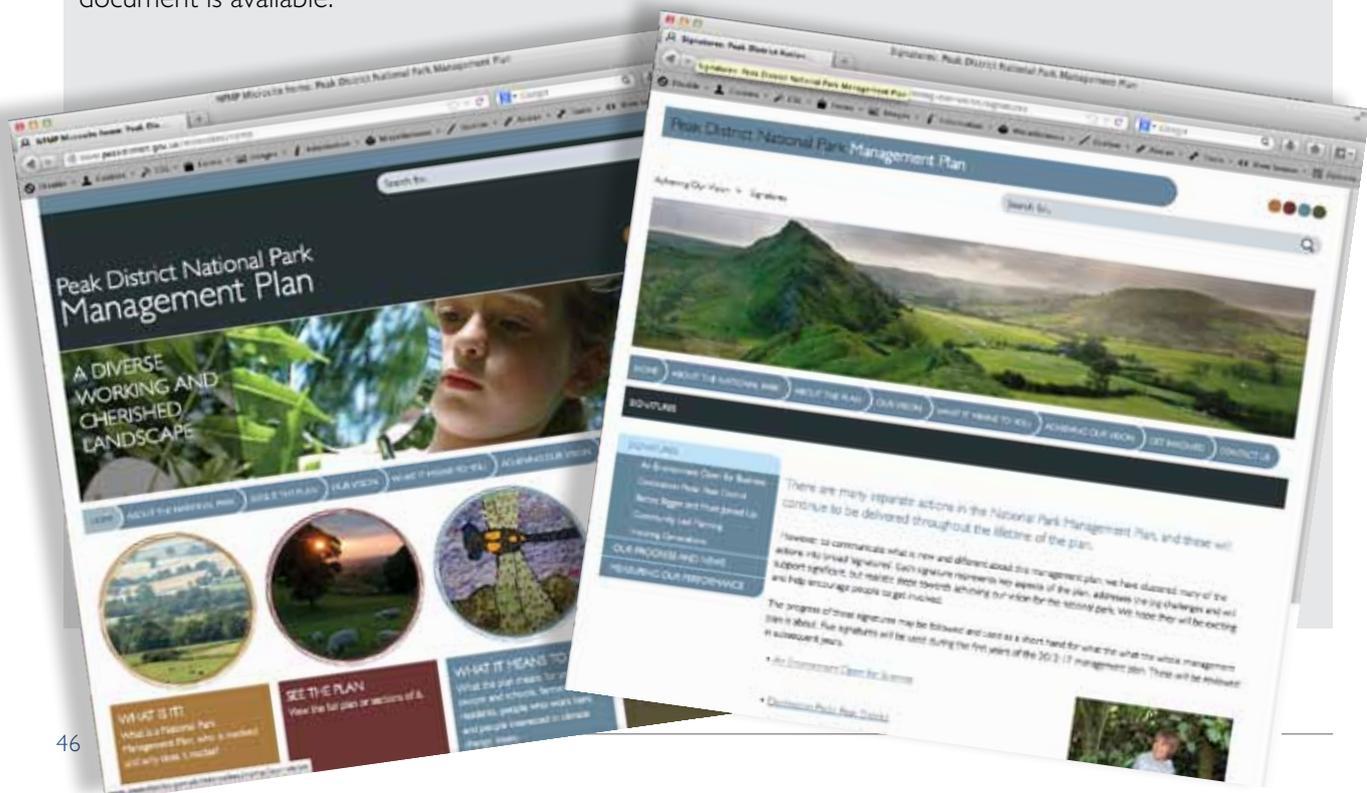
- An Environment Open for Business
- Destination Pedal Peak District
- Better, Bigger and More Joined Up
- Community Led Planning
- Inspiring Generations

Each signature represents key aspects of the plan, addresses the big challenges we are facing, and will support significant but realistic steps towards achieving our vision for the national park. The progress of the signatures can be followed as a short hand for what the whole management plan is about. For more information on these 5 signatures visit:

<http://www.peakdistrict.gov.uk/microsites/npmp/achieving-our-vision/signatures>

We hope the signatures will be exciting and encourage people to get involved.

The National Park Management Plan (2012 – 2017) will always be primarily web based, but a short summary document is available.



CORPORATE OBJECTIVE 12

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

Performance during 2012/13:

We have agreed a set of principles for the work which has given an impetus to the Authority in developing an entrepreneurial focus. Much of the work during the year was developmental; however, we also achieved increased income generation in key areas, especially visitor centres and car parks. The organisation has been restructured to focus effort in key delivery areas, with the creation of the new Assistant Director of Field Services and Enterprise which will lead across the organisation on commercialisation and at the same time lead the main trading and customer-facing areas of our work.

Our visitor centres have been upgraded with a view to improved commercialisation, including installing a new photographic art gallery into Bakewell Visitor Centre, an example of a public/ private partnership. The gallery features the work of 5 professional landscape photographers, giving them a prominent showcase and reducing the risks to the Authority. The cost model for our cycle hire service and car parks has been reviewed and a new marketing plan is being put in place for cycling. The Conservation Volunteer Service was also reviewed to find a more efficient way of delivering the service and the resulting business plan is being developed.

Funding was allocated to 4 developmental projects with potential commercial opportunities through our 'Dragons' Den' project which gathered business ideas from staff and subjected them to scrutiny by senior staff with project experience. Examples are a branded cycle jersey; a directory of local specialist contractors; in house skill development – marketing skills mentoring, social media training and commercial skills training and a staff road show with a focus on commercial opportunities; and harnessing a fresh water spring.

Whilst the current Asset Management Plan has not yet been updated, a number of projects are progressing or completed including the installation of the Aldern House biomass boiler; a start on identifying improvements to other operational properties; and a review of the opportunities for Authority owned trails with the appointment of external contractors to do this. Recreational facilities are being redeveloped in a way appropriate to their location but with an enhanced eye on realising more value from these assets, such as the campsites at North Lees and Brosterfield.

CORPORATE OBJECTIVE 12

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

Success Factors	Indicators	Target 2012/13	Outturn 2012/13	Target 2013/14
a) We have agreed a set of principles that govern this work; (from 2013/14): delete. Work completed*	51) Development of approach to income generation	Remit and principles operational	Complete	Completed
b) Achieve 15% increased income generation from wider market activities by the end of 2014/15 from the baseline at the end of 2011/12 (reviewed annually);*	52) Percentage equivalent annual value of savings from the baseline budget	15%	Awaiting outturn	
c) We have developed and implemented the Asset Management Plan to reflect the changing priorities of the National Park. c) The Asset Management Plan has been reviewed (by March 2014) to reflect the changing priorities of the National Park and implementation has begun.*	53) Development of a new Asset Management Strategy	Strategy in place	Strategy not in place	Strategy in place

* updated since 2012/13

Key actions for 2013/14:

Development of the 4 potential commercial projects will continue and further ideas will be sought and funded. The review of the Asset Management Plan will be completed.

FINANCIAL OVERVIEW

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

- National Park Grant from the Department for Environment, Food and Rural Affairs (Defra)
- Other government grants where available
- Income generation from sales and charges for our services
- Additional funds from grant bodies 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 6). The financial information covers four years:

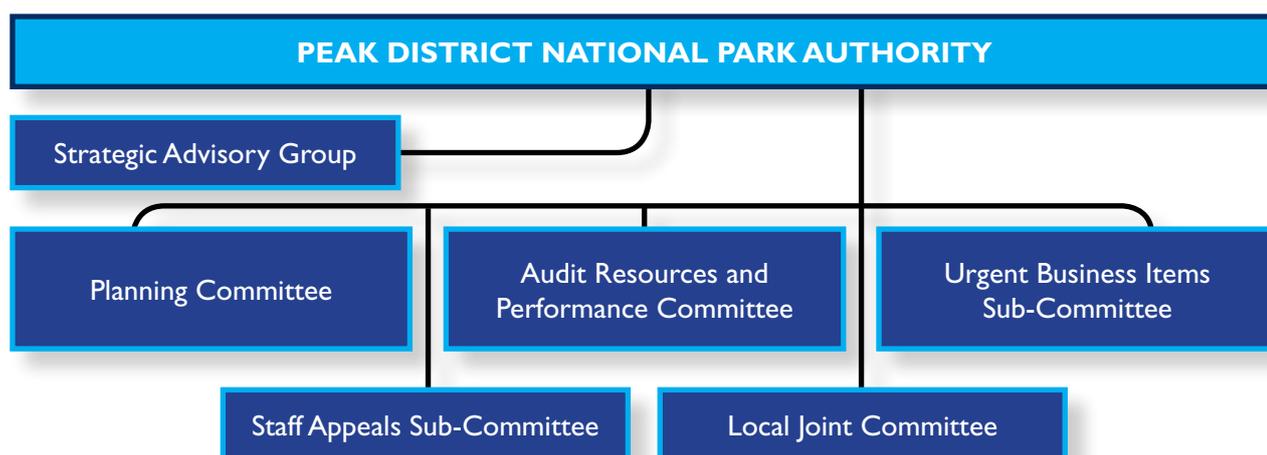
- Resources used in 2011/12 and 2012/13
- Our budgeted expenditure and income for 2013/14 and 2014/15

Defra have given preliminary indications of allocations of National Park Grant covering a four year period up to 2014/15, and these allocations show a reduction over that period of 31% in real terms, and our financial planning is taking account of these significant reductions.

In 2012/13 our total grant aid and external income other than National Park Grant was £5.26m.

We continue to be prudent in our approach to financing capital expenditure from our borrowing powers, setting an overall borrowing limit of £2.2m up to 2015/16 (the financing costs of which will be about 2.8% of overall net income); this limit has been increased from previous years to allow some headroom for capital investments in assets which may be able to generate continuing revenue income to support our purposes. We have approved a capital strategy which assesses our need for capital expenditure on assets over a 10-20 year period, informed by our work on the Asset Management Plan and our need to ensure that the Authority's asset base is financially sustainable. The availability of borrowing enables us to manage our long term assets more cost effectively, based on the principles of sound investment, rather than the in-year constraints caused by financing capital wholly from the revenue budget.

I: Committee Structure



Annex 2: Staff Posts At 31 March 2013

The new organisational structure from 1 April is shown in Annex 3. The figures below are grouped in accordance with the old structure.

Established Posts - Number of staff

	Full-time	Job Share	Part-time	Seasonal	Fixed Term + Temporary	Casual	Total
Management Team	3	-	1	-	-	-	4
Chief Executive's Unit	20	4	20	-	7	35	86
Development Planning	17	1	5	-	4	-	27
Corporate Resources	24	8	18	-	7	-	57
Operations	46	10	52	8	22	201	339
Totals	110	23	96	8	40	236	513

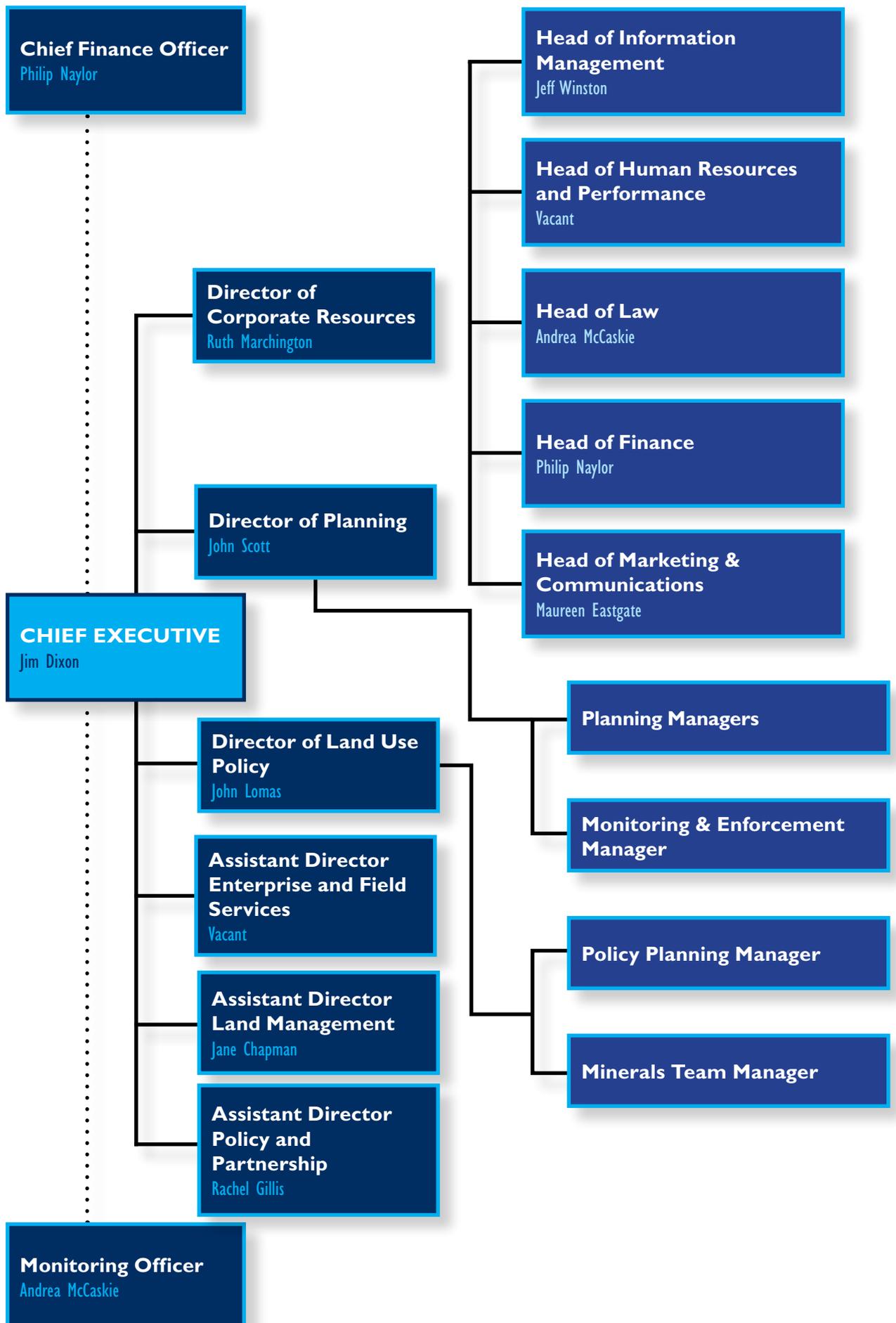
Established Posts Filled - Whole Time Equivalents

	Full-time	Job Share	Part-time	Seasonal	Fixed Term + Temporary	Casual	Total
Management Team	3	-	0.5	-	-	-	3.5
Chief Executive's Unit	20	2	11.9	-	4.6	0.6	39.1
Development Planning	17	1	2.7	-	3.6	-	24.3
Corporate Resources	24	4	10.5	-	4.1	-	42.6
Operations	46	5	23.1	7.5	18.9	-	100.5
Totals	110	12	48.7	7.5	31.2	0.6	210

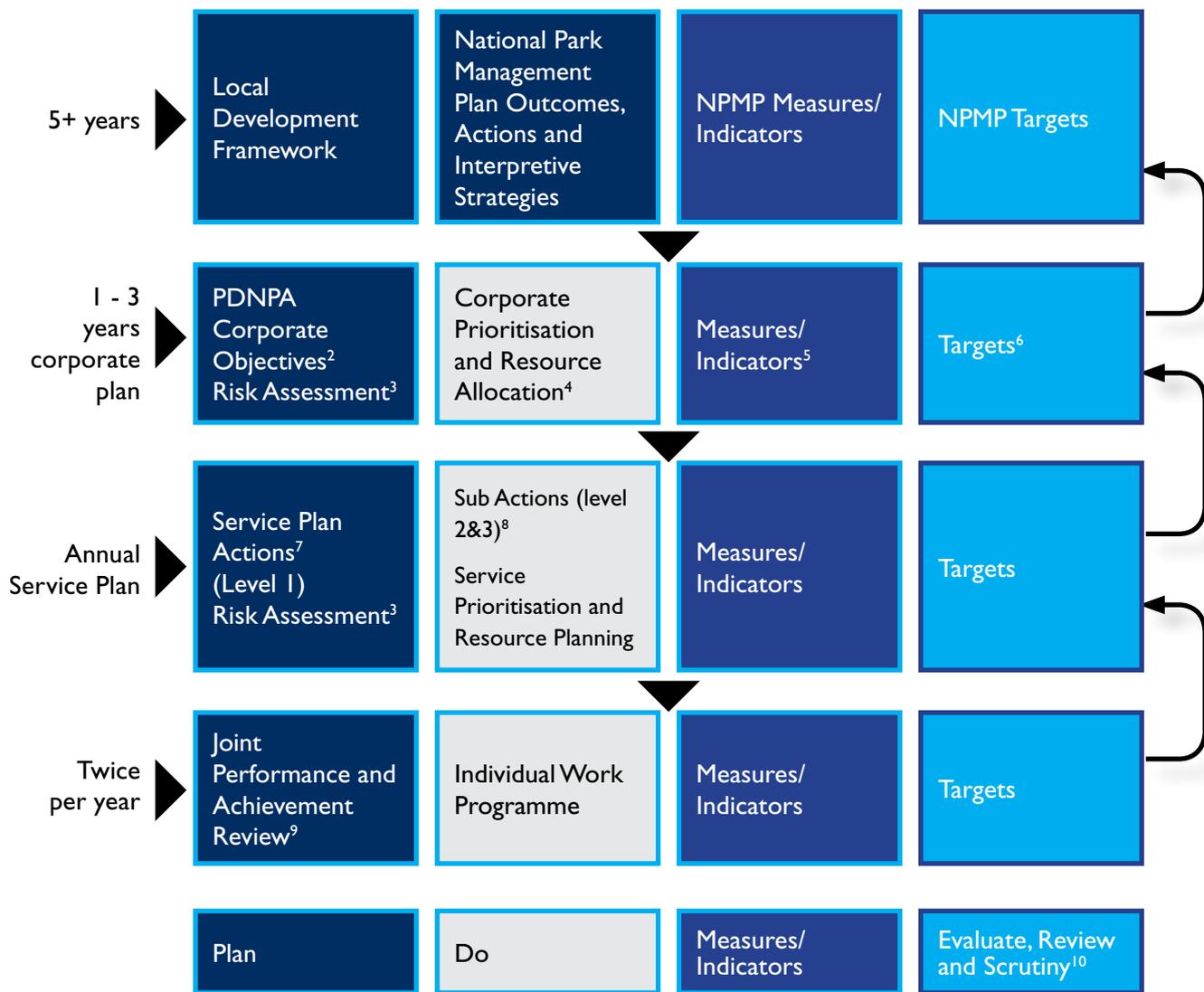
Equalities information

To reflect the requirements of the Equalities Act 2012 to publish workforce statistics, our employment profile is 51% female, 49% male, 1.8% consider themselves to be disabled and 0% are from an ethnic minority. In terms of age profile, 1.2% are 70+ with the majority of staff (72.4%) falling in the 40 – 69 age group. 19.7% are between 30 – 39 and only 6.7% are 20 – 29. No employees are under 20 years old.

3: Organisational Structure



4: Performance Management Framework



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

5: Corporate Risk Register 2013/14

Impact	High	Green	Green	Low	Likelihood
	Med	Green	Green	Med	
	Amber	Amber	Green	High	
	Amber	Amber	Amber		
	Amber	Amber	Amber		
	Red	Amber	Amber		

Corp Obj.	Risk Description	Existing controls	Risk rating before mitigation	Additional mitigating action	Risk rating with mitigating action L x I (expressed as Green, Amber or Red)					Lead officer	How monitor/ Indicator	How monitor/ Indicator
					Start	Q1	Q2	Q3	Q4			
I	I. Failure to have in place Moors for the Future Business Plan for the next 10 years and to be resourced.	a) Commitment from Authority and partners	Impact Medium Likelihood Medium Amber	a) Programme of meetings planned led by Chief Exec b) Business Plan development	Impact	Medium				b) Aug 13	JC	Through RMT and report to ARP
					Amber	Medium						
					Rating							

5: Corporate Risk Register 2013/14

Corp Obj.	Risk Description	Existing controls	Risk rating before mitigation	Additional mitigating action	Risk rating with mitigating action L x (expressed as Green, Amber or Red)					Time frame of action	Lead officer	How monitor/ Indicator
					Start	Q1	Q2	Q3	Q4			
2	2. Lower take up of agri-environment schemes due to uncertainty with regard to CAP reform and transitional arrangements, with considerable impact on National Park purposes.	a) Protected staff resource and budget b) Continued one to one negotiations with farmers and landowners c) Agreed joint prioritisation of cases with NE	Impact High Likelihood Medium Amber	a) Retain staff resources b) National influencing role	Impact	High				a&b) Mar 2014	JC	Through quarterly performance outturn
3	3. Failure to obtain ownership by Members and others of planning policies (in recognition of change of membership & development of policies, nationally & locally, over time)	a) Planning training for members b) Workshops with stakeholders	Impact High Likelihood Medium Amber	a) Consider outcome of Annual Monitoring Report b) Implement actions within Planning Service action plan	Impact	High				a&b) Mar 2014	JRS	Through planning and appeal decisions and AMR
8	4. Failure to succeed with bid for the Cycling Project.	a) Assistant Director leading bid b) Bid approved by DCC – accountable body	Impact Low Likelihood Medium Green		Impact	Low				Jun 13	RG	Through service plan

5: Corporate Risk Register 2013/14

Corp Obj.	Risk Description	Existing controls	Risk rating before mitigation	Additional mitigating action	Risk rating with mitigating action L x I (expressed as Green, Amber or Red)						Time frame of action	Lead officer	How monitor/ Indicator
					Start	Q1	Q2	Q3	Q4	Impact			
8	5. Failure to maximise the opportunities for the Peak District of the Tour de France.	a) Internal Working Group (set up mid-May) b) Identification of internal roles in relation to the TdF project structure	Impact Low Likelihood Medium Green								July 14 and beyond for a period for opportunities to be realised	RG	Through internal project group
8	6. Failure to meet public expectations on vehicular access.	a) Policy in place b) Resources in place c) Consultative forums organised	Impact: medium Likelihood: Low Green	a) Reconsider resources as part of budget planning							a) Autumn 2013	JBD (Assistant director when in post)	Through RMT

5: Corporate Risk Register 2013/14

Corp Obj.	Risk Description	Existing controls	Risk rating before mitigation	Additional mitigating action	Risk rating with mitigating action L x I (expressed as Green, Amber or Red)					Time frame of action	Lead officer	How monitor/ Indicator
					Start	Q1	Q2	Q3	Q4			
11	7. Failure to obtain internal and external ownership for the impact of the budget cuts for medium and longer term planning.	a) Budget planning b) Staff engagement c) Stakeholder communication and engagement	Impact High Likelihood Medium Amber	a) Continuing with staff engagement b) Communication plans for specific areas of reduction-appropriate HOS working with the Head of Communications & Marketing c) External consultation	Impact High					Mar 2014	RMM	Through Resource Management Team. Feedback from staff, members, stakeholders and the public.

Corp Obj.	Risk Description	Existing controls	Risk rating before mitigation	Additional mitigating action	Risk rating with mitigating action L x I (expressed as Green, Amber or Red)					Time frame of action	Lead officer	How monitor/ Indicator
					Start	Q1	Q2	Q3	Q4			
11	8. Failure to deliver on high risk areas in the budget schedule for 2014/15.	a) Financial contingency in place b) Reprioritised senior management capacity to progress work c) External contracts let to address areas	Impact Medium Likelihood Medium Amber	a) Reports requested from managers in key areas	Impact Medium					Mar 2014	RMM	Through Resource Management Team

5: Corporate Risk Register 2013/14

Corp Obj.	Risk Description	Existing controls	Risk rating before mitigation	Additional mitigating action	Risk rating with mitigating action L x I (expressed as Green, Amber or Red)					Time frame of action	Lead officer	How monitor/ Indicator
					Start	Q1	Q2	Q3	Q4			
12	9. Failure to meet income targets to meet commercialisation targets.	a) Baseline budget work. b) Working with partners c) New senior management structure with Assistant Director to lead area of work	Impact High Likelihood Medium Amber							Mar 2014	JBD	Through Resource Management Team
			Impact Likelihood Rating	High Medium Amber								

Corp Obj.	Risk Description	Existing controls	Risk rating before mitigation	Additional mitigating action	Risk rating with mitigating action L x I (expressed as Green, Amber or Red)					Time frame of action	Lead officer	How monitor/ Indicator
					Start	Q1	Q2	Q3	Q4			
12	10. Failure to obtain ownership of the Strategic Property Review outcomes.	a) Led by Chief Executive	Impact High Likelihood Medium Amber							Sept 2013	JBD	
			Impact Likelihood Rating	High Medium Amber								

6: Financial Statement

Expenditure £,000	2011/12 Outturn	2012/13 Previous Year	2013/14 Current Year	2014/15 Future Year
A. Conservation of the Natural Environment	5,260	5,015	4,950	4,550
B. Conservation of the Cultural Heritage	410	439	420	380
C. Recreation Mgt & Transport	2,285	2,514	2,350	2,311
D. Promoting Understanding	1,544	1,634	1,550	1,600
F. Rangers Estates and Volunteers	754	801	740	700
G. Development Control	1,431	1,461	1,450	1,400
H. Forward Planning	1,236	821	900	950
I. Corporate and Democratic Core	554	541	530	500
Total Gross Expenditure	13,474	13,226	12,890	12,391
Income – sales fees and charges	(1,752)	(1,656)	(1,750)	(2,050)
Income – grants	(4,359)	(3,562)	(3,524)	(3,200)
Total Net Expenditure	7,363	8,008	7,616	7,141
Capital adjustment	(359)	(193)	(265)	(250)
Funding Requirement	7,004	7,815	7,351	6,891
Funded by:-				
Baseline National Park Grant (NPG)	7,663	7,664	6,961	6,376
Local Authority Levy	0	0	0	0
Net Interest	(5)	(9)	(10)	15
Use of Reserves - (to) from	(654)	160	400	500
Recharged Support Costs	1,611	1,971	1,700	1,500
Capital Expenditure	108	1,194	550	400

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

7: Cross park comparison table 2013/14

English National Park performance and contextual indicators 2012/13		
Indicator	PDNPA outturn	PDNPA relative performance
Conservation of Cultural Heritage		
CH 1. a): Number of conservation areas.	109	
CH 1. b): Percentage of conservation areas with up-to-date character appraisals.	19%	
CH 2. a) Number of Listed Buildings 'at risk' conserved during the year.	11	
CH2. b) Percentage of Listed Buildings 'at risk' conserved during the year.	6%	
CTX2. a) Number of Listed Buildings	49,919	1,907*
CTX2. b) Number of Listed Buildings "at risk"	170	57*
CH 3. a) Number of scheduled monuments 'at high or medium risk' conserved during the year	0	
CH 3. b) Percentage of scheduled monuments 'at high or medium risk' conserved during the year.	0	
CTX 3. a) Number of Scheduled Monuments	469	440*
CTX 3. b) Number of Scheduled Monuments "at risk".	85	130*
Conservation of Natural Environment		
NE 1. a) Percentage of SSSI Land in 'favourable or recovering' condition in NPA management	100%	
NE 1. b) Percentage of SSSI Land in 'favourable or recovering' condition in the National Park as a whole	98%	
CTX 1. a) Area of SSSI Land in the National Park (ha)	49,919	29,759*
CTX 1. b) Area of SSSI in NPA management (ha)	4,904	2,116*
Corporate and Democratic		
CD 1. Number of working days/shifts lost due to sickness absence per FTE	4.6	
CD 2. Member participation in attending committees	80%	
CD 3. Percentage change in annual greenhouse gas emissions from National Park Authority operations	4.60%	
CTX 7. Total greenhouse gas emissions (tonnes)	854	264
Development Control		
DC 1. a) major applications determined within 13 weeks	0%	
DC 1. b) minor applications determined within 8 weeks	51%	
DC 1. c) other applications determined within 8 weeks	72%	
CTX 6. Number of Planning Applications received	684	964*
Promoting Understanding		
PU 1. Percentage of users satisfied with 'promoting understanding' services (for each individual service)		

7: Cross park comparison table 2013/14

English National Park performance and contextual indicators 2012/13		
Indicator	PDNPA outturn	PDNPA relative performance
a) National Park Centres	95%	
b) Events	94%	
c) Education	72%	
d) Website	-	-
PU 2. Percentage of users whose learning increased about the National Park as a result of using 'promoting understanding' services		
a) National Park Centres	78%	
b) Events	85%	
c) Education	88%	
d) Website	-	-
PU 3. Percentage of Users of 'promoting understanding' services from under-represented groups		
a) National Park Centres	36%	
b) Events	14%	
c) Education	97%	
d) Website	-	-
CTX 5. Number of users of "promoting understanding" services	891,905	595,373*
Recreation Management		
RM 1. Percentage of the total length of footpaths and other rights of way that were easy to use by the general public (even though they may not follow the exact definitive line).	91%	
RM 2. Percentage of total length of footpaths and other rights of way, that were easy to use by the general public; and follow the exact definitive line.	85%	
CTX 4. Total length of footpaths and other Rights of Way (km)	2,412	1,453*
RM 3. a) Total number of volunteer days organised or supported by the NPA	8,303	
RM 3. b) Number of those days attended by 'under represented' groups	2,039	

KEY

	Top Quartile
	Mid Quartiles
	Bottom Quartile
*	All Park Average
**	Insufficient data

Appointed by Local Authorities



Clr Tony Favell (Chair)
High Peak
Borough Council



Clr Barbara Beeley
Oldham
Borough Council



Clr Peter Rippon
Sheffield
City Council



Clr Nicola Turner
Kirklees Borough
Council



Clr David Chapman
Derbyshire Dales
District Council



Clr Godfrey Claff
High Peak
Borough Council



Clr Chris Furness
Derbyshire Dales
District Council



Clr Norma Hawkins
Staffordshire Moorlands
District Council



Clr Gill Heath
Staffordshire
County Council



Clr Harold Laws
North East Derbyshire
District Council



Clr Andy Botham
Derbyshire
County Council



Clr Hilda Gaddum
Cheshire East
Council



Clr Ellie Wilcox
Derbyshire
County Council



Clr Judith Twigg
Derbyshire
County Council



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



Clr Doug Birkinshaw
Barnsley Metropolitan
Borough Council

Appointed by the Secretary of State for the Environment



Paul Ancell



Pauline Beswick



**Frances Beatty
MBE**



Suzanne Leckie



**Geoff Nickolds
(Deputy Chair)**



Robert Helliwell



Christopher Pennell

Parish Representatives Appointed by the Secretary of State for the Environment



Clr Chris Carr



Clr Andrew McCloy



Clr Kath Potter



Clr Peter Harrison



Clr Lesley Roberts



Zahid Hamid

