

Caring for a living landscape



Performance and Business Plan 2010-2011

Peak District National Park Authority Performance and Business Plan 2010/11

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Holder of the Council of Europe Diploma

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Foreword by the Chair of the Authority

I am delighted that once again this Business Plan records outstanding achievements and sets out a great ambition for the future. The Peak District National Park is important to the nation and to the many people who live and work in it. People expect this Authority to work as hard and effectively as it can. In the future, no doubt, both the Authority and its key partners and communities will have to work more closely to achieve even more for less money. This is a challenge that we are ready for.

In 2009 we added further high quality strategies to guide the most important work that we do, especially on Landscape and Recreation. For all our core areas of work, from cultural heritage to people and communities, we have a strong, up-to-date and evidence-based approach to our work. In preparing our new strategies we have worked with partners and sought to follow and lead national best-practice. These important documents set the foundations for our very practical work for the future. In the coming year, we will submit for inspection the Core Strategy of the Local Development Framework and also begin the 5 yearly review of the National Park Management Plan.

I am delighted that almost all of the important wildlife sites are in favourable or recovering condition, a huge improvement achieved in just 6 years. However, with the challenges of climate change and uncertainty for farming, now is the time to take stock of these targets. We must also achieve more for some of our threatened species such as curlew, snipe, lapwing and crayfish.

I was delighted to see the close working by our officers on the exceptional quality restoration of Chatsworth House at first hand recently and, with the Duke of Devonshire, to have launched the important archaeological survey of the Chatsworth parklands. Across the rest of the National Park, I am pleased we are working to restore farm buildings and have helped many businesses reduce their own impact on the environment. And, it has been an uplifting experience to watch the practical work to restore Calver Weir, a fantastic community achievement, supported by a £1.244m Heritage Lottery Grant.

Under the Authority's leadership, Moors for Future continues to engage an effective and enduring partnership of all who cherish our moorlands. We embark this year on the next round of ambitious projects. These achievements are testament to great leadership, strong partnership and a dedicated group of staff.

After much uncertainty and a difficult time, I am heartened that we now have a more sympathetic legal judgement on the quarrying permission at Longstone Edge. Over the next few years, we will work towards achieving a solution to offer permanent protection from this threat to the landscape.

We continue to provide exceptional standards to our visitors across a wide range of services. This year we are also investing £2.25m to improve the quality of cycling, especially by introducing a wider audience to cycling through Pedal Peak District and also in opening what will be an iconic and sustainable new cycleway between Buxton station and the heart of the National Park at Bakewell.

We continue to listen to the local communities and I have learned much from our visits, meeting people on their own terms. And our Residents Survey and Action Plan puts this work on a firm footing. Central to our relationship with the community is the provision of affordable housing. I was delighted to join with the Leaders of Derbyshire Dales District and High Peak Borough Councils in agreeing one of the first Rural Housing Investment Plans. I hope that this will provide the basis for further delivery of affordable housing in many of our villages and towns.

In everything that we do it is the commitment of staff, volunteers, members, communities and partners that makes the difference. I am delighted that the Authority has achieved the Investors in People award and that we have been able to demonstrate a further 3.5% efficiency savings on top of similar levels in previous year. We are on track with our demanding CO₂ reduction target of 26% by the end of this year.

We are planning carefully for the future. Whilst I expect the new Government to recognise how popular and effective national parks are, we will need to plan for a leaner period in public spending. In doing so, we will work hard to keep our staff focused and motivated and ensure that the work that really matters continues. In 2011 we will both celebrate the 60th anniversary of this National Park but also do so by setting out the future with our new Management Plan. The Peak District matters to many millions of people. I know that the members and officers of the Authority will continue to work unstintingly for that future.



Narendra Bajaria CBE

Chair of the Authority

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Background

The Peak District National Park was the first national park to be designated in Britain and is a very special place for the people who visit and those who live and work here. 38,000 people live in the Park, many working locally. Every year millions of people visit to take part in a very wide range of activities. The Peak District Moorlands and Dales are of international significance for wildlife while the quality of the landscape and environment is outstanding. See Annex 1 for further information about the National Park.

The Peak District National Park Authority is the guardian of the National Park with clearly defined purposes to:

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

In doing this we are also required to seek to foster the economic and social well being of the local communities within the National Park. We take this duty as seriously as we do our purposes.

The Peak District National Park Authority is the statutory Local Planning Authority for the Park and took decisions on 1,056 planning applications last year, including on mineral working sites, and we also have responsibility for setting the policy framework for these. The Authority is an 'Access Authority' for the purposes of managing public access to 37% of the National Park which is open country under the Countryside and Rights of Way Act 2000.

The work of the Authority is guided by 30 members, (their photographs are shown inside the back cover) with a committee structure shown in Annex 2 and the supporting organisational structure shown in Annex 3. 458 staff (261 full time equivalents), comprising full time, job share, part time, seasonal, temporary and casual posts are employed (Annex 4).

The National Park Management Plan – a plan for everyone

On 18 March 2010, Department for Environment, Food and Rural Affairs (Defra) published a circular¹ which is the official guide on the role of national parks. Our approach to fulfilling our purposes and duty, in partnership with others, is through the National Park Management Plan. This sets out the vision and desired outcomes for the Park and guides the activities of everyone who has influence over, or an interest in, the National Park. The current version can be viewed at www.peakdistrict.gov.uk/npmp.htm. The National Park Management Plan is due to be reviewed over the course of 2010/11 and will incorporate the requirements of the new Defra circular.

¹ English National Parks and the Broads – UK Government Vision and Circular 2010 <http://www.defra.gov.uk/rural/national-parks/index.htm>

A Shared Vision for the National Park²

The Peak District National Park is a special place whose future depends on all of us working together for its environment, people and economy. Our vision is for:

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

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

The Authority's contribution to the National Park Management Plan is through our Corporate Objectives, each of which is considered in detail in subsequent sections and illustrates the focus on developing and sustaining partnerships to achieve the desired outcomes for the National Park.

Our 5 key areas of focus for 2010/11³ are:

Biodiversity: Achieve the priority species and habitat targets in the Biodiversity Action Plan⁴ on our own land and by influencing landowners and managers in the wider National Park

Climate Change: Deliver the priority actions of the Climate Change Action Plan⁵

Recreation and Tourism: Increase opportunities for recreational activities, especially for our target priority audiences

Economy: Contribute to environmentally sustainable economic development

The way we do business: Support the achievement of our outcomes through the planning process

² Taken from the National Park Management Plan 2006-11 www.peakdistrict.gov.uk/npmp.htm

³ Refer to the Performance Management section of this report for details of our approach to prioritisation

⁴ Biodiversity Action Plan can be viewed at <http://www.peakdistrict.gov.uk/bap.pdf>

⁵ Climate Change Action Plan can be viewed at <http://www.peakdistrict.gov.uk/peakdistrict-climate-change-action-plan.pdf>

Corporate Objectives:

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

Focusing on priorities in the Biodiversity Action Plan, almost all (99.3%) of Authority owned Site of Special Scientific Interest land is now in favourable or recovering condition, exceeding the government's Public Service Agreement target of 95%. In the National Park overall 94.6% of Site of Special Scientific Interest land is now in recovering or favourable condition, a major achievement considering that six years ago these figures were only 54.3% and 28.0% respectively, and that they are predominantly in upland areas (requiring more remedial work than in lowland areas).

During the year work has been focused on moorland restoration; habitat management to sustain populations of lapwing and twite; 'ark' sites for crayfish to help restore native populations; and habitat management for woodland birds. The Peak Birds Project funded the creation of two new wader scrapes (small pools for wading birds) in the Dark Peak and the re-creation of another, particularly to provide suitable breeding ground for lapwing. Alongside this work, land management practices are being highlighted through the Upland Entry Level Stewardship and the Higher Level Stewardship. A twite feeding programme continued through the year and the re-instatement of traditional haymeadows for foods is being encouraged through the Stewardship schemes.

Remedial work on our own estates included ongoing improvements through habitat and land management. For example, fencing (with stiles for access) of a major moor on the Warslow estate and the introduction of highland cattle to graze purple moor grass was completed. 4 pairs of lapwing again nested on the North Lees Estate following the introduction of highland cattle and digging of scrapes.

In line with our Asset Management Plan, we agreed to deliver the Eastern Moors into a partnership of the National Trust and the Royal Society for the Protection of Birds during the year to ensure its continued protection and enhancement.

Looking ahead to 2010/11

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

Key actions for 2010/11 include:

- Addressing species and habitat targets for lapwings, crayfish, grasslands and moorlands*
- Further work with the aggregates industry to progress opportunities for developing crayfish 'ark' sites*
- Source additional funds for survey work with partners to locate and evaluate the status of any remaining native crayfish populations*
- Moorland restoration work, specifically on blanket bog, through the Moors for the Future partnership under the MoorLIFE project*
- Continued targeting of Higher Level Stewardship schemes and development of a Wildlife Sites system to address grassland targets*
- Reviewing performance against the Local Biodiversity Action Plan (2001 – 2010)*
- Agreeing achievable targets with key partners for the revised Local Biodiversity Action Plan (2011 – 20) and ensuring targets take into account climate change models where appropriate*
- Establishing a more effective monitoring process*

Crayfish 'Arks' for the Peak District and Derbyshire

The UK's only native crayfish (the white-clawed crayfish) has been virtually wiped out in the Peak District Dove and Manifold rivers by crayfish plague carried by the non-native signal crayfish - a larger, more aggressive species. In response, the Authority is leading a partnership project in the Peak District and Derbyshire, seeking to establish new populations in safe isolated sites, known as 'arks'. The first of these is in two large well-established pools in old limestone quarries at Ticknall, South Derbyshire, a protected site owned by the National Trust.

The creation of this 'ark' was supported by volunteers from the Peak District and Lowland Derbyshire Biodiversity Action Plan groups, and the National Trust, who moved 16 tons of limestone rocks into the pools to construct "reefs" to provide extra refuges for the crayfish.

The team then caught 101 white-clawed crayfish using small hand nets on the National Trust's nearby Calke Park Estate and transferred them to the pools using special tanks.

The £35,600 project, which runs until March 2011, was made possible due to a grant from Natural England through Defra's Aggregates Levy Sustainability Fund and in-kind contributions from partners in the Local Biodiversity Action Plan (LBAP).

The first 'ark' site will be regularly monitored to track the progress of the population, and further work is ongoing to identify additional sites within the Peak District which have the right conditions for crayfish to thrive.



Releasing Crayfish

Corporate Objectives:

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

We continue to achieve the targets in the Cultural Heritage Strategy (97%), with 19 actions also now completed.

During the year, 7 major projects supported delivery of the Strategy, including the Calver Weir restoration, substantially supported by a £1.244m Heritage Lottery Fund grant, and Silence Mine preservation. Residents from Hucklow and Foolow are restoring Silence Mine to conserve its heritage and wildlife, supported by compulsory purchase of the site by the Authority, a £27,000 Heritage Lottery Grant and advice from experts within the Authority. An archaeological survey of Chatsworth Estate was concluded, in partnership with the Estate and English Heritage, and a second volume of results published. Another edition of 'Archaeology and Conservation in Derbyshire' (ACID) was produced with Derbyshire County Council and launched at Derbyshire Archaeology Day. A record 406 people signed up to this annual event, which celebrates archaeological activities in the Peak District and Derbyshire, and is run with Chesterfield Borough Council and Derbyshire County Council.

A number of grant schemes administered by the Authority have further supported delivering the Strategy. The Historic Buildings Grant Scheme has provided £110,000 of funds for 34 projects including houses, barns, Calver Weir and St Paul's Church, Flash. The Archaeology Grant Scheme provided £12,500 funds for 8 projects including cave excavation in the Manifold Valley, a landscape survey at Aldwark and fencing out the excavated areas at Fin Cop hillfort. The Conservation Area Enhancement Grant has funded 8 projects to the value of £7,000 including wall rebuilding at Warslow and Hartington and restoration of the pinfold at Curbar.

We produced a further 4 conservation area appraisals so that 91 of the 109 conservation areas in the Park have been appraised/ reviewed. Over 64% of the Park has been archaeologically surveyed. The percentage of listed buildings at risk has remained stable at 6.6%.

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

Looking ahead to 2010/11

We will have been successful if we continue to deliver on the Cultural Heritage Strategy's actions.

Key actions for 2010/11 include:

- Undertaking the listed building quinquennial review*
- Continue the Calver Weir project*
- Pilot the integrated village management plan process through village officers*
- Delivery of cultural heritage grant schemes*
- Identify and act on the implications for the Authority of the Heritage Protection Reform*
- Review performance to date against the Cultural Heritage Strategy for the National Park and up-date the Strategy*
- Agree achievable targets with partners for the action plan 2011-16*
- Establish a monitoring process for the action plan 2011-16*

Calver Weir Restoration

The 110m long Calver Weir, on the River Derwent, powered one of the earliest cotton mills during the Industrial Revolution and upstream created Calver Marshes, which harbour scarce species such as harvest mice, water voles and orchids. It is a Listed Structure and Scheduled Monument that was on the Authority's Buildings at Risk register.

The community-led initiative to prevent its collapse has been supported with specialist and other input from the National Park Authority, a £1.244m Heritage Lottery Grant, additional sums from the Environment Agency (£165k) and English Heritage (£100k) and other funders (£58.8k) and in-kind contributions.

The project includes:

- the continued water supply to Calver Mill via the 1 km long goyt
- maintenance of the unique wetland habitats, provision of a fish pass
- control of Himalayan balsam and mink (to conserve water vole populations)
- works to benefit various threatened and/or Red Data book species
- access works to enhance physical access along footpaths on both banks of the river
- provision of interpretation and web-based information to improve intellectual access to the landscape, and to its natural and cultural heritage components
- educational and outreach activities into local primary and secondary schools and tertiary education establishments, nearby and further afield
- engagement with the local health agenda to provide opportunities for those with physical and mental health issues and differing abilities
- improved (low-key) visitor facilities and attractiveness for visitors to the National Park

The communities around Calver, Curbar and Froggatt have worked for the conservation of the Weir since the late 1990s, and since 2004 to raise the funds required. Engineering works started in the autumn of 2009, and were concluded by April 2010, to preserve a monument that forms part of the history of the local communities, who will be engaged in both its conservation and its future management and maintenance. The Authority is hosting a part-time post until 2013 to undertake a suite of environmental and access improvements and provide education and outreach opportunities for local schools, communities and visitors of all abilities.



Corporate Objectives:

1. Achieve the priority actions in the Landscape Strategy (priority level 2)

The Landscape Strategy and Action Plan for the Peak District was completed in June 2009, setting out priority actions to ensure that Peak District landscapes are protected, managed and planned in line with the European Landscape Convention (March 2007). It is one of only 4 European Landscape Convention Action Plans to have been done to date nationally.

Our continued work means that 86% of the land in the National Park is in conservation agreements, maintaining the work done in previous years.

Key actions in the Plan that have been progressed during the year include substantial input into agri-environment schemes and planning issues, including windfarm proposals adjoining the National Park at Carsington Pastures and Matlock Moor (the former approved, the latter refused on appeal in April); training events for planners, farm advisers, staff from the Authority and staff from partner organisations; input to the East Midlands Regional Landscape Character Assessment; and work on light pollution monitoring in partnership with Macclesfield Astronomical Society.

Significantly, following extensive consultation, the Eastern Moors Estate will be leased from the Authority to a partnership of the National Trust and the Royal Society for the Protection of Birds. The plan to lease is the result of a review of the Authority's properties, which recommended the site was leased to an organisation able to meet the objectives and increase investment in the Estate. The Authority is now developing a similar review of the future management of the Roaches Estate.

The Authority continues to manage 158 woodlands throughout the National Park, particularly small woodlands of high landscape but low economic value. Work has included boundary maintenance, thinning and restocking, ride maintenance and ensuring tree safety.

Electricity providers undergrounded 2.55 kilometres of overhead wires at Perrydale and Hope, in partnership with the Authority and Friends of the Peak District.

A key aspect of conservation is the high priority given to enforcement action where there is a significant impact on the environment due to unauthorised development, and ensuring that all planning applications approved are within policy. In 2009/10, 19 enforcement notices relating to protecting the wider landscape were served, significantly higher than the annual average (over the past 4 years) of approximately 12 per annum.

Looking ahead to 2010/11

We will have been successful if we increase to 87% the percentage of land in the Park in conservation agreements and if the priorities for climate change adaptation and mitigation have been identified for each Landscape Character Area.

Key actions for 2010/11 include:

- Training key Authority staff, members and key partners
- Achieving substantial progress on updating the map required by section 3 of the Wildlife and Countryside (amendment) Act 1995 with sensitivity towards the subtleties of the Landscape Character Assessment
- Develop a resource pack to support community Landscape Character Assessment
- Undergrounding 5 kilometres of overhead lines under Ofgem's 5 year programme
- Facilitating agri-environment scheme agreements throughout the National Park, notably advising on Higher Level Stewardship scheme and Upland Entry Level Stewardship scheme applications
- Working with partners for a wider vision for the whole of the Eastern Moors Estate
- Annually review road signage agreements with Highways Authorities

Eastern Moors Partnership Lease

The day-to-day management of the Authority's largest landholding will be handed over to the National Trust and the Royal Society for the Protection of Birds. A partnership of the two organisations with similar values to those of the Authority will bring additional investment to the landholding and build on the achievements to date in relation to the Authority's objectives.

Neither partner organisation has worked in this way before, but the partnership has the ability to bring significant increased investment to the area. A new estate management plan will be produced with significant public engagement to detail exactly how the Eastern Moors will be protected and enhanced and still deliver a wide range of benefits in line with the National Park Management Plan.

There are expected to be clear benefits in terms of greater promotion of understanding to the public, increased engagement among target audiences and demonstrating best practice in conservation and recreation site management. The partners will work with local communities and the visiting public to encourage a sense of shared ownership in the Estate. There will be improved access with more bridleways and events/ guided walks for visitors.

The moorland heath and blanket bog habitats will continue to be conserved and enhanced with an expectation that the 6,000 acres of Site of Special Scientific Interest (SSSI) land will reach favourable condition within 10 years, rather than the 20 years it would have taken using the Authority's own resources. By actively demonstrating good practice it is hoped that the partners will be able to influence national policy on the management of the British uplands.

Corporate Objectives:

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

The Climate Change Action Plan has set challenging targets to mitigate the effects of climate change. During 2009/10, the Authority reduced its carbon emissions by a further 8%, giving a cumulative reduction of 16% on 2007/08 baseline levels. This represents a total reduction in emissions of 160 tonnes over 2 years. Increased use of low emission pool cars for Authority business use has achieved a total reduction in emissions of 8 tonnes.

Reductions in energy, particularly electricity use, were achieved across a number of properties resulting from a combination of awareness-raising amongst staff and capital investment. Electricity consumption was reduced by over 12% (a carbon emission reduction of 54 tonnes). Gas consumption was reduced by 8% (a carbon emission reduction of over 8 tonnes). Improvements at the Moorland Centre alone led to a 25% reduction in energy use at that property, while improvements in our buildings at Upper Derwent, Parsley Hay, Losehill Hall, Brunts Barn and Bakewell visitor centre also led to notable savings.

Further stabilisation and restoration of blanket bog was carried out through the Moors for the Future partnership, achieving 592 hectares of moorland restoration. Other work included planting over 6,000 trees and restoring over 31,500m of fences, paths and walls. This work was given a significant boost with additional European funding of approximately £4.3m to support the MoorLIFE project, which will further expand moorland restoration work.

The Environment Agency has led the Moors for the Future 'Making Space for Water' project in the Upper Derwent Valley. The aim is to demonstrate how practical restoration of degraded moorland can help to reduce flood risk by restoring presently heavily eroded moorland through blocking drainage channels and re-establishing vegetation on bare soils.

The Fire Operations Group work to reduce the incidence and severity of moorland fires continued. Two training events for incident commanders were organised, along with two joint training events for National Park Rangers and the Staffordshire and Derbyshire fire services. During the year, the Group responded to sixteen fires within the National Park.

A key priority in the Climate Change Action Plan is supporting energy conservation and small-scale renewable energy generation within the National Park. In 2009-10 a large number of Sustainable Development Fund projects included carbon reduction as a key theme. Examples include a feasibility study for renewable energy potential at Gradbach Youth Hostel, a thermal imaging / heat loss assessment device, training to improve energy efficiency at Combs Village Hall and the 'Peak Power' study which identifies and assesses a range of potential hydro power sites in the Peak District.

Looking ahead to 2010/11

An ambitious target, part of the national 10:10 campaign, of a further 10% reduction in carbon emissions in Authority owned properties has been set for 2010/11 which will mean a cumulative decrease in emissions of 26% against baseline levels.

Key actions for 2010/11 include:

- Further moorland stabilisation and restoration work, especially through the MoorLIFE programme*
- Supporting carbon reduction projects through the Sustainable Development Fund*
- Providing environmental advice to local organisations and communities*
- Increasing the number of businesses with the Environmental Quality Mark Award*
- Working with constituent authorities to contribute to national climate change / energy reduction targets*

- *Developing a better understanding of the climate change risks to the National Park and the Authority's operations*
- *Ensuring the Local Development Framework contains appropriate supporting policies and guidance on renewable energy and climate change adaptation/ mitigation*

Fire Operations Group

This group, involving the Authority, relevant fire services, local landowners, a helicopter company and the Moors for the Future Partnership, was originally set up in response to a major moorland fire in the Bleaklow area in 1997. The fire burned for over 2 weeks with resulting catastrophic loss of biodiversity from key Sites of Special Scientific Interest and the Special Area of Conservation. There was also a significant increase in carbon released to the atmosphere from the damaged moorland. Healthy moorland stores carbon, reducing the impact of climate change – however once damaged or degraded it releases the stored carbon into the atmosphere, further contributing to climate change.

The Fire Operations Group compiled a programme of measures to respond to the risk of future moorland fires including a comprehensive fire plan for all areas of moorland. The plan is kept updated with regular training and simulations for all the professionals in the partnership as well as actual fire incidents. Examples of the plan successfully being put into action in the past year include fighting moorland fires at Redbrook Standedge and Goldstich Moss. During periods of higher risk observations are scheduled, triggered by the National UK Fire Severity Index. Alongside these measures, an ongoing programme of talks are produced and delivered, particularly in urban areas, to raise awareness of the importance of the moorlands.

The University of Manchester is now carrying out a study to calculate to the cost saving to the public purse as a result of this initiative.



Corporate Objectives:

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

The Minerals Strategic Action Plan was produced to prioritise the wide range of work undertaken by the Authority, covering both statutory and non-statutory functions.

A significant outcome in the past year is the Authority's successful challenge to the Court of Appeal regarding the long-running legal dispute over mineral extraction on the eastern end of Longstone Edge. Although the landowner is now petitioning the European Court of Human Rights, the Court of Appeal judgement is a significant step forward in resolving this major minerals matter.

A further success on a high priority enforcement case is Smalldale Head Quarry, where a High Court challenge to the Authority's enforcement action over unauthorised limestone quarrying was dismissed in 2009. However, a challenge to that High Court decision has been lodged with the Court of Appeal and we are awaiting a final outcome to this matter.

We continue to engage at all levels on important minerals-related matters and have provided responses on two key national consultation documents in the last 12 months. The first was in connection with proposed changes to national policy statements on mineral extraction, while the second was providing specific comments on mineral extraction in protected areas, in response to a Defra consultation on National Parks.

We have continued to improve on the number of quarries working to modern environmental standards, such that 80% are now doing so. In addition, the number of quarries has reduced from 52 to 50. This has led to a modest reduction in the area of the Park being quarried, to 3,398 hectares.

The remaining Review of Old Mineral Permission (ROMP) applications are progressing. Of the 8 sites in question, five have either been granted extensions of time or held in abeyance, two sites have fallen into automatic suspension and one rests with the Secretary of State for determination. Alternative consolidating schemes are being pursued in certain cases in an effort to secure environmental gains from the rationalisation of existing planning permissions.

Monitoring of minerals sites continues to play a significant role in ensuring compliance with planning permissions. We have carried out 31 charged for monitoring visits, an increase from 19 in the previous year. In many cases, these visits have led to potential compliance issues being identified and addressed at an early stage, before they become more serious.

Looking ahead to 2010/11

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

Key actions for 2010/11 include:

- Work on a long term solution for Longstone Edge*
- Reviews of old mineral permissions*
- Review and consolidate/ exchange old mineral permissions to secure modern working standards*
- Pursue prohibition orders for dormant sites that are unlikely to re-open*
- Pursue minerals enforcement in accordance with a robust prioritisation process*
- Continue the enhanced levels of site monitoring*

Reviewing Old Minerals Permissions (ROMPs)

The Review of Old Minerals Permissions is a legal process allowing Mineral Planning Authorities the opportunity to review old permissions, with a view to requiring modern standards of operation. Permissions granted in the 1940's and 1950's are often relatively liberal, without the exacting environmental requirements of more modern permissions.

For over 10 years the review of old permissions was stalled, due to conflicts in government legislation. Recently, following continued requests from Mineral Planning Authorities, including ourselves, the Government provided a formal remedy in law. Legislation was enacted in July 2008 empowering Mineral Planning Authorities to suspend mineral working at sites where operators fail to submit an Environmental Impact Assessment by a specific date.

The Authority has set dates for all outstanding Assessments. As a result, 2 quarries (Barton Hill and Canyards Hill) have been put in automatic suspension, reducing the number of active quarries in the Park and one other has an extension to mid-2010.

In 4 cases, consolidation/exchange applications are being pursued as an alternative approach. In one case, where working the quarry may have a significant detrimental impact on the water environment and the associated adjoining Special Area of Conservation, an application has been submitted to work in an alternative area. Another quarry is considering taking a similar approach and the Authority has granted an extension to facilitate this process.

The Authority is working with another operator where an alternative proposal could involve changing the shape of the quarry to avoid working a sensitive area of open moorland.

At Longstone Edge East Quarry a further extension of time has been agreed to mid- June 2010 for the operators to provide the additional information. Extensions of time have been agreed on this major site to allow for enforcement and legal challenges to be resolved. The operators have requested the Review of Old Minerals Permission application be further held in abeyance pending the outcome of a petition to the European Court of Human Rights, challenging the Court of Appeal judgment. The Authority has advised the operators that unless there are justifiable reasons, it does not intend to give a further extension of time beyond 30 June 2010.



Corporate Objectives:

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

The Preferred Options for the transport section of the Core Strategy have been prepared, and the National Park Sustainable Transport Action Plan is being revised. The Action Plan will contain actions for both ourselves and our partners, and will be used to influence local and regional bodies and City Regions.

The Authority has provided input to a number of transport consultations during the year. They include the emerging Longdendale Integrated Transport Strategy, the East Midlands Route Utilisation Strategy, and road sign consultations. All have been responded to within the given timeframes, and we estimate that our influence has been as expected, with some views taken account of and others not.

The Authority is preparing green travel plans for the Estates we manage, to guide how we will encourage the public to access these properties in the future, taking account of sustainability and access issues. One such example is the Stanage Forum where we continue to implement and review the plan agreed with all stakeholders in 2002. Last year, we continued to balance the needs of hundreds of thousands of visitors with landscape and wildlife conservation. In future we aim to increase the numbers of users of our services who use sustainable means of transport to access our services.

Through partnerships, we contributed to 17 improvements in the way that sustainable transport is targeted. This exceeds our target. Through Peak Connections, these included promotional material for journeys to Chatsworth, Hop on and Explore the Peak District, the Edale to Castleton service, Upper Derwent Park and Ride, Sheffield to the Peak District, the Stanage Bus, Ride and Ramble, Kedleston Hall and Derby. Working in partnership we have also contributed to the Guided Walks and Folk Trains in the Hope Valley and High Peak, and Great Days Out from the Derwent Valley Line.

Looking ahead to 2010/11

For 2010/11 our key focus will be to produce the Sustainable Transport Action Plan.

Key actions for 2010/11 include:

- Minimising landscape impacts of new and replacement road signs*
- Helping to find an innovative solution to congestion through the villages on the A628*
- Developing green travel plans in our own estate management plans and through influencing others*
- Promoting cycling*
- Developing the Peak Connections partnership*
- Working with constituent councils on the provision of sustainable transport options*
- Influence reviews of speed limits on rural A and B class roads*

Supporting Rural Buses

For many years the Authority has assisted in funding some key bus services within the National Park, in partnership with the public transport authority. The premise is that it supports sustainable travel and aims to encourage modal shift from the private car to public transport. This philosophy is being taken forward into the emerging National Park Sustainable Transport Action Plan and will assist us in meeting the following three objectives from the draft Action Plan:

- Ensure the negative environmental impacts of transport are minimised
- Improve and promote sustainable access to jobs, essential goods, services and activities for residents of the National Park
- Increase the proportion of visitors who access and travel within the National Park using sustainable transport

We support, to the value of £30,000, two types of bus route:

- Routes to access very environmentally sensitive areas, to ensure there is an alternative form of transport to the car, for example, the Upper Derwent Bus, service 222, which runs from Bamford to Derwent and on to Kings Tree and the 260 Edale to Castleton Service on Saturdays
- Routes that provide sustainable access to the National Park so that the National Park is accessible to all people, for example, service 181, which runs from Sheffield to Bakewell and on to Hartington and the 215/140 Sheffield to Matlock / Ripley Service

A recent survey among visitors to the Upper Derwent, identified that 55% of respondents were aware of the traffic management scheme (part of the road is closed at peak periods to reduce the impacts of the car on an environmentally sensitive area, and offering alternative bus access). Of those, 39% indicated that the visible elements of the scheme, for example, parking restrictions and the road closure, influenced their decision about visiting the area, and 90% saw the scheme as a positive influence, citing benefits such as ease of cycling and walking.



Corporate Objectives:

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

The Recreation Strategy and Action Plan for the National Park was launched on 24 April 2010, to guide future activity in this area for both the Authority and our partners.

Over 43,500 customers used the Authority's recreational facilities during 2009/10 (including cycle hire, guided walks/ events and campsites), with an increased proportion of people from our priority target audiences. Children and young people accounted for a quarter of users, minority ethnic groups 9.3%, people with a limiting long term illness or disability 4.8% and people from the deprived areas we focus on 3.4%.

The Authority has targeted priority audiences through a number of initiatives such as the Mosaic project, discounts at the Authority's cycle hire centres for disabled people and those arriving by bus using the Wayfarer ticket. We also provided 10 fully supported walks for groups with special needs (in partnership with local health authorities) and 12 'next steps' walks designed as a 'bridge' between the fully supported walks and the mainstream guided walks. We also provided a wheelchair walk, over 250 mainstream guided walks and over 25 walks for groups with specific needs. The annual 2-day event for the group Disabled Ramblers was organised and supported by the Rangers.

Supporting this work is maintenance of the rights of way and access network, with 91% of footpaths and other rights of way assessed as easy to use. Over £30,000 was targeted on a comprehensive programme of path improvements in partnership with Highways Authorities. Over half (58%) of our car park and toilet facilities are in at least satisfactory condition. Codes of conduct are being developed with Derbyshire County Council and the Local Access Forums to promote co-ordinated and positive messages about use of the countryside and rights of way.

We have been focusing on the new cycling initiative, Pedal Peak District, to deliver a cycling route from Bakewell to Buxton and have begun work to open up the tunnels on the Monsal Trail. In 2010 this will be fully integrated into a new Trails Management Plan, with an aspiration to extend the cycle trail to Matlock.

The Authority's strategy for managing off-road vehicular activity, in partnership with key partners, continued to make good progress with 8 management plans for priority routes now agreed with partners. We monitor levels of use on sensitive routes, have provided new signage and developed an e-mail group to communicate directly with 4x4 and trail bike users.

During 2009/10, visitor centres recorded 437,553 visits, an increase of 2% from 2008/09. Services and facilities at visitor centres have been improved with new interpretation displays and facilities at Castleton and the Moorland Centre and at Bakewell plans were finalised to improve access within the Centre. We responded to requests from community and target groups to provide material in a variety of formats by developing visitor information online, in print and through electronic media. A new National Park welcome guide targeted at those visiting the countryside for the first time has been produced. The guide incorporates pre visit information to promote understanding and inspire target audiences to visit and enjoy the Park and engage in outdoor recreation pursuits.

The number of Peak District tourism businesses participating in Authority-led tourism schemes has fallen significantly over the year mainly due to the closure of the New Environmental Economy Scheme.

We commented on a range of recreation documents including Sheffield's Green & Open Spaces Strategy, Derbyshire Sport's "Active Derbyshire" and "2012 and Beyond", the draft Recreation Management Strategy for the New Forest, the East Peak Innovation Partnership Cycling Study, Oldham's Supporting Tourism in Saddleworth and the High Peak & Derbyshire Dales Core Strategy.

Looking ahead to 2010/11

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

Key actions for 2010/11 include:

- Implement the priority actions of the Recreation Strategy
- Working with others on infrastructure improvements at recreational hubs and developing 'gateway' sites to the National Park
- Developing the cycling infrastructure
- Promoting awareness of recreational opportunities to particular target audiences, including evaluations of the success of new initiatives
- Reviewing the current Peak District Sustainable Tourism Strategy with stakeholders
- Achieving budget savings in car parks and toilets
- Developing the maintenance plan and capital strategy
- Contribute to partners' action plans including Active Derbyshire, and Derbyshire County Council's Rights of Way Improvement Plan
- Agree management plans for a further 11 off road routes

Pedal Peak District

The Peak District has been chosen by the Department of Transport to pilot extending its innovative 'Cycling Towns and Cities' concept into the countryside. The area was eventually chosen because 32% of the UK population lives within 60 miles of the area, and it already has a 58-mile network of cycle trails and cycle-hire centres. There are plans to re-open four old railway tunnels as part of a new cycle trail across the Peak District National Park between Matlock and Buxton rail stations. The whole project could need around £3.8m and the first phase is being supported by £2.25m from the Department of Transport through Cycling England.

This innovative project supports key actions in the Authority's climate change, transport and recreation strategies. The re-opening of the four 400m tunnels would benefit cyclists and walkers on the Monsal Trail. The cycleway will use existing trails wherever possible, linked by road sections. It will create, for the first time, a high-quality, linked rail and cycle route from the cities of the North West (via Buxton) and the Midlands (via Matlock) into the heart of the National Park. It means that visitors will be able to arrive by train and cycle into the heart of the National Park, while residents can cycle to the station to commute into nearby cities, increasing opportunities for sustainable travel and reducing the carbon footprint of visitors and residents alike.

It will also link up existing cycle trails along the former railway routes of the Monsal, High Peak and Tissington Trails. The Park's main town of Bakewell and outlying villages would have designated cycling routes to access the trails. It will create both a spectacular cycling route and a realistic alternative to the car, enabling more people to make healthy choices for themselves and for the environment. It will also benefit local tourism businesses with rail and cycle-based travel packages.

Corporate Objectives:

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

Following our strategic approach set out in the Working with People and Communities Strategy and associated Action Plans, we delivered learning opportunities to more than 1 million customers, of which 38,600 were through active engagement in learning and volunteering. The remainder were through contacts in our Visitor Centres and cycle hire (471,723) and use of websites managed by the Authority (505,058). We surveyed nearly 2,500 individuals who participate or use our services (cycle hire, tourist information service, ranger-led guided walks, educational services and/or Peak Park Conservation Volunteers), and, of those, 30.2% were children and young people (5 – 24 years), 13.7% were from a black or minority ethnic groups, 6.1% were customers with a limiting long term illness or disability and 10.1% were from the deprived areas where we target our services.

Partnerships have been key to the ongoing success of environmental learning activities for young people: at Longdendale (with United Utilities) and at the Moorland Discovery Centre (with National Trust), through the John Muir Trust Award and through professional courses and learning activities at our National Park Learning Centre (Losehill Hall). Sadly, United Utilities announced the cessation of all of their education services from June 2010 and we are currently exploring other options to continue a service at Longdendale.

The Mosaic project continues to thrive and we now have a large network of active Peak District Community Champions meeting in three metropolitan areas (Sheffield, Derby and Ashton-under-Lyne). Community Champions are increasingly looking for opportunities to introduce people from their respective communities to the National Park and all it has to offer.

Additional initiatives during the year included 'Peakwise People', a government funded programme to work with Mosaic Peak District Champions to design and deliver a course to develop their skills and knowledge about the Peak District and enable them to share their passion with their communities. We also developed learning for families and communities from key target audiences and developed programmes to support new agendas in schools around 'Learning Outside the Classroom'.

We delivered over 9,000 volunteer days in 2009/10, 3,020 of which were delivered through the Peak Park Conservation Volunteers Service. 55% of contact through this service was with people from underrepresented groups. The diverse range of work included dry stone walling, hay meadow maintenance, fencing, pond clearance for great crested newts, woodland management, rhododendron clearance and footpath repair. Across all our priority target audiences, 74% felt that their understanding of what is special about the National Park had increased during their interaction with services.

Interpretation to promote understanding of the National Park is provided through the Peak District Interpretation Partnership. Innovative media pilots over the year include audio trails, podcasts and mobile phone technology to reach and engage the Authority's target audiences, including a bluetooth guide of the wildlife in Lathkill Dale which has proved popular with young people.

Our partnership based in the South West Peak with Staffordshire Wildlife Trust, Royal Society for the Protection of Birds and Staffordshire Moorlands District Council continues to flourish, with a strong focus on environmental education and community engagement. We are also in the early stages of developing a stronger partnership with Kirklees Council to deliver volunteering and educational projects.

Looking ahead to 2010/11

We will have been successful in 2010/11 if we continue to grow our network of partnerships as a mechanism for delivery.

Key actions for 2010/11 include:

- Working in constituent and neighbouring local authority areas with: families and communities, projects for young people linked to National Park Management Plan outcomes (especially the Moorland as Indicators of Climate Change project, engaging young people through work with schools and professional development for educators)
- Implementing a revised interpretation framework for the Peak District
- Delivering the Mosaic annual action plan
- Securing long term delivery partnerships at: Dovestones, Langsett, Kirklees area and the South West Peak
- Look more closely at how we engage with volunteers and work hard to ensure that the profile of our volunteers reflect the diversity of our target audiences
- Tell the stories of the National Park through high quality interpretation, to a wide range of people
- Continue to provide a wide range of opportunities through guided walks, environmental education, websites and recreational opportunities

Moorlands as Indicators of Climate Change Initiative (MICCI)

Staff from the Authority's Environmental Learning Centre, Losehill Hall, designed this project for schools and young people to investigate the relationships between the moorland landscape, people and climate change. The innovative project aims to:

- raise awareness in young people about the links between landscape and climate change
- provide social connections between urban and rural schools
- provide opportunities to share understanding and learning

The majority of young people come from surrounding urban communities in major conurbations adjacent to the National Park. Schools in areas with high levels of deprivation are encouraged to participate. In 2009/10 the project was supported by a grant of £2,000 from the Economic and Social Research Council (ESRC).

The young people participating benefit from working alongside real scientists to conduct experiments to analyse the health of the peat bog and work together to develop an evaluation framework to collate and analyse results from their moorland visits. They engage in the global issue of climate change, and develop their understanding of the value of the landscapes on their doorsteps. They develop knowledge of the moorland landscapes of upland Britain and the role of the moorlands in acting as 'carbon stores' keeping carbon out of the atmosphere and reducing the rate of global warming. They look at the effects of human activity on the environment and apply their scientific thinking outside of the classroom.

During 2009/10 385 young people in 13 schools from both rural and urban areas took part in this project. Sixty young people also attended a celebration event to share their research findings and experiences with each other. The data collected from the experiments fed into research conducted by both Durham University and the University of Manchester, as well as supporting the work of the Moors for the Future project.



Corporate Objective:

1. Engage communities and support them in shaping their future (Priority level 2)

The Live and Work Rural Programme was established in 2009 to deliver rural development initiatives aimed at helping businesses and communities in the Peak District to live and work in sustainable ways. During 2009-10 the project has engaged with 20 villages/communities assisting in a variety of ways from guiding recipients to specialist advice or funding sources right through to initial engagement in a more complete village planning exercise. In addition, Peak Partners for Rural Action has strengthened the project as they have been engaged in helping the programme to identify villages/communities to target in the future. The nature of advice includes topics such as community allotments, a recreation pavilion, toddler groups, village halls and recreational spaces.

Working alongside Live and Work Rural, a partnership with Sheffield City Council has been established to develop community planning in the Sheffield area of the National Park, resulting in a Village Officer working in the rural parts of Sheffield such as Bradfield, Dungworth and Midhope. The focus of this work so far has largely been around local foods.

During 2009 the Authority conducted a survey of residents of the National Park to help us improve the way we work with communities. The survey covered a range of issues including planning, the support given to communities and local businesses and the way we deal with enquiries from members of the public. This has generated a useful source of information to improve service, to better understand community needs and to provide an evidence base for projects such as Live and Work Rural.

During 2009/10 we gave planning permission for 35 affordable housing dwellings. We continued to work with Parish Councils, the Rural Housing Enabler and district Housing Authorities to identify local needs. We played an active role in the recent joint bid to the Homes and Communities Agency for investment for affordable homes in the Peak Sub-region. This is the first wholly rural investment plan to be approved by the region, and is a trailblazer of how the Homes and Communities Agency (Single Conversation) proposes to work to support rural affordable housing. The government introduced the fast-track householder appeals system during the year and all householder appeals are now dealt with by this system.

Looking ahead to 2010/11

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

Key actions for 2010/11:

- *Delivering the community planning outputs of the Live and Work Rural programme including using the Sustainable Development Fund*
- *Developing a Local Development Framework statement on how the Authority works with partners to deliver affordable housing*
- *Implementing the action plan following on from the residents survey*

Responding to our residents

A recent survey among residents of the National Park has highlighted that most feel informed about why the National Park is a special place and value its natural beauty and distinctive character. Approximately half feel informed about the work the Authority does and approximately a third believes the Authority supports the local communities and businesses in the Park. While outdoor recreation facilities were judged to be good, nearly a half of respondents believe the Authority makes poor planning decisions (though only 7% made a planning application in the past year).

A survey of planning applicants in January 2010 revealed that 70% were satisfied by the service provided. This represents a 9% improvement on a similar survey carried out 3 years ago.

A range of measures are being implemented by the Authority to listen and respond to the concerns of residents on the issues that matter to them. These include:

- Holding regular community visits by the Authority's Chair and Chief Executive to listen to the views of local people. This follows a successful pilot project last year
- Widely publicising recent improvements to the planning service for residents, including evening planning surgeries
- Developing new leaflets, letters and website information to explain in plain English how to make a planning application, comment on one, or find out about a decision
- Continuing community planning work to assist local people in applying for grants and carrying out major projects to improve village life and the local environment
- Helping members of the authority play a bigger role as ambassadors for the National Park
- Developing the use of social media, such as Twitter, Facebook and YouTube, to communicate with residents, particularly younger people
- Continuing to develop the community section of our website at www.peakdistrict.gov.uk/community to share good practice among residents about issues like setting up a village website, applying for grants and introducing energy efficient measures in their homes and communities.



Corporate Objectives:

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

Successful brokerage of schemes, either through the Peak District Land Management Advisory Service or through rural economy programmes, such as Live and Work Rural, means that 1,357 businesses participate in Authority led or supported schemes. These schemes are designed to support our Strategies and Action Plans to enable businesses to contribute towards delivering on our outcomes for Park.

The Peak District Land Management Advisory Service is a 'first stop shop' advisory service for land managers in the Peak District to help them negotiate the maze of environmental land management advice and regulation; access agri-environment schemes to help secure conservation agreements; explore other opportunities for rural regeneration and diversification schemes.

In 2009-10, we helped 1,138 farm businesses access national grant schemes and rural payments (slightly below our target of 1,550 due to the high number of classic agri-environment scheme renewals, the launch of the new upland entry level strand and the delay in state aid approval for the Authority's own Environmental Enhancement Scheme). There are now 115,779 hectares of land in conservation schemes, representing just over 80% of the Park.

The Live and Work Rural Programme is aimed at helping businesses and communities in the Peak District to live and work in sustainable ways. Environmental advice was provided to over 40 local businesses and communities through the Live and Work Rural programme to develop increased understanding of climate change and its impact on the National Park.

The Peak District Environmental Quality Mark is a certification mark awarded by the Authority to businesses actively supporting conservation and best environmental practice in the Peak District. The scheme grew further during 2009-10 and now there are 93 businesses with the award in recognition of good environmental practices that contribute to the conservation of the National Park.

The scheme also supported a pilot carbon footprinting and water audit on 10 farms holding the Environmental Quality Mark Award. Each farm received a detailed individual report tailored for their business. The pilot project, highlighting the role of upland farmers as carbon managers, took an holistic perspective of carbon emissions, sequestration and storage in the soils.

For many years the Authority has directly contributed to sustaining local jobs such as dry stone wallers, hedge layers, builders with traditional building restoration skills (particularly through agri-environment schemes). Major Authority partnership projects such as Moors for the Future and Pedal Peak District are also contributing to local employment.

The Derbyshire Economic Partnership Peak District Rural Action Zone Leader Programme provides grants of £3,500 and upwards to help small rural enterprises diversify and develop innovative projects with £1.9m available until 2013.

Looking ahead to 2010/11

Our focus will be on working with landowners and managers to sustain environmentally sensitive farming and on ensuring appropriate support to businesses for the environmental economy of the Peak District.

Key actions for 2010/11 include:

- *Delivering the business and community outputs of the Live & Work Rural programme including using the Sustainable Development Fund and helping individuals, businesses, community and other networks access other funds e.g. Leader*
- *Influencing appropriate economic investment in the area through work with the Regional Development Agencies and others in the 4 regions*

- Reviewing the role of the Authority and its partners in delivering on sustainable economy beyond 2012
- Increasing take up of the Upland Entry Level Scheme
- Increasing take up of the Environmental Stewardship Higher Level Scheme

Living, Working and Investing in the Peak District

There are 2,800 businesses which support more than 14,000 jobs in the National Park. A study completed by the East Midlands Development Agency in 2008 confirmed the importance of Peak District businesses to the East Midlands economy. Building on our previous investments in rural economy programmes, the three-year Live and Work Rural Programme was launched in April 2009 and runs until 2012 with financial support from a range of partners.

The programme encourages business and community enterprise in the Peak District, based on the creative use of the high-quality environment as an economic driver. It is designed to complement and reinforce the services available through other organisations such as Business Link. There are four main elements, all aimed to encourage rural regeneration and sustain viable and vibrant communities:

- Early advice and support to local business and enterprise ideas
- Support for business and community networks and collaborations
- Environmental accreditation through the Environmental Quality Mark
- Business and community grants

EQM Business

To date, there have been 251 enquiries. Some examples of the businesses helped include:

- Stepping Stones Shoes (Ashbourne): a children's shoe shop with emphasis on outdoors and benefits of getting out into the Peak District environment
- Big Fernyford Farm (Environmental Quality Mark Holder): a traditional Peak District upland farm using Belted Galloway cattle and Swaledale sheep to manage the farm for conservation and, in particular, for wading birds
- Cornucopia in Darley Dale: a designer clothes agency, has been helped to link with a Glossop business making felt & knitwear to offer for sale in the Cornucopia shop

The need for bespoke training events was identified and the programme has supported:

- Hydro power conference (with the Council for the Protection of Rural England and the Sustainable Development Fund)
- How to set up and trade at a Farmer's Market (with Derbyshire Dales District Council)
- Environmental audit and renewables (with Authority staff)
- Volunteer supervision (Peak Partners for Rural Action)
- Environmental Quality Mark pilot workshop on carbon foot printing and water audit



Corporate Objectives:

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

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

The public expect us to run the Authority as efficiently and effectively as possible. This year key successes have been achieving the Investors in People Award and receiving unqualified reports from our auditors. We have also made improvements in performance in areas highlighted as causing concern last year. In particular: ensuring all milestones are met for the production and submission by September 2010 of the core strategy of the Local Development Framework; meeting targets for answering letters in planning; participation by members in formal committees and on development events; and staff sickness absence.

We continue to deploy resources effectively and have reviewed and refocused the Authority's resource and contribution to National Park Management Plan outcomes as expressed in our new corporate objectives, which have been prioritised to guide our allocation of resources for the next three years. We have completed, and started to action, almost all the planned strategies and action plans, designed to support delivery of the National Park Management Plan. The remaining action plan, for sustainable transport, will be produced during 2010.

We received positive feedback about our magazine for residents, Parklife, and have agreed a communications strategy with a focus for improvement on communication about planning and climate change issues and increasing the use of new and social media. A new Authority website has been created improving access to on-line services such as Planning and the Pedal Peak District project. We have continued our customer service improvements in the Planning Service. In a recent survey, 70% of planning applicants were satisfied with the service received, a significant improvement on the results from the last study conducted 3 years ago.

Efficiency savings have been delivered in a number of areas including travel, payroll, energy contracts, vehicles and recruitment advertising. A major project to upgrade the Authority's Information and Communication Technology (ICT) infrastructure, providing improved resilience and a better platform to deliver customer service improvements, started during the year. We continued to deliver actions in our Asset Management Plan alongside a review of the Plan and the Authority's capital strategy.

We continue to engage and enthuse staff in delivering our work together as reported by the Investors in People assessors and have taken action in response to the last staff survey including: developing and re-launching the 'Think BIG' staff suggestion scheme; improving the visibility and contact with managers; and increasing the number of staff with learning and development plans (to 89%).

The Authority agreed a Code of Corporate Governance which sets out our 'fit for purpose' governance framework, in accordance with external standards, including our member development work. We have also highlighted the need to review and streamline, where possible, governance and decision making structures in 2010/11.

Looking ahead to 2010/11, key actions include:

- Implementation of building block one of the Information Management Strategy
- Review and implementation of the asset management plan

- Securing the longer term sustainability of the Authority's financial position in light of tighter public sector finances
- Responding to the external scrutiny of the National Park Authorities Performance Assessment
- Streamlining use of member and staff resources in achieving effective governance
- Submitting the core strategy of the Local Development Framework to the Secretary of State
- Ensuring higher level of commitment by partners and communities through review and promotion of the National Park Management Plan
- Further develop interpersonal skills in Planning Service in order to continue to improve the service to customers
- Increasing the number of enquiries dealt with at first point of contact and through other channels
- Achieving Authority-wide standards for customer service
- Supporting the delivery of our new strategies through communication and working with partners and communities
- Implementing actions across the Authority in response to the staff survey results
- Analysing reasons for indicator performance on voluntary leavers, training days per full time equivalent and % of employees from minority ethnic communities and take any specific action as a result
- Supporting members to be advocates for the National Park through personal development planning and special responsibility roles

Achieving Investors in People

This year we chose to benchmark our performance management framework and people management policies against the Investors in People standard and were delighted to gain the Investors in People Award. Investors in People state that the assessment is "intended as an organisational improvement tool .. with the emphasis on feedback.. to challenge the organisation to make further improvements". Assessment is made across 10 indicators including having:

- A strategy for improving the performance of the organisation that is clearly defined and understood
- Learning and development which is planned to achieve organisational objectives and
- Staff Contribution to the organisation that is recognised and valued

The assessment in February involved interviews with 47 staff, which the assessor chose completely at random. The Authority Chair, the Chief Executive, a Director and selected managers met individually with the assessor. Staff (including the UNISON representative and Staff Committee Chair) met the assessor in groups.

The report records some direct comments from staff including

- A very positive organisation, approachable, supportive, open door, a lot of that comes from the top
- They are open to listening to people's thoughts and ideas
- We get constructive feedback, it's a learning environment
- New to this role, my manager has developed me, explains things in a nutshell
- Try to lead by example, reflect the culture of the authority, be helpful and set clear guidelines
- Coaching is the preferred style of management around here
- As a manager, I have a very supportive manager
- My role is to guide people in the right direction, give them information and support

The Investors In People panel's overall view of the Peak District National Park Authority is that we have: "a culture which all public sector organisations aspire to achieve".

How we focus our effort

As scheduled, we reviewed our corporate plan mid term and developed a set of Corporate Objectives (2010 – 2013) to more closely focus the Authority's work on the outcomes of the National Park Management Plan. Annex 5 shows our approach to performance management illustrating how these Objectives lead into service planning and work programmes for individual staff. This enables staff to clearly understand their role in supporting the outcomes of the National Park Management Plan.

We prioritise our Corporate Objectives to identify where we consider extra effort needs to be applied to achieve the specified action, taking into account: past performance (judged by our indicators, our Performance Improvement Plan and our Audit reports¹); and impact (judged against the Objective's importance to regional and national agendas/priorities (eg as given in the new Defra circular²) and the degree of impact on achieving National Park Management Plan outcomes). We protect, and possibly increase, resources for our five priority 1 Objectives and scrutinise the work done to achieve our other Objectives for efficiencies or savings. We review our prioritisation annually as part of our strategic and financial planning.

How we monitor our progress

We monitor our progress with Corporate Indicators. The indicators were reviewed in 2009/10 to ensure they continue to be relevant to our needs. In 2009/10 we achieved or exceeded target on 54% of our corporate indicators. In certain areas where we fall short of our target, we implement closer monitoring to focus improvement: quarterly monitoring to management team and six monthly monitoring to Audit and Performance Committee. For 2009/10 these were:

Indicator	Outturn
Ensuring the development of appropriate indicators in new strategies and action plans	Complete: Landscape Strategy, Climate Change, Minerals, Recreation, Biodiversity, Cultural Heritage, Working with People and Communities and Communications
Responding to letters within 15 working days in the Planning Service	65% (target was 65%)
Member participation in formal meetings and training events	Formal Meetings 75% (target was 75%) Training events 58% (target was 50%)
Meeting the milestones set out by the Local Development Scheme	Milestones met

For 2010/11 the indicators chosen are:

Indicator	Target 2010/11	Reason
4.1a Authority's overall carbon footprint	10% decrease from previous year	Very stretching target
4.2a Number of priority actions in Climate Change Action Plan met or on target as proportion of total number of actions	1111	High priority and new area of work
4.2b Number of projects supported that show a targeted reduction in carbon dioxide	9	High priority and new area of work
4.2c Reduction in CO ₂ due to projects supported by the National Park Authority	Set baseline	High priority and new area of work

1. refer to the Authority's Annual Governance Statement for details at <http://resources.peakdistrict.gov.uk/ctte/authority/reports/2009/090626Item9-11App1.pdf>

2. <http://www.defra.gov.uk/rural/national-parks/index.htm>

Some of our corporate health indicators were below target for the year and the reasons for this will be analysed and appropriate action taken.

We also benchmark our performance against other National Park Authorities, shown in the indicator tables. In some circumstances these indicators are similar to our corporate indicators but may vary in methodology, resulting in slightly different outturns. Explanations have been provided in the tables where such a variance occurs.

How we organise to further improve

Our partners and funding bodies, as well as the Authority, need to know we are using all our resources – people, funds and properties – to the maximum benefit of the National Park. Our Performance Improvement Plan¹ complements and helps us to progress the work on our Corporate Objectives. During 2008 a renewed Plan was developed, setting out our planned improvements for a 3 year period, giving a clear focus to our improvement efforts. Progress is monitored quarterly and annually.

Annual service plans are developed from the strategic direction given by corporate planning and performance improvement. Heads of Service are responsible for developing actions to achieve the Corporate Objectives and the Performance Improvement Plan, and for identifying appropriate measures and targets to monitor their activity and contribution. Individual work programmes are developed from these service actions so that each member of staff can see how their work contributes to achieving the work of the Authority.

During 2009/10 91% of our stated service actions were achieved by the end of the year. Outstanding issues have been considered by the Authority's Audit and Performance Committee (23rd April 2010).

How we manage Risk

Heads of Service are also responsible for identifying key risks in their service which are then considered by Management Team for inclusion in the corporate risk register. The corporate risk register is approved by the Authority's Audit and Performance Committee (23rd April 2010), is monitored quarterly and updated bi-annually. A copy of our corporate risk register is shown in Annex 6.

How we scrutinise our work

Our Members lead a scrutiny process as part of our performance improvement work which is, itself, reviewed and changed regularly to continually improve the effectiveness of the process. We have moved to more evidence based scrutiny and have introduced 'micro scrutiny'. The new process was kicked started with a workshop in July 2009 and the topic agreed for 2010/11 is: 'How are constituent authorities engaging with communities and how best can we be involved in order to increase the understanding of National Park purposes'.

1. <http://resources.peakdistrict.gov.uk/ctte/audit/reports/2010/100122Item8-4App1.pdf>

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

- National Park Grant from the Department for Environment, Food and Rural Affairs
- Other Local Authority special grants from the Department for Communities and Local Government
- Income generation from sales and charges for our services
- Additional funds from grant bodies and partnerships

During the financial year we allocate expenditure to 8 functional headings in accordance with the Best Value Accounting Code of Practice (as shown in the overall financial statement in Annex 7 of this plan). The financial information covers four years:

- Resources used in 2008/09 and 2009/10
- Our budgeted expenditure and income for 2010/11
- Our planned requirements for 2011/12 based on estimates of funding available

Following confirmation of National Park Grant allocations in December 2007 we were able to draw up a three year financial plan for the 2008/9 – 2010/11 spending review period, based on inflationary increases in National Park Grant of 4.2%, 2.75%, and 2.75% respectively. These increases were justified by the Minister because of the huge value and impact National Parks were having across a whole range of important issues. Planning figures for the next Spending Review period from 2011/12 to 2013/14 remain uncertain, although the Authority has been able to prepare a three year business plan based on a number of funding scenarios. Some of these scenarios necessarily consider further efficiencies, finding new ways of doing work, and reductions in services or staffing. We continue to work with partners to secure extra funds for new initiatives to meet our National Park purposes, and we are also looking at other possible ways of increasing our income or sharing our costs.

The most significant are:

- A shared approach with the Royal Society for the Protection of Birds and National Trust to managing the Eastern Moors Estate
- A successful bid to the European Life + programme (Moorlife) with our moorland partners, extending further the restoration work carried out in the first five year programme, with a £5.7m expenditure programme over the next 5 years, 75% of which is externally funded by European monies
- A £2.25m cycling project funded by Cycling England extending and developing cycling infrastructure between Buxton and Bakewell, with ambitions to link through to Matlock.

The matched funding is provided either in cash or through in-kind contributions from our baseline resources, and our partnership and external funding work attracts nearly £5 in outside funds for every £1 of our own resource used.

We continue to be prudent in our approach to financing capital expenditure from our borrowing powers, setting an overall borrowing limit of £1.9m up to 2012/13 (with financing costs about 3% of overall net income). These limits will be revised when work on the capital strategy is progressed, assessing our need for capital expenditure on assets over a 10-20 year period, informed by our work on the Asset Management Plan and our need to ensure that the Authority's asset base is financially sustainable. The availability of borrowing enables us to manage our long term assets more cost effectively, based on the principles of sound investment, rather than the in-year constraints caused by financing capital wholly from the revenue budget. The two main investments for which funds have been borrowed - refurbishment of Aldern House to create more space / cessation of leased premises – and replacement of a leased vehicle fleet with an owned fleet – are examples of invest to save expenditure with both providing future revenue savings from the initial investment.

Contract Statement

There have been no individual contracts awarded during the past year which involve a transfer of staff.

Corporate Objectives	Ref	Indicator	Achieved			Target		Target	
			2007/08	2008/09	2009/10	Target Met	2009/10	2010/11	2011/12
01 Biodiversity 1. Produce Local Biodiversity Action Plan (LBAP) 2011-20.	1.1a	Have we met the milestones set out in the Project Plan?							
	1.2a (E1.1) (Farm NE1)	a) Area (ha) and b) Percentage of SSSI land NOT owned by the Authority in favourable or recovering condition	b) 74.7%	a) 40,186.94ha b) 89.4%	a) 42,199.42ha b) 94.1%	a) ✓ b) ✓	a) 42,399.49ha b) 94.5%	a) 42,399.49ha b) 94.5%	a) ✓ b) ✓
	1.2b (E2.1) (Farm NE1)	a) Area (ha) and b) Percentage of SSSI land OWNED by the Authority in favourable or recovering condition	b) 91.0%	a) 4,785.25ha b) 97.6%	a) 4,857.79ha b) 99.3%	a) ✓ b) ✓	a) 4,857.79ha b) 99.3%	a) 4,857.79ha b) 99.3%	a) ✓ b) ✓
02 Cultural Heritage 1. Achieve the priority actions in the Cultural Heritage Strategy 2006-11.	1.2c	Number of Local Biodiversity Action Plan (LBAP) targets for priority species and habitats met or on target (out of total number of LBAP targets for priority species and habitats, specifically lapwings, crayfish, grasslands and moorlands)							
	2.1a (F1.1)	Number of major projects with National Park Authority involvement that are engaged in delivering the Cultural Heritage Strategy	NEW INDICATOR	7	7	✓	5	5	5
	2.1b (F2.1)	a) Number and b) Percentage of actions in the Cultural Heritage Strategy on target (Slight change in wording for 2010-11)	a) 83 b) 92%	a) 87 b) 97%	a) 68 (out of 71*) b) 96%	a) X b) X	a) 71 b) 100%	a) 71 b) 100%	a) 71 b) 100%
2. Update the Cultural Heritage Strategy and produce the action plan for 2011-16.	2.2a	Have we met the milestones set out in the Project Plan?							

Corporate Objectives	Ref	Indicator	Achieved		Target Met	Target			
			2007/08	2008/09		2009/10	2010/11	2011/12	
03 Natural Beauty 1. Achieve the priority actions in the Landscape Strategy.	3.1a (A1.1)	Percentage of the landscape character of the National Park that is conserved and enhanced	NEW INDICATOR	86%	✓	86%	87%	88%	
	3.1b	Number of priority actions in the Landscape Strategy met or on target (out of total number of priority actions in the Landscape Strategy)	New Indicator 2010-11	13 (21)		New Indicator 2010-11			
	3.1c	Length of electricity lines undergrounded (km)	New Indicator 2010-11	2.55km		New Indicator 2010-11			
	3.1d	Number of the landscape character areas with climate change impacts embedded (total number of landscape areas = 8)	New Indicator 2010-11	0		New Indicator 2010-11			
	3.1e	Number of priority landscape conservation enforcement actions taken (out of total number of priority landscape conservation cases (Landscape Strategy Indicator 2010-11))	New Indicator 2010-11			New Indicator 2010-11		Set baseline	
04 Climate Change and Natural Resources									
1. Achieve our own environmental management targets to reduce the Authority's carbon footprint in 2010-11 by 5%.	4.1a (K1.2) NI 185 (Farm CD3)	Authority's overall carbon footprint	994.68 tonnes CO ₂ ** (baseline year)	906.58 tonnes CO ₂ ** (8.85% decrease against baseline)	✓	834.50 tonnes CO ₂ (16.11% decrease against baseline)	10% decrease	25% decrease	28% decrease (tbc)
	4.2a	Number of priority actions in the Climate Change Action Plan met or on target (out of total number of priority actions in the Climate Change Action Plan)	New Indicator 2010-11	8 (11)		New Indicator 2010-11		11 (11)	
	4.2b	Number of projects that show a targeted reduction in carbon dioxide supported (NPMP Indicator CP5)	6	9	✓	13	8	9	10
4.2c	Estimated reduction in CO ₂ due to projects supported by the National Park Authority		New Indicator 2010-11					Set baseline	

Corporate Objectives	Ref	Indicator	Achieved			Target		
			2007/08	2008/09	2009/10	2009/10	2010/11	2011/12
1. Reduce area and number of mineral workings and ensure that those that remain are worked to the highest modern environmental standards.	5.1a (B2.1)	a) Number and b) Percentage of quarries operating to modern environmental standards (Slight change in wording for 2010-11)	a) 42 b) 76%	a) 40 b) 77%	a) 40 b) 80%	a) X b) X	(a) 46 (b) 96%	a) 46 b) 100%
	5.1b (B3.1)	a) Number of quarries and b) Area (ha) of quarrying (Slight change in wording for 2010-11)	a) 55 b) 3,420.0ha	a) 52 b) 3,406.4ha	a) 50 b) 3,398.7ha	a) ✓ b) X	a) 48 b) 3,300.0ha	a) 46 b) 3,250.0ha
	5.1c (B3.2)	a) dormant and b) active quarries (ha)	NEW INDICATOR	a) No. = minus 1 Area = minus 11.1ha	a) No. = 0 Area = 0.0ha	a) X X	a) No. = minus 1 Area = minus 25ha	a) No. = minus 1 Area = minus 25ha
			NEW INDICATOR	b) No. = minus 2 Area = minus 2.5ha	b) No. = minus 2*** Area = minus 7.7ha	✓ X	b) No. = minus 2 Area = minus 25ha	b) No. = minus 2 Area = minus 25ha
			NEW INDICATOR	a) 3 b) As expected	a) 2*** b) As expected	a) Externally dependent b) X	a) Externally dependent b) N/A (due to change in wording)	a) Externally dependent b) N/A (due to change in wording)
2. Influence national government and regional policy and other bodies on mineral working in National Parks including responding to consultation documents.	5.2a (B1.1)	a) Number and b) Degree of influences on new and relevant Government and regional mineral policy documents (Slight change in wording for 2010-11)	NEW INDICATOR					
06 Traffic, Travel and Accessibility	6.1a	Number of documents responded to within timeframe (out of total number of new and relevant transport consultation documents) Green travel plans (for the public to access our Estates) contained in our Estate Management Plans	New Indicator 2010-11				6 (6)	
	6.1b							
2. Increase the proportion of visitors using sustainable methods of travel other than private car.	6.2a (C2.1)	Number of improvements to rail and bus schemes for National Park users (Slight change in wording for 2010-11)	NEW INDICATOR	14	10	2	15 (new baseline target for 2010-11)	Dependent on 2010-11 baseline
	6.2b	Percentage of service user contacts that access the National Park by sustainable means (Recreation Strategy Indicator 2010-11)	NEW INDICATOR		6%			6.5%

Corporate Objectives 07 Recreation and Tourism		Ref	Indicator		Achieved			Target Met		Target	
			2007/08	2008/09	2009/10	2009/10	2010/11	2011/12			
1. Increase opportunities for recreational activities especially for our target priority audiences.		7.1a (D.1.1)	34,830 (excl. campsites)	31,712 (excl. campsites)	43,793 (incl. campsites)	✓	Set baseline including campsite data	Service User Survey to be reviewed prior to targets being set			
		7.1b (D.1.2)	NEW INDICATOR	a) 9.1% b) 4.6% (cycle hire only) c) 3.6% d) 5.0%	a) 25.9% b) 9.3% c) 4.8% d) 3.4%	X	Set baseline including campsite data	Service User Survey to be reviewed prior to targets being set			
		7.1c (D.2.1) (Fam RM1 and RM2)	a) NEW INDICATOR b) 95.0%	a) 87.1% b) 90.1%	a) 90.9% b) 94.7%	✓	a) 90.0% b) 90.0%	a) 90.0% b) 90.0%	a) 90.0% b) 90.0%		
		7.1d	New Indicator 2010-11					Set baseline			
		7.1e	New Indicator 2010-11					Set baseline			
		7.1f	New Indicator 2010-11	New Indicator 2010-11	96km						
		7.1g	New Indicator 2010-11	New Indicator 2010-11	89%				Conducted every 2 years	90%	

2. Develop our strategic role in sustainable tourism.	7.2a (H1.1)	Number of Peak District tourism businesses participating in local NPA led or supported sustainable tourism schemes	261	204	127#	✓	Set new baseline	To be determined as part of the Sustainable Tourism Strategy	To be determined as part of the Sustainable Tourism Strategy
	7.2b (H2.1)	a) Number and b) Degree of influences on new and relevant tourism partnership documents (Slight change in wording for 2010-11)	NEW INDICATOR	a) 1 b) Better than expected	a) 2 b) As expected	a) Externally dependent b) ✓	a) Externally dependent b) As expected	a) Externally dependent (2) b) N/A (due to change in wording)	a) Externally dependent (1) b) N/A (due to change in wording)
	7.3a	The total Authority spend on facilities	New Indicator 2010-11	New Indicator 2010-11	-£59,911 (net income)	New Indicator	New Indicator 2010-11	Maintain same level	
	7.3b	The number of facilities managed by the Authority	New Indicator 2010-11	New Indicator 2010-11	67 (49 car parks and 18 toilets)	New Indicator	New Indicator 2010-11	65	
7.3c	Percentage of car parks and toilets maintained in at least a 'satisfactory' or 'good' condition	New Indicator 2010-11	New Indicator 2010-11	58% (39 out of 67)	New Indicator	New Indicator 2010-11	60%		
7.3d	The number of Authority-owned/ managed facilities transferred to achieve 3rd party investment	New Indicator 2010-11	New Indicator 2010-11	New Indicator 2010-11	2				
3. Improve the quality and cost effectiveness of the provision of facilities such as car parks and toilets through rationalisation and different models of delivery and funding including working with partners.									

Corporate Objectives	Ref	Indicator	Achieved			Target Met		Target	
			2007/08	2008/09	2009/10	2009/10	2010/11	2011/12	
08 Understanding the National Park 1. Increase understanding of the special qualities of the National Park through participation in learning and volunteering opportunities, especially among priority target audiences.	8.1a (G1.1)	Number of contacts through learning opportunities provided by the PDNPA: a) Information b) Face to face c) Volunteering, participation and engagement d) Website (Slight change in wording for 2010-11)	a) 498,039 b) 13,929 c) 2,555 d) New	a) 457,980 b) 18,669 c) 4,478 d) To be collected in 09/10	a) 471,723 b) 24,688 c) 4,887 d) 505,058	a) X b) ✓ c) ✓ d) ✓	a) 474,000 b) 18,600 c) 4,360 d) Set baseline	Service User Survey to be reviewed prior to targets being set	
	8.1b (G1.2)	Percentages of PDNPA customers on learning activities that are from specific target audiences: a) Children and young people (5-24 yrs) b) Minority ethnic groups c) People with a limiting long-term illness or disability d) People from deprived target areas	NEW INDICATOR	a) 29.2% b) 11.1% (excl. visitor services and guided walks) c) 5.2% d) 4.0% (all excl. website)	a) 30.2% b) 13.7% c) 6.1% d) 10.1%	X	Targets to be agreed through three-year business planning	Service User Survey to be reviewed prior to targets being set	
	8.1c (G1.3)	Percentage of customers on PDNPA learning activities who know they are in a National Park after their visit	99%	99%	90%##	X	99%	Service User Survey to be reviewed prior to targets being set	
	8.1d (G1.4)	Average increase in understanding of what is special about the National Park amongst customers on PDNPA learning activities (1 = not at all, 6 = greatly)	5.0	4.5	4.4	X	5.0	Service User Survey to be reviewed prior to targets being set	
	8.1e (G3.1)	Number of contacts through volunteer opportunities provided by the PDNPA	10,217	10,116 (New definition 09/10)	9,048###	✓	Set baseline	Service User Survey to be reviewed prior to targets being set	
	8.1f (G3.2)	Percentage of volunteers from specific target audiences: a) Children and young people (5-24yrs) b) Minority ethnic groups c) People with a limiting long-term illness or disability d) People from deprived target areas	67% (no breakdown available)	New definition 09/10	a) 66.1% b) 17.6% c) 6.6% d) 6.8%	✓	Set baseline	Service User Survey to be reviewed prior to targets being set	

Corporate Objectives	Ref	Indicator	Achieved		Target		Target	
			2007/08	2008/09	2009/10	Target Met	2009/10	2010/11
1. Engage communities and support them in shaping their future.	9.1a	Number of priority actions in the Live Work Rural (LWR) Business Plan met or on target (out of total number of priority actions in the LWR Business Plan)	New Indicator 2010-11	New Indicator 2010-11	4 (4)	New Indicator 2010-11	New Indicator 2010-11	
	9.1b	Number of affordable (local needs) dwellings for which planning permission was granted	New Indicator 2010-11	New Indicator 2010-11	35	New Indicator 2010-11	New Indicator 2010-11	no target or limit####
	9.1c	Number of community/village planning arrangements maintained/developed (Live Work Rural Business Plan Indicator 2010-11)	New Indicator 2010-11	New Indicator 2010-11	10	New Indicator 2010-11	New Indicator 2010-11	
	9.1d	Number of community initiatives and community services/facilities developed (Live Work Rural Business Plan Indicator 2010-11)	New Indicator 2010-11	New Indicator 2010-11	0	New Indicator 2010-11	New Indicator 2010-11	
10 Economy 1. Contribute to environmentally sustainable economic development.	10.1a (1.1)	Number of businesses participating in National Park Authority-led or actively supported schemes: a) Farms b) Non-farms	a) 1,303 b) 292	a) 1500 b) 202 a) 1 b) As expected	a) 1138 b) 219 a) 1 b) As expected	a) X b) X a) ✓ b) ✓	a) 1600 b) 350 a) Externally dependent (1) b) N/A (due to change in wording)	a) 1650 b) 400 a) Externally dependent b) N/A (due to change in wording)
	10.1b (2.1)	degree of influences on new and relevant economic development documents (Slight change in wording for 2010-11)	NEW INDICATOR	As expected	As expected	As expected	N/A (due to change in wording)	N/A (due to change in wording)
	10.2a (A2.1)	The number of new engagements with farmers and business owners	NEW INDICATOR	296	566~	✓	650	700
2. Use Peak District Land Management Advisory Service to support land managers to manage the landscape sustainably, whilst creating economic benefits for the wider community.	10.2b (J3.1)	Area (ha) of land in the National Park covered by environmental schemes: a) Entry level b) Higher level (Slight change in wording for 2010-11)	a) 9,997.0ha b) 108,537.0ha	a) 16,437.9ha b) 100,816.7ha	a) 17,426.0ha b) 98,353.7ha~	a) ✓ b) X	a) 20,000.0ha b) 75,000.0ha	a) 21,000.0ha b) 80,000.0ha
	11. We provide quality, customer focused, sustainable services and ensure continuous improvements in the way that these are delivered							

Corporate Indicator Tables

Corporate Objectives	Ref	Indicator	Achieved			Target		
			2007/08	2008/09	2009/10	Target Met	2009/10	2010/11
1. Ensure continuous improvement, value for money, sustainability and high standards of corporate governance.	11.1a (K1.1)	Unqualified reports from external auditors on: a) Financial statements (including Annual Governance Statement) b) Value for Money (including Data Quality work)	NEW INDICATOR	a) Yes b) Yes	a) Yes b) Yes	a) Yes b) Yes	a) Yes b) Yes	a) Yes b) Yes
	11.1b (Farm DC1)	Percentage of planning applications by type determined in a timely manner: A timely manner is defined as a) within 13 weeks for Major applications; b) within 8 weeks for Minor applications; c) within 8 weeks for Other applications; d) within 13 weeks for all County Matter applications. (NJ 157 only)	a) 0.00% b) 76.60% c) 82.30% d) Data unavailable	a) 100.00% b) 77.11% c) 81.89% d) 38.46%	a) 28.57% b) 72.27% c) 80.19% d) 0.00%	a) X b) X c) X d) X	a) 60% b) 75% c) 84% d) 50%	a) 60% b) 75% c) 82% d) 50%
2. Provide a framework of plans and policies to achieve our outcomes and govern our work.	11.2a (11.3)	Has the Authority met the milestones which the current Local Development Scheme sets out?	No	No	Yes	✓	Yes	Yes
3. Use planning powers to achieve our outcomes.	11.3a (Farm DC2)	Percentage of planning applicants satisfied with the service received	No data (3-yearly survey)	No data (3-yearly survey)	70% (annual survey henceforth)	✓	65%	74%

Corporate Objectives	Ref	Indicator	Achieved			Target				
			2007/08	2008/09	2009/10	Target Met	2009/10	2010/11	2011/12	
4. Continue to provide quality, customer focused services.	11.4a (K1.3)	Achievement of an appropriate customer service standard	NEW INDICATOR	No	No	75%	X	Attain Standard within CST	Attain Standard within CST	Authority-wide implementation
	11.4b (K1.4)	Performance for answering external telephone calls (within 15 seconds)	79%	79%	81%	✓	75%	75%	75%	75%
	11.4c (K1.5)	Performance for answering letters within 15 working days:	a) 44% b) 79%	a) 58% b) 85%	a) 65% b) 81%	a) ✓ b) X	a) 65% b) 85%	a) 70% b) 85%	a) 75% b) 85%	a) 75% b) 85%
	11.5a (K2.1)	Planning b) Non-planning (Slight change in wording for 2010-11) Percentage of residents of the National Park feeling well informed about our work and priorities (Slight change in wording for 2010-11)	NEW INDICATOR	Awaiting Residents' Survey	53%	✓	Set baseline	Conducted every 2 years	55%	55%
	11.5b	Percentage of residents who are quite or very well informed about why the PDNPA exists	Communications Strategy Indicator 2010-11		79%	✓	Set baseline	Conducted every 2 years		
5. Communicate effectively with residents, visitors and other stakeholders.	11.6a (K3.1)	Percentage of staff who a) feel valued by the NPA and b) feel their skills and knowledge have increased	NEW INDICATOR	a) 52% b) 73%			Conducted every 2 years	a) 55% b) 70%	Conducted every 2 years	Conducted every 2 years
	11.6b (K3.2)	Number of working days/shifts lost due to sickness absence per full time equivalent employee	5.39 days	7.93 days	5.88 days	✓	Below 6.5 days	Below 6.5 days	Below 6.5 days	Below 6.5 days
	11.6c (K3.3)	Number of voluntary leavers as a percentage of staff in post	7.03%	10.36%	10.60%	X	Below 9.00%	Below 9.00%	Below 9.00%	Below 9.00%
	11.6d (K3.4)	Average number of training days per full time equivalent employee	3.10 days	2.52 days	2.29 days	X	3 days	3 days	3 days	3 days
	11.6e (K3.5)	Percentage of Authority employees from minority ethnic communities	0.00%	0.43%	0.00%	X	0.30%	0.30%	0.30%	0.30%
	11.6f (K3.6)	Percentage of Members who feel a) valued and b) developed by the NPA	NEW INDICATOR	a) 67% b) 76%			Conducted every 2 years	Conducted every 2 years	a) 65% b) 75%	Conducted every 2 years
	11.6g (K3.7)	Member participation in training/briefing events	66%	48%	58%	✓	50%	50%	50%	50%
	11.6h (K3.8)	Member participation in formal meetings	75%	70%	75%	✓	75%	75%	75%	75%
	(Farm CD2)									
	11.6i	Percentage of staff who feel well informed about the work of the PDNPA (Communications Strategy Indicator 2010-11)	Conducted every 2 years	53%			Conducted every 2 years	Conducted every 2 years		

Corporate Objectives Indicators To Be Replaced/Deleted in 2010-11	Ref	Indicator	Achieved		Target Met	Target		
			2007/08	2008/09		2009/10	2010/11	2011/12
Corporate Outcome D: People feel welcome in the National Park and have the opportunity to participate in recreational activities that enhance the quality of their lives by								
2. Providing a network of statutory and permissive routes, access to open country and other relevant opportunities	D2.2	Area (ha) of access land accessible	NEW INDICATOR	52,432ha	52,444ha	X	54,098ha	Report in Park Profile
Corporate Outcome E: Increasing the quality, distinctiveness and resilience of the biodiversity of priority habitats and species consistent with climate change by								
3. Ensuring the achievement of all Biodiversity Action Plan targets	E3.1	Percentage of land for each LBAP habitat under conservation agreement	NEW INDICATOR	Data unavailable	from Natural England		To be replaced by new indicator 1.2c	
Corporate Outcome G: Understanding of the National Park and its special qualities has increased so that people recognise its value, and have the opportunity to make a personal contribution to its sustainable management								
2. Working with and influencing stakeholders to enhance learning opportunities about the National Park	G2.1	Number of contacts through learning activity delivered by partners, facilitated by PDNPA	NEW INDICATOR	New definition 09/10	No return	X	Set baseline	To be replaced by new indicator 8.2a
3. Encouraging and developing volunteering opportunities that allow people to make a personal contribution to the sustainable management of the National Park	G3.3	Number of volunteer opportunities (projects) provided by partners facilitated by the National Park Authority						New indicator to be developed as part of Volunteering Review To be deleted
Corporate Outcome H: Promote sustainable tourism to improve the economic viability of the Peak District whilst ensuring a positive environmental and social impact by								
3. Encouraging visitors to consider the environmental impact of their visit and take positive action	H3.1	Number of new initiatives that promote positive action	NEW INDICATOR	8	12	✓	8	Similar to indicator 6.2a (C2.1)
Corporate Outcome I: The Peak District is a living, modern, and innovative area with vibrant and cohesive communities								
1. Using planning and influencing powers to help create more sustainable communities and a better environment	I1.1	Number and percentage of actions in the National Park Management Plan: a) On target b) Complete Does the Authority have a Development Plan in place that has been adopted in the last five years and the end date of which has not expired?		a) 72 (83.7%) b) 4 (4.7%)	a) 73 (83.9%) b) 7 (8.0%)		Indicator being re-developed	Annual Monitoring Report for the NPMP supersedes the need for this New development plan is 'saved' until new Local Development Documents are adopted so not relevant
	I1.2		Yes	Yes	Yes	✓	Yes	

Corporate Objectives	Ref	Indicator	Achieved		Target Met	Target	
			2008/09	2009/10		2010/11	2011/12
2. Influencing the provision of local services and better access to these for communities	12.1	a) Number and degree of influences on new and relevant accessibility documents NEW INDICATOR	a) 1 b) As expected	a) 0 b) N/A	a) Externally dependent b) N/A	a) Externally dependent b) As expected	To be replaced by new indicator 6.1a
Corporate Outcome J: Sustainable prosperity is achieved through a diverse economy, capitalising on the special and distinctive environment of the National Park by							
2. Working with partners, Government agencies and funding bodies to improve the economic performance of local firms and to influence appropriate economic investment in the area	J2.2	a) Number and Percentage of National Park Authority agreed priority rural initiatives successful in securing funding NEW INDICATOR	a) 2 b) 100%	a) 3 b) 75%	a) ✓ b) 3 out of 4 bids successful	a) 1 b) 100%	Reviewing our approach to funding streams

FOOTNOTES:

- * 19 Actions have been completed.
- ** Outturns amended because we now include more sources of emissions (equipment fuel use and member travel for example), and data has been backdated.
- *** One existing site granted permission to continue quarrying (Chinley Moor) in this financial year (no impact on area or number of quarries stats). There has been a net decrease in the number of Active sites overall due to those reaching end of their aftercare period (Parish Quarry, Stanley Moor and Chance Mine). Blakemere Pit added to Active list as inadvertently omitted last year, therefore net effect is -3 + 1 = -2.
- **** We commented on two key national documents: (1) British Geological Survey consultation document on Mineral Planning Statements (in Feb/March 2010) and (2) a DEFRA Circular sent out for consultation on National Parks (specifically provided comments on minerals extraction in NPs).
- # Reduction due to ending of New Environmental Economy Scheme.
- ## Large fluctuation in response may partly be due to survey error (small base size). Very few surveyed contacts did not know they were in National Park at outset (~100).
- ### The definition of 'volunteering in 8.1e relates to activities that specifically contribute to the sustainable management of the National Park, whilst 8.1a(c) relates to learning activities through the landscape. It is strongly suggested that the definition of 8.1a(c) has volunteering removed as it is irrelevant (in this context), and could lead to double counting.
- #### No expectation is placed on the National Park to meet the general need for housing in order to comply with the statutory purposes of National Park designation, but we have set out our commitment to work in partnership with our district partners to research local housing needs.
- ~ Due to increased capacity through the Live and Work Rural (LWR) programme.
- ~~ Reduction in figures due to developments in the way Natural England now collects and reports data.
- ~~~ Customer Service Charter to be approved at 27 Jul SMT. Online assessment in progress.
- ~~~~ Unable to report due to confusion and complication surrounding the definitions. Indicator to be replaced by new indicator 8.2a.

Family Indicator Tables

NPA Comparison		Ref	Indicator	Achieved			Target		
2009/10	Top 25% Range			2007/08	2008/09	2009/10	Target Met	2009/10	2010/11
Conservation of Natural Environment									
		Cxt1	a) Area of SSSI Land in the National Park (ha) b) Area of SSSI in NPA management (ha)	Data unavailable	a) 49875.88ha b) 4903.69ha	a) 49744.5 l ha b) 4892.28ha	a) 49875.88ha b) 4903.69ha	a) 49744.5 l ha b) 4892.28ha	a) 49744.5 l ha b) 4892.28ha
a) 😊	a) 100%	NE11.2a/1.2b	Percentage of SSSI Land in 'favourable or recovering' condition in:	a) 91.0% b) Data unavailable	a) 97.6% b) 90.2%	a) 99.3% b) 94.6%	a) 97.6% b) 92.7%	a) 99.3% b) 95.0%	a) 99.3% b) 95.0%
b) 😊	b) 99%		a) NPA Management b) the National Park as a whole		a) 97.6% b) 90.2%	a) 99.3% b) 94.6%	a) 97.6% b) 92.7%	a) 99.3% b) 95.0%	a) 99.3% b) 95.0%
	b) 68 – 100%								
Conservation of Cultural Heritage									
a) Not relevant	a) 1 – 109 (av. 33)	CHI	a) Number of conservation areas b) Percentage of conservation areas with up-to-date character appraisals	a) 109 b) 10.00%	a) 109 b) 11.01%	a) 109 b) 14.68%	a) 109 b) 15.00%	a) 109 b) 18.00%	a) 109 b) 18.00%
b) 😊	b) 100%	Cxt2	a) Number of listed buildings b) Number of listed buildings 'at risk'	a) 2901 b) 205	a) 2901 b) 192	a) 2903 b) 193	a) 2901 b) 193	a) 2903 b) 193	a) 2903 b) 193
a) 😊	a) 0 – 88	CH2	a) Number of listed buildings 'at risk' rescued during the year b) Percentage of listed buildings 'at risk' rescued during the year	a) 4 b) 1.93%	a) 7 b) 3.41%	a) 6 b) 3.13%	a) 5 b) 2.59%	a) 5 b) 2.59%	a) 5 b) 2.59%
b) 😊	b) 0.0 – 43.0%								
		Cxt3	a) Number of scheduled monuments b) Number of scheduled monuments 'at risk'	NEW INDICATOR		a) 458* b) 82		Externally dependent	Externally dependent
a) 😊	a) 40	GH3	a) Number of scheduled monuments 'at risk' rescued during the year b) Percentage of scheduled monuments 'at risk' rescued during the year	NEW INDICATOR		a) 1 b) Calculation dependent on data for previous year	a) Set baseline b) N/A	a) 1 b) Set baseline	a) 1 b) Dependent on baseline
b) Not relevant	b) 0.0 – 29.2%								
		Cxt4	Total length of footpaths and other rights of way	2459.00km	2459.13km	2459.13km		N/A	N/A
Recreation Management									
				2459.00km	2459.13km	2459.13km		N/A	N/A

NPA Comparison		Ref	Indicator	Achieved			Target		
2009/10	Top 25%			Range	2007/08	2008/09	2009/10	Target Met	2010/11
a) 😊	a) 93%	RM1/RM2	Percentage of total length of footpaths and other rights of way, that were easy to use by the general public: a) and follow the exact DEFINITIVE line. b) even though they may NOT follow the exact definitive line.	a) NEW INDICATOR b) 95.0%	a) 87.1% b) 90.1%	a) 90.9% b) 94.7%	✓ ✓	a) 90.0% b) 90.0%	a) 90.0% b) 90.0%
b) 😊	b) 95%								
a) 😊	a) 9020	RM3	a) Total number of volunteer days organised or supported by the NPA b) Number of those days attended by 'under represented' groups	NEW INDICATOR	a) 9020 b) 1672**	a) 9020 b) 1672**	a) ✓ b) X	a) 9020 b) Set new baseline	a) 9020 b) Dependent on baseline
b) 😊	b) 1,672								
Promoting Understanding ***									
PU Cxt									
😊	92%	PU1	Number of users of 'promoting understanding' services	524,740 (excl. website users)	491,243 (excl. website users)	1,015,404	✓	Set baseline	1,019,451
			Percentage satisfaction rating for users of 'promoting understanding' services	NEW INDICATOR	NEW INDICATOR	91%	✓	Set baseline	Service User Survey to be reviewed prior to targets being set
			Percentage increased understanding of what is special about National Parks for users of 'promoting understanding' services	NEW INDICATOR	NEW INDICATOR	74%	✓	Set baseline	Service User Survey to be reviewed prior to targets being set
😊	49%	PU3	Percentage of users of 'promoting understanding' services from under-represented groups	NEW INDICATOR	NEW INDICATOR	49%+	✓	Set baseline	Service User Survey to be reviewed prior to targets being set
Development Control									
		Cxt6	Number of planning applications received	Data unavailable	746	768	-	Externally dependent	Externally dependent

Family Indicator Tables

NPA Comparison		Ref	Indicator	Achieved			Target				
2009/10	Top 25%			Range	2007/08	2008/09	2009/10	Target Met	2009/10	2010/11	2011/12
a) ☹️	86%	DC111.1b/NI 157	Percentage of planning applications by type determined in a timely manner: A timely manner is defined as a) within 13 weeks for Major applications; b) within 8 weeks for Minor applications; c) within 8 weeks for Other applications; d) within 13 weeks for all County Matter applications (NI 157 only)	a) 0.00% b) 76.60% c) 82.30% d) Data unavailable	a) 100.00% b) 77.11% c) 81.89% d) 38.46%	a) 28.57% b) 72.27% c) 80.19% d) 0.00%	a) X b) X c) X d) X	a) 60% b) 77% c) 84% d) 45%	a) 60% b) 75% c) 84% d) 50%	a) 60% b) 75% c) 82% d) 50%	
b) ☹️	89%										
c) ☹️	88%										
☹️	78%	DC211.3a	Percentage of planning applicants satisfied with the service received	2006/07 data: 67%	No data (3-yearly survey)	70% (annual survey henceforth)	✓	65%	68%	74%	
	70 – 89%										

NPA Comparison		Ref	Indicator	Achieved			Target Met		Target	
2009/10	Top 25% Range			2007/08	2008/09	2009/10	2009/10	2010/11	2011/12	
Corporate and Democratic										
☺	8.0%	CD3/4.1a/NI 185	CO ₂ reduction from National Park Authority operations	994.68 tonnes CO ₂ ⁺⁺ (baseline year)	906.58 tonnes CO ₂ ⁺⁺ (8.85% decrease against baseline)	834.50 tonnes CO ₂ decrease against baseline; 7.96% decrease from previous year)	✓	10% decrease against baseline	25% decrease against baseline	28% decrease against baseline (tbc)
☺	4.5	CD1/1.6b	Number of working days/ shifts lost due to sickness absence per full time equivalent employee	5.39 days	7.93 days	5.88 days	✓	Below 6.5 days	Below 6.5 days	Below 6.5 days
☹	86%	CD2/1.6h	Member participation in attending committees	75%	70%	75%	✓	75%	75%	75%

KEY:

✓	Our performance in comparison with the target we set ourselves:
☺	We met or exceeded our target
☹	We did not meet our target

☺	Our performance in comparison with all National Park Authorities:
☺	We are in the top 25%
☹	We are in the bottom 25%
☺	Our performance is average compared with other Authorities

FOOTNOTES:

- * There is a problem with the dataset, which was created in around 2000 by English Heritage and has not been up-dated since then.
- ** Peak Park Conservation Volunteer data only. Breakdown for 'under represented' groups not available for other providers of volunteer days.
- *** The Service User Survey used to calculate this data is being reviewed during 2010/11 Data outturns for 2009/10 should be treated with caution.
- + PU3 does not take into account persons who belong to multiple groups, for example a person who has both a disability and is aged between 16 and 24. This leads to double counting and possibly even triple counting. The family definition of PU3 does not allow for different sample sizes from each service; it is difficult to ensure an exact sample size due to resource implications. We are informed that the Joint Improvement Group will be further discussing PU3.
- ++ Outturns amended because we now include more sources of emissions (equipment fuel use and member travel for example), and data has been backdated to be consistent.

Annex I: Peak District National Park Profile

PROFILE ITEM	Unit	Source of Data
Area		
Total Park Area	143,785.48ha	PDNPA GIS
Parishes totally or partly in the Park	125	PDNPA GIS
Population		
Resident population	38,409	ONS Mid Year Estimate 2007
- School and pre-school age (0-15)	(17.9%)	2001 Census ¹
- Working age (16-64)	(62.7%)	2001 Census
- Pensionable age (65+)	(19.4%)	2001 Census
Settlements with 3,000+ population	1	2001 Census
Housing		
Housing stock	17,196	2001 Census
- Second homes and holiday lets	698 (4.1% of household spaces)	2001 Census
Resident households	15,949	2001 Census
- Owner occupied	12,056 (75.6%)	2001 Census
- Private rented ²	2,278 (14.3%)	2001 Census
- Social housing ³	1,615 (10.1%)	2001 Census
Nature Conservation		
Sites of Special Scientific Interest (SSSIs)	49,745ha	PDNPA GIS
Special Protection Areas (SPAs)	44,823ha	PDNPA GIS
Special Areas of Conservation (SACs)	45,801ha	PDNPA GIS
RAMSAR Sites	0 ha	PDNPA Records
National Nature Reserves (NNRs)	8,640ha	Natural England
Land use⁴		
Moorland, heathland and unenclosed grassland ⁵	56,542ha (39.3%)	Section 3 Map (2001)
Farmland	77,520ha (53.9%)	MLC 1991
Woodland	9,437ha (6.6%)	Forestry Commission's National Inventory of Woodland and Trees plus Natural England data

¹ Data will be updated following the 2011 census and will be broken down for the National Park

² Includes 'rented with job/other'

³ Includes Housing Association and Local Authority properties

⁴ These data are from different sources and cannot be summed

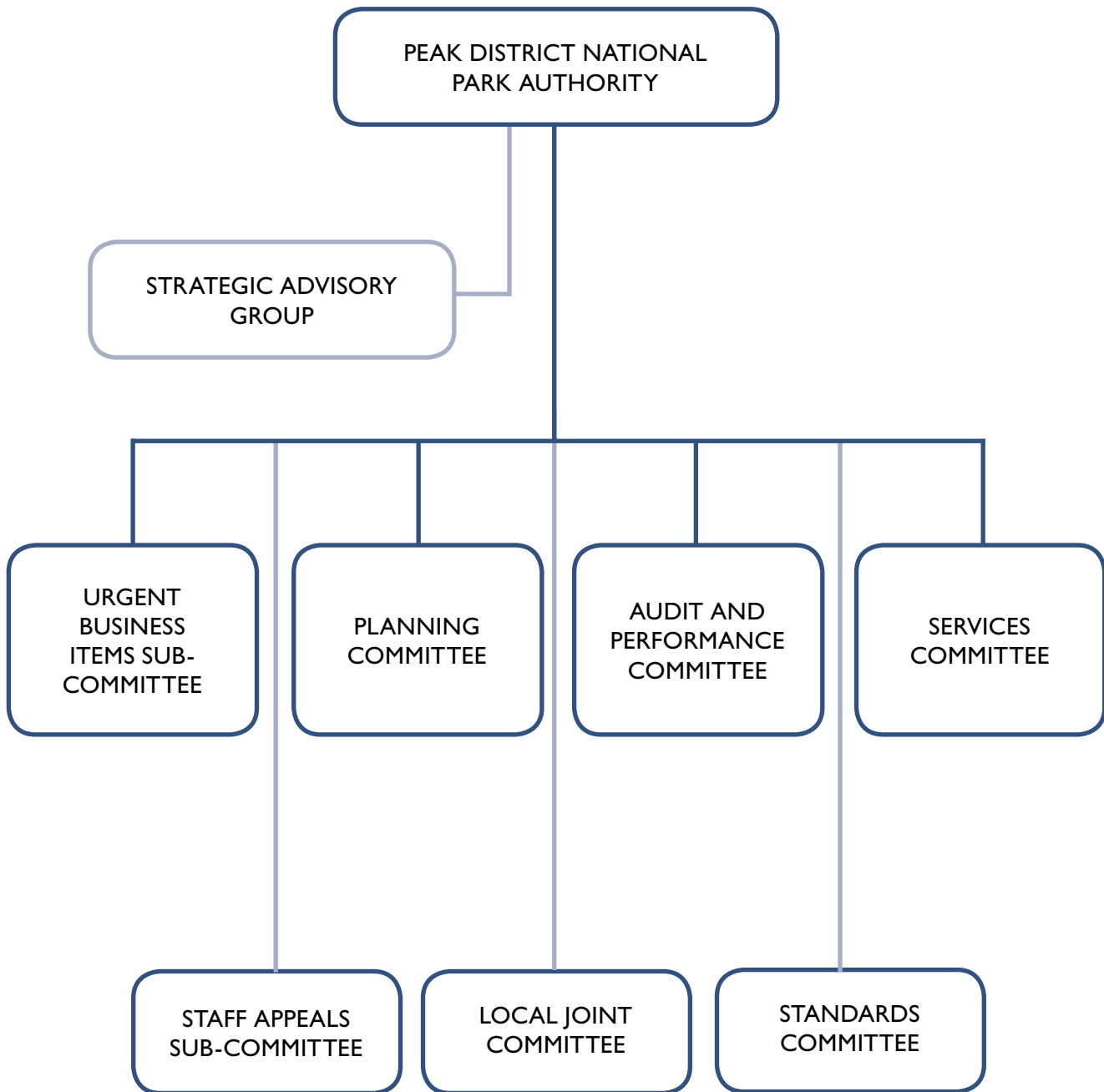
⁵ Unenclosed grassland added for clarity re New Forest

Annex I: Peak District National Park Profile

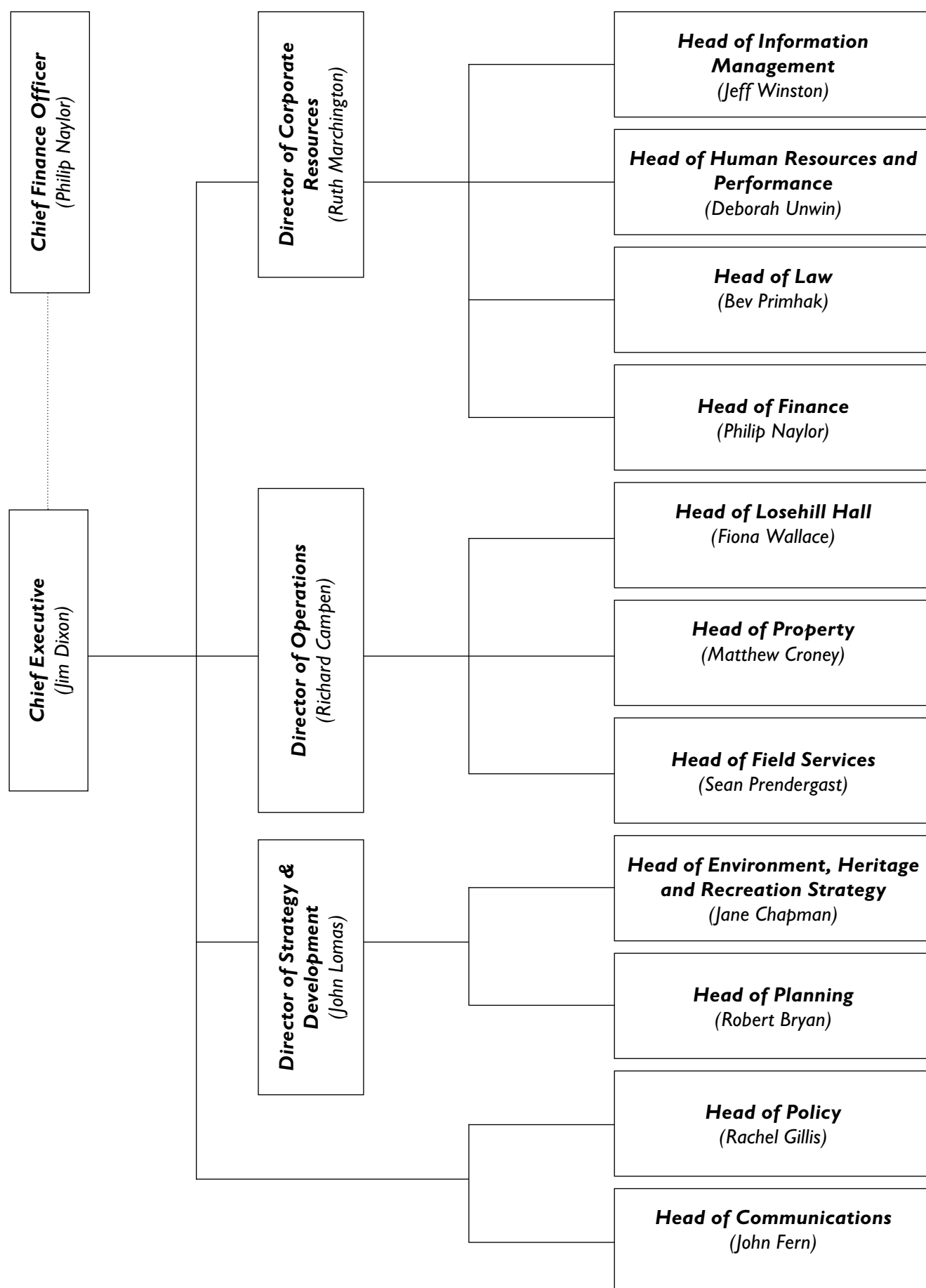
PROFILE ITEM	Unit	Source of Data
Heritage		
Scheduled Ancient Monuments	458	PDNPA records from EH lists
Conservation Areas	109	PDNPA records
<i>Listed Buildings:</i>		
- Grade I	49	PDNPA & DCMS records
- Grade II*	105	PDNPA & DCMS records
- Grade II	2,749	PDNPA & DCMS records
Recreation		
Public footpaths	2,136.3 Km	PDNPA records
Public bridleways	293.3 Km	PDNPA records
Other public rights of way ⁶	29.53 Km	PDNPA records
Open Access land	541 Km ²	PDNPA records

⁶ Byways Open to All Traffic and Restricted Byways

Annex 2: Committee Structure



Annex 3: Organisational Structure



Annex 4: Staff Posts At 1 April 2010

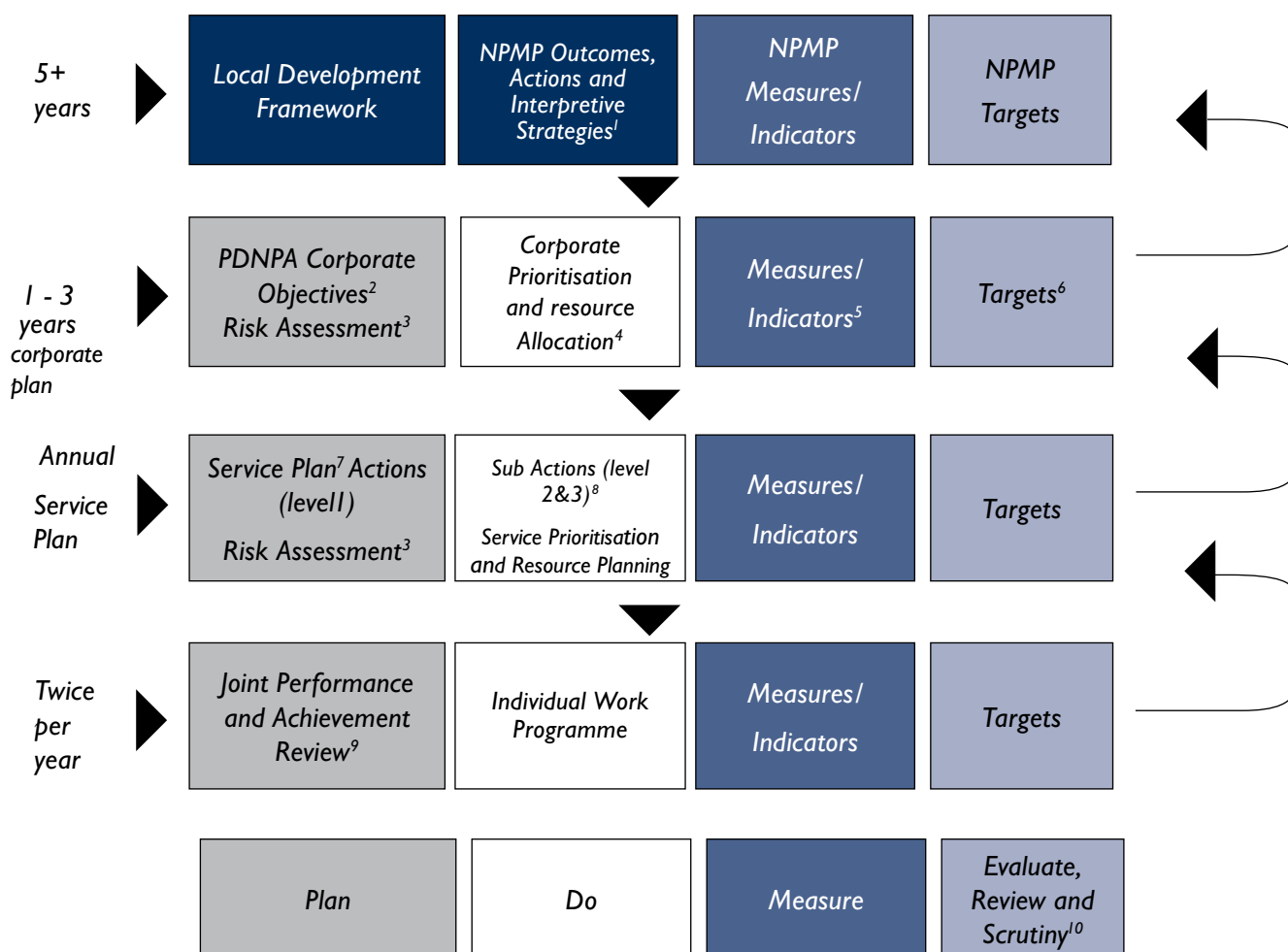
Established Posts - Number of staff

	<i>Full-time</i>	<i>Job Share</i>	<i>Part-time</i>	<i>Seasonal</i>	<i>Fixed Term + Temporary</i>	<i>Casual</i>	<i>Total</i>
<i>Management Team</i>	5	-	-	-	-	-	5
<i>Chief Executive's Unit</i>	10	4	8	-	2	35	59
<i>Strategy & Development</i>	46	2	10	-	15	-	73
<i>Corporate Resources</i>	26	4	16	-	1	-	47
<i>Operations</i>	73	6	68	10	20	97	274
<i>Totals</i>	160	16	102	10	38	132	458

Established Posts Filled - Whole Time Equivalents

	<i>Full-time</i>	<i>Job Share</i>	<i>Part-time</i>	<i>Seasonal</i>	<i>Fixed Term + Temporary</i>	<i>Casual</i>	<i>Total</i>
<i>Management Team</i>	5	-	-	-	-	-	5
<i>Chief Executive's Unit</i>	10	2	5.4	-	5.8	0.6	19.3
<i>Strategy & Development</i>	46	1	5.9	-	8.5	-	64.7
<i>Corporate Resources</i>	26	2	8.5	-	3.9	-	37.5
<i>Operations</i>	73	3	30	8.5	13	2.7	134.5
<i>Totals</i>	160	8	49.8	8.5	31.2	3.3	261

Annex 5: 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.

Annex 6: Corporate Risk Register 2010/11

Risk	Likelihood	Impact		Lead Officer
1. Local Development Framework/Annual Monitoring Report:				
<i>1. Failure to develop LDF in accordance with project plan</i>	<i>Low</i>	<i>Medium</i>	Green	<i>JBD</i>
2. Policy Service				
<i>Inability to deliver on multiple high profile projects occurring simultaneously</i>	<i>Low</i>	<i>High</i>	Amber	<i>JBD</i>
3. New Strategies				
<i>Failure to complete to an appropriate standard, and integration of, the Sustainable Transport Plan:</i>	<i>Low</i>	<i>Medium</i>	Green	<i>JBD</i>
4. Public Sector Funding environment				
<i>Impact of the Authority being pulled externally in many directions (away from its priorities) by the expectations on and pressures on others due to change in public sector finances and impact on rural services</i>	<i>Medium</i>	<i>Medium</i>	Amber	<i>JBD</i>
5. Organisation Review				
<i>Failure to achieve the performance improvements desired from the organisational review</i>	<i>Low</i>	<i>Medium</i>	Green	<i>JBD</i>
6. Governance Review				
<i>Failure to achieve fit for purpose governance structures</i>	<i>Low</i>	<i>Medium</i>	Green	<i>RMM</i>
7. Information Management				
<i>ICT Strategic Partnerships: Failure to deliver on objectives</i>	<i>Medium</i>	<i>Medium</i>	Amber	<i>RMM</i>
8. National Park Grant				
<i>Failure to have an effective plan for minimising the impact of a possible reduction in public sector funding on the achievement of National Park Purposes</i>	<i>Medium</i>	<i>High</i>	Red	<i>RMM</i>

Annex 6: Corporate Risk Register 2010/11 (cont.)

Risk	Likelihood	Impact		Lead Officer
9. Information Management				
<i>Failure to have adequate record management systems in place</i>	<i>Medium</i>	<i>Medium</i>	Amber	<i>RMM</i>
10. Planning				
<i>Shortfall in income streams from Planning Service including Housing & Planning Delivery Grant</i>	<i>Medium</i>	<i>Medium</i>	Amber	<i>JJL</i>
11. Losehill Hall				
<i>The proposed development of the Losehill Hall Business Plan and shift in market focus may be undermined by a concurrent reduction in public sector spending</i>	<i>Medium</i>	<i>High</i>	Red	<i>RC</i>
12. Pedal Peak District Cycling Project				
<i>Failure to achieve outcomes</i>	<i>Medium</i>	<i>Medium</i>	Amber	<i>RC</i>
13. Asset Management Plan:				
<i>Failure to identify priorities for resource planning of capital investment, disposals and maintenance of property</i>	<i>Medium</i>	<i>Medium</i>	Amber	<i>RC</i>

Annex 7: Overall Financial Statement

Expenditure £,000	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>
	<u>Outturn</u>	<u>Previous Year</u>	<u>Current Year</u>	<u>Future Year</u>
A. Conservation of the Natural Environment	3,160	2,814	3,029	2,980
B. Conservation of the Cultural Heritage	629	506	640	600
C. Recreation Mgt & Transport	2,510	2,568	4,771	2,450
D. Promoting Understanding	3,081	2,952	2,700	2,850
F. Rangers Estates and Volunteers	848	887	900	830
G. Development Control	1,410	1,458	1,312	1,400
H. Forward Planning	843	1,096	1,100	980
I. Corporate and Democratic Core	491	514	500	505
Total Gross Expenditure	12,972	12,795	14,952	12,595
Income – sales fees and charges	(2,362)	(2,294)	(2,155)	(2,300)
Income – grants	(2,385)	(2,398)	(4,500)	(1,800)
Total Net Expenditure	8,225	8,103	8,297	8,495
Capital adjustment	(545)	(256)	(371)	(327)
Funding Requirement	7,680	7,847	7,926	8,168
Funded by:-				
Baseline National Park Grant (NPG)	8,089	8,309	8,099	7,937
Local Authority Levy	0	0	0	0
Net Interest	156	(6)	(10)	30
Use of Reserves - (to) from	(565)	(456)	(163)	201
Recharged Support Costs	1,881	1,727	1,800	1,750
Capital Expenditure	389	555	221	200

Notes to the Statement

1. The Authority sets a budget in February for the financial year April to March, and reports outturns in the following June at the Services Committee; variances from approved budgets are identified in this report. Full committee papers can be found under the relevant month on our website, together with a complete set of the Authority's latest audited accounts.
2. The Capital adjustment reverses depreciation, accrued pension costs and deferred income and adds back actual expenditure on financing capital assets, in order to arrive at the funding requirement for the year.

PEAK DISTRICT NATIONAL PARK AUTHORITY MEMBERS AT DATE OF PUBLICATION

Appointed by Local Authorities



Clr Denise Wilde
Barnsley Metropolitan
Borough Council



Clr Jacque Bevan
Derbyshire Dales District
Council



Clr Tracy Critchlow
Derbyshire Dales District
Council



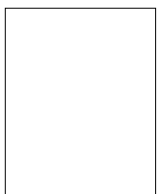
Clr Tony Favell
High Peak Borough
Council



Clr Christopher Pearson
High Peak Borough
Council



Clr David Woodhead
Kirklees Metropolitan
Borough Council



Clr Mrs. Barbara Beeley
Oldham Metropolitan
Borough Council



Clr Mrs. CG Heath
Staffordshire County
Council



Clr Hilda Gaddum
Cheshire East Council



Clr Gary Purdy
Derbyshire County
Council



Clr Dorothy Ward
North East Derbyshire
District Council



Clr Judith Twigg
Derbyshire County
Council



Clr Edwin Wain
Staffordshire Moorlands
District Council



Clr Trevor Bagshaw
Sheffield City
Council



Clr Jean Wharmby
Derbyshire County
Council



Clr Marian Stockdale
Derbyshire County
Council

Appointed by the Secretary of State for the Environment



Paul Ancell



Ben Rayner



Narendra Bajaria CBE



Pauline Beswick



Geoff Nickolds



Christopher Pennell



Dr Roger Clarke



Dr Suzanne Lechie

Parish Representatives Appointed by the Secretary of State for the Environment



Prof. John Herbert



Christopher Carr



Patricia Coleman



Lesley Roberts

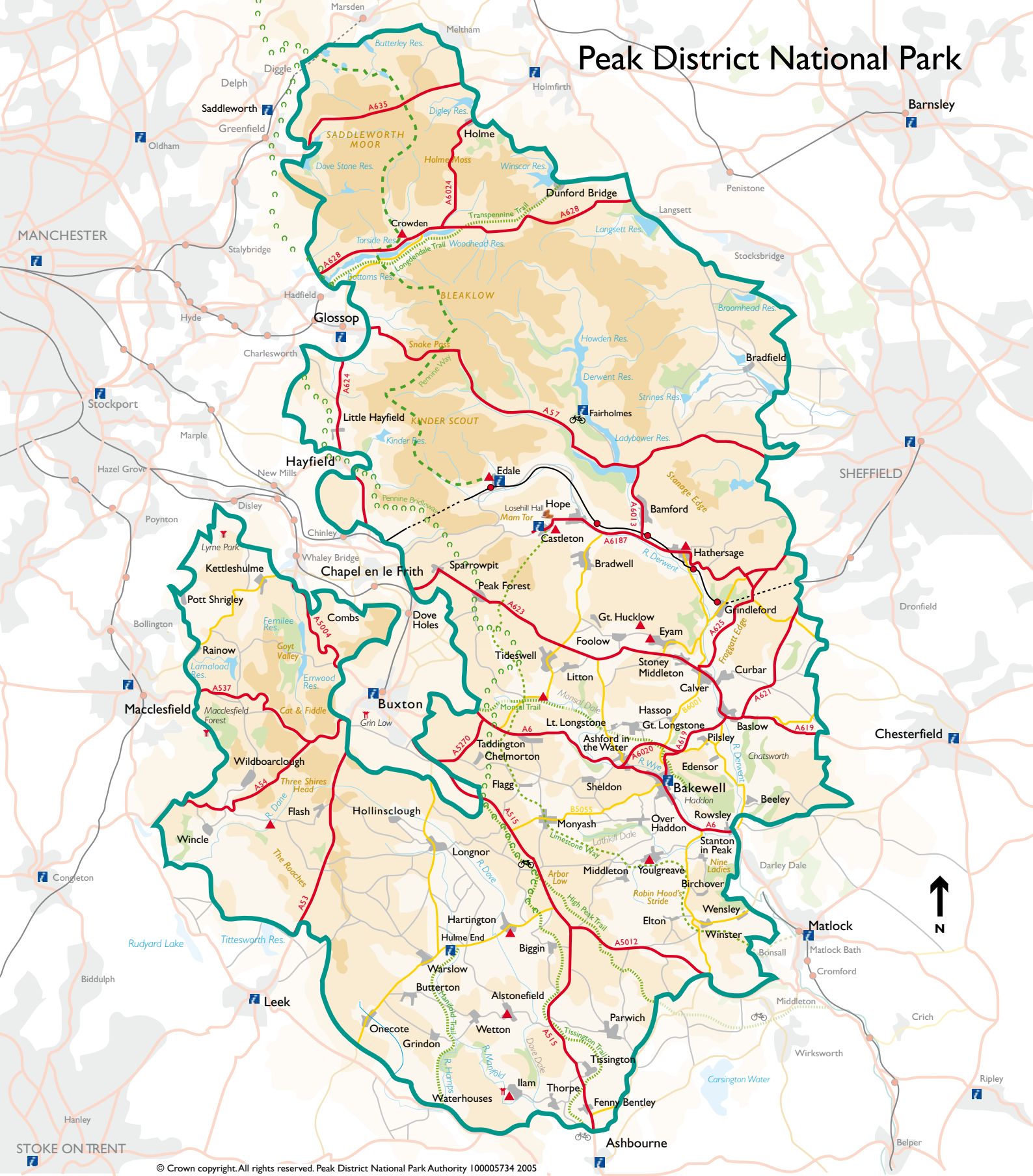


Kath Potter



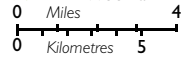
Ron Priestley

Peak District National Park



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- | | | | | |
|---|---|---|--|--|
|  National Park Boundary |  Railway and Station |  Pennine Bridleway |  Information Centre |  Settlement |
|  Land over 400 metres |  Railway Tunnel |  Pennine Way |  Cycle Hire |  Reservoir |
|  Land over 300 metres |  A Road |  Trail |  Youth Hostel |  Woodland |
|  Land over 200 metres |  B Road |  Limestone Way |  Country Park | |
| |  Minor Road | | | |



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