



**PEAK
DISTRICT
NATIONAL
PARK**

How are we doing?

Our Achievements in 2018/19





1. Beautiful views created by contrasting landscapes and dramatic geology



5. Characteristic settlements with strong communities and traditions



Photo by Paul Gibbs ©

2. Internationally important and locally distinctive wildlife and habitats



Photo by PDNPA

6. An inspiring space for escape, adventure, discovery and quiet reflection



3. Undeveloped places of tranquillity and dark night skies within reach of millions



7. Vital benefits for millions of people that flow beyond the landscape boundary



4. Landscapes that tell a story of thousands of years of people, farming and industry

SPECIAL QUALITIES FOR A SPECIAL PLACE



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Foreword

2019 is the 70th anniversary of the National Parks and Access to the Countryside Act 1949. It is also 68 years since the Peak District was designated the UK's original national park, as well as being the Year of Green Action – the Government's campaign to engage people with nature.

Our purposes remain as relevant today as they were 70 years ago. As place-based organisations, national parks deliver in partnership and we are great test beds to pilot future public policy. But we can be better. Better at moving from a broadly protective approach to one of greatly enhancing our landscapes. Better at creating opportunities for more diverse people to be moved by these finest landscapes. Better at supporting the communities who live and work in protected landscapes.

We need the right public policies to help us and others achieve this and we need to connect better across our national park network to share our stories more confidently and boldly to the nation. As we await the outcome of the Government's review of protected landscapes, we reflect on our achievements and plan for our future.

This year's Performance and Business Plan closes the third and final year of our 2016-19 Corporate Strategy and reports progress and achievements against this. Our priorities for the year ahead (2019/20) can be found in our new 2019-24 Corporate Strategy, which includes forward looking ambitions to 2040.

Key achievements of our 2016-19 Corporate Strategy include: securing Heritage Lottery Funding for the South West Peak Landscape Partnership; restoring Dark Peak upland landscapes through the Moors for the Future Partnership; the start of the White Peak Partnership, which means all three Peak District National Character Areas are covered by a landscape partnership project; broadening our volunteering offer beyond practical conservation; developing a strong external voice to positively engage with the public and influence key issues; developing and launching a new National Park Management Plan with our partners; expanding our community development work including our community grants; launching the Peak District National Park Foundation to support our fundraising aims; designing our organisation to be fit for the future; and reducing our carbon emissions by 29%.

As we enter 2019/20 and the first year of our new Corporate Strategy, we are in an excellent position to achieve our new ambitions. We have an incredible breadth of expertise across a wide range of professions working in the Authority. This enables us to speak up for and care for the Peak District National Park for all to enjoy forever. We are all part of one team working together to deliver our corporate strategy outcomes:

- A sustainable landscape that is conserved and enhanced;
- A National Park loved and supported by diverse audiences;
- Thriving and sustainable communities that are part of this special place;
- An agile and efficient organisation.

Thank you to all for your valued contributions as we work together for the Peak District National Park.



Cllr Andrew McCloy
Chair

Andrew McCloy



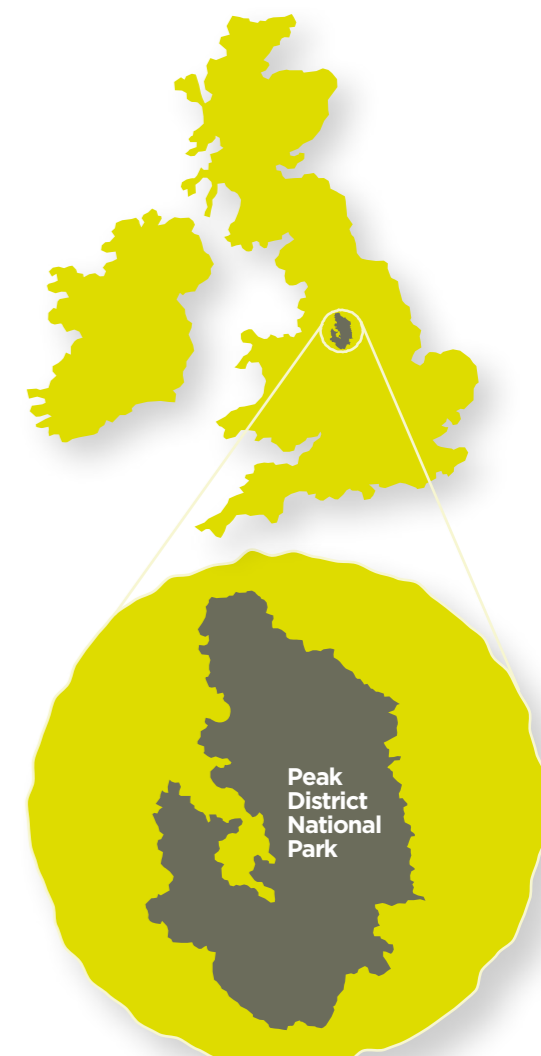
Sarah Fowler
Chief Executive

Sarah Fowler

Introduction - Our Strategic Approach

Located at the heart of the country, the Peak District National Park is a world-class landscape. It is the first upland reached when travelling from the majority of the South. It is the watershed of three of England's major water catchments. It features geological contrasts of white peak limestone plateau and dark peak gritstone outcrops that provide the contrast of peaty moors and hay meadows, which in themselves support internationally important habitats and species. It is a landscape shaped by people and industry since pre-historic times and sustains internationally significant historical features and cultural heritage. It is a living park with 38,000 residents and numerous businesses. And it's all within one hour's drive of 20 million visitors who generate over £1.5 billion for the economy each year.

Speaking up for and caring for the Peak District National Park for all to enjoy forever is the mission of the Peak District National Park Authority. This is just as important today as it was when we were designated as the UK's original national park in 1951. Our knowledge and expertise continue to be widely respected. We are seen as an independent and reasoned voice caring for the whole National Park, the communities who live and work in it and those who come to visit. And as the original national park we will continue to be pioneering, always seeking to be one step ahead and looking to the future.



Our Corporate Strategy 2016-19

This strategy was in place from April 2016 to March 2019. Our priorities during this strategy were based on the fundamental principle that national park landscapes are hugely important to the nation's health and wellbeing, making a significant contribution to the economy through tourism and farming, and providing attractive places for people to live, work and visit. They also reflected the fact that the way we think about landscape is evolving as we face new societal, environmental and economic threats and opportunities. Through this strategy, we recognised the need to respond to this change and developed an ambitious set of outcomes designed to promote and care for the Peak District National Park now and for future generations. The strategy consisted of the following:

- Four Directional Shifts to create a virtuous circle between the place and people. By promoting and undertaking conservation on a large scale, enabling everyone to connect with the National Park and providing inspiring experiences, we will help audiences feel moved to support our work.
- Four Cornerstones to build a solid foundation for the organisation so we are good to do business with. By looking after the people who work here, the places we own and enhancing our reputation, we will be able to continuously develop as an organisation and deliver our services in a customer-focused, efficient way.

This Performance and Business Plan reports performance against the final year of this strategy.



Our Corporate Strategy 2019-24

Our corporate strategy for 2019-24 runs from April 2019 to March 2024. It focuses on enhancement and conservation, actively supporting communities in the National Park to feel part of this special place, and diversifying and re-awakening public support and love of national parks. It sets the outcomes we want to achieve for the Peak District National Park over this five-year period, as well as aspirations to 2040. It provides the framework for us to align our resources to help achieve this.

The strategy is organised around three outcomes. They work together as an integrated set, rather than in isolation. The outcomes are:

- A sustainable landscape that is conserved and enhanced
- A National Park loved and supported by diverse audiences
- Thriving and sustainable communities that are part of this special place.

We also have an additional outcome around our organisational performance:

- The Peak District National Park Authority is an agile and efficient organisation.

The full Corporate Strategy is available at: www.peakdistrict.gov.uk/corporatestrategy. Our next Performance and Business Plan will report performance against the first year of this strategy.

Our Funding

Our three roles – as regulator, influencer and deliverer – remain critical. We have our biggest impact when they all work together. We will continue to use our mixture of funding to keep these roles in balance. Our government grant of circa £6m per year is crucial to our work as an independent statutory planning authority. We will continue to make the most efficient and effective use of resources in this area. We will also support our influencing and delivery roles through the grant, but in addition we will have a programme to generate income from new sources to support this work. This will ensure the investment of government funding will lever at least an equal investment from other sources.



Bolehill Quarry by Chris Gilbert

OUR ACHIEVEMENTS IN 2018/19

Here we overview our performance for 2018/19 against the four cornerstones and the four directional shifts that drive our priorities.



S1

Our achievements of 2018/19

Shift 1:

The place and the park, on a landscape scale

Our Focus	2018/19 Priority Actions	Progress (RAG)
The Dark Peak	1. We will have agreed and be implementing actions for the four key moorland issues identified through the partnership with moorland owners. (These are visitor engagement, fire risk, resilient sustainable moorland and moorland birds).	GREEN
	2. We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.	RED
The South West Peak	(In delivery stage)	
The White Peak	3. We will have a White Peak Partnership that is delivering agreed priority actions.	GREEN
The Whole Park	4. We will have agreed and established a system of monitoring at a landscape scale working with our partners and local communities.	RED
	5. We will have continued to build the case for public payment for public goods with the support of NPE (Future of Farming paper and using the White Peak as an example) and other partners through the NPMP. We will support farmers through the changes in support schemes to help them keep farming in a way that sustains and enhances the special qualities.	GREEN

Corporate indicator	Target 2018/19	Status at year end
1. Stage of development of landscape scale partnership programmes	Stage of development	
a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	a) Mature Partnership b) Operational Plan c) Operational Plan d) Vision	Mature Partnership Operational Plan Operational Plan Operational Plan



Hay Meadow, Foolow

S1

Our achievements of 2018/19

Shift 1:

The place and the park, on a landscape scale

Overview of the year's progress

The Moors for the Future Partnership (MFFP) continues to deliver restoration on the ground, working with partners and landowners and is currently at its most active delivery stage in its 15 year history. The Authority is working with partners to assess the impact of the 2018 moorland fires and is developing a strategy to reduce future fire risk. The Partnership has been successful with a Water Environment Grant (WEG) bid for the Building Blocks Project (gully blocking) with a value of £1.86m, to be delivered by March 2021. The Birds of Prey Initiative report was published in December and showed disappointing results for some species.

The White Peak Partnership is working through task and finish groups on key areas for development, particularly post-Brexit. The White Peak Pilot proposal has been accepted for phase 1 of Defra's Tests and Trials for the new Environmental Land Management system.

The South West Peak Landscape Partnership is actively in the delivery stage of all 18 projects and has received additional funding, thereby reducing the Authority's commitment to underwriting project costs.

In September 2018, the Government published the Agriculture Bill, which sets out how farmers and land managers will in future be paid for 'public goods', such as better air and water quality, improved soil health, higher animal welfare standards, public access to the countryside and measures to reduce flooding. This will replace the current subsidy system of Direct Payments. The Authority's officers have been working closely with other national parks and Defra to influence the design of the new Environmental Land Management System (ELMS).

Key achievements include:

- The Fire Operations Group (FOG) Fire Risk sub-group has started to develop a strategic approach to vehicular access, water sources and fire mitigation zones; this is now being incorporated into wider work with moorland owners and tenants on wild fire mitigation.
- Two enforcement notices were served relating to moorland tracks in 2018; both have been appealed against and decisions are awaited.
- The Moors for the Future Partnership continues to deliver moorland restoration works, with a wide range of associated natural capital benefits and was successful with a WEG bid for a gully blocking project.
- Work to agree a final vision for the Dark Peak is well underway, together with a Moor Business project for the Partnership.
- The White Peak Pilot proposal has been accepted for phase 1 of Defra's Tests and Trials for the new Environmental Land Management System.
- The South West Peak Landscape Partnership is actively in the delivery stage of all 18 projects and has received additional funding. A £157,000 WEG bid to the Environment Agency has been successful.
- Officers have started work on designing and setting up a landscape monitoring system.
- The Authority responded to the Glover review of designated landscapes, arising from the Government's 25 Year Plan to Improve the Environment.

S2

Our achievements of 2018/19

Shift 2:

Connect people to the place, the park

Our Focus	2018/19 Priority Actions	Progress (RAG)
Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support	We will have developed, agreed and be implementing comprehensive plans for: 13. Volunteering.	GREEN
	15. The National Park and Authority brands.	GREEN
Improve access to the National Park for less represented audiences, in particular young people under 25		
Improve access to the National Park for less represented audiences, in particular people living with health inequality	7. Using the Accord and insight on data, we will have identified the best route for PDNP to engage in the wellbeing and health agendas, including the identification of relevant funding streams.	RED
Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters	13. We will have: <ul style="list-style-type: none"> • clarity on the scale of our volunteer recruitment and retention ambitions; • created the processes for recruitment and retention (including any beneficial integration with supporter relationship management systems); • tested recruitment campaigns; • a single platform for volunteering. 	RED

Corporate Indicator	Target 2018/19	Status at year end
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	19,846 (+5% vs. 2015-16)	21,521
b) people living with health inequality (particularly mental wellbeing)	1,000	1,063
c) volunteers (expressed as volunteer days)	10,003 (+5% vs. 2015-16)	8,605



S2

Our achievements of 2018/19

Shift 2:

Connect people to the place, the park

Overview of the year's progress

People feeling a strong affinity and connection to the Peak District National Park is a primary purpose and this past year we continued to show continuous improvement in this area. For young people in education, we continued to deliver a strong offer through our school programme where we have exceeded our target, growing the reach and profile of the National Park and National Park Authority in neighbouring urban conurbations such as Oldham, Huddersfield, Chesterfield and Macclesfield.

Engaging with the health agenda to the extent and approach set out originally within the corporate plan period is proving challenging. Nevertheless our guided health walks continue to grow and will continue to develop and expand next year with a focus on people with dementia, loneliness, obesity and diabetes. We have started to engage local authority and council senior leaders in public health to develop a more sustainable business model to deliver health outcomes. Both Moors For the Future Partnership and South West Peak Landscape Partnership continue to develop projects with young people and volunteers with a health and wellbeing focus.

The PDNPA-wide volunteer initiative, whilst below target, is also moving in the right direction. We are very fortunate to have a highly skilled, dedicated and growing volunteer base. A new, dedicated volunteer co-ordinator resource has been advertised and the new system and processes (Better Impact) have been implemented for all volunteers. We are confident that 2019/20 will see further step change to enable the National Park to further benefit from the added value provided by volunteers.

Key achievements include:

- Our school visits programme continues to be successful with demand for services exceeding our ability to deliver.
- The new Ambassador Centres and schools programmes to engage with a wider number of young people have begun to be piloted.
- Students from Chapel High School's Enhanced Resource Unit worked with the Engagement Team, Castleton Visitor Centre staff and the Blueberry Café team to develop skills to enable them to enter work. This ended in the students taking over the centre for what proved to be a very busy and successful day.
- The Junior Ranger programme continues to grow with a new group at Edale beginning, taster days held for new groups at Langsett and Buxton, and a residential bringing all the National Park Junior Rangers together at Edale.
- Informal work with families and pre-school children is flourishing, including the oversubscribed Nature Tots programmes at Longshaw and Macclesfield Forest and the WildChild programme (part of the SWP landscape project).
- Our Miles without Stiles project was named Large Project of the Year in the Accessible Derbyshire Awards, held at Chatsworth. The guide book is now on sale.
- We have improved accessibility on approximately 33km of public rights of way including the replacement of infrastructure and surface improvements.
- Our health, mindfulness and dementia-friendly walks are steadily growing.
- The Better Impact system to manage volunteers is now being used for all volunteer roles.
- The Citizen Science programme finished in December having achieved an estimated audience reach of over 12.5 million.

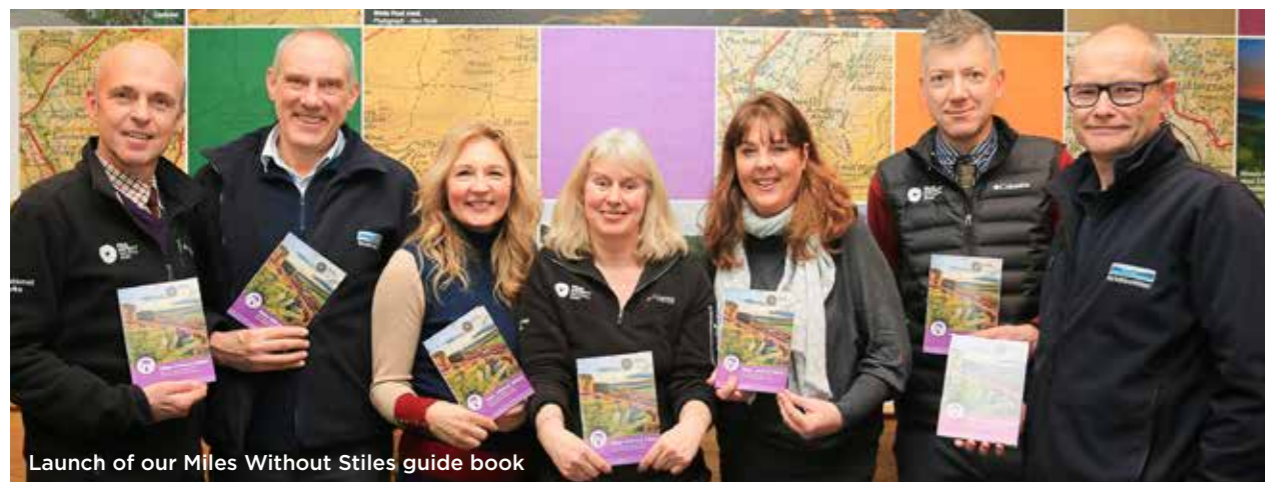
S3

Our achievements of 2018/19

**Shift 3:
Visitor experiences that inspire and move**

Our Focus	2018/19 priority actions	Progress (RAG)
Look after the whole Park as a public asset in a way that encourages access and responsible behaviour	We will have: 12. A plan, including funding to support this, to upgrade existing and create and install new boundary stones at key access points.	RED
	8. Maximised relationships with water companies and maximised the presence of the Peak District National Park at our own visitor service locations.	GREEN
	10. Developed a draft Supplementary Planning Document for public consultation.	RED
Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for	9. Increased the impact of the refurbishments of our visitor centres to support our engagement and income aspirations.	GREEN
Provide quality new experiences that will generate new income to fund the place		

Corporate Indicator	Target 2018/19	Status at year end
3. Brand awareness and understanding among existing audiences and potential supporters:		
a) % who know about the PDNP (compared with other comparator organisations/causes)	a) Data collected on awareness, understanding and loyalty	Scoping awareness research projects
b) % who understand PDNP potential benefits/services	b) >90%	75%
c) % who feel positive towards the PDNP	c) >90%	97%
d) % who are willing to support the PDNP	d) >90%	88%
4. Customer satisfaction with the PDNP experience	>90%	100%



Launch of our Miles Without Stiles guide book

S3

Our achievements of 2017/18

**Shift 3:
Visitor experiences that inspire and move**

Overview of the year's progress

Visitors continue to have an extremely positive experience when engaged with assets and services run by the PDNPA. However, the ongoing challenge of translating this user satisfaction into tangible support (e.g. time and money) remains. Branding, signage and interpretation continue to be updated and rolled out at our sites and our team are exploring new and innovative digital visitor experiences such as a virtual reality Castleton cave system and digital interpretation along the Monsal Trail. The ambition is to reach into the living rooms of those who are less mobile or cannot travel into the Peak District. Further investment is required to upgrade our toilet facilities throughout the National Park, including for those with mobility and disability needs to support the success of 'Miles without Stiles'.

There remain some challenges in managing peak visitor demands, including visitors to the uncovered Derwent village in Ladybower reservoir last summer and the frequency and impact of large-scale commercialised events on local communities. Such events divert significant resources not just during the event but in the clean-up afterwards (e.g. litter, environmental damage).

Relationships with utility companies remain positive at the operational level, but this is not yet mirrored in the development of strategic alliances. Given the scale and potential positive impact such organisations could bring to significant areas of the National Park landscape, these relationships - alongside those with other large-scale partners with access to income, supporters/customers and key stakeholders - are beginning to be prioritised.

Key achievements include:

- Strong progress in communicating our position on controversial issues including moorland burning, a variety of wildlife management topics and the Millers Dale Station development.
- 2018/19 press impact Advertising Equivalent Value hit over £500,000 (£145,000 of direct PDNP-led material) with an audience reach of 17.4m.
- 2018/19 website hits total 2.7m, with an average quarterly increase in followers of 4.6%. Annual social media reach is estimated at 16.1m, with peak single post reaches of 900k and an average peak post reach of 245k.
- We are in dialogue with several utility companies looking to improve visitor experience and secure the best outcome for the PDNPA with regard to income, efficiency and presence.
- Improvements to the exterior of Bakewell Visitor Centre have been completed.
- Visitor response to the improvements across our visitor centres has been very positive, generating a 36% increase in footfall at Castleton Visitor Centre and 7.4% increase at Bakewell Visitor Centre.
- Development of two ranger-led experience days has been completed. The two days will be promoted with the Visit England Experience Collection for the Peak District.
- The newly redeveloped Millers Dale Station opened with a new café and facilities to improve the Monsal Trail visitor experience.
- We gained planning permission to change the use of part of Hulme End Station on the Manifold Trail to a cycle hire centre.

S4

Our achievements of 2018/19 Shift 4: Grow income and supporters

Our Focus	2018/19 priority actions	Progress (RAG)
Increase our income from giving	14. We will have developed, agreed and be implementing a comprehensive plan for fundraising through giving and sponsorship and increased the proportion of funds received.	RED
Achieve our commercial programme income targets	We will have: 14. Completed and got agreement for the long-term Commercial Development & Outreach plan.	GREEN
Develop / establish sponsorship relationships		
Secure external funding for major programme and partnership delivery	[Millers Dale Station, as part of trails masterplan] 11. We will have: • identified the most relevant funding sources; • submitted PI for the whole site redevelopment; • submitted Stage 1 application to HLF.	GREEN

Corporate Indicator	Baseline 2015-16	Target 2018/19	Status at year end		
			Actual	vs. last year	vs. plan
5. Amount and proportion of income by source:					
a) Commercial	£2,162,394 (17.8%)	-	£2,282,772 (16%)		
i) Conservation and Planning	£362,909	-	£368,570		
ii) Commercial Devpt and Outreach	£1,610,618	£1,691,150	£1,787,462	+9%	+6%
iii) Corporate Strategy and Devpt	£188,867	-	£126,740		
b) Donations	£40,255 (0.3%)	-	£29,370 (0.2%)		
i) Donations (exc. legacy)	£34,230	£51,345	£29,370	+22%	-43%
c) External funding*	£3,584,952 (29.5%)	-	£5,535,986		
d) Defra grant*	£6,364,744 (53.4%)	-	£6,585,575		
e) Total income	£12,152,345	-	£14,433,703		
2. d) Non-trading income supporters (donors)					
i) Number of donations	-	-		107	
ii) Average value of donations	-	-		£204	
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually		144	
iv) Average value of donations (exc. legacy)	-	-		£204	

*Some quarterly distortions will appear for proportions of Defra grant and external funding due to accounting process.

S4

Our achievements of 2018/19 Shift 4: Grow income and supporters

Overview of the year's progress

Although the above indicators appear to show mixed performance, this shift is a major success story. The underlying trend is that both income and number of supporters is steadily increasing. Two major initiatives became operational after years in development: setting up the Peak District National Park Foundation and the opening of Millers Dale Station with car park improvements on the Monsal Trail. Castleton Visitor Centre showed what investment in our people, products and services can achieve with a 38% increase in footfall. The message is clear – we need to continue to invest to grow both audience support and turnover to deliver our two purposes.

Our plan to raise sustainable revenue income from existing products and services is on track. New products have updated and extended our range in line with our ethics and values: our Peak Cup, Monsal/Millers Dale range and branded stainless steel insulated bottles are all aimed at reducing litter and use of plastics. Operational contracts have been reviewed to improve revenues e.g. car parking charging and enforcement and concessions. We exceeded the target for the 'Mend our Mountains' campaign (NB the red indicator is not an accurate reflection, as the money raised is not yet in our bank account) and implemented visitor giving through till transactions at Castleton Visitor Centre.

Setup of the new Foundation is a significant milestone led by an energetic and talented group of trustees. The first campaign to raise £70k for 70 years of national parks is already underway.

Key achievements include:

- Strong progress in communicating our position on controversial issues including moorland burning, a variety of wildlife management topics and Millers Dale Station development.
- The Peak District National Park Foundation being registered after three years in the making. Setup is complete with seven trustees recruited, two board meetings held, policies and procedures in place and a bank account. A website holding page and social media accounts are live, with email and IT software licenses in place.
- The first Foundation campaign is #70kfor70, which aims to raise £70k to mark 70 years since the Act of Parliament that led to the Peak District becoming the UK's first national park.
- Mend Our Mountains fundraising campaign has secured around £130k to date.
- An external consultant reviewed the National Park-wide events notification system, making recommendations for future operation, particularly around fundraising potential.
- Castleton Visitor Centre has achieved its target Gross Profit Retail Margin with a 38% increase in its first full year of operation since refurb.
- A new range of PDNPA bespoke products have been produced including our Peak Cup, the Monsal/Millers Dale range and branded stainless steel insulated bottles all aimed at reducing use of plastics and litter. This is supported by the introduction of a free water refill scheme.
- Millers Dale Station café and visitor information point opened to the public on 31 March to a very positive public reception.
- Stage 1 application for ERDF Growth Programme funding for Millers Dale has been approved and planning approval to re-roof the goods shed has been granted pending external funding.

C1

Our achievements of 2018/19
**Cornerstone 1:
Our assets**

Our Focus	2018/19 priority actions	Progress (RAG)
<p>Reduce the size of our property portfolio and retain what we need</p> <p>Ensure that the Trails, Stange, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts</p> <p>Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective</p> <p>Increase the value of our brand and its reach</p>	<p>16. We will have all the relevant information (in particular condition surveys of all our properties), plans and resources to undertake a review of the Asset Management Plan.</p>	<p>GREEN</p>

Corporate Indicator	Target 2018/19	Status at year end
<p>6. Percentage of assets that meet the standards set for:</p> <p>a) Maintenance</p>	Define methodology	All condition surveys for Authority owned properties have been completed, and this information is being used in the development of the Authority's Asset Management Plan. The high priority remedial works coming from the condition surveys have started to be implemented.
<p>b) Environmental performance</p>	Define methodology	A contract to develop the methodology and provide baseline information for the environmental performance of the Authority's properties is about to be let. The works will be completed in Q2 of 2019/20.



C1

Our achievements of 2018/19
**Cornerstone 1:
Our assets**

Overview of the year's progress

Our estates (Warslow and North Lees), buildings, trails, woodlands and land provide a unique opportunity to lead by example and enhance visitor experiences, landscape and conservation outcomes. Collectively they boost understanding of the National Park to a wide audience and support continues to grow in line with our management plans. Investment by PDNPA and external grant funds continues to bring rewards with Castleton Visitor Centre seeing record revenue and profits in 2018/19 and the opening of Millers Dale Station on the Monsal trail after four years of planning and restoration. The innovative training of concession partners' staff (Blueberry Café at Castleton and Millers Dale) substantially helps provide greater visitor experience reach.

Our disposals process for woodlands and buildings is on track where we have improved the environmental amenity value and included binding environmental and access protections in contract sales. Our reputational reach is seeing growth both from urban regions bordering the Peak District and internationally from the launch of Discover England's National Park Experiences. Nevertheless, the challenge of maintenance continues to be one of balancing scarce resources against income, the size of the overall estate and a backlog. This trend is likely to continue in 2019/20 with a focus on securing funding and implementing high and medium priority works.



Tissington Trail before improvement works

Key achievements include:

- The sales of 5 woodlands have been completed and several woodland leases have been given up with more under negotiation. 5 minor properties are now on the market.
- The refurbishment of Steps Farmhouse on the Warslow Moors Estate has been completed and the property re-let on a residential tenancy.
- Work to improve a 1.4km section of the Tissington Trail to National Trail Standard has been completed and well received by visitors.
- Work has continued throughout the year to develop brand touchpoints at North Lees Campsite and Edale Visitor Centre, creating a more welcoming and professional appearance whilst maintaining the character of and sensitivity to the audience present at each site.
- Millers Dale Station is now open and a concessionaire has been selected to operate the café and information point on the Authority's behalf. Feedback via social media showed widespread public support for the proposal.
- 'Threshold' welcome signs at all PNDP car park facilities have been created to current brand standards, including replacement of metal or other posts with wood, to provide a softer landscape impact and consistency across the car park portfolio.



Tissington Trail after improvement works

C2

Our achievements of 2018/19 Cornerstone 2: Our services

Our Focus	2018/19 priority actions	Progress (RAG)
Deliver our services in a customer focused way	6. We will have an integrated conservation service for land managers and communities.	RED
Ensure clear policies are in place through facilitated and effective engagement and communication	20. We will have an agreed mechanism to review the Core Strategy.	GREEN
Ensure appropriate regulatory action		

Corporate Indicator	Target 2018/19	Status at year end
7. Proportion of planning appeals allowed	<30%	35%
8. Proportion of planning applications determined in a timely way a) 13 weeks – major b) 8 weeks – minor c) 8 weeks – other d) 13 weeks – county matters	>70% >70% >80% >70%	72% 92% 93% -
9. a) Number of enforcement cases resolved	30 per quarter	151 in year
b) % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	>80%	90%
10. Customer satisfaction with Planning Service:		
a) Applicants/ agents	-	-
b) Parish councils	-	-
c) Residents	>38%	-
d) Pre-application advice	>75%	-
11. a) Number of complaints received	<20	13
b) % complaints dealt with in accordance with agreed deadlines	>90%	100%
c) Satisfaction with first and second lines of enquiry (planning)	Baseline (75% target)	76%

C2

Our achievements of 2018/19 Cornerstone 2: Our services

Overview of the year's progress

Performance on planning applications over the year 2018/19 has been on target, as has performance on monitoring and enforcement. During 2018/19, MHCLG confirmed that the Authority was not to be designated as a poorly performing local planning authority based on its performance on major appeals. Overall appeal performance was above the target of no more than 30% of appeals being allowed over the 2018/19 year, but none of the cases allowed raised significant policy or landscape issues.

During 2018/19, an examination was held on the proposed Development Management policies and a revised plan to address the Inspector's recommendations was published for consultation in December. The plan has been found sound by the Planning Inspector, subject to the proposed modifications. The timetable and process for reviewing the Core Strategy was approved in March 2019. The updated NPMP was published in July 2018 and regular meetings are now being held with partners to develop actions.

Key achievements include:

- During 2018/19, MHCLG confirmed that the Authority was not to be designated as a poorly performing LPA based on its performance on major appeals.
- A very successful Planning Awards event was held at Thornbridge Hall in November, with a focus on promoting high quality design and conservation work in the National Park.
- The Development Management DPD was the subject of an examination in May 2018. The Inspector made recommendations and these were incorporated into a revised plan.

- The final version of the Bakewell Neighbourhood Plan has been submitted to the Authority for a compliance check and final stage consultation prior to referendum. The Leekfrith Neighbourhood Plan is almost at the same stage. Hartington Neighbourhood Plan has also progressed.
- The small grants allocation for 2018/19 has been spent (10 projects) with outstanding bids demonstrating the value and ongoing need for the grant.
- Ongoing involvement by officers with Transport for the North and Highways England to influence the upgrade programmes for the A628 Longdendale/Woodhead route. The Authority is seeking an exemplar scheme that delivers net environmental benefit.
- The Monitoring and Enforcement team have exceeded their targets for the year and have progressed with enforcement notices on some significant issues, serving eight notices in the year.
- The Authority was successful in prosecuting on unauthorised alterations to a listed building in Winster.
- The Authority's Land Management Grant Scheme has assisted over 80 farmers and land managers to deliver a range of conservation measures such as: managing species rich grassland and wader habitats; restoring dry stone walls, hedges, dew ponds and other heritage features; creating small-scale native woodlands; and tree planting for landscape and natural flood management purposes.

C3

Our achievements of 2018/19
**Cornerstone 3:
Our organisation**

Our Focus	2018/19 priority actions	Progress (RAG)
Develop and maintain appropriate standards of corporate governance		
Implement our medium term financial plan		
Develop key business processes underpinning the Corporate Strategy	18. We will have an updated Corporate Strategy for the period 2019-24.	GREEN
	19. We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.	GREEN

Corporate Indicator	Target 2018/19	Status at year end
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	Achieved



Helen Bower, Visitor Operations Manager, on the High Peak Trail

C3

Our achievements of 2018/19
**Cornerstone 3:
Our organisation**

Overview of the year's progress

Members approved the Authority's 2019-24 Corporate Strategy in December 2018. The new corporate strategy is based on the understanding that national park landscapes are important to the nation's health and wellbeing, make a significant contribution to the economy through tourism and farming and provide attractive places for people to live, work, visit and enjoy. Through the new strategy, we will deliver our contribution to the 2018-23 National Park Management Plan.

To ensure the Authority continues to operate efficiently and effectively, a wide range of essential governance and finance related activities were undertaken during the year. These included presentation to the Audit, Resources and Performance Committee of the external auditors' unqualified opinions of the Authority's Annual Governance Statement, 2017/18 Financial Accounts and arrangements for securing Value for Money.

Key achievements include:

- The Authority's new Corporate Strategy 2019-24 was developed and approved.
- The National Park Management Plan 2018-23 was developed and adopted.
- The Member Learning and Development framework was approved.
- Annual review of the Minerals & Legal Finance Plan was approved.
- The Authority's external auditor (KPMG) confirmed that the Annual Governance Statement complies with guidance issued by the Chartered Institute of Public Finance and Accountancy/ Society of Local Authority Chief Executives.
- All new Members received induction training.
- The external auditor issued an unqualified opinion in relation to the 2017/18 accounts.
- The Authority's 2017/18 Environmental Management Annual Performance Report noted that performance continues to improve and the Authority has achieved a 29% reduction in carbon emissions against the 2009/10 baseline.

C4

Our achievements of 2018/19
**Cornerstone 4:
Our people**

Our Focus	2018/19 priority actions	Progress (RAG)
Ensure the Authority shape is fit for the future		
Retain, develop and recruit the right people in the right place at the right time, with the right resources	17. We will be implementing our Workforce Plan, monitoring progress and taking corrective action as appropriate.	GREEN
Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters		

Corporate Indicator	Target 2018/19	Status at year end
13. Employee engagement - based on new Staff Survey	No staff survey planned	N/A
14. Implement recommendations of the 2016-17 Investors in People assessment	Delivery of Action Plan	IIP Actions were incorporated into the "People Matter Action Plan"
15. Sickness levels*:		
a) % of total time lost due to sickness	2.15%	1.91%
b) Hours per FTE	44.4h	39.35h
c i) Absence: sickness frequency rate **	100%	89.4%
c ii) Absence: individual sickness frequency rate ***	No target	44.17%
d) Value of total time lost (expressed as pay cost)	£107,000	£110,487
16. Staff turnover	ACAS standard (annual range 9-15%)	14%

* All sickness indicators should be considered together for a full understanding of the overall picture.

** The absence frequency rate calculates the average number of periods of absence per employee as a percentage. It gives no indication of the length of each sickness absence period and no indication of employees who have taken more than one period of absence. For example, an outturn of 100% means that, on average, there has been one absence for every one employee. For context, an outturn of 50% would mean that, on average, there has been one absence for every two employees.

*** This shows the proportion of staff that have had one or more spells of absence in the last year. A lower score indicates a smaller proportion of staff having time off. A higher score indicates a larger percentage of staff having time off. This score should be looked at in conjunction with 15 a), 15 b), 15 c) i) and 15 d).

C4

Our achievements of 2017/18
**Cornerstone 4:
Our people**

Overview of the year's progress

The development and deployment of staff is a key factor in determining the Authority's overall performance. To ensure we achieve our outcomes, it is essential the Authority has in place the most appropriate development and performance frameworks.

At a workshop in November, Members were updated on a wide range of employee-related issues and their views were sought on proposals to improve the Authority's existing development and performance arrangements. During the year, staff were asked to complete an Investors in People survey, the results of which are being benchmarked against other organisations and may lead to the identification of better ways of working. Work was also undertaken by our internal auditor to identify any improvements that could be made to key workforce-related systems, policies and procedures. This year also saw a focus on employee health and wellbeing and health and safety, with several new initiatives being launched.

Key achievements include:

- A restructuring exercise within the Commercial Development and Engagement Directorate concluded the work necessary to implement the Authority's current three directorate model.

- Workforce planning has now been integrated into the Authority's business planning and joint performance appraisal and review (JPAP) processes.
- Overall sickness absence performance continues to be good.
- We welcomed the first four new apprentices to the Authority.
- Final preparations were made to implement the new National Pay Spine for all employees with effect from 1st April 2019.
- Several workshops on posture and nutrition took place with positive feedback.
- An online assessment tool that supports employees to identify any potential health risks was launched.
- A course to train staff to be Mental Health First Aiders was provided.
- The Authority's gender pay gap was calculated at 8.5%, which compares favourably with both the public and private sector averages of 17.7% and 21.1% respectively.
- All senior leadership and operational leadership team managers completed the "Leading Safely" course which is accredited by the Institution of Occupational Safety and Health.



PPCV and Tarmac volunteer work party

OUR CORPORATE RISK REGISTER 2019/20



Our new PDNP branded Klean Kanteen stainless steel bottles are on sale in our visitor centres

Corporate Risk Register 2019/20
Risks and position at start of the financial year 2019/20

IMPACT	High	8. Failure of a poorly maintained trails structure e.g. bridge, tunnel		1. Adverse exchange rate movements for Moorlife 2020 European funding 2. Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats 5. Failure to achieve wildlife enhancement in the Peak District National Park
	Medium	9. Not meeting the necessary timescales to achieve active support by volunteers to support service delivery	3. Failure to achieve fundraising targets for the PDNP 4. Lack of capacity in the Property Support Team to ensure our assets are developed, maintained and comply with health and safety legislation 7. Failure to increase our audience's diversity both within and outside the National Park 10. Failure to adequately protect and prepare for Cyber Security threats	6. The potential consequential impacts of implementing the New Pay Spine with effect from April 2019
	Low			
		Low	Medium	High
LIKELIHOOD				

Corporate Risk Register 2019/20 (Continued) Risks and position at start of the financial year 2019/20

Our 2019/20 Corporate Risk Register has been developed through an assessment of the risks to achieving Year 1 of our 2019-2024 Corporate Strategy. This included reviewing:

- 2018/19 corporate risks remaining at amber or red at the 2018/19 year end
- Risks to be escalated from service risk registers
- Our external environment.

In developing our Corporate Risk Register, we have used a 9 grid tool based on likelihood and impact of the risk which not only gives a Green / Amber / Red classification but helps us prioritise action to mitigate that risk, depending on where the risk sits on the grid. It is a 'live' tool that is changed if new risks arise or risks are elevated or managed down over the year. It is re-assessed quarterly.



Partnership working to tackle Tameside fire in summer 2018

Annexes 1-6



Engagement Development Manager Lorna Fisher on her 'Pedal the Parks' ride to raise money for Mend Our Mountains by Rod Kirkpatrick

Financial overview

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

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

During the financial year, we allocate expenditure to 8 functional headings in accordance with Defra's Finance Grant Memorandum, as shown in the following overall financial statement. The financial information covers four years:

- Resources used in 2017/18 and 2018/19
- Our budgeted expenditure and income for 2019/20 and 2020/21.

Defra have confirmed our allocation of National Park Grant up to 2019/20, and these allocations allow for an inflationary increase of 1.72% p.a. A protected settlement that is welcome, albeit at a baseline approximately 37% lower in real terms compared to 2010/11, before the significant reductions in the previous Spending Review period were implemented.

In 2018/19, our total grant aid and external income other than National Park Grant was £8.19m.

We continue to be prudent in our approach to financing capital expenditure from our borrowing powers, setting an overall borrowing limit of £3m up to 2020/21 (the financing costs of which will be about 4.0% of overall net income). This limit allows some headroom for capital investments in assets that may be able to generate continuing revenue income to support our purposes.

We have approved a capital strategy and programme up to 2019/20, which assesses our need for capital expenditure on assets, 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 Capital Programme allows for potential investments of up to £3.6m financed by new borrowing of £2.5m and disposal receipts of £1.1m.

Overall Financial Statement

Expenditure £,000	2017/18	2018/19 (Previous Year)	2019/20 (Current Year)	2020/21 (Future Year)
A. Conservation of the Natural Environment	4,617	6,114	8,900	7,900
B. Conservation of the Cultural Heritage	235	259	280	285
C. Recreation Mgt & Transport	1,446	1,372	1,300	1,350
D. Promoting Understanding	2,284	2,136	2,200	2,300
F. Rangers Estates and Volunteers	1,311	1,552	1,450	1,470
G. Development Planning	888	913	950	985
H. Forward Planning	638	740	700	710
I. Corporate Mgt & Support Services	2,492	2,944	2,650	2,550
Total Gross Expenditure	13,911	16,030	18,430	17,550
Income – sales fees and charges	(2,089)	(2,310)	(2,500)	(2,600)
Income – grants	(4,182)	(5,883)	(7,015)	(6,500)
Total Net Expenditure	7,640	7,837	8,915	8,450
Capital adjustment	(1,966)	(1,337)	(1,350)	(1,400)
Funding Requirement	5,674	6,500	7,565	7,050
Funded by:-				
Baseline National Park Grant (NPG)	6,474	6,586	6,699	6,833
Local Authority Levy	0	0	0	0
Net Interest	51	61	65	65
Use of Reserves - (to) from	(851)	(147)	801	152
Capital Expenditure	599	1,148	1,500	1,750

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 May at the Audit, Resources & Performance Committee; variances from approved budgets are identified in this report. Full committee papers can be found under the relevant month on our website, together with a complete set of the Authority's latest audited accounts.
2. The capital adjustment reverses depreciation, impairments and accrued pension and staff costs and adds back actual expenditure on financing capital assets, in order to arrive at the funding requirement for the year.

Established Posts - Number of staff

	Full-time	Job Share	Part-time	Seasonal	Fixed Term + Temporary	Casual	Total
Leadership Team	4	0	0	0	0	0	4
Commercial Development & Engagement	42	0	60	6	9	90	207
Conservation & Planning	33	2	19	0	48	99	201
Corporate Strategy & Development	31	4	23	0	5	31	94
Totals	110	6	102	6	62	220	506

Established Posts Filled - Whole Time Equivalentents

	Full-time	Job Share	Part-time	Seasonal	Fixed Term + Temporary	Casual	Total
Leadership Team	4	0	0	0	0	0	4
Commercial Development & Engagement	42	0	24.6	0.1	6.2	0	72.9
Conservation & Planning	33	1	11.8	0	40.6	0	86.4
Corporate Strategy & Development	31	2	13.9	0	2.9	0	49.8
Totals	110	3	50.3	0.1	49.7	0	213.1

Equalities information

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

Our employment profile is: 53% female, 47% male

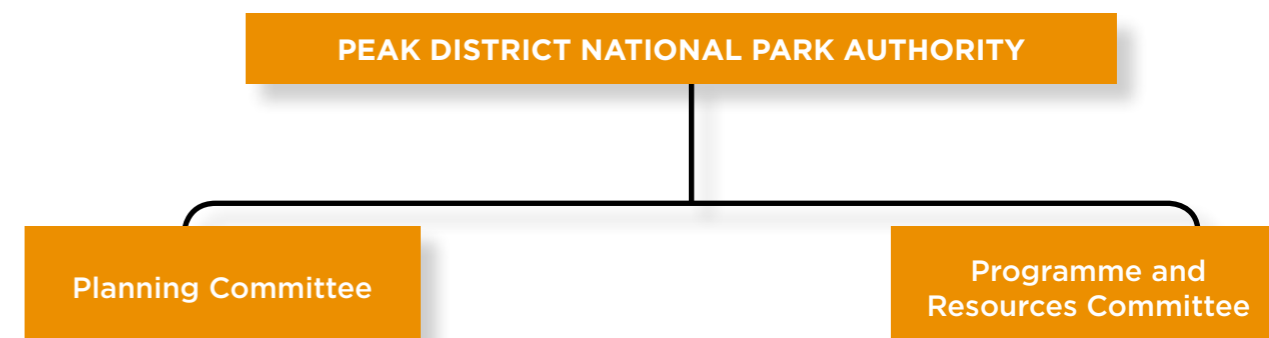
3% consider themselves to be disabled*

0% are from an ethnic minority*

The age profile of our staff is: 13% aged 60+, 57% aged 41 - 60, 23% aged 31 - 40, 6% aged 21 - 30 and 1% aged 20 or younger

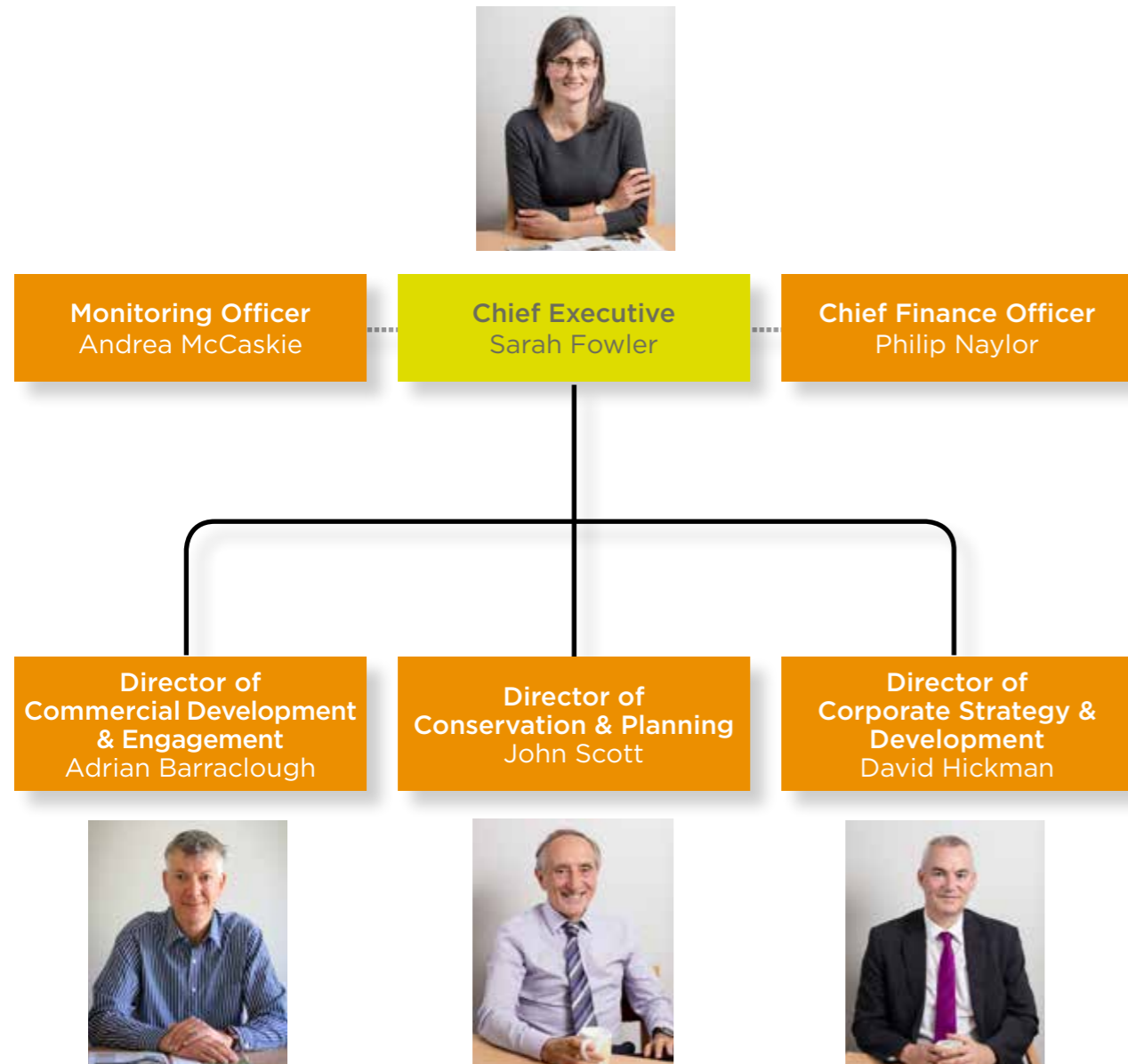
**Equalities information based on data disclosed on a voluntary basis and may not be a accurate representation of the actual figures.*

The Peak District National Park Authority has a number of committees that our Members sit on. The committees meet on a regular basis throughout the year. The diagram below shows our committee structure. Details of our members can be found at www.peakdistrict.gov.uk/members.

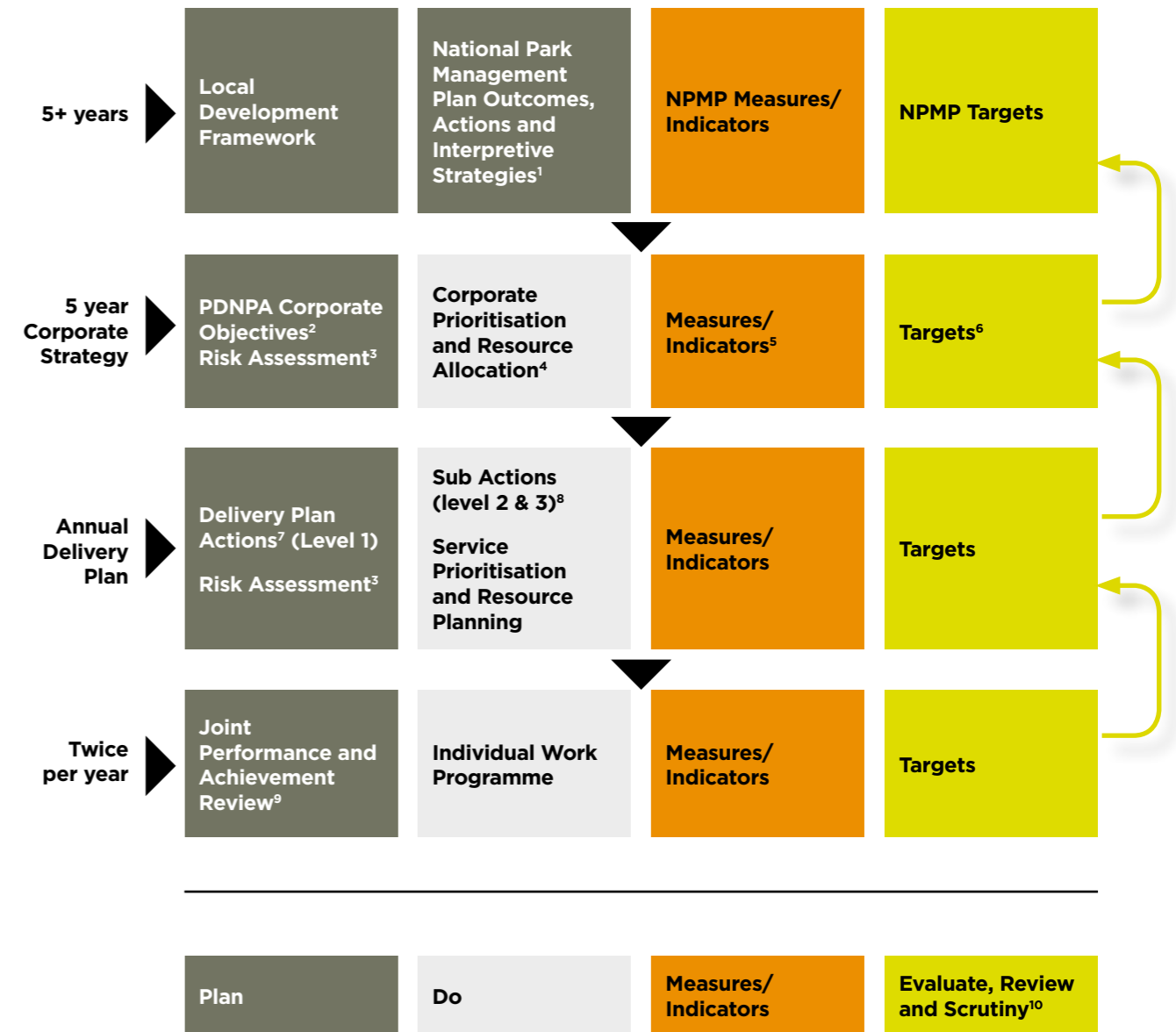


Authority committee meeting in session

Annex 4: Senior Leadership Team Structure



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 are 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. Delivery 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. DELIVERY PLAN ACTIONS (Level 1) can include service based and cross cutting actions forming the basis of delivery plans and project plans. The basis of delivery 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 their area of responsibility.
8. SUB ACTIONS (Level 2 & 3) contribute to achieving delivery 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: Summary of corporate indicators - progress against targets

Objective	PI Ref	Indicators	Baseline 2015/16	2018/19 Outturn	2018/19 Target
Shift 1: The Place and the Park, on a landscape scale	1	Stage of development of Landscape scale partnership programmes:			
	1a	Moors for the Future	Mature Partnership	Mature Partnership	Mature Partnership
	1b	South West Peak Partnership	Strategic Plan	Operational Plan	Operational Plan in place
	1c	White Peak Delivery Partnership	Vision	Operational Plan	Operational Plan in place
	1d	Sheffield Moors Partnership	Vision	Operational Plan	Vision
Shift 2: Connect People to the Place, the Park	2	Number of people experiencing the benefits of the Peak District National Park from our target audiences of:			
	2a	Young people (under 25)	18,901	21,521	(+5%)
	2b	People living with health inequality (particularly mental wellbeing)	New	1,063	1,000
	2c	Volunteers (expressed as volunteer days)	9,527	8,605	(+5%)
	2d i)	Supporters (donors)	New	107	n/a
	2d ii)	Average value of donations	New	£204	n/a
	2d iii)	Number of donations (exc. legacy)	New	144	(+50%)
	2d iv)	Average value of donations (exc. legacy)	New	£204	n/a
Shift 3: Visitor experiences that inspire and move	3a	% who know about the PDNP (and compared with other comparator organisations/causes)	New	Scoping awareness research projects	Data Collected on awareness, understanding and loyalty
	3b	% who understand PDNP potential benefits/services	New	75%	>90%
	3c	% who feel positive towards the PDNP	New	97%	>90%
	3d	% who are willing to support the PDNP	New	88%	>90%
	4	Customer satisfaction with the PDNP experience	94%	100%	>90%

Objective	PI Ref	Indicators	Baseline 2015/16	2018/19 Outturn	2018/19 Target
Shift 4: Grow income & supporters	5a	Amount and Proportion of income by source: Commercial	2,162,294 (17.8%)	£2,82,772 (16%)	n/a
	5a i)	Conservation & Planning	£362,909	£368,570	n/a
	5a ii)	Commercial Development and Engagement	£1,610,618	£1,787,462	(+5%)
	5a iii)	Corporate Strategy & Development	£188,867	£126,740	n/a
	5b	Amount and Proportion of income by source: Donations	£40,255 (0.3%)	£29,370 (0.2%)	n/a
	5b i)	Donations (exc. legacy)	£34,230	£29,370	(+50%)
	5c	Amount and Proportion of income by source: External Funding	3,584,952 (29.5%)	£5,535,986 (38.35%)	n/a
	5d	Amount and Proportion of income by source: Defra Grant	6,364,744 (53.4%)	£6,585,575 (45.63%)	n/a
	5e	Amount and Proportion of income by source: Total Income	12,152,345 (100%)	£14,433,703 (100%)	n/a
	Cornerstone 1: Our Assets	6a	Percentage of our assets that meet the standards set for: Maintenance	New	See page 14
6b		Percentage of our assets that meet the standards set for: Environmental performance (i) Existing - reduce the Authority's overall carbon footprint (ii) New - Carbon Management Plan (tbd)	(i) 24.30% (ii) New	See page 14	(i) 30% (ii) Define methodology

Objective	PI Ref	Indicators	Baseline 2015/16	2017/18 Outturn	2018/19 Target
Cornerstone 2: Our Services	7	Proportion of planning appeals allowed	24%	35%	<30%
	8a	Proportion of planning applications determined in a timely way: 13 weeks for Major applications	70%	72%	>70%
	8b	Proportion of planning applications determined in a timely way: 8 weeks for Minor applications	71%	92%	>70%
	8c	Proportion of planning applications determined in a timely way: 8 weeks for Other applications	89%	93%	>80%
	8d	Proportion of planning applications determined in a timely way: 13 weeks for County matters	33%	-	>70%
	9a	Number of enforcement cases resolved	124	151	120 (30 per quarter)
	9b	% of enforcement enquiries (excluding Minerals and Waste Enquiries) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	New	90%	>80%
	10a	Customer satisfaction with the Planning Service: Percentage of applicants/agents who are satisfied with the Planning and Enforcement service	New	-	>75%
	10b	Customer satisfaction with the Planning Service: Percentage of Parish Councils who are satisfied/believe we provide a quality service	65%	-	tbc
	10c	Customer satisfaction with the Planning Service: Residents (from residents survey)	38% (2012)	-	>38%
	10d	Customer satisfaction with the Planning Service: Satisfaction with quality of the pre application advice provided	New	-	>75%
	11a	Customer satisfaction with the Planning Service: Number of complaints received	14	13	<20

Objective	PI Ref	Indicators	Baseline 2015/16	2018/19 Outturn	2018/19 Target
Cornerstone 2: Our Services (continued)	11b	Customer satisfaction with the Planning Service: % complaints dealt with in accordance with agreed deadlines	86%	100%	90%
	11c	Customer satisfaction with the Planning Service: Satisfaction with first and second lines of enquiry (initially for planning service)	New	76%	>75%
Cornerstone 3: Our Organisation	12	Audit conclusions showing satisfactory governance arrangements in place	Achieved	Achieved	Achieved
Cornerstone 4: Our People	13a	Employee engagement: % response rate to staff survey	New	-	No staff survey planned
	13b	Employee engagement: Ave % of respondents that agree or strongly agree with the questions in the work engagement section of the survey	New	-	No staff survey planned
	14	Implement the recommendations of the 2016-17 Investors in People assessment	New	IIP Actions were incorporated into the "People Matter Action Plan"	Delivery of Action Plan
	15a	Sickness Levels: % of total time lost due to sickness (expressed as hours)	New	1.91%	2.15%
	15b	Sickness Levels: Hours per FTE	New	39.35h	44.4h
	15c i)	Absence: Sickness frequency rate	New	89.4%	100%
	15c ii)	ii) Absence: Individual sickness frequency rate	New	44.17%	No target
	15d	Sickness Levels: Value of total time lost (expressed as pay cost)	New	£110,487	£107,000
	16	Sickness Levels: Staff turnover	15%	10%	ACAS standard (annual range 9-15%)



The Great Ridge illuminated with a two-mile line of walkers' lights by Tom McNally

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