

Public Document Pack

Peak District National Park Authority

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Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE



Our Ref: A.1142/1429

Date: 12 May 2016



NOTICE OF MEETING

Meeting: **Audit Resources & Performance Committee**

Date: **Friday 20 May 2016**

Time: **10.00 am**

Venue: **The Board Room, Aldern House, Baslow Road, Bakewell**

SARAH FOWLER
CHIEF EXECUTIVE

AGENDA

1. **Apologies for Absence**
2. **Minutes of previous meeting - 4 March 2016** (*Pages 1 - 6*) 5 mins
3. **Urgent Business**
4. **Public Participation**
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.
5. **Members Declarations of Interest**
Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.
6. **Action Plans for the Management of Recreational Motorised Vehicles in their use of Unsealed Highways and Off-Road (A7622/SAS)** (*Pages 7 - 62*) 30 mins
Appendix 1
Appendix 2
Appendix 3
Appendix 4

Appendix 5

Appendix 6

Appendix 7

Appendix 8

7. **2015-2016 Outturn (A.137/22/PN)** (*Pages 63 - 82*) 15 mins
Appendix A
Appendix B
Appendix C
Appendix D
Appendix E
8. **Internal Audit 2015/16 Annual Report** (*Pages 83 - 98*) 10 mins
Appendix 1
9. **2015/16 Quarter 4 and Year End Corporate Performance Report (A91941/RMM/SN)** (*Pages 99 - 136*) 20 mins
Appendix 1
Appendix 2
Appendix 3
Appendix 4
10. **Corporate Risk Registers: 2015/16 Year End and 2016/17 Proposed (A91941/RMM)** (*Pages 137 - 144*) 15 mins
Appendix 1
Appendix 2
11. **Corporate Indicators to Support 2016-2019 Corporate Strategy (RMM/SN)** (*Pages 145 - 166*) 15 mins
Appendix 1
12. **Item for No Discussion**
The Chair has identified the following item as an item for no discussion unless there is an advance request from an individual Member for a discussion to take place:
1. External Audit (KPMG) 2016/15 Audit Fee Letter (A1362) (*Pages 167 - 176*)
Appendix 1
13. **Exempt Information S100(A) Local Government Act 1972**
The Committee is asked to consider, in respect of the exempt item, whether the public should be excluded from the meeting to avoid the disclosure of Exempt

Information.

Draft Motion:

That the public be excluded from the meeting during consideration of Agenda Item Nos. 14 and 15 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, Paragraph 3 "Information relating to the financial or business affairs of any particular person (including the authority holding that information)".

PART B

- | | | |
|------------|---|---------|
| 14. | Exempt minutes of meeting - 4 March 2016 <i>(Pages 177 - 178)</i> | 5 mins |
| 15. | Renewal of Lease at Surprise View Car Park (PM6860/JRN) <i>(Pages 179 - 186)</i>
Appendix 1

Appendix 2 | 10 mins |

Duration of Meeting

In the event of not completing its business within 3 hours of the start of the meeting, in accordance with the Authority's Standing Orders, the Authority will decide whether or not to continue the meeting. If the Authority decides not to continue the meeting it will be adjourned and the remaining business considered at the next scheduled meeting.

If the Authority has not completed its business by 1.00pm and decides to continue the meeting the Chair will exercise discretion to adjourn the meeting at a suitable point for a 30 minute lunch break after which the committee will re-convene.

ACCESS TO INFORMATION - LOCAL GOVERNMENT ACT 1972 (as amended)

Agendas and reports

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website www.peakdistrict.gov.uk.

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected by appointment at the National Park Office, Bakewell. Contact Democratic Services on 01629 816200, ext 362/382. E-mail address: democraticservices@peakdistrict.gov.uk.

Public Participation and Other Representations from third parties

Anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Director of Corporate Strategy and Development to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website www.peakdistrict.gov.uk or on request from Democratic Services 01629 816362, email address: democraticservices@peakdistrict.gov.uk, fax number: 01629 816310.

Written Representations

Other written representations on items on the agenda, except those from formal consultees, will not be reported to the meeting if received after 12noon on the Wednesday preceding the Friday meeting.

Recording of Meetings

In accordance with the Local Audit and Accountability Act 2014 members of the public may record and report on our open meetings using sound, video, film, photograph or any other means this includes blogging or tweeting, posts on social media sites such as publishing on video sharing sites. If you intend to record or report on one of our meetings you are asked to contact the Democratic and Legal Support Team in advance of the meeting so we can make sure it will not disrupt the meeting and is carried out in accordance with any published protocols and guidance.

The Authority uses an audio sound system to make it easier to hear public speakers and discussions during the meeting and to make a digital sound recording available after the meeting. The recordings will usually be retained only until the minutes of this meeting have been confirmed.

General Information for Members of the Public Attending Meetings

Aldern House is situated on the A619 Bakewell to Baslow Road, the entrance to the drive is opposite the Ambulance Station. Car parking is available. Local Bus Services from Bakewell centre and from Chesterfield and Sheffield pick up and set down near Aldern House. Further information on Public transport from surrounding areas can be obtained from Traveline on 0871 200 2233 or on the Traveline website at www.travelineeastmidlands.co.uk.

Please note that there is no catering provision for members of the public during meal breaks. However, there are cafes, pubs and shops in Bakewell town centre, approximately 15 minutes walk away.

To: Members of Audit Resources & Performance Committee:

Chair: Cllr A McCloy
Vice Chair: Cllr C Furness

Mrs P Anderson	Mrs F Beatty
Cllr A R Favell	Cllr D Greenhalgh
Mr Z Hamid	Cllr Mrs G Heath
Ms S Leckie	Cllr S Marshall-Clarke
Cllr C McLaren	Cllr Mrs L C Roberts
Mrs E Sayer	Cllr Mrs N Turner
Cllr F J Walton	Cllr D Williams

Other invited Members: (May speak but not vote)

Mr P Ancell	Cllr D Chapman
Cllr D Birkinshaw	

Constituent Authorities
Secretary of State for the Environment
Natural England

Peak District National Park Authority
Tel: 01629 816200
E-mail: customer.service@peakdistrict.gov.uk
Web: www.peakdistrict.gov.uk
Minicom: 01629 816319
Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE



MINUTES

Meeting: **Audit Resources & Performance Committee**

Date: Friday 4 March 2016 at 10.00 am

Venue: The Board Room, Aldern House, Baslow Road, Bakewell

Chair: Cllr A McCloy

Present: Cllr C Furness, Mrs P Anderson, Mr Z Hamid, Ms S Leckie,
Cllr Mrs L C Roberts and Cllr D Williams

Cllr D Chapman attended to observe and speak but not vote.

Apologies for absence: Mrs F Beatty, Cllr A R Favell, Cllr D Greenhalgh, Cllr Mrs G Heath,
Cllr S Marshall-Clarke, Cllr C McLaren, Mrs E Sayer, Cllr Mrs N Turner,
Cllr F J Walton and Mr P Ancell.

8/16 CHAIR'S ANNOUNCEMENTS

The Chair welcomed Simon Malcolm, Director of Commercial Development and Outreach to his first meeting of the Committee.

9/16 MINUTES OF PREVIOUS MEETING HELD ON 22 JANUARY 2016

The minutes of the last meeting of the Audit, Resources and Performance Committee held on 22 January 2016 were approved as a correct record.

10/16 PUBLIC PARTICIPATION

The Chair reported that two members of the public had given notice to speak under the public participation at meetings scheme.

11/16 MEMBERS DECLARATIONS OF INTEREST

Item 10

It was noted that Cllr A McCloy had received a letter from Dr Peter Owens.

Item 12

It was noted that Cllr A McCloy had received a letter from Mr Alan Slater on behalf of the Castleton Chamber of Trade which he had asked to be circulated to all Members of the Committee.

12/16 EXTERNAL AUDIT - 2015/16 AUDIT PLAN (A1362/RMM)

The Committee received the 2015/16 External Audit Plan received from our external auditors, KPMG, setting out details of the audit and the key objectives.

John Cornett, Director and Katy Scott, Assistant Manager from KPMG attended the meeting to present the Plan and answer any questions. In presenting the Plan the Committee were asked to note the differences from previous years, particularly the requirement to carry out a more detailed analysis of the Annual Governance Statement before concluding the Value for Money assessment. It was noted that this work would require an additional fee of around £2,500, the actual amount would be subject to approval from Public Sector Appointments Limited.

The recommendation was moved, seconded, put to the vote and carried

RESOLVED:

That the 2015/16 External Audit Plan be noted and acknowledged.

13/16 INTERNAL AUDIT REPORT BLOCK 2, 2015/16 (A1362/7/PN)

The Committee considered a report setting out the internal auditors' recommendations for the second block of the 2015/16 audit and the agreed actions for consideration. The areas of activity considered in the report were:

- Risk Management
- Budget Management
- Complaints
- Grants (Outwards)
- Information Governance

Ian Morton from the Internal Auditors, Veritas, was present at the meeting to answer any questions relating to the audit report or process.

The recommendation was moved, seconded put to the vote and carried.

RESOLVED:

To receive the internal audit reports for the four areas covered under Block 2 for 2015/16 (in Appendices 1 – 4 of the report) and also for the follow up report (Appendix 5 of the report); and the agreed actions considered.

Ms Suzanne Leckie arrived at 10.15 am during consideration of this item.

14/16 EXEMPT INFORMATION S100(A) LOCAL GOVERNMENT ACT 1972

RESOLVED:

That the public be excluded from the meeting during consideration of Agenda Item No. 9 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, Paragraph 7 "Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime."

PART B

SUMMARY

The committee determined the following item, full details of which are in the exempt minutes:

15/14 Internal Audit Report Block 2, 2015/16 (A1362/7/PN)

PART A

16/16 LOCAL GOVERNMENT OMBUDSMAN COMPLAINT (C355/JRS)

The Committee considered a report setting out the findings of the Micro-Scrutiny Panel appointed by the Committee following consideration of a report from the Local Government Ombudsman at the meeting held on 6 November 2015. At that meeting the Committee had agreed that a micro-scrutiny review on neighbourhood notifications for planning applications was appropriate to consider the lessons to be learned from this case and looking in more detail at the process.

It was noted that the Chair of the Planning Committee would be asked to monitor the implementation of the recommendations and their impact.

The officer recommendations were moved, seconded, put to the vote and carried.

RESOLVED:

- 1. To note and adopt findings of the report and recommendations, as follows:**
 - i. Planning officers to make a written log of all site visits and include photos.**
 - ii. Planning officers to erect the yellow site notices and consider the best position for this.**
 - iii. Planning officers to take a photo of the yellow site notice when erected.**
 - iv. Planning officers to consider if any neighbouring properties need to be notified by letter and deliver these whilst on site or ensure admin staff send letter on return to office.**
 - v. Administrative support staff to be given discretion to widen the 10m area if appropriate when preparing neighbour notifications.**
 - vi. Planning officers need to recognise they are the backstop and use their judgement on site.**
 - vii. Planning officers reports on applications (delegated and Planning Committee) need to be clear and concise with regard to neighbour notification and impact on neighbouring properties.**
- 2. To thank the Members of the Panel for their engagement in the micro-scrutiny process.**

The meeting was adjourned at 10.50 for a short break and reconvened at 11.00

17/16 PROPOSED TRAFFIC REGULATION ORDER AT DERBY LANE (A76227/SAS)

The Committee considered a report providing details on the outcome of consultation with statutory consultees under Regulation 4 of the National Park Authorities' Traffic Orders (Procedure) (England) Regulations 2007 for the proposed future management of the Derby Lane route.

It was noted that some Members of the Committee had visited the site on the previous date. Notes of the meeting were tabled at the meeting.

Additional correspondence from a consultee, Peak and Derbyshire User Group, was reported, raising objection to the proposal and copies of photographs of the route from Spring 2015 were circulated.

On the basis of the consultation, available evidence and the information in the report, it was recommended that the Authority should proceed to publication of its proposals for a permanent traffic regulation order (TRO) on this route.

Mrs Susan Woods spoken under the public participation at meetings scheme on behalf of the Peak District Green Lanes Alliance.

The recommendation was moved, seconded, put to the vote and carried.

RESOLVED:

To publish notice of proposals for a Permanent Traffic Regulation Order under Section 22 BB(2)(a) Road Traffic Regulation Act 1984 that will have the effect of prohibiting use by mechanically propelled vehicles at any time on Derby Lane.

18/16 CASTLETON VISITOR CENTRE REMODELLING AND IMPROVEMENT PROPOSALS (A.214 /SB)

The Committee considered a report providing an update on proposals for a significant remodelling and improvement of Castleton Visitor Centre and asked for approval of a capital project to take the proposals forward to support the delivery of key purposes and full cost recovery targets as part of the corporate strategy.

The Visitor Services Manager and the Corporate Property Manager were present to introduce the report and answer questions.

During the discussion Members highlighted the need for the planning application to draw out how the proposals would provide an unmet need for accessible facilities within the village that were not available within the existing businesses.

The recommendation was moved, seconded, put to the vote and carried.

RESOLVED:

- 1. To approve a capital project of up to £330,000 financed from borrowing.**
- 2. To authorise the let of contracts up to a maximum of £330,000 for a scheme to remodel and refurbish Castleton Visitor Centre internally.**

The meeting adjourned from 12.10pm to 12.15pm following consideration of this item.

19/16 BROSTERFIELD CARAVAN AND CAMPING SITE, FOLOW - PROPOSED SUBMISSION OF REVISED PLANNING APPLICATION (P4484/TRS)

The Chief Executive introduced the item and with support from the Property Manager was available to answer questions. The Committee were asked to consider the options for submitting a revised planning application for Brosterfield Caravan and Camping Site following further community consultation during 2015.

Mr Simon Wills spoke under the public participation at meetings scheme on behalf of the parish of Foolow.

The recommendation was moved, seconded, put to the vote and carried.

RESOLVED:

To note the Part A report.

20/16 EXEMPT INFORMATION S100(A) LOCAL GOVERNMENT ACT 1972

RESOLVED:

To exclude the public be from the meeting during consideration of Agenda Item No. 12 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, Paragraph 3 (Information relating to financial or business affairs) as the report refers to a proposal and valuation which impact on the Authority's financial and business affairs. In these circumstances the public interest in maintaining the exemptions outweighs the public interest in disclosing the information.

PART B

SUMMARY

The committee determined the following item, full details of which are in the exempt minutes:

21/14 Brosterfield Caravan and Camping Site, Foolow - Proposed Submission of Revised Planning Application (P4484/TRS)

The meeting ended at 12:45pm

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6. ACTION PLANS FOR THE MANAGEMENT OF RECREATIONAL MOTORISED VEHICLES IN THEIR USE OF UNSEALED HIGHWAYS AND OFF-ROAD (A7622/SAS)

Purpose of the report

1. This report sets out how the Authority's strategy for the management of recreational motorised vehicles will be implemented for the year 2016/17. Detailed action plans for priority routes, illegal use and communications and updates on the progress made in 2015/16 are provided. The report also gives an update on progress with voluntary restraint.
2. **Key issues include:**
 - Progress on managing the impacts of recreational motorised vehicles
 - Green lanes as a valuable and accessible asset
 - Partnership working
 - The Authority's involvement and commitment to this area of work

Recommendations

3. **1. That the action plans at Appendices 3, 4 and 8 of this report are approved, that progress is noted and that a follow-up report be brought to this Committee in March 2017.**

How does this contribute to policies and legal obligations?

4. The work contributes to:
 - (i) Corporate Strategy 2016-19
Visitor experiences directional shift with the relevant focus to 'look after the whole Park as a public asset in a way that encourages access and responsible behaviour'.
The relevant key activities are:
 - Manage the rights of way network and access land to encourage enjoyment of the National Park
 - Encourage respect and understanding of the special qualities of the national Park by visitors through positive engagement.Connecting people directional shift with the relevant focus to 'improve access to the National Park for less represented audiences, in particular people living with health inequality'. The relevant key activity is:
 - Deliver a range of funded service interventions to people living with health inequalities.
 - (ii) National Park Management Plan – Partnership for Progress 2012-17
W14 under the welcoming and inspiring theme is the relevant outcome: Accessible and diverse recreation opportunities will be available for all, encouraging healthy living, enjoyment of the landscape and a sense of adventure.
The relevant delivery aims are:
 - Improve recreation opportunities for all, which encourage a sense of adventure, promote health and well being and are sustainable and appropriate to the National Park landscape
 - Have an integrated, well managed and inclusive rights of way and access network, which encourages responsible enjoyment by all
 - Work together to minimise damage and disturbance on unsealed routes
 - (iii) Strategy for the Management of Recreational Motorised Vehicles in their Use of Unsealed Highways and Off-road, and Procedure for Making Traffic Regulation Orders (TROs).

Background

5. On 1 October 2007, under the terms of Section 72 of The Natural Environment & Rural Communities Act 2006, National Park Authorities (NPAs) were given powers to make Traffic Regulation Orders (TROs). The accompanying guidance for National Park Authorities states that the powers are “part of a package of measures to control excessive or inappropriate use of mechanically propelled vehicles away from the ordinary roads network”.
6. A revised strategy and procedure for the management of recreational vehicular use and for making TROs was adopted in February 2012 (Minute 6/12). Members also resolved, in July 2011, to increase the resources available for implementing the strategy in order to accelerate the existing partnership work with Highway Authorities and the police and to extend this area of work across the whole of the National Park. As part of this detailed action plans were to be provided to this committee. A further extension of resources was agreed in October 2013 (Minute 49/13) and this was extended again until 31 March 2017.
7. The aims of the strategy are to work in accordance with statutory purposes and duties, in active partnership wherever possible, to protect the special qualities of the National Park which include its open landscapes, bio-diversity, cultural heritage and the settlements of its local communities. Where excessive or inappropriate use of mechanically propelled vehicles away from the ordinary road network threatens the existence, quality and enjoyment of those qualities and the sustainability of unsealed roads, the Authority will take appropriate action in line with the principles set out in the strategy.
8. In March 2015, this Committee approved actions for 2015/16 in the key areas of work required to deliver the strategy. Detailed action plans were provided for green lanes, illegal use and communications. It was resolved at the meeting that a follow up report for the period 2015/16 would be provided in 12 months’ time (Minute 17/15).

Green Lanes

9. Green Lanes are a particularly important part of the access network in the National Park. Their nature as relatively easy-going multi-user routes mean they provide important recreational links between villages and cycle trails and as key access routes to the wider network of rights of way. Many also have important cultural and natural heritage values and act as ‘green corridors’ through the landscape. In the Derbyshire part of the National Park there are approximately 150 unclassified roads (UCRs) and 26 Byways Open to All Traffic (BOATs); elsewhere in the National Park there are approximately 75 UCRs and 7 BOATs. These figures are approximate because of the ongoing process of legal status investigation undertaken by the Highway Authorities.
10. Routes which have or may have the potential to carry vehicle rights may be byways open to all traffic (BOATs) or unsealed unclassified roads (UCRs). BOATs are defined as highways over which the public have a right of way for vehicular and all other kinds of traffic, but which are used by the public mainly for the purpose for which footpaths and bridleways are so used. UCRs carry rights of at least those on foot but the legal status of UCRs remains to be determined by the relevant Highway Authority, irrespective of the use that takes place. Because of this uncertainty, UCRs are not always shown on Ordnance Survey mapping or are shown as Other Routes with Public Access (ORPAs).
11. The green lanes work to date has focused on managing recreational motorised vehicles on these routes to reduce impacts on the natural beauty and amenity of the National Park in accordance with our purposes, statutory obligations and the strategy. It was proposed to the ARP committee last year that, in addition to this work, the Authority should seek to develop and promote the National Park’s green lanes as an asset for all

by mapping the extent and distribution of routes and refreshing the sustainability analysis to better reflect the priorities with the Authority's strategy which focuses on our special qualities. This work is resource intensive but is proposed as a developing area of work for the forthcoming year.

Accessibility

12. In accordance with the Authority's ongoing duty under the Equality Act for decisions which may affect those with protected characteristics, improvements have been identified on those 4 routes where Traffic Regulation Orders (TROs) have been made. This includes surfacing improvements, improvements to structures, and opportunities for dedicated disabled parking. This is in addition to our commitment to provide access (on application) for disabled people who rely on road vehicles for access. A dialogue is maintained with representatives on accessibility issues and a section on accessibility is included in the TRO report attached in Appendix 1.
13. As part of the work to update green lane resource information, it is also proposed to identify routes which may be particularly suitable for less-able users.

Voluntary Restraint

14. Voluntary restraint is one of the management methods used to manage vehicular impacts on routes. Defra guidance (2005) states that 'voluntary restraint can be a useful tool for management of byways where reductions in mechanically propelled vehicle traffic is desirable, but not where the prohibition of mechanically propelled vehicles is agreed to be necessary.'
15. Although it lacks the legal enforceability of a legal regulation of use, the support and participation of the vehicle users gives voluntary restraint an element of 'buy-in' by vehicle users and self-policing. Voluntary restraint also has the advantage of being quick and flexible to implement, in order to tackle problems such as damage or disturbance on a route at particular times.
16. Appendix 2 sets out the guidelines for considering, implementing, and assessing voluntary restraint measures. During 2015/16, voluntary restraint was trialled on one of the identified routes (Minninglow Lane) and was implemented unilaterally by vehicle users at Wetton. Monitoring of use and the condition of these routes is on-going to evaluate the effectiveness. Voluntary restraint did not progress on the other identified route at School Lane because the proposal was complicated by the closure of the adjacent road at Great Hucklow due to instability. Further voluntary restraint on other routes with possible vehicle rights will also be accepted on application.
17. In 2016/17, opportunities for voluntary restraint will be explored where reductions in vehicle use can potentially reduce impacts on the special qualities of the National Park.

Priority Routes Action Plan 2016/17

18. The Priority Routes Action Plan (Appendix 3) identifies actions on 29 priority routes considered to be potentially unsustainable and requiring improved management. These were identified by way of a baseline survey in 2007 for the Derbyshire routes and 2012 for routes elsewhere in the National Park. There are 18 routes in Derbyshire and 11 in areas covered by other Highway Authorities. Routes where there are no longer any rights for motorised vehicles whether by way of clarification of legal status or traffic regulation orders are shown in the Illegal Use Action Plan (Appendix 4).
19. Actions are based on route objectives developed in line with the principles of the Strategy. Some of these actions are dependent on or awaiting actions by the relevant

Highway Authorities who have the responsibility for the determination of the legal status and the management of these routes.

The following actions are identified:

- Vehicle logging and monitoring on all 29 priority routes
- Proceeding with consultations on TROs on 3 routes
- Supporting voluntary restraint measures
- Compiling route summary reports for 5 routes
- Clarification of legal status by Derbyshire CC ongoing for 6 routes
- Repairs by Derbyshire CC proposed for 6 routes

20. The action plan is accompanied by background reports for the routes in Derbyshire, 4 routes in Staffordshire and 3 routes in Cheshire. These are available at www.peakdistrict.gov.uk/priorityroutes and shown in Appendix 6. Route action plans show issues, objectives, and past, present and future actions. Route summary reports provide details of use, condition, and consultations and replace the previous management plan format. The route action plans are updated annually. The route summary reports have been updated to incorporate latest use figures, legal status changes and environmental information.
21. Local Access Forum (LAF) recommendations have been provided for all the priority routes in the Derbyshire part of the National Park, the 4 routes in Staffordshire and 3 routes in Cheshire. The LAF will continue to assess the remaining priority routes within Sheffield and Kirklees with a view to route summary reports being prepared.
22. Appendix 6 groups the priority routes into various areas of work. For some of the priority routes, issues which originally resulted in their classification as 'may be unsustainable' may no longer apply such as the routes becoming cul-de-sac routes or where the repairs have successfully resolved concerns. Routes where repairs have been proposed and confirmed by the Highway Authorities are also shown and the action plan identifies where the NPA will continue to liaise with the Highway Authorities for repairs. For all priority routes, the need for continued monitoring remains.
23. Appendix 7 gives details of the work that has taken place in the last 12 months. During this period, there has been:
 - decisions to consult on TROs on 2 routes
 - voluntary restraint on 2 routes
 - route summary reports on 3 routes
 - legal status determined on 3 routes
 - Peak Park Conservation Volunteer work parties on 2 routes
24. Priority routes are the focus for concentration of resources, however, officers also offer advice and support and undertake work on other routes used by recreational motorised vehicles in the National Park. In addition, requests are made from time to time to add routes to the priority routes list for the National Park and/or to make TROs on these routes. During 2016/17, the Authority will seek to identify through the sustainability analysis the routes that fulfil the criteria appropriate to the special characteristics of the National Park.

Illegal Use Action Plan 2016/17

25. The Illegal Use Action Plan (Appendix 4) identifies the locations where motorised vehicle use is taking place, either on routes which carry no vehicle rights, routes which are permanently restricted such as by way of traffic regulation orders, or on land adjacent to routes with vehicle access. The action plan identifies those routes where detailed monitoring and actions are required.

26. All reports of alleged illegal use are investigated. Where routes are particularly sensitive, action plans have been produced and implemented. On the routes where traffic regulation orders have been made, detailed monitoring is undertaken. This is set out in Appendix 1.
27. Officers work with the Highway Authorities to ensure that illegal use routes are signed correctly and have appropriate barriers, where necessary. Officers work with the police to prioritise operations from information received and from vehicle logging.
28. The number of illegal use routes stands at 14. This includes 4 routes on which we have made traffic regulation orders. Appendix 7 sets out the work that has taken place within 2015/16.

Green Lanes Communications Action Plan 2016/17

29. The Communications Action Plan (Appendix 8) details actions to maintain and improve operational liaison and improve the availability of information via website, leaflets and newsletters. It focuses on the partnership approach to this area of work. This includes:
 - Liaising with the Highway Authorities on signage, repairs and maintenance, clarification of legal status, and traffic regulation as appropriate on priority routes and on other routes where issues have been identified, including those where illegal use is occurring
 - Working with the police on enforcement and education operations on the priority routes and illegal-use routes
 - Receiving advice from and facilitating the collation of route information by the Peak District LAF, an independent statutory group representing local communities, recreation users, conservationists and land owners
 - Establishing and maintaining a dialogue with vehicle user groups
 - Liaising with key partners including landowners, recreational user groups and communities
30. This action plan provides an overview of the role of the National Park Authority and the responsibilities of the Highway Authorities for the management of these routes. The Local Access Forum's input is also set out. Details of meetings with the Local Access Forum can be found at www.peakdistrict.gov.uk/laf.
31. Appendix 7 gives details of the work that has taken place in the last 12 months. During this period there has been:
 - Meetings of the LAF and site inspections by the sub-group
 - Meetings of a vehicle users group
 - The merging of the green lanes and access newsletters into a combined Access and Rights of Way electronic newsletter
 - Website updates to include access and rights of way information
 - Liaison meetings with Derbyshire and Staffordshire County Councils
 - Police liaison and operations

Priorities for Green lanes Work beyond 2017

32. The current fixed-term appointment of the Rights of Way Officer focusing on this area of work ends in March 2017, which makes forward planning beyond this time uncertain. A longer-term commitment will allow continuation of the nationally recognised progress made here to work in partnership with user groups and the Local Access Forum to address the continuing problems of impacts to the National Park's special qualities, whilst developing opportunities to improve overall access to the lanes and reconnecting people with these valuable assets.

Summary

33. The Strategy emphasises the need to protect the special qualities of the National Park and that responsible and sustainable use and a partnership approach is inherent in doing this. The action plans are a means to focus resources in 2016/17 with the involvement of those with remits for or an interest in mechanically propelled vehicles in the National Park. Longer-term proposals are also identified in the report for future work on developing green lanes as a recreational resource.

Proposals

34. It is proposed that the action plans at Appendices 3, 4 and 8 be approved.

Are there any corporate implications members should be concerned about?

35. Financial

The Authority budget planning (for 2015-16) included a proposal for increased resources this area of work until March 2017. This level of funding will allow continued progress on the matters identified in the Action Plans until March 2017.

36. Risk Management

There is an element of reputational risk to the Authority in respect of expectations on the part of third parties not being met. There is also the potential for legal challenge as a result of actions arising from the strategic stance set out. However the Strategy and Procedure are clearly grounded in respect of the Authority's legal powers and abilities and have been drafted within realistic parameters in terms of deliverability.

37. Sustainability

This report addresses sustainability issues in the context of both the National Park Management Plan and the Authority's statutory purposes, duty and legal powers.

38. Equality

The requirements of the Equality Act 2010 have been met in the consideration of actions and the ongoing requirements to have regard to the duty.

39. Background papers:

None.

40. Appendices

1. TRO Report – May 2016
2. Voluntary Restraint Guidelines
3. Priority Routes Action Plan 2016/17
4. Illegal Use Action Plan 2016/17
5. Priority Routes Map
6. Priority Routes Summary
7. Action Plans 2015/16 - Update
8. Green Lanes Communication Action Plan 2016/17

Report Author, Job Title and Publication Date

41. Sue Smith, Rights of Way Officer, 12 May 2016

TRO Summary Report May 2016



The Roych



The Route

The Roych runs from Rushup Edge, Derbyshire (grid reference SK 093825) to the Hayfield Parish boundary at South Head (Grid reference SK063847) a distance of approximately 3.5 km long. The route is an unclassified road and a National Trail.

Restriction

The Peak District National Park Authority made a full time permanent restriction in February 2014 on all mechanically propelled vehicles on grounds of amenity; natural beauty, recreation and the study of nature and character of the route where especially suitable for those on horseback.

Ecological Interest

A section of the route at Roych Clough is adjacent to the South Pennine Moors Special Area of Conservation (SAC), the Peak District Moors Special Protection Area (SPA), the Dark Peak Site of Special Scientific Interest (SSSI) and the Dark Peak Nature Improvement Area. Section 3 Woodland/Natural Zone is also at this location with the route westwards from this bordered to the north by Section 3 Moorland/Natural Zone. European dry heaths and blanket bogs lie adjacent to the route and within 500m and 100m Golden Plover and Curlew have been recorded as have Skylark and Meadow Pipit in the area.

Archaeological Interest

Archaeological surveys of land adjacent to this route have recorded a number of historic features. At the south-eastern end of the route are a cluster of sites recorded on the Derbyshire Historic Environment Record, including a scheduled monument - a bronze age cairn to the north

of the route. The route runs through a Historic Landscape Character area. The route was used as a packhorse route and there are holloways in the area.

Landscape Interest

The Roych lies within the Dark Peak landscape character area – a sparsely settled area of gritstone uplands...an extensive upland plateau with steep gritstone slopes...that drop away to lower lying slopes and deep valleys. The upper valley pastures and enclosed gritstone upland have transport routes...relict trade and commerce routes over the moors. There are panoramic and far reaching views along sections of the route providing a contrast between farmland and open country and no nearby settlements or houses provides a sense of remoteness and wildness, particularly at Roych Clough. Sections of the route run through unenclosed moorland forming part of an extensive area of open country.

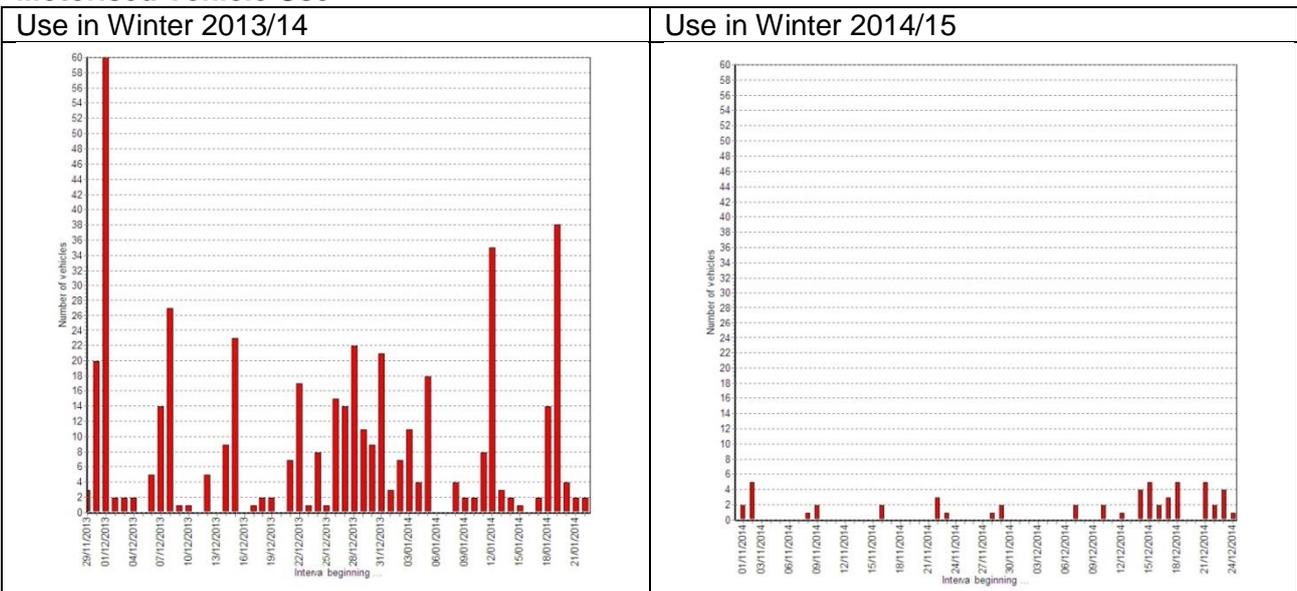
Recreational Interest

The Roych is an important recreational asset for all users. It forms part of the Pennine Bridleway National Trail and the Kinder Loop long distance route. It provides a means of access for activities in the area and links to the rights of way network and access land.

Condition



Motorised Vehicle Use



Accessibility

Roadside lay-bys are available at the eastern end of the route. An exemption to the traffic regulation order prohibiting all mechanically propelled vehicles is provided for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Works are planned to re-grade the step at the eastern end of the route and to carry out an audit with a view to replace the gate fastenings to make them more commodious.

Chapel Gate



The Route

Chapel Gate runs from Sheffield Road, Chapel-en-le-Frith (SK 093825) to Edale Road near Barber Booth, Edale (SK 113842) a distance of approximately 2.7km. The route is a Byway Open to All Traffic.

Restriction

Peak District National Park Authority full-time permanent restriction made in May 2014 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature. Closure of the route by Derbyshire County Council in November 2014 for repairs.

Ecological Interest

Approximately 1500m (half) of the route, passes through the South Pennine Moors Special Area of Conservation (SAC), the Peak District Moors Special Protection Area (SPA) the Dark Peak Site of Special Scientific Interest (SSSI) and the Dark Peak Nature Improvement Area. A further 250m falls within Section 3 Moorland/Natural Zone. European dry heaths and blanket bogs occur along the course of the route and within 200m Golden Plover, Curlew and Skylark have been recorded.

Archaeological Interest

The route is considered to be of medieval origin and runs through a range of Historic Landscape Character areas. 2 features are recorded on the Derbyshire Historic Environment Record: a Grade II listed Cast-iron milepost and a modification to the Sparrowpit Gate turnpike road.

Landscape Interest

Chapel Gate lies within the Dark Peak landscape character area – a sparsely settled area of gritstone uplands...an extensive upland plateau with steep gritstone slopes...that drop away to lower lying slopes and deep valleys. The upper valley pastures and enclosed gritstone upland have transport routes...relict trade and commerce routes over the moors. There are panoramic and far reaching views along sections of the route into the Vale of Edale providing a contrast between farmland and open country and a contrast between dark and white peak (acid moorland and limestone landscapes). The route runs through unenclosed moorland forming part of an extensive area of open country which along with no nearby settlements or houses provides a sense of remoteness and wildness.

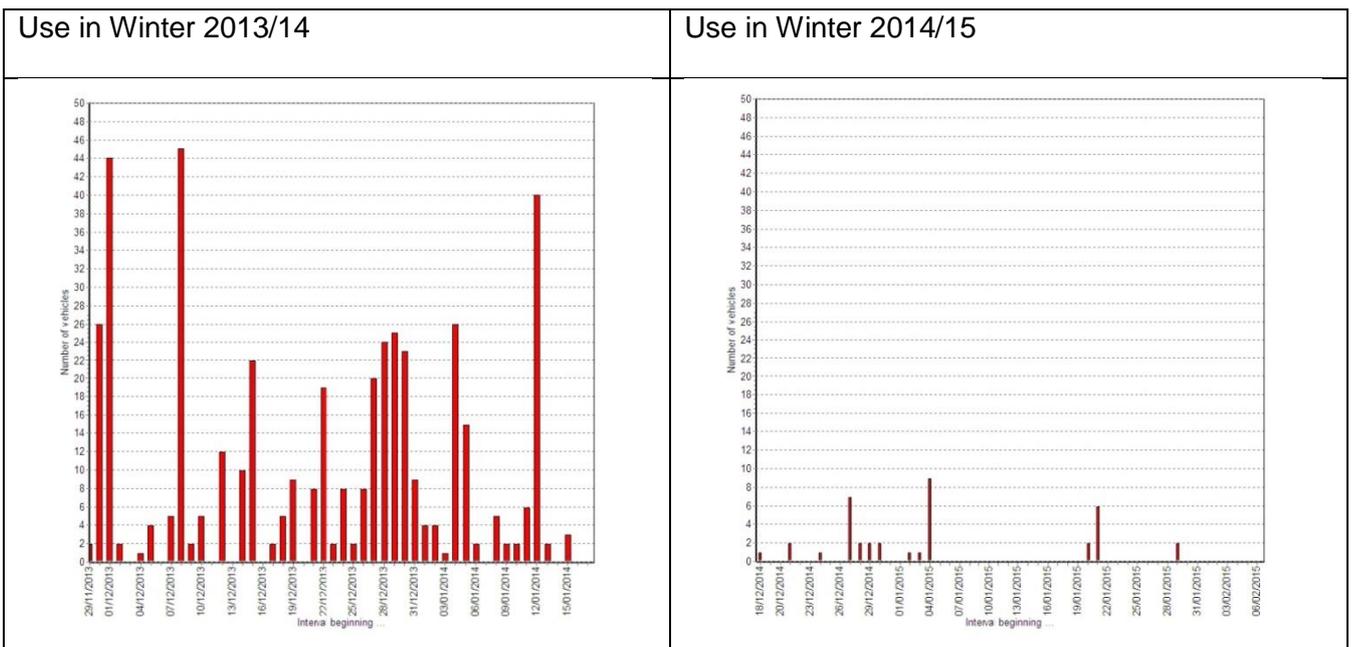
Recreational Interest

Chapel Gate is an important recreational asset for all users. It forms part of the Kinder Loop long distance route. It provides a means of access for activities in the area and links to the rights of way network and access land.

Condition



Motorised Vehicle Use



Accessibility

Roadside lay-bys are found at either ends of the route with a concession path providing a link with the southern end of the route. An exemption to the traffic regulation order prohibiting all mechanically propelled vehicles is provided for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Derbyshire County Council have proposed further resurfacing works. An audit will also be carried out with a view to replace the gate fastenings to make them more commodious.

Long Causeway



The Route

Long Causeway runs from Redmires Reservoir, Sheffield (grid reference SK 257852) to Dennis Knoll, Derbyshire (grid reference SK227844), a distance of approximately 3.6km long. The route is a Byway Open to All Traffic.

Restriction

Peak District National Park Authority full-time permanent restriction was made in September 2014 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature.

Ecological Interest

The route passes through the South Pennine Moors Special Area of Conservation (SAC), Peak District Moors Special Protection Area (SPA), the Eastern Peak District Moors Site of Special Scientific Interest (SSSI), Stanage Edge Regionally Important Geological Site (RIGS), Section 3 Moorland/Natural Zone and the Dark Peak Nature Improvement Area (NIA). European dry heaths and blanket bogs occur along the course of the route and within 500m and 100m Merlin and Golden Plover have been recorded. Curlew and Skylark nest within 100m of the route as do Reed Bunting, Stonechat, Grasshopper Warbler and Ring Ouzels within 50m. Lapwing, Linnet, Willow Warbler and Winchat are also recorded in the area. Water Voles are found adjacent to the route. Common Pipistrelle bats; Soprano Pipistrelle and Myotis species have also been recorded. The adjacent plantations have been used by long-eared owls in the past. A large population of round leaved sundew is found on the side of the track and is recorded in the flushes below the route as is common butterwort.

Archaeological Interest

An archaeological survey was undertaken in 1991. The route is considered to be of medieval origin and has an entry on the Derbyshire Historic Environment Record. A section of paving to the north of the route is scheduled and was thought to be of Roman origin. The route runs through a Historic Landscape Character area. The route was used as a packhorse route and there are holloways in the area and the Buck Stone and enclosure. Stanage Pole forms the County boundary, formerly between Northumbria and Mercia. The area is associated with Jane Eyre, Robin Hood, and the Clarion Ramblers.

Landscape Interest

Long Causeway lies within the Eastern Moors landscape character area – a sparsely settled area of gritstone uplands...a continuation of the Dark Peak uplands but...with a narrower moorland top...and a greater proportion of enclosed moorland. This is an elevated landscape which drops away to the Derwent Valley to the west. Edges are a characteristic of the area. There were many (traditional routes) and they were used for cross-Pennine trade. There are panoramic and far reaching views along the route and Stanage Edge and providing a contrast between Sheffield as a major conurbation and open country. The route runs through unenclosed moorland forming part of an extensive area of open country which along with no nearby settlements or houses provides a sense of remoteness and wildness.

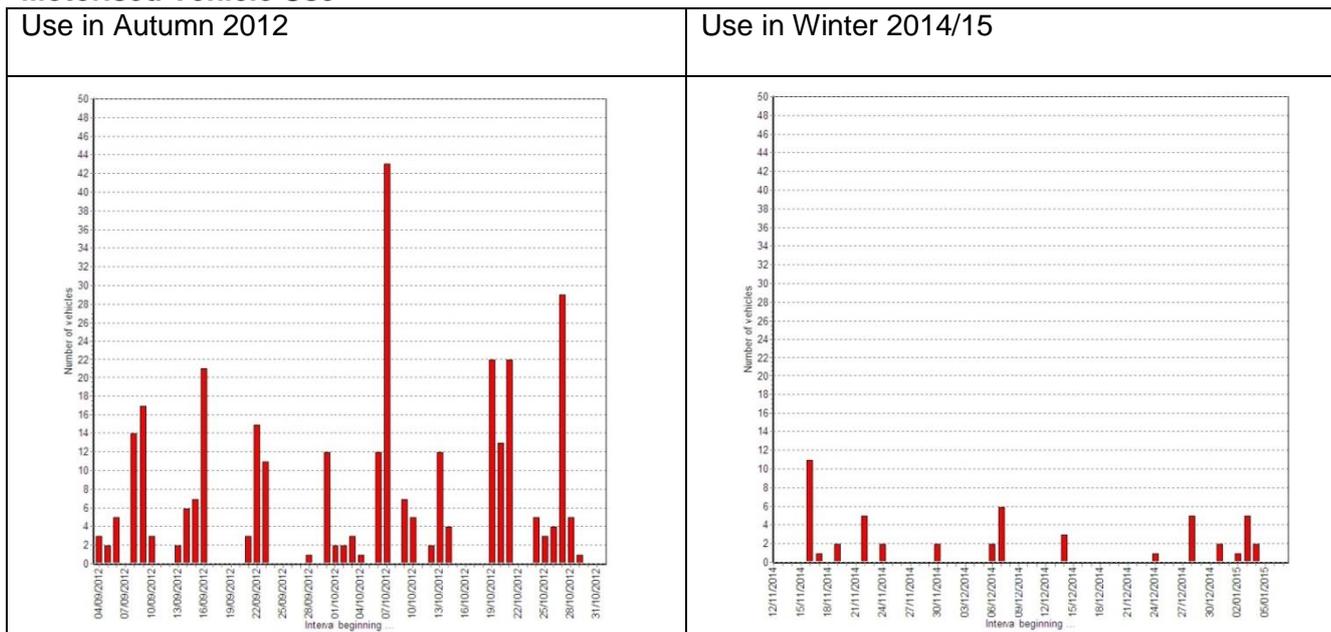
Recreational Interest

Long Causeway is an important recreational asset for all users. It forms part of the Sheffield Country Walk long distance route. It provides a means of access from Sheffield and for activities in the area including for climbing at the internationally important Stanage Edge and links to the rights of way network and access to open country.

Condition



Motorised Vehicle Use



Accessibility

Car parks are available at either ends of the route. An exemption is provided to the traffic regulation order prohibiting all mechanically propelled vehicles for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. DCC undertook resurfacing works in Summer 2014 and as part of the reinstatement refurbished the carpark at Dennis Knoll. The NPA has since widened and resurfaced the access at this location. The route has been categorised by the Disabled Ramblers as a Grade 2 route - suitable for heavy-duty Powerchairs and outdoor mobility scooters.

Leys Lane



The Route

Leys Lane runs from Dale Farm (Grid Reference SK 195 722) where it proceeds in a north-north-west and then north-west direction for a distance of 1000 metres or thereabouts and ends at the point where its direction changes to westerly (Grid Reference SK 190 728)

Restriction

Peak District National Park Authority full-time permanent restriction made in January 2015 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature.

Ecological Interest

The route lies 200m from the Longstone Moor Site of Special Scientific Interest (SSSI) and Section 3 Limestone Hill/Natural Zone. Great crested newts are found in dew ponds adjacent to the route. The lane acts as a linking corridor between calcareous, acid and lowland hay meadow grasslands and which serve as a habitat for butterflies. The verges of the lane include species rich neutral grassland and an ancient woodland ground flora.

Archaeological Interest

Archaeological surveys were undertaken in 1999. Lead mining remains are found in the vicinity of the route including a priority site at Mootlow Vein. The route runs through a range of Historic Landscape Character areas and is of probable medieval origin.

Landscape Interest

The route lies within the White Peak landscape character area – an elevated limestone plateau dissected by deeply cut dales and gorges. Regular field boundaries have generally been built using quarried stone, (and) isolated stone field barns are often incorporated within the pattern of stone walls. Lead-mining and quarrying (have produced) industrial features very important to the White Peak landscape character. The pattern of straight roads (is) defined by stone walls, reflecting the late enclosure of the land from common and waste. There are panoramic and far reaching views along sections of the route providing a contrast between farmland and open country/limestone heath. The route leads to open country providing a sense of remoteness.

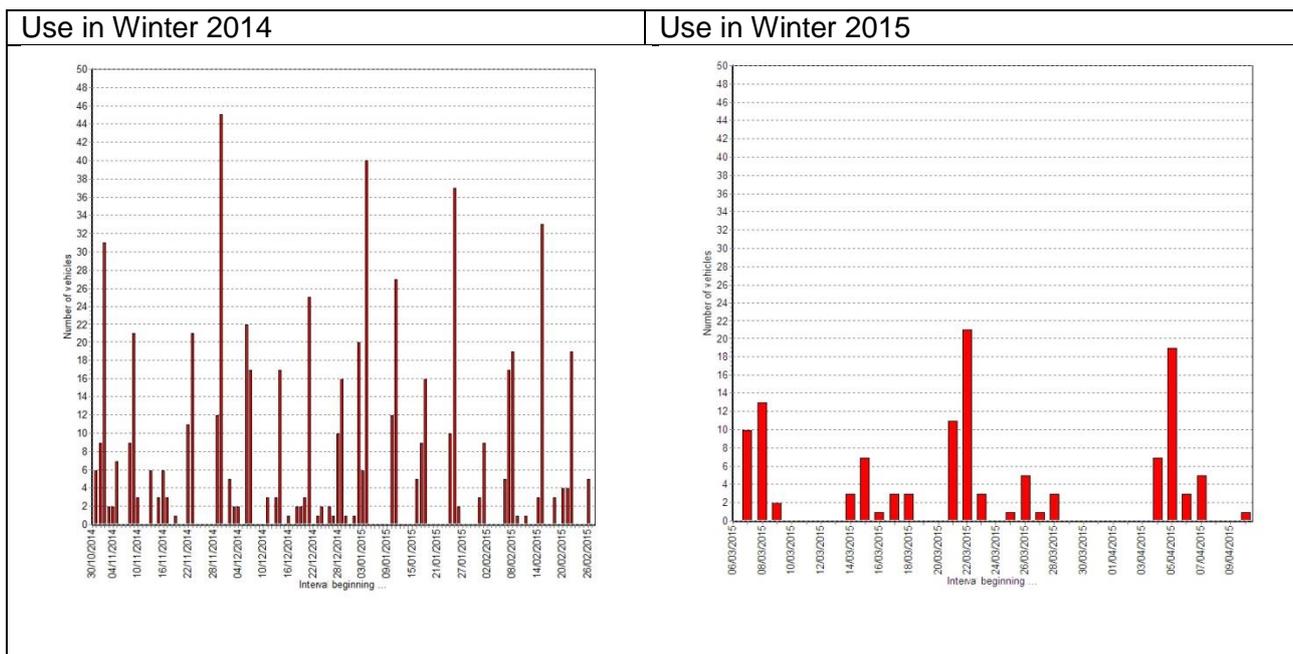
Recreational Interest

Leys Lane is an important recreational asset for all users. It forms part of the Black Harry Trails. It provides a means of access from Great Longstone and the Monsal Trail and for recreational and educational activities in the area and links to the rights of way network and access to open country.

Condition



Motorised Vehicle Use



Accessibility

An exemption is provided to the traffic regulation order prohibiting all mechanically propelled vehicles for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Leys Lane is accessed from Great Longstone or via Chertpit lane which is an unsurfaced route. Works are planned to restore and reinstate the former picnic area at the western end of Leys Lane to allow for dedicated disabled parking.

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Voluntary Restraint in the Peak District National Park

Purpose

Voluntary restraint is one of the options available to prevent and reduce impacts of recreational motor vehicles on routes. Defra guidance (2005) states that 'voluntary restraint can be a useful tool for management of byways where reductions in mechanically propelled vehicle traffic is desirable, but not where the prohibition of mechanically propelled vehicles is agreed to be necessary.'

Although voluntary restraint lacks the legal enforceability of a legal regulation of use, having the support and participation of the vehicle users means that there is an element of self-policing. Voluntary restraint also has the advantage of being quick and flexible to implement, in order to tackle problems such as damage or disturbance on a route at particular times.

Voluntary restraint is not suitable in every circumstance and is without prejudice to any other action that may be taken on a route. In addition, any restraint on use on an unclassified road should not be taken as confirmation that rights exist.

Process

1) Initiating

There are 2 ways for voluntary restraint to come about:

- Initiated by the National Park Authority or Highway Authority - The NPA or HA may identify proposed voluntary restraint on priority routes to deal with objectives and issues identified in action plans. In this case, the NPA or HA will discuss the type of restraint and a time period with vehicle users and notify the Parish Council of proposals.
- Offered by Vehicle User Groups – Vehicle users may offer voluntary restraint on routes. This is usually done by an agreement between the vehicle user groups and the Highway Authority or NPA.

2) Implementing

Vehicle user groups will produce signage which will be displayed on the route.

3) Monitoring

On priority routes, the NPA will undertake regular monitoring which will include data logging and photographs. Monitoring will also be required outside the period of restraint in order to determine any impacts as a result of renewed or compressed use.

All voluntary restraint measures adopted are subject to review during and following the identified period of restraint.

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Priority Routes Action Plan 2016/17

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Bamford Clough (BOAT), Bamford People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route 	<p>Route currently closed for safety reasons. Surfacing works proposed by DCC.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition of route 3) Support and monitor progress of intended works by DCC 	<p>As required</p> <p>Annually</p> <p>2016/17</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Brough Lane (BOAT), Brough and Shatton</p> <p>People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Minimise illegal use onto adjacent land 	<p>Route surfacing and drainage works undertaken by DCC.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition of route and verges 3) Monitor illegal use and signage 	<p>Annually</p> <p>Bi-annually</p> <p>Bi-annually and in response to complaints</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Brushfield-Upperdale (UCR)</p> <p>People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Minimise illegal use onto adjacent land • Prevent deviation from the route 	<p>TRO consultation undertaken and on hold pending outcome of proposed classification as a bridleway and footpath. Surfacing works proposed by DCC.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition of route 3) Monitor signage and illegal use of adjacent land 4) Support DCC in determining legal status 5) Support and monitor progress of proposed works by DCC 	<p>Bi-annually</p> <p>Bi-annually</p> <p>Quarterly and in response to complaints</p> <p>As required</p> <p>2016/17</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Charity Lane (UCR), Macclesfield Forest & Wildboardclough</p> <p>People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Minimise illegal use onto adjacent land/routes • Prevent deviation from the route 	<p>Adjacent permissive bridleway along part of the route.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition of route 3) Install signage for concession route 4) Request CCC to determine legal status 	<p>Annually</p> <p>Bi-annually</p> <p>Spring 2016</p> <p>Spring 2016</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Clough Wood (UCR), Birchover People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area 	<p>Route resurfaced and advisory signs installed. DCC proposed classification as a BOAT.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition of route 3) Support DCC in determining legal status 	<p>Annually</p> <p>Bi-annually</p> <p>As required</p>
<p>The Cop (UCR), Peak Forest People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Minimise illegal use onto adjacent land 	<p>Cul-de-sac route. Use reduced.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition 3) Monitor signage 	<p>As required</p> <p>Annually</p> <p>Annually and in response to complaints</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Cumberland Lane (UCR), Macclesfield Forest & Wildboarclough</p> <p>People</p> <ul style="list-style-type: none"> • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Minimise illegal use onto adjacent land/routes 	<p>CCC TRO on 4-wheeled motorised vehicles. Repairs to surface, drainage and revetment wall required.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition of route</p> <p>3) Arrange volunteer work party for minor repairs to surface and drainage</p> <p>3) Request CCC to schedule repairs to revetment wall</p> <p>4) Request CCC to determine legal status</p>	<p>Annually</p> <p>Bi-annually</p> <p>Spring 2016</p> <p>Spring 2016</p> <p>Spring 2016</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Derby Lane (UCR), Monyash People</p> <ul style="list-style-type: none"> • Reduce impact of use • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Prevent deviation from the route 	<p>DCC proposed classification as a BOAT. TRO consultation undertaken and potential prohibition proposed. Public consultation underway.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition of route 3) Decision on TRO following consultation. 	<p>Quarterly</p> <p>Quarterly</p> <p>Autumn 2016</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Hay Dale (BOAT), Wheston People</p> <ul style="list-style-type: none"> Promote responsible use Improve amenity and safety for route users <p>The Area</p> <ul style="list-style-type: none"> Protect the environment of the area 	Route resurfaced.	1) Vehicle logging 2) Monitor condition of route and verges	Annually Bi-annually
<p>Houndkirk Road (BOAT), Sheffield Under investigation</p>	Route resurfaced; off-road damage repaired.	1) Vehicle logging 2) Monitor condition 3) Facilitate LAF Sub-group survey 4) Prepare route action plan	Annually Bi-annually Autumn 2016 Winter 2016/17
<p>Hurstclough Lane (BOAT), Outseats People</p> <ul style="list-style-type: none"> Promote responsible use Encourage voluntary action Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route 	Surfacing works proposed by DCC.	1) Vehicle logging 2) Monitor condition of route 3) Support and monitor progress of intended works by DCC	Annually Bi-annually 2016/17

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Jumble Lane (BOAT), Sheffield</p> <p>Under investigation</p>	<p>Being investigated</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition</p> <p>3) Facilitate LAF Sub-group survey</p> <p>4) Prepare route action plan</p>	<p>Annually</p> <p>Bi-annually</p> <p>Autumn 2016</p> <p>Winter 2016/17</p>
<p>Kiln Bent Road (UCR), Holme Valley</p> <p>Under investigation</p>	<p>Being investigated</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition and illegal use of adjacent land</p> <p>3) Facilitate LAF Sub-group survey</p> <p>4) Prepare route action plan</p>	<p>Annually</p> <p>Bi-annually</p> <p>Autumn 2016</p> <p>Winter 2016/17</p>
<p>Minninglow and Gallowlow Lane (UCR), Ballidon</p> <p>People</p> <ul style="list-style-type: none"> • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route 	<p>Surfacing works proposed by DCC. DCC consulting on legal status. Voluntary restraint during winter/spring 2016.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition of route</p> <p>3) Support and monitor progress of proposed intended works by DCC</p> <p>4) Support DCC in determining legal status</p> <p>5) Support voluntary restraint</p>	<p>Quarterly</p> <p>Quarterly</p> <p>2016/17</p> <p>As required</p> <p>Autumn 2016</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Monksdale Lane (UCR), Tideswell People</p> <ul style="list-style-type: none"> Reduce impact of use on local community Promote responsible use Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> Maintain character of the route Clarify legal status and/or line of the route 	<p>Proposed classification as a bridleway by DCC. Link route reclassified as bridleway. Use reduced.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition of route</p> <p>3) Monitor signage and barriers</p> <p>3) Support DCC in determining legal status</p>	<p>Annually</p> <p>Bi-annually</p> <p>Bi-annually and in response to complaints</p> <p>As required</p>
<p>Moorlands Lane (BOAT & RB), Bonsall People</p> <ul style="list-style-type: none"> Promote responsible use Encourage voluntary action Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land 	<p>Restoration of quarry has curtailed illegal use. Part of the route classified as restricted byway. Rest of route resurfaced.</p>	<p>1) Vehicle logging</p> <p>2) Monitor signage and condition of route</p> <p>3) Monitor illegal use of restricted byway and adjacent land</p>	<p>Annually</p> <p>Bi-annually</p> <p>Bi-annually and in response to complaints</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Moscar Cross Road, Sheffield</p> <p>Under investigation</p>	<p>Being investigated</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition</p> <p>3) Facilitate LAF Sub-group survey</p> <p>4) Prepare route action plan</p>	<p>Annually</p> <p>Bi-annually</p> <p>Autumn 2016</p> <p>Winter 2016/17</p>
<p>Nether Bretton (BOAT), Eyam</p> <p>People</p> <ul style="list-style-type: none"> • Promote responsible use • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area 	<p>Improvements to surfacing undertaken by volunteers.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition</p>	<p>Annually</p> <p>Bi-annually</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Pindale (UCR), Castleton People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Minimise illegal use onto adjacent land • Prevent deviation from the route 	<p>Line of route delineated by fencing. Illegal use onto adjacent SM and SSSI reduced by boulders and signage. DCC consulting on legal status.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition of the route 3) Monitor signage and illegal use of adjacent land 4) Support DCC in determining legal status 	<p>Annually</p> <p>Bi-annually</p> <p>Bi-annually and in response to complaints</p> <p>As required</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Rake Head Lane (UCR), Hollinsclough People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Clarify legal status of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area 		<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition 3) Request SCC to determine legal status 	<p>Annually</p> <p>Bi-annually</p> <p>Spring 2016</p>
<p>Ramsden Lane/Road (UCR), Holme Valley</p> <p>Under investigation</p>	<p>Being investigated</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition 3) Facilitate LAF Sub-group survey 4) Prepare route action plan 	<p>Annually</p> <p>Bi-annually</p> <p>Autumn 2016</p> <p>Winter 2016/17</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Riley Lane (BOAT & FP), Eyam People</p> <ul style="list-style-type: none"> Reduce impact of use on local community Promote responsible use Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> Minimise illegal use onto adjacent land 	<p>Part of the route classified as footpath. Illegal use in adjacent woodland.</p>	<ol style="list-style-type: none"> Vehicle logging Monitor condition of route and signage Monitor illegal use of adjacent land 	<p>Annually</p> <p>Bi-annually</p> <p>Bi-annually and in response to complaints</p>
<p>School Lane (BOAT), Great Hucklow People</p> <ul style="list-style-type: none"> Reduce impact of use on local community Promote responsible use Encourage voluntary action <p>The Route</p> <ul style="list-style-type: none"> Maintain character of the route Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> Protect the environment of the area Minimise illegal use onto adjacent land 	<p>DCC temporary restriction on 4-wheeled vehicles.</p>	<ol style="list-style-type: none"> Vehicle logging Monitor condition of route Monitor illegal use of adjacent land Trial scheme of voluntary restraint 	<p>Quarterly</p> <p>Quarterly</p> <p>Bi-annually and in response to complaints</p> <p>Spring 2016</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Shatton Lane (BOAT), Brough and Shatton</p> <p>People</p> <ul style="list-style-type: none"> Promote responsible use <p>The Route</p> <ul style="list-style-type: none"> Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> Minimise illegal use onto adjacent land 	<p>Route resurfaced. Cul-de-sac route. Use reduced.</p>	<ol style="list-style-type: none"> Vehicle logging Monitor condition of route Monitor illegal use and signage 	<p>As required</p> <p>Annually</p> <p>Annually and in response to complaints</p>
<p>Sough Lane (BOAT), Taddington</p> <p>People</p> <ul style="list-style-type: none"> Promote responsible use Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> Improve condition of route Maintain character of the route Clarify legal status and/or line of the route 	<p>Surfacing works required.</p>	<ol style="list-style-type: none"> Vehicle logging Monitor condition of route and verges Request DCC to schedule repairs 	<p>Annually</p> <p>Bi-annually</p> <p>Spring 2016</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Swan & Limer Rakes (UCRs), Hollinsclough</p> <p>People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area 	<p>Surfacing and drainage works required.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition of route</p> <p>3) Request SCC to schedule repairs</p> <p>3) Request SCC to determine legal status</p>	<p>Annually</p> <p>Bi-annually</p> <p>Spring 2016</p> <p>As required</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Three Shires Head</p> <p>People</p> <ul style="list-style-type: none"> • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Minimise illegal use onto adjacent land/routes 	<p>CCC TRO on 4-wheeled motorised vehicles. Crosses Derbyshire, Cheshire & Staffordshire boundaries. Surfacing and drainage works required.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition 3) Install signage 4) Request CCC to determine legal status 5) Request CCC to schedule repairs 	<p>Annually</p> <p>Bi-annually</p> <p>Spring 2016</p> <p>Spring 2016</p> <p>Spring 2016</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Washgates, Hartington Upper Quarter People</p> <ul style="list-style-type: none"> • Reduce impact of use on local community • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Prevent deviation from the route 	<p>Repairs ongoing. Crosses Derbyshire/ Staffordshire boundary. TRO consultation undertaken and potential prohibition proposed. Public consultation undertaken.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition of route and bridge 3) Request DCC and SCC to determine legal status 4) Decision on TRO 	<p>Quarterly</p> <p>Bi-annually</p> <p>Spring 2016</p> <p>Autumn 2016</p>

Route & Objectives	Current Situation	Proposed PDNPA Actions	Timescales
<p>Wetton</p> <p>People</p> <ul style="list-style-type: none"> • Promote responsible use • Encourage voluntary action • Improve amenity and safety for route users <p>The Route</p> <ul style="list-style-type: none"> • Improve condition of route • Maintain character of the route • Clarify legal status and/or line of the route <p>The Area</p> <ul style="list-style-type: none"> • Protect the environment of the area • Prevent deviation from the route 	<p>Voluntary restraint initiated by vehicle users over Winter/Spring 2016.</p>	<ol style="list-style-type: none"> 1) Vehicle logging 2) Monitor condition of route 3) Request SCC to determine legal status 4) Proposed consultation on vehicle regulation 	<p>Annually</p> <p>Bi-annually</p> <p>Spring 2016</p> <p>Autumn 2016</p>

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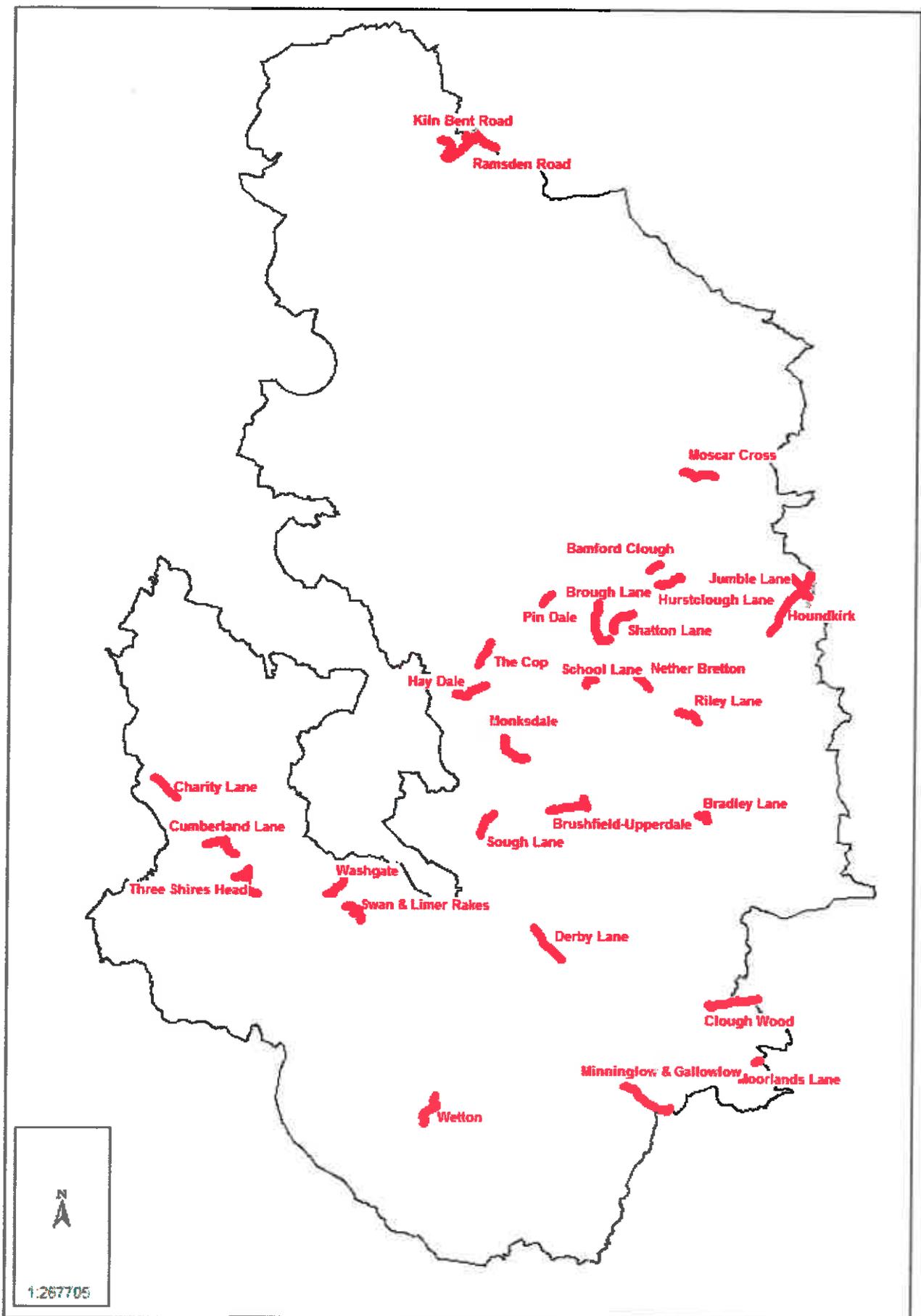
Illegal Use Action Plan 2016/17

Route and Issues	Current Situation	Proposed PDNPA Actions	Timescales
Abney Restricted Byway 5 Reclassification as a restricted byway. Links with Shatton Lane and Brough Lane.	Action plan produced June 2008 Use prior to reclassification: 229 vehicles in 28 days (June 2008) Logged use: 44 vehicles in 28 days (Sept 2010)	1) Vehicle logging 2) Maintain signage 3) Support police enforcement	As required As required As required.
Bradley Lane, Pilsley Route clarified to be a bridleway.	Former priority route where determination of legal status in Jan 2015 has confirmed no rights for vehicles. Police operations. Logged use: 60 vehicles in 29 days (Feb 2016)	1) Vehicle logging 2) Monitor condition 2) Maintain signage 3) Support police enforcement	Annually Bi-annually As required As required
Black Harry, Stoney Middleton Route clarified to be a bridleway	Former priority route where determination of legal status in Feb 2015 confirmed no rights for vehicles. Police operations. Use prior to reclassification: 543 vehicles in 77 days (Apr to July 2010) Logged use: 55 vehicles in 29 days (Nov 2015)	1) Vehicle logging 2) Monitor condition 2) Maintain signage 3) Support police enforcement	Annually Bi-annually As required As required

Route and Issues	Current Situation	Proposed PDNPA Actions	Timescales
Chapel Gate , Edale TRO route	Former priority route where a TRO made in May 2014 prohibits vehicle use. Police operations.	1) Vehicle logging 2) Monitor condition 2) Maintain signage 3) Support police enforcement	Quarterly Quarterly As required As required
Darlton Quarry , Stoney Middleton Use of a bridleway	Signage erected 2011, replaced 2012. Surfacing and drainage repairs undertaken and barriers erected in 2013. Monitoring to address sporadic use. Police operations. Logged use: 12 vehicles in 37 days (Sept 2014)	1) Vehicle logging 2) Maintain signage 3) Support police enforcement 4) Liaise with DCC and quarry company over reinstatement and repairs	As required As required As required Spring 2016
The Goyt Damage to and deviation from tracks and adjacent land; damage to SSSI. Use of footpath near Derbyshire Bridge.	Boulders placed to obstruct access to SSSI. Landowner, police and ranger partnership meetings. Police operations.	1) Vehicle logging 2) Erect and maintain signage 3) Support police enforcement	As required Spring 2016 As required
Holme Moss Damage to and deviation from tracks and adjacent land; damage to SSSI.	Boulders placed to obstruct access and signage erected. Landowner, police and ranger partnership meetings. Police operations.	1) Vehicle logging 2) Maintain signage 3) Support police enforcement and landowner actions	As required As required As required

Route and Issues	Current Situation	Proposed PDNPA Actions	Timescales
<p>Hope Woodlands Use has continued on bridleway network despite invalidity of claims to upgrade status. Damage to routes and adjacent moorland. Conflict with other users and landowners/residents</p>	<p>Signage erected in 2012. Police operations</p> <p>Use prior to confirmation of classification: 84 vehicles in 28 days (June 2008)</p> <p>Logged Use: 92 vehicles in 136 days (including agricultural vehicles) (June 2012)</p>	<p>1) Vehicle logging</p> <p>2) Maintain signage</p> <p>3) Support police enforcement</p>	<p>As required</p> <p>As required</p> <p>As required</p>
<p>Leys Lane, Little Longstone TRO route</p>	<p>Part of a former priority route where a TRO made in February 2015 prohibits vehicle use. Police operations.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition</p> <p>3) Maintain signage</p> <p>4) Support police enforcement</p>	<p>Quarterly</p> <p>Quarterly</p> <p>As required</p> <p>As required</p>
<p>Long Causeway, nr Stanage TRO route</p>	<p>Former priority route where a TRO made in September 2014 prohibits vehicle use. Police operations.</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition</p> <p>3) Maintain signage</p> <p>4) Support police enforcement</p>	<p>Quarterly</p> <p>Quarterly</p> <p>As required</p> <p>As required</p>
<p>Moorlands Lane Section in the restored quarry clarified to be a restricted byway.</p>	<p>Part of a priority route where determination of legal status in March 2015 has confirmed no rights for vehicles.</p> <p>Logged Use: 36 vehicles in 35 days (July 2015)</p>	<p>1) Vehicle logging</p> <p>2) Monitor condition</p> <p>2) Maintain signage</p> <p>3) Support police enforcement</p>	<p>Annually</p> <p>Bi-annually</p> <p>As required</p> <p>As required</p>
Route and Issues	Current Situation	Proposed PDNPA Actions	Timescales

<p>Riley Lane Section clarified to be a footpath. Off-road use in Pretty Wood.</p>	<p>Part of a priority route where determination of legal status in January 2015 has confirmed no rights for vehicles. Police operations.</p>	<p>1) Vehicle logging 2) Monitor condition 3) Maintain signage 4) Support police enforcement</p>	<p>Annually Bi-annually As required As required</p>
<p>Sheen Footpath 41. Reclassification as a footpath.</p>	<p>Signage erected in 2013. Logged Use: 55 vehicles in 16 days (Apr 2016)</p>	<p>1) Vehicle logging 2) Monitor condition 3) Maintain signage 4) Support police enforcement</p>	<p>Annually Bi-annually As required As required</p>
<p>The Roych, Chapel en le Frith TRO route</p>	<p>Part of a former priority route where a TRO made in February 2014 prohibits vehicle use.</p>	<p>1) Vehicle logging 2) Monitor condition 2) Maintain signage 3) Support police enforcement</p>	<p>Quarterly Quarterly As required As required</p>



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Priority Routes in the Peak District National Park

TROs made by the NPA

- Chapel Gate
- Long Causeway
- Leys Lane
- The Roych

Legal status changes confirming no vehicle use

- Black Harry Lane
- Bradley Lane
- Riley Lane

Legal status changes affecting vehicle use

- Monksdale Lane (cul-de-sac in part)
- Moorlands Lane (cul-de-sac)
- Riley Lane (cul-de-sac)
- Shatton Lane (cul-de-sac)
- The Cop (cul-de-sac)

Legal status changes potentially affecting vehicle use

- Brushfield-Upperdale

TRO consultations by NPA

- Derby Lane
- Washgate

Proposed TRO consultation by NPA

- Wetton

Voluntary restraint by NPA/HA

- Minninglow & Gallowlow Lane
- School Lane

Repairs - undertaken

- Black Harry Lane
- Bradley Lane
- Brough Lane
- Chapel Gate
- Chertpit & Leys Lane
- Clough Wood
- Hay Dale
- Houndkirk Road
- Jumble Lane
- Moscar Cross Road
- Moorlands Lane
- Nether Bretton
- School Lane
- The Roych
- Washgates

Repairs – proposed confirmed

- Bamford Clough

- Brushfield-Upperdale
- Chapel Gate
- Cumberland Lane
- Hurstclough Lane
- Minninglow & Gallowlow Lane
- Riley Lane

Other Priority Routes

- Charity Lane
- Kiln Bent Road
- Pindale
- Ramsden Lane
- Sough Lane
- Swan & Limer Rake
- Three Shires

Strategy for Recreational Motorised Vehicles - Action Update - 2015/16

Green Lanes Actions	Undertaken	Ongoing/Outstanding
<p><u>TROs</u></p> <ul style="list-style-type: none"> • Traffic Regulation Order consultations by HA or PDNPA • Traffic Regulation Orders made by HA or PDNPA 	<p>Washgate Reg 4 consultation – PDNPA June 2015 Washgate decision – PDNPA Sept 2015 Derby Lane Reg 4 consultation – PDNPA Dec 2015 Derby Lane decision – PDNPA Mar 2016 Washgate Reg 5 notification – PDNPA Mar 2016 Derby Lane Reg 5 notification – PDNPA Apr 2016</p>	
<p><u>Voluntary Restraint</u></p> <ul style="list-style-type: none"> • Identified by PDNPA • Initiated by vehicle users 	<p>Minninglow & Gallowlow – PDNPA Wetton – vehicle users</p>	<p>School Lane - PDNPA</p>
<p><u>Works</u></p> <ul style="list-style-type: none"> • by PDNPA • by HA • by volunteer working parties (PPCV). 	<p>Washgate – volunteers Nether Bretton – volunteers</p>	<p>Bamford – DCC Brushfield-Upperdale – DCC Chapel Gate – DCC Cumberland Lane – volunteers Hurstclough - DCC Minninglow – DCC Riley Lane – DCC</p>
<p><u>Monitoring</u> By PDNPA</p> <ul style="list-style-type: none"> • vehicle loggers • site inspections • reports/complaints 	<p>Network and routes identified and programmes in place/being implemented.</p>	<p>N.B. List is not included to avoid distortion of investigations.</p>
<p><u>Signage</u></p> <ul style="list-style-type: none"> • Advisory (PDNPA) • Legal (HA) 	<p>Sough Lane - PDNPA</p>	

Green Lanes Actions cont	Undertaken	Ongoing/Outstanding
<u>Route information</u> By PDNPA <ul style="list-style-type: none"> route summary reports route actions plans 	Route action plans and summary reports updated for the priority routes in the Derbyshire and Staffordshire part of the NP. Route action plans and summary reports prepared for 3 routes in the Cheshire part of the NP.	
<u>Legal status</u> By HA <ul style="list-style-type: none"> consultation clarified/resolved 	Bamford Clough Hay Dale Hurstclough	Brushfield-Upperdale Clough Wood Derby Lane Monksdale Lane

Illegal Use Actions	Undertaken	Ongoing/Outstanding
<u>Monitoring</u> <ul style="list-style-type: none"> vehicle loggers incident reports 	Network and routes identified and programmes in place/being implemented.	N.B. List is not included to avoid distortion of investigations.
<u>Signage</u> <ul style="list-style-type: none"> Replacement Legal (DCC) TRO 	Replacement TRO signage at Chapel Gate.	
<u>Police Operations</u> <ul style="list-style-type: none"> Advisory days Enforcement days Cautions & notices 	Network and routes identified and programmes in place/being implemented.	N.B. List is not included to avoid distortion of investigations.

Illegal Use Actions cont	Undertaken	Ongoing/Outstanding
<u>Works</u> <ul style="list-style-type: none"> • by PDNPA • by DCC • by volunteer working parties. 		

Communications Actions	Undertaken	Ongoing/Outstanding
<u>Highway Authorities</u>	Liaison on repairs, signage, barriers, legal status & voluntary restraint. Consultee on TROs.	
<u>Police</u>	Liaison on illegal use matters. Consultee on TROs.	
<u>Local Access Forum</u>	LAF Sub-group meetings – May, July, Oct, & Nov 2015 & Apr 2016 LAF Meetings – Mar, June, Sept, & Dec 2015, & Mar 2016 Reports – Mar, June, Sept, & Dec 2015 & Mar 2016	
<u>Members/Staff</u>	Newsletters – monthly Reports to Committee – Sept 2015 & Mar 2016 Monitoring of indicators – quarterly PDNPA Staff induction – June 2015	
<u>User Groups & Residents</u>	Newsletters - monthly Reports to Committee – Sept 2015 & Mar 2016 LAF Annual Report – May 2015 Vehicle user meetings – March, May, October, December 2014	

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Green Lanes Communications Action Plan 2016/17

Purpose

This action plan advises on communications related to the National Park Authority's work to reduce the impacts on the National Park from recreational motorised vehicles on unsealed routes and off-road.

Background

A revised Strategy was adopted in 2012 to set out the National Park Authority's approach to this work to meet National Park purposes and duties. The action plans set out the key areas of work required to form part of the Strategy.

NPA's Role

The NPA will:

- Work to conserve the special qualities of green lanes and the National Park
- Promote opportunities for everyone to understand and enjoy these special qualities in a responsible way
- Work with Highway Authorities, communities and user groups to minimise damage and disturbance

Key Dates

2007 - National Park Authorities (NPAs) given powers to make Traffic Regulation Orders (TROs); strategy to manage recreational vehicular use of unsurfaced highways and off-road use in the National Park and a policy and procedure on making TROs approved.

2008 - 23 priority routes approved; work commences on management plans.

2009 – Management plans completed for the first 8 priority routes.

2011 – Members working group review the strategy and propose a revised strategy and procedure subject to an extended consultation; additional resource for 2 year period given.

2012 – Revised strategy and procedure adopted; route reports completed for further 8 priority routes; annual action plans on priority routes, illegal use and communications produced.

2013 – Route reports completed for remaining 8 priority routes in the Derbyshire part of the National Park; additional resource extended for 2 year period on a part-time basis.

2014 – Traffic Regulation Orders made at the Roych, Chapel Gate and Long Causeway.

2015 - Traffic Regulation Order made at Leys Lane; route reports completed for 4 routes in Staffordshire; additional resource extended for 1 year period on a part-time basis.

2016 – Voluntary restraint initiated on 2 routes. Route reports completed for 3 routes in Cheshire.

Key Messages

- Green lanes are a valuable part of the access network which are accessible for a range of different uses and abilities and providing a sense of place in the landscape.
- Where there is conflict with the conservation of the special qualities of the National Park, then action will be taken including the use of TROs where appropriate.
- All users can reduce impact on other users and the environment by using the lanes in a legal, responsible and sustainable manner.
- The well-being of local communities can be enhanced through a properly maintained, accessible and safe rights of way network
- A consensus-based approach and partnership working will provide for long-term effective management of green lanes.
- Illegal use is unacceptable.

Target Audiences

- **NPA Members** – to feedback summary of actions on green lanes management and to champion Peak District National Park (PDNP) priorities within PDNP communities and partner organisations. Members also inform strategic decision making on resources and priorities.
- **NPA Management Team** – to summarise work on management of green lanes, ensure sufficient resourcing, and identify opportunities within other areas of the PDNPA/ partners' work.
- **NPA Team Managers** – to ensure that actions to deal with green lanes as a resource and to mitigate the impacts of vehicles on green lanes are incorporated into Service Plans. To offer guidance, to make resources available, and to promote the work.
- **NPA Lead Officers** – to ensure that green lane and vehicle considerations are embedded in PDNP strategies, policies, action plans, and guidance. To deliver the actions relating to the management of vehicles on green lanes.
- **NPA Staff** – to support the delivery of the actions identified in their Service Plan and to raise awareness of and ensure that the work of the PDNPA delivers green lanes management and mitigates the impact of vehicles on the special qualities of the National Park.
- **Highway Authorities** – to carry out their duties in relation to management of use, maintenance, enforcement, signage and determining legal status. To support the PDNP purposes and priorities, work together on delivering improvements and have regard to statutory requirements.
- **Police** – to carry out their duties in relation to enforcement.
- **Local Access Forum** – to advise its appointing authorities (PDNPA and Derbyshire County Council) and other relevant authorities on the management of green lanes and recreational vehicles within the National Park and surrounding areas to bring about the improvement of public access.
- **Stakeholders** – (critical friends and mentors, other National Parks, Council for the National Parks, Friends of the Peak District, Green Lanes Forum, user groups, residents) to engage and influence in delivering or supporting the actions to manage use. To identify other mutually beneficial actions to work on together.
- **Media & Visitor Centres** – to communicate and promote actions relating to the management of vehicles.
- **Visitors/Users** – to use green lanes responsibly and minimise the negative impacts of inappropriate use on the special qualities of the National Park. To promote and implement voluntary actions.
- **PDNP Communities** – to encourage and support actions taken to protect and improve green lanes as a resource.

Resources

The team comprises Mike Rhodes, Access and Rights of Way Manager, Richard Pett, Rights of Way Officer (part-time), and Sue Smith, Rights of Way Officer (part-time until March 2017). Support is given by the Director of Commercial Development and Outreach, Simon Malcolm, and the Ranger Service.

Communications Action Plan 2016/17

What	Why	How	When	Who	Evaluation
Inform media about progress	To increase awareness of work and to encourage involvement in minimising the impact on the NP	General news releases; article in Park Life; target specialised media; ARoW newsletter	April 2012 onwards; update as and when new information arises	Rights of Way Team/ Communications Team	Number of stories generated; number of contacts
Develop and maintain informative webpages on PDNPA website	First point of call on green lanes information.	Update webpages	April 2012 onwards; update as and when new information arises	Rights of Way Team/ Website manager	Website hits
Promote the vehicles web pages	To increase awareness; to advise of issues	Partner organisations; media.	After implementation of new information on webpages.	Rights of Way Team/ Communications Team	Website hits
Inform vehicle users of route specifics	To increase awareness; to advise of issues to minimise the impact of vehicular use	ARoW newsletter; emails; action plans	Newsletters when new information arises; annual action plans	Rights of Way Team	Number of issues; circulation
Inform communities of progress	To increase awareness; to advise of action	ARoW newsletter; emails; action plans	Monthly newsletters; annual action plans	Rights of Way Team	Number of issues and circulation
Inform Members	To increase awareness; to advise of action	ARoW newsletter; committee reports; LAF meetings; Members' workshops	Monthly newsletters; as required	Rights of Way Team	Number of reports
Inform staff	To increase awareness; to advise of action; to seek information on routes	Emails, phone calls, staff ezine; committee reports; LAF meetings; ARoW newsletter	As required	Rights of Way Team/ Communications Team	Number of contacts

What	Why	How	When	Who	Evaluation
Liaise with Highway Authorities	To ensure regard is had to NP purposes; to develop a partnership approach; to facilitate repairs, signage and other measures to manage the use of green lanes; to promote responsible use	Emails; phone calls; consultations; regular liaison meetings; LAF meetings	As required; regular meetings	Rights of Way Team	Actions completed; number of meetings
Liaise with constituent Authorities	To ensure regard is had to NP purposes; to develop a partnership approach	Emails, phone calls and regular meetings	Annually	Members/ Senior Management Team	Number of meetings
Liaise with Police	To develop a partnership approach; to exchange information relating to illegal or irresponsible vehicular use; to support in carrying out advisory and enforcement work	Emails; phone calls; consultations; regular liaison meetings; forum meetings;	As required; regular meetings; joint information events	Rights of Way Team/ Rangers	Issues resolved; number of meetings; number of events
Liaise with Parish Councils	To develop a partnership approach; to inform of actions on routes in their areas; to seek information on routes	Emails; phone calls; consultations	As required	Rights of Way Team/ Rangers	Number of contacts
Liaise with vehicle user groups	To develop a partnership approach; to inform of actions on routes; to promote voluntary action	Emails; phone calls; consultations; liaison meetings; forum meetings; voluntary working parties	As required; regular meetings	Rights of Way Team/ Management Team/Peak Park Conservation Volunteers	Number of meetings; number of volunteers

What	Why	How	When	Who	Evaluation
Liaise with other user groups	To develop a partnership approach; to inform of actions on routes; to promote voluntary action	Emails; phone calls; consultations; liaison meetings; forum meetings; voluntary working parties	As required	Rights of Way Team/Senior Management Team/Peak Park Conservation Volunteers	Number of meetings; number of volunteers
Liaise with organisations interested in rights of way and vehicle issues	To develop a partnership approach; to inform of actions on routes	Emails; phone calls; consultations; forum meetings	As required	Rights of Way Team	Number of contacts
Liaise with other National Park Authorities	To seek best practice on issues specific to NPAs	Emails; phone calls; meetings	As required	Rights of Way Team	Number of contacts
Support and notify Local Access Forum of relevant issues	To seek views on management approaches, to seek responses on consultations, to disseminate information relating to green lane issues	Emails; phone calls; consultations; meetings; ARoW newsletter	4 meetings annually; sub-group meetings; monthly newsletters	Rights of Way Team	Number of meetings
Produce action plans and update on actions	To monitor progress	Report to Audit Review and Performance Committee	Annual actions and update	Rights of Way Team	Report produced

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7. **2015-2016 OUTTURN (A.137/22/PN)**

Purpose of the Report

1. This report explains the outturn for 2015/2016 and seeks approval of the necessary appropriations to or from reserves, together with approval of unspent funds and overspends to be carried forward into the 2016/17 financial year.

Key Issues

- Statutory amendments will require the 2017/18 financial year accounts to be signed off by the Chief Finance Officer by the 31st May 2018 (1 month earlier than currently) with certified accounts published by 31st July 2018 (2 months earlier than currently). The former represents a pressure on the internal Finance team, the latter a pressure on the external auditors. The 2015/16 and 2016/17 financial years are being used as trials to attempt to meet the first deadline earlier than necessary, therefore these approvals are required in order that the Authority's accounts can be signed off by the 31st May.
- If Members are unable to approve the recommendations in order to achieve the 31st May deadline the affected sums will be allocated temporarily to the slippage reserve (or other reserve where appropriate), subject to Member's further decision.
- The majority of services, particularly those with income, have achieved or exceeded their budget expectations; this means that unallocated reserve levels have been protected and specific reserves have been able to be increased.
- The Cycle Hire service achieved a surplus of £38,000 above its required budget.
- Subject to a number of provisions and contingencies, and final confirmation, there is the possibility of adding a further sum to the investment discussions Members and the Leadership Team are leading on, of between £100-£200,000.
- The National Park Grant for 2015/16 was reduced by 1.74% and with savings of £342,000 required, the approved budget was structurally balanced, with a small surplus to General Reserve of £5,000.
- At midyear review stage there were no major concerns, but costs relating to the handover of North Lees Hall, recruitment of a Director post and a transitional secondment post were recognised and funds were vired for those purposes, agreed by the Chair and Vice Chair of this committee. The funding for these items came from underspends and vacancy savings.
- The recommended slippage requests are shown in Appendix D.
- The Authority's reserve position is maintained at the levels shown in Appendix E for four main purposes:-
 - 1) allowing a degree of one-off resilience to cope with existing challenges and liabilities, to safeguard National Park policies without immediately requiring resources to be found from diminished revenue budgets.

2) helping to underwrite the consequences of adverse variances against budget in times of greater uncertainties in income trading or central funding allocations

3) acting as a mechanism for budget managers of key authority properties to meet their financial objectives over a period longer than 1 year, allowing for surpluses to be retained and deficits to be supported on an annual basis, within the context of meeting the financial objective on an averaged basis.

4) The Reserves are an essential cushion to meet the challenges of balancing budgets during adverse Spending Review periods.

- A number of specific reserve requests are also made in support of budgetholders achieving their business plans, contained within Appendix D.
- Areas to watch in 2016/17 are primarily budgets whose income targets have been stretched, or have risks of achieving them based on historical performance. These are our Visitor Centres, the North Lees Estate, the Footpaths team, and planning application fee estimates.

Recommendation

2. **1. That the outturn be noted, and the slippage requests and specific reserve appropriations shown in Appendix D be approved.**

How does this contribute to our policies and legal obligations?

3. The Accounts and Audit Regulations 2011 require the Chief Finance Officer to sign the annual accounts by the 30 June, although from the 2015/16 year the intention is to sign the accounts by 31st May. This report has been written therefore to allow the Audit, Resources & Performance Committee to agree recommendations on the movement of funds to and from reserves, which will need to be incorporated into the annual accounts. The government has changed the legislation so that the accounts should be audited and signed off by 31st July rather than 30th September, from the 2017/18 year. The consequence of this is that the Chief Finance Officer will need to prepare and certify the accounts by 31st May (one month in advance of the current position). The outturn information in this report is based on the budget report agreed in February 2015 and is structured accordingly, to facilitate cost control and accountability for resources within the broad functional headings agreed for all National Parks. The service / divisional responsibilities within Appendix A and C reflect the line management structure at the time the budget is agreed, although some sub-headings are retained to maintain understanding of the costs of some discrete activities, which helps interpretation.
4. There were periodic budget monitoring meetings of the Management Team with the Head of Finance together with the four appointed Budget Monitoring Members at key stages of the year. Variances from the agreed budget and forecasts are discussed during this meeting, together with updates on the anticipated level of reserves and movements in the budget arising from in-year committee resolutions.

Background

5. The approved budget for 2015/16 was based on the level of National Park Grant confirmed by Defra on December 20th 2013, which confirmed a £110,745 (1.74%) cut to the agreed level of National Park Grant. As part of coping with the resource reductions in the Comprehensive Spending Review Members have previously approved a total of £2,036,000 of savings/income in the 2010/11-2014/15 years, and £342,000 in 2015/16,

totalling £2,378,000.

6. The March 2015 meeting also approved the Chief Finance Officer's report under the Prudential Code for Capital Finance, setting prudent borrowing limits for the 2015/16 year of £1.8m. In August 2006, in accordance with Services Committee Minute 41/05, the Authority borrowed £697,000 to finance the Aldern House Project, and in December 2009 £500,000 for the replacement of vehicles (Minute 22/08 in March 2008): total debt of £1,197,000. No further external borrowing has taken place to date, and the total outstanding external debt at 31st March 2016, after repayments to date, is now £559,170. Repayments are made half yearly and are a fixed amount, with a proportion covering the interest payable, and the remainder, in increasing proportion over the repayment period, repaying the original capital sum. A number of further borrowing approvals have been agreed since then totalling £295,990; these have been financed internally from internal cash balances. They are:-

Committee / RMT Minute	Date	Approval	Reason	Annual charge to budget	Ending
ARP 41/12	20/07/2012	£108,812	Aldern House Biomass boiler	£8,000	2032/33 (20 years)
N/A Head of Service	16/05/2012	£9,192	Replacement vehicle Learning Team (now adopted as a general pool car following staff move to Aldern House)	£1,311	2019/20 (7 years)
RMT 70/12	31/07/2012	£19,480	Litter Service vehicle replacement (from lease to owned)	£2,770	2019/20 (7 years)
RMT 63/12	31/07/2012	£98,506	Borrowing for landlord elements of Big Fernyford Farm refurbishment	£5,758	2037/38 (25 years)
ARP 11/15	23/01/2015	£60,000	Showers and camping facility improvements at North Lees campsite	c.£4,500	2030/31 (15 years)

The annual charge to the budget is based on the same principle as external debt, in that the service is charged annually a fixed amount, with a proportion covering interest (based on the prevailing fixed rate from the Public Works Loan Board at the time the sum is advanced) and the remainder repaying the original capital sum, over a term reflecting the nature of the underlying asset and its life. At some point external debt might need to be raised to cover any outstanding amounts but currently it is more cost effective to use internal funds.

7. The Budget Monitoring Group met during the year and as usual paid close attention to trading income, that being the least controllable element within baseline budgets; there were no significant areas of concern which would merit reporting to Committee during the year.

Base Rates remained the same for the whole year at 0.5%, and investment receipts improved slightly mainly because of a £2m increase in cash holdings from advance payment of grants. Interest earned was £35,974, £5,900 above the previous year's total. This exceeded the budget estimate by £5,974. The budget for 2016/17 was approved with a static interest receipt expectation, of £30,000.

8. At the outturn stage it is sometimes possible to make temporary resource allocations, based on actual results. The current year's outturn shows that there is a small sum of up to £200,000 available for allocation, after taking account of slippage requests and

specific reserve requests, subject to confirming that a number of contingencies and provisions are not required. It is recommended that this sum is appropriated to the Matched Funding Reserve and added to the discussions currently underway on investments. The table overleaf illustrates how these “outturn” resources have varied in the past few years:-

	2015-16	2014-15	2013-14	2012-13
Midyear Review allocation	45,690	0	80,000	117,800
Surplus available for allocation (after provisions, contingencies and planned budget surpluses)	118,000 – 200,000 to be confirmed	100,000 (plus £85,000 slippage re-directed) = £185,000	30,000 (plus £83,000 slippage re-directed) = £113,000	149,016 (plus £37,000 already set aside) = £186,000
Slippage approved	764,467	518,984	815,229	764,752

9. Resource Management Team (RMT) discussed the outturn figures and slippage recommendations on the 9th May.

10. The main points in the appendices are summarised as follows:

Reserve Levels (Appendix E)

(a) General Reserve: The General Reserve exists to accommodate unforeseen circumstances and was £658,211 in March 2015. The proposal is that this level is sufficient and the increase arising from the outturn of up to £200,000 can be appropriated to the Matched Funding reserve pending decisions on its allocation alongside the other investment discussions.

The level of the General Reserve needs to take account of about 8 principal variable factors – contingent liabilities; the quality of budgetary control; loss of key staff, policy or delivery changes; the extent of demand-led services; unidentified future budget savings; significant capital projects; and the availability of other reserves. Generally the Authority only has one or two of the above factors to consider in any one year; however up to four are currently pertinent.

A general fund at the £300,000 level is considered to be adequate, given that there are specific reserves and contingencies also available. The external auditors consider the adequacy of the Authority’s reserve levels as part of their overall audit opinion and it is an important component of their financial viability assessment.

(b) Specific Reserves: The level of specific reserves overall has risen by £110,000. The reserves are being operated in accordance with agreed policies, allowing services to draw from and add to their reserves in line with their longer term programmes.

- (c) Capital Reserve: The Capital Receipts reserve in this report started the year at £335,307, and there were sale receipts during the year of Warren Lodge, Losehill Hall bungalow, and the first phase of woodland sales. Accordingly the net receipts from these sales is added to the Reserve, increasing the reserve by £659,000 to £993,869, in line with the recently approved Capital Programme and needed to sustain that expenditure programme. The reserve was used to support previously authorised Environmental works carried out in 2014/15 (Minute 58/11), the partially completed alterations at Aldern House to allow for re-letting of vacant space (ARP Minute 52/14), A Minor works allocation to North Lees farm building (Minute 58/11) and alterations at Knowle House Farm (Minute 07/06).
- (d) Slippage Reserve: This Reserve operates differently from the other reserves in the sense that the funds do not remain within the reserve if they are required in the following year: basically the amount of slippage approved in Appendix D is temporarily held on the balance sheet on 31st March and is then immediately allocated into the budgets upon committee approving the slippage amount. The National Park Grant Memorandum which the Department of Environment, Food and Rural Affairs (Defra) uses to govern National Park finances states that “The Department will consider the level of end-year cash balances in assessing grant for subsequent years. In doing so it will take account of a NPA’s need to maintain appropriate working balances and contingency provision and of factors which may necessitate the deferral of expenditure around the year end in order to safeguard value for money.” It is this final purpose for which slippage is recognised as an essential tool for managing National Park finances over financial years. The level of slippage fluctuates year on year and the 2015/16 level is £764,467 which is approximately 117% of its long term average of £651,000.
- (e) Matched Funding Reserve: This reserve was created to protect funds committed to partnership projects. The Authority’s annual contributions to these projects tend to be allocated on a straight line basis across the years of the project to facilitate budget planning, and the actual expenditure pattern is often very different between years: this, together with the accounting requirement to allocate partner income to expenditure proportionately to the contributions originally determined in the application means that unspent Authority funds committed to the projects in contracts with funding bodies need to be ring-fenced and carried forward to match expenditure, when required in future years, in order to fulfil the commitment. This reserve has also been used to ring fence funds approved for re-allocation. The reserve level is likely to be sustained at quite high levels in the next four years as new commitments are made up to 2019/20.

Revenue Account & Services

11. Appendix A, Column F, shows the final budget surplus or deficit arising from each service, after appropriations to and from reserves and slippage requests have been taken into account, and is useful to refer to along with the comments below, which only pick out the larger variances.
- (a) The Policy budget variances are explained by the slippage requests to allow ring-fenced resources to be carried forward.

- (b) The £334,000 core costs of the Moors for the Future team were recovered, based on partnership contributions to core costs and recovery of costs from projects towards supporting the core team. The Authority's contribution was £94,000. The budget is consistent with the operational plan presented to ARP Committee members in January 2016.
- (c) Of the Recreation facilities the non-estate car parks' budget showed a deficit of £21,000 below budget, possibly reflecting some inaccuracies in precisely allocating out the old car park budget between car parks aligned to Estates and Trails, and the remainder, this will be looked into in 2016/17. Similarly, non-estate toilets were overspent, although the majority of this was related to the planned introduction of charging and refurbishment of Dovedale toilets, supported from specific reserve. The Trails' budget underspend of £100,000 relates to phasing of essential infrastructure work and is appropriated to the Specific Reserve to allow this to happen in 2016/17 and the level of the Trails reserve is much better than in previous years when Members have expressed concerns about its low level. These funds will be supplemented by the recent Capital Programme approval for infrastructure work, which will come to a future committee.
- (d) The Warslow estate balanced its budget and achieved full cost recovery, with a longstanding scheme at Knowle House Farm being supported from the Capital Fund based on a 2006 Authority resolution. The North Lees estate met a number of challenges in the year, with successful introduction of pod camping helping the estate through to a £35,000 surplus which is requested to be allocated to the estate specific reserve.
- (e) The Planning Service fee-based planning applications in £ terms were £24,000 above the previous year, and a significant £69,000 above budget estimate, despite pre application advice fees falling short of the estimate, achieving £35,000, compared to the estimate of £45,000. Overall numbers of chargeable applications were down to 685 from 715 the previous year, with a similar level of major applications, but the major applications were £36,000 higher in value. Overall the service therefore had a surplus, after vacancy savings, of £24,000.
- (f) The Planning Policy budget is set at a level which allows for a long term average expenditure on statutory plan processes. The underspend is not required to be carried forward.
- (g) The Field Service remained within budget across the budget heads and benefitted from reductions in expenditure on Volunteer Rangers, vacancy savings in the Area teams. The Volunteers and Footpaths teams achieved their income targets, which for the latter is a significant achievement as budget monitoring during the year revealed that the team was finding the target income challenging.
- (h) Visitor centre sales were £20,000 higher than the previous year with overall sales in the region of £432,000. Gross profit increased by £43,000 with an increase in gross margin of 8%. The net budget target was exceeded.
- (i) The Cycle Hire Service was the subject of an improvement plan brought to Members recently, and the year end result shows a very strong performance, with a yearend surplus of £38,000 which more than covers the service's full cost, and the surplus is requested to be appropriated to the specific reserve to carry out further service improvements. There was a combination of increased income from the previous year of £18,000, and a substantial re-alignment of staffing costs to business volume, saving staffing costs of £40,000 compared to the previous year.

- (j) In its fifth full year of operation the Learning Team fell slightly short of its target income of £92,000 by £13,000 with the overall budget slightly overspent at the end of the year by £8,000, although some of that expenditure related to corporate work on safeguarding found from within the budget; therefore it is not appropriate to carry forward the overspend.
- (k) The ICT budget was underspent at the end of the year with a view to carrying funds forward into the ICT specific reserve in order to help finance the change in the ICT strategy and the provision of ICT infrastructure, as approved by committee.
- (l) The Legal Services funds ring-fenced for legal actions which were not required in 2015/16 are carried forward into the Minerals and Legal Reserve.
- (m) The Design service achieved an income surplus against target in its fourth full year of trading, requesting a small surplus into the Specific Reserve.
- (n) The corporate overhead recovery fund is managed by the Director of Corporate Strategy and Development and collects the agreed recharges levied against all externally funded projects who have staff in post, which support the extra demands placed on Corporate Support Services (finance, legal, IT, HR, property, communications) as a result of these activities. The demands are assessed by the director and commitments have been agreed for 2016/17 onwards – hence the remaining sum is requested as slippage to help meet the agreed demands in 2016/17 and 2017/18. It is in the nature of this fund that the charges to projects occur in advance of the supporting allocations so there is usually a timing difference between the income being received in the fund, and the subsequent expenditure.
- (o) The Projects in Appendix A are separately shown away from the “core” budgets as they all rely on either Partnership or external grant funding and are ring-fenced for those purposes. The expenditure on these projects can be substantial and the Authority’s cash contribution – often small in relation to the grant funding - is shown in the budget, or may be represented by in-kind contributions. If a project is entirely externally funded / has in-kind contributions, then the budget will show as zero – and also the outturn position (i.e. net expenditure) will be zero, illustrating that the gross expenditure has been fully balanced by the external income. Although this is the most appropriate presentation in respect of the overall impact on the budget, it does not of course show the actual expenditure of each project. Projects with expenditure over £150,000 have all been approved by ARP (or its predecessor) Committee; the smaller projects over £50,000 are approved by Resource Management Team in line with Standing Orders. If Members wish to see more analysis the Head of Finance will provide detailed breakdowns on request. The comments section of Appendix A highlights the principal funder and the total expenditure of the larger projects.

12. The current policy on under and overspends at year end is longstanding and was confirmed by Resources Committee on 19 July 2002 and is as follows:

- overspends are carried forward and found from service budgets the following year unless there are extenuating circumstances
- For underspends or surpluses remaining at year end, budget holders may bid for slippage (where commitments have already been made) or where specific reserves exist, for the balance to be appropriated to these reserves.

- All other underspends or surpluses are allocated to general reserve.

13. The RMT has reviewed the circumstances surrounding any overspends, and is content that where these have occurred, they are capable of being contained within overall service or divisional responsibilities and no recommendations are put forward for these overspends to be carried forward and retrieved from next year's service budgets.

14. The following appendices are provided to give a full analysis of the outturn:

Appendix A

A variance analysis which highlights the individual service under or overspends, together with the impact of the proposed slippage and reserve requests on the overall figures – based on over and underspends from Appendix C. Column F shows the final balance of surpluses and deficits, with the total surplus or deficit at the bottom being the impact on the general fund. It should be noted that an "underspend" may arise from additional income earned above budget.

Appendix B

The outturn in the form in which the committee approves the annual budget, by functional heading. The functional headings are as required in the National Park's Service Expenditure Analysis, under the Grant Memorandum and Best Value Code of Accounting Practice.

Appendix C

The outturn in the form in which budget responsibility is allocated and monitored during the year. This Annex is used as the basis for RMT decisions on over and underspends, as it reflects directorate and service head budget responsibilities. A full analysis of income and expenditure by service/function and by type of income and expenditure is available on request to the Head of Finance.

Appendix D

D (i) lists the recommended slippage requests put forward by service heads and Directors for carry forward of unspent funds into the 2016/17 budget. D (ii) lists the recommended appropriations to or from specific reserves. D (iii) contains the overspends proposed to be carried forward against the 2016/17 service or project budget, if any.

Appendix E

Shows the level of the Authority's cash reserves, after all the above adjustments.

15. There may be some late adjustments arising from final provisions and system reconciliations, Any final changes in the figures between this report and the final position will be reported to Members in the accounts report.

16. The financial information presented to Members appears in two forms to meet internal and external requirements:

- The February Budget is agreed by Members in functional heading format (Appendix B) and these allocations are then structured into budgetary responsibilities reflecting the existing divisional structure (Appendix C). An administration overhead model is agreed as the basis for recharging Support service costs and for understanding the behaviour of overhead costs but is not shown as part of the budget allocation and monitoring process as the costs are controlled by Support Service Heads in their discrete budgets. These management accounts are the basis for decision making and reporting to Members, as in this report.
- The annual financial accounts are prepared in functional heading format, showing less service detail, within broader headings. The revenue account differs by excluding all capital expenditure, replacing this with a depreciation charge representing the amount of capital consumed in the period. Recharges of Support Services costs to front line services are also included, in order to comply with the Local Authority (CIPFA) accounting code of practice.

Proposals

17. In terms of the Authority's overall financial position, the outturn for the 2015/16 is as presented, and the actions recommended in Appendix D are regarded as an appropriate way of managing the Authority's resources across financial years.
18. Reserve levels have been maintained at the levels required to meet statutory requirements, to provide a prudent level of provision for substantial asset liabilities, and to help support our planning policies in the legal process; they represent limited and temporary one-off sources of funds which allow the Authority to maintain stability of National Park outcomes.

Are there any corporate considerations Member should be concerned about?

19. **Financial:** The issues have been covered in the report.
20. **Risk Management:**

The Chief Finance Officer has a statutory responsibility under Sections 25 – 28 of the Local Government Act 2003 to report to Members, the Monitoring Officer and external auditors on the robustness of the budget setting and monitoring process, and has an express duty to monitor the budget and underlying assumptions throughout the year, and to take action when significant overspends or shortfalls in income occur. The Annual Governance Statement prepared by the Monitoring Officer is reported to and approved by Members. Management Team consider financial risks in the Risk Register during the year.

The External Auditor assesses the financial position of the Authority as part of its annual Value for Money conclusion.

This outturn report and the recommendations arising from it are considered to be evidence of the effectiveness of these processes as they relate to the 2015/16 financial year.

21. **Sustainability:** There are no issues relevant to this report.

Consultees

22. The outturn was discussed and agreed by Resource Management Team (RMT) on the 9th May.

23. **Background Papers** (not previously published)

Full income and expenditure analysis

Appendices

Appendix A - 2015/16 Variance Analysis

Appendix B - 2015/16 Outturn by functional headings

Appendix C - 2015/16 Outturn by services within divisional headings

Appendix D - Slippage and reserve requests

Appendix E - Reserve Levels

Report Author, Job Title and Publication Date

Philip Naylor, Head of Finance/Chief Finance Officer, 12 May 2016

		Col A	Col B	Col C	Col D	Col E	Col F	Col G
		(Overspend)	Underspend	Capital - (overspend) underspend	Slippage requests	Appropriations (to) from reserves	Final Surplus (Deficit)	Main Cause of Variance / Comments
					App D i	App D ii		
Policy								
Policy Mgt	PPM	0	46		(44)		3	see slippage requests App D
Transport Policy	PTT	0	17		(17)		0	see slippage requests App D
Community Policy	PCP	0	4		(3)		1	-
External Funding	DBB	0	9		(9)		(1)	Vacancy saving and bid fund not required in 15/16
Recreation Strategy	PRS	0	5		(5)		(0)	-
		0	81	0	(78)	0	3	
Land Management								
Natural Environment Team	CNE	0	3				3	-
Countryside & Economy	CFC	0	24		(21)		3	-
Conservation General	CFB	0	32		(34)		(2)	vacancy saving
Cultural Heritage	CAR	0	22		(23)		(1)	-
Moors for the Future core costs	RMF	(2)	0				(2)	-
Property & Estates Team	CES	(18)	0			3	(15)	extra rural surveyor support
Estate properties	Gp.	(26)	0	(3)	(1)	30	(0)	-
Woodlands	JAA	0	2	68	(1)	(68)	1	Sale of first phase woodlands to capital reserve
		(46)	82	65	(79)	(36)	(14)	
Planning								
Planning Service	PDC	0	24				24	extra planning receipts above expectation
Policy Planning	PPP	0	12		(5)		7	-
		0	36	0	(5)	0	31	
Field & Enterprise								
Field Services	Gp.	0	100		(40)	(1)	59	vacancy savings & additional income
Field Services, Projects	RAM	0	32		(31)		1	-
Non-Estate Recreation facilities	Gp.	(50)	0		(14)	24	(40)	toilet facilities and non estate car parks
Edale Centre central costs	GMC	0	2				2	-
Estate Workers	CED/L	0	7				7	-
Trails	CEQ-Z	0	100			(100)	0	into specific reserve for infrastructure repairs
Visitor Centres	RVC	0	18	0		(18)	0	-
Cycle Hire	CEB	0	38			(38)	(0)	income recovery and staffing as part of improvement plan
Learning and Discovery Team	LD1	(8)	0				(8)	income slightly below target & corporate safeguarding work
		(57)	297	0	(85)	(133)	22	
Corporate Resources								
Information Management	AIT	0	32	74	(10)	(78)	19	-
Aldern House HQ	AHQ	0	0	(65)		65	0	Aldern House project Capital Fund financed ARP Min 52/14
-Customer Services	AIC	0	35		(21)		14	-
-Operational Support Team		0	16				16	-
Finance	AFS	(6)	0			6	1	-
Legal Services	ALE	0	13			(13)	0	-
-Committee & Member Services	Gp.	0	9	0			9	-
Communications	RII	(3)	0		(2)		(5)	-
-Design & Photography	RDE	0	6			(6)	(0)	-
Human Resources	APE	0	12		(20)		(8)	-
Corporate Management	ACS	(75)	0	775	(48)	(558)	94	Giving strategy initial funds remaining & provision
-Corporate Overhead Recovery	ABQ	0	268		(268)		0	Charges received from projects committed in 15/16-16/17
		(83)	391	784	(369)	(583)	139	
Projects - externally funded								
<u>Cultural Heritage (VCH)</u>								
<u>Natural Environment (VNE)</u>								
Ecton Mine Project	VBE	0	0				0	English Heritage funded £1,000 expenditure
Local Nature Partnership	VBQ	0	2				2	PDNPA funds no longer required
Species-rich Grasslands Trails	VBS	(0)	0				(0)	Landfill (SITA) funded £1,000 expenditure
Danebridge Woodland	VBV	(0)	0				(0)	Forestry Commission funded £2,000 expenditure
Dane Valley Wood SITA	VBX	0	6		(1)	(5)	0	Landfill (SITA) funds
Sustainable Development Fund	VBH	0	58		(41)		17	Core grant funded £41,000 expenditure
South West Peak Project	VSW	(5)	0			5	(0)	South West Peak HLF funded £96,000 expenditure
<u>Rural Economy (VEE)</u>								
Rural Business	VC7	0	2				2	PDNPA funds no longer required
<u>Recreation Projects (VAM)</u>								
Fire Operations Group	VFA	0	19		(19)		0	Partnership funding £12,000 expenditure
Access Fund	VFH	0	4		(4)		0	kickstart funds for Access fund
Pedal the Peak 2	VT1	(17)	0				(17)	Dept of Transport funding £262,000 expenditure
Events Website	VFJ	0	0				0	Natural England funded £3,000 expenditure
Peak Park Pedals	VFP	0	1		(1)		0	-
Stepping Stones Project	VFS	0	1		(1)		0	-
<u>Forward Planning Projects</u>								
Village & Communities Officer	VMC	0	49		(48)		1	Core grant & DCLG funded £36,000 expenditure
Rural Enabling Project	VME	0	19		(18)		1	High Peak BC funded
<u>Education Projects (VED)</u>								
Moorland Discovery	VEF	(3)	0				(3)	joint PDNPA / National Trust funded £37,000 expenditure
Better Outside	VEH	0	0				0	Partner funded project
<u>Corporate (VC)</u>								
MFF - Conservation Plans	VM1	0	0				0	Natural England funded £73,000 final expenditure
MFF - Private Lands Project	VM2	(0)	0				(0)	Natural England funded £1,229,000 expenditure
Moors for the Future - projects	VC6	0	0				0	Partners/govt/water co/NT contracts £802,000
Moorlife	VC8	0	0				0	European funded £38,000 final expenditure
Moorlife 2020	VM3	0	0				0	European funded £81,000 initial expenditure
Asset Mgt Revenue Account	VDY	(0)	0				(0)	Capital minimum revenue provision holding a/c
Matched Funding Appropriations	VDX	0	166			(153)	13	Provisions & accruals holding a/cs; also bequests received
<u>Transport Projects</u>								
Edale Station	VGL	0	0				0	car park machine collection for partner authority
BECT Bus	VGS	0	0				0	pilot scheme with BECT
Peak Connections	VGO	0	15		(15)		0	core grant funded £6,000 expenditure
		(25)	342	0	(148)	(153)	15	
		(212)	1,229	849	(764)	(906)	196	
		(41)	5				5	planned structural surplus 15/16
			6				(41)	approved use 15/16
			49				6	surplus in investment interest receipts
		(253)	1,288	849	(764)	(906)	215	retention of contingencies in Gen Reserve

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		Col A	Col B	Col C	Col D	Col E
		Total Budget 2015/16	Outturn	(Overspend)	Underspend	Variance %
A. Conservation Natural Environment						
Countryside & Economy	CFC	325	302	0	24	7%
Conservation General	CFB	103	72	0	32	31%
Property: Woodlands	CFT	49	47	0	2	4%
Natural Environment Team	CNE	204	201	0	3	1%
Property: Estates Team	Gp.	0	7	(7)	0	100%
Estate - Warslow	CEW	(17)	28	(44)	0	266%
Estate - Eastern Moors	CEE	29	30	(1)	0	(4%)
Estate - North Lees	CEN	23	8	0	15	64%
Estate - Minor Properties	CEM	0	(5)	0	5	100%
Moors for the Future Team / Centre	RMF	134	134	0	0	0%
Moorlife /Moorlife 2020	VC8	5	5	0	0	0%
Moors for the Future Projects	VC6/VM1	1	1	0	0	2%
Conservation Capital	Gp.	0	(68)	0	68	100%
Conservation Projects	Gp.	7	4	0	3	48%
		864	765	(53)	151	11%
B. Conservation Cultural Heritage						
Cultural Heritage Team	Gp.	182	172	0	10	5%
- Archaeology	Gp.	55	43	0	12	22%
		237	215	0	22	9%
C. Recreation Mgt & Transport						
Field Services: Cycle Hire	CEB	(29)	(67)	0	38	(130%)
Field Services: Projects	RAM	14	(18)	0	32	230%
Field Services: Pennine Way	RRP	3	3	(0)	0	(4%)
Field Services: Footpaths	RRF	0	(7)	0	7	100%
Field Services: CRoW	RRU	104	103	0	1	1%
Property Service: Trails	CEQ	69	(31)	0	100	145%
Property Service: Car Parks	CEP,I,	(68)	(47)	(21)	0	31%
Property Service: Toilets	CET	78	125	(47)	0	(60%)
Property Service: Campsites	CEC	7	(9)	0	15	235%
Property Service: Hostels	CEH	6	3	0	4	58%
Recreation Strategy	PRS	42	37	0	5	11%
Traffic Policy	PTT	109	92	0	17	16%
Traffic Projects	VTT	21	6	0	15	70%
Recreation Capital	Gp.	58	61	(3)	0	(5%)
Recreation Projects	Gp.	18	11	0	8	42%
		431	261	(72)	241	39%
D. Promoting Understanding						
Field Services: Visitor Centres	RVC	172	154	0	18	10%
Communications: Design	RDE	16	10	0	6	37%
Losehill Environmental Education	Gp.	134	142	(8)	0	(6%)
Communications	RII	136	138	(3)	0	(2%)
Promoting Understanding Capital	Gp.	20	(381)	0	401	100%
Promoting Understanding projects	Gp.	15	18	(3)	0	(21%)
		493	81	(14)	425	83%
E. Rangers, Estates Service & Vols.						
Field Services: Mgt	RRA,T	96	88	0	7	8%
Field Services: Estates Workers	CED	41	33	0	7	17%
Field Services: Area Rangers	Gp.	488	435	0	53	11%
Field Services: Patrol Rangers	GP.	67	54	0	13	20%
Field Services: Vehicles	RRV/S	131	115	0	16	12%
Field Services: Volunteers	RRC	40	38	0	2	5%
		862	762	0	99	12%
F. Development Control						
Planning Service Teams	PDC	522	498	0	24	5%
G. Forward Planning & Communities						
Policy & Partnerships	PPP	147	135	0	12	8%
P&P: Inward Investment	DBB	37	28	0	9	23%
P&P: Community Policy	PCP	75	70	0	4	6%
Live Work Rural	VC7	7	5	0	2	34%
Village Officers	VMA-F	67	(1)	0	68	101%
Sustainable Development Fund	VBH	99	41	0	58	59%
P&P: Management	PPM	259	213	0	46	18%
		689	490	0	199	29%
H. Corporate and Democratic Core						
Property Team	Gp.	160	170	(11)	0	(7%)
Aldern House HQ	AHQ	174	174	0	0	0%
Legal Services	ALE	256	243	0	13	5%
- Democratic Services & Members	AME	227	217	0	9	4%
Information Mgt	AIT	489	457	0	32	7%
- Customer Services Team	AIC	218	183	0	35	16%
- Operational Support Team	AST	227	212	0	16	7%
Finance	AFS	242	248	(6)	0	(2%)
Corporate Management	ACS	441	516	(75)	0	(17%)
Corporate Overhead Fund	ABQ	90	(178)	0	268	298%
Human Resources	APE	199	187	0	12	6%
Corporate Capital	Gp.	93	(290)	0	383	412%
Asset Mgt Revenue Account	VDY	54	54	(0)	0	(0%)
Corporate Projects	Gp.	0	(166)	0	166	100%
		2,870	2,027	(91)	934	29%
Total		6,966	5,100	(229)	2,095	27%

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		Col A	Col B	Col C	Col D	Col E
		Total Budget 2015/16	Outturn	Overspend	Underspend	Variance %
Policy						
Policy Mgt	PPM	259	213	0	46	18%
Transport Policy	PTT	109	92	0	17	16%
Community Policy	PCP	75	70	0	4	6%
External Funding	DBB	37	28	0	9	23%
Recreation Strategy	PRS	42	37	0	5	11%
		520	439	0	81	16%
Land Management						
Natural Environment Team	CNE	204	201	0	3	1%
Countryside & Economy	CFC	325	302	0	24	7%
Conservation General	CFB	103	72	0	32	31%
Cultural Heritage	CAR	237	215	0	22	9%
Moors for the Future core costs	RMF	89	91	(2)	0	(2%)
Property & Estates Team	CES	160	177	(18)	0	(11%)
Estate properties	Gp.	35	61	(26)	0	(76%)
Woodlands	JAA	49	47	0	2	4%
		1,202	1,166	(46)	82	3%
Planning						
Planning Service	PDC	522	498	0	24	5%
Policy Planning	PPP	147	135	0	12	8%
		668	633	0	36	5%
Field & Enterprise						
Field Services	Gp.	927	827	0	100	11%
Field Services, Projects	RAM	14	(18)	0	32	230%
Non-Estate Recreation facilities	Gp.	23	72	(50)	0	(219%)
Edale Centre central costs	GMC	45	43	0	2	5%
Estate Workers	CED/L	41	33	0	7	17%
Trails	CEQ-Z	69	(31)	0	100	145%
Visitor Centres	RVC	172	154	0	18	10%
Cycle Hire	CEB	(29)	(67)	0	38	(130%)
Learning and Discovery Team	LD1	134	142	(8)	0	(6%)
		1,396	1,155	(57)	297	17%
Corporate Resources						
Information Management	AIT	489	457	0	32	7%
Aldern House HQ	AHQ	174	174	0	0	0%
-Customer Services	AIC	218	183	0	35	16%
-Operational Support Team	AST	227	212	0	16	7%
Finance	AFS	242	248	(6)	0	(2%)
Legal Services	ALE	256	243	0	13	5%
-Committee & Member Services	Gp.	227	217	0	9	4%
Communications	RII	136	138	(3)	0	(2%)
-Design & Photography	RDE	16	10	0	6	37%
Human Resources	APE	199	187	0	12	6%
Corporate Management	ACS	441	516	(75)	0	(17%)
-Corporate Overhead Recovery	ABQ	90	(178)	0	268	298%
		2,715	2,407	(83)	391	11%
Capital						
Recreation Facilities Capital	Gp.	58	61	(3)	0	(5%)
Warslow Moors Capital	Gp.	0	0	0	0	-
Forestry Capital	ZAD	0	(68)	0	68	100%
Edale Centre (Moors Project)	ZFA	0	0	0	0	-
Sustainable Tourism Capital	Gp.	0	0	0	0	-
Losehill Hall transition	Gp.	20	(381)	0	401	100%
Asset Management	ZGB	0	(377)	0	377	100%
Fleet Mgt	ZGA	0	0	0	0	-
Aldern House Works	Gp.	0	65	(65)	0	100%
Carbon Mgt Plan Works	Gp.	0	3	(3)	0	100%
Committee PA system	ZGD	0	0	0	0	-
IT Capital	Gp.	93	19	0	74	80%
		171	(679)	(71)	920	498%
Projects - externally funded						
<i>Cultural Heritage (VCH)</i>						
<i>Natural Environment (VNE)</i>						
Ecton Mine Project	VBE	0	(0)	0	0	-
Local Nature Partnership	VBQ	2	0	0	2	100%
Species-rich Grasslands Trails	VBS	0	0	(0)	0	-
Danebridge Woodland	VBV	0	0	(0)	0	-
Dane Valley Wood SITA	VBX	5	(1)	0	6	127%
Sustainable Development Fund	VBH	99	41	0	58	59%
South West Peak	VSW	0	5	(5)	0	100%
<i>Rural Economy (VEE)</i>						
Rural Business	VC7	7	5	0	2	34%
<i>Recreation Projects (VAM)</i>						
Fire Operations Group	VFA	13	(6)	0	19	145%
Access Fund	VFH	3	(1)	0	4	121%
Pedal the Peak 2	VT1	0	17	(17)	0	100%
Events Website	VFJ	0	0	0	0	-
Peak Park Pedals	VFP	1	0	0	1	84%
Stepping Stones Project	VFS	1	0	0	1	100%
<i>Forward Planning Projects</i>						
Village & Communities Officer	VMC	55	6	0	49	89%
Rural Enabling Project	VME	12	(7)	0	19	160%
<i>Education Projects (VED)</i>						
Moorland Discovery	VEF	15	18	(3)	0	(21%)
Better Outside	VEH	0	0	0	0	-
<i>Corporate (VC)</i>						
MFF - Conservation Plans	VM1	0	0	0	0	-
MFF - Private Lands Project	VM2	0	0	(0)	0	-
Moors for the Future - projects	VC6	1	1	0	0	2%
Moorlife	VC8	5	5	0	0	-
Moorlife 2020	VM3	0	0	0	0	-
Asset Mgt Revenue Account	VDY	54	54	(0)	0	-
Matched Funding Appropriations	VDX	0	(166)	0	166	100%
<i>Transport Projects</i>						
Edale Station	VGL	0	0	0	0	-
BECT Bus	VGS	0	0	0	0	-
Peak Connections	VGO	21	6	0	15	70%
		295	(22)	(25)	342	107%
Total		6,966	5,100	(283)	2,149	27%

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(i) Slippage Requests recommended for carrying forward into next year's service budgets

£0 - pounds

Policy

Developing Health & Wellbeing links through recreation & Community Policy support to partners	7,750
Performance management review of processes	4,000
Funding for National Park Management Plan review 2016/17 (£10,000) and temporary secondment transitional post	25,425
Sustainable Tourism interpretation support to Castleton project	5,000
Matched funding for external funding bids carried forward to support project bidding	9,400
Climate Change work for updating carbon model tool and completing carbon budget for Warslow Estate	9,100
Supporting development of the Transport Design Guide	17,000
	77,675

Land Management

Vacancy savings c/f to cover part of a 1 year contract Countryside & Economy advisor post	23,818
Unspent grant funds c/f to add to the grant budget for 2016/17 (£10,466) & State of Nature report publication	11,466
Vacancy savings c/f to support staffing for 6 months between development phase and delivery of South West Peak Project	17,500
Baseline survey of ash woodlands - outstanding purchase order balance	2,000
Conservation archaeologist cover & contributions to archaeology projects	17,425
Scanning of listed building negatives and aerial photographs to make information more accessible	5,700
Forestry budget purchase orders outstanding for forestry management	1,000
	78,909

Development Planning

Carry forward of funds for completion of sustainability appraisal on Development Management Policies document	5,000
	5,000

Field & Enterprise

North Lees Estate - fencing	500
Income from disposal of off-road vehicles towards new mowing machine	5,049
Deferred expenditure on uniform clothing, awaiting branding discussion outcomes	4,000
c/f of work life balance savings in Ranger staff to meet 2016/17 1 FTE cut in Ranger resource	11,885
c/f of income generated in 15/16 to help finance new equipment required to meet income targets for Footpaths team	6,696
Fieldhead campsite refurbishment costs as part of Edale refurbishment of office space	14,328
Moorlife pool car recharges, Walk in the Park & Partnership research project	10,005
	52,463

Corporate Resources

Vacancy savings c/f for market supplement in ICT and development of Corporate strategy unit	30,190
Vacancy savings c/f for development of combined Operational Support Team and Customer Service team	20,000
Income earned from event notification system during 2015/16 for development and management of system in 2016/17	1,333
Communications - marketing funds for Walk in the Park and Eroica event	2,200
Communications - brand on the ground signage improvements to car parks	18,230
Communications - remaining budget allocation for brand on the ground work for allocation, priority one work	9,100
HR - investors in people assessment delayed into 2016/17	4,865
HR - resource allocated for organisational change at midyear ongoing into 2016/17	13,575
HR- vocational and corporate training commitments c/f into 2016/17	1,679
corporate overhead allocated to supporting premises related expenditure arising from projects 16/17 onwards	52,552
corporate overhead allocated to support service pressures arising from projects 16/17 onwards	215,691
	369,415

Capital

0

0**Projects**

Peak connections partner funding c/f to support implementation of Edale explorer in 2017	15,125
Project funds c/f to support volunteer deer monitoring and management work in the Dane Valley	1,000
Sustainable Development Fund - remaining funds c/f	41,183
Partner funding for field projects including Fire Operations Group, Peak Pedals	21,721
Joint partner funds ring-fenced for Derwent Valley projects	31,000
Income from donations to Access Fund c/f and retained within Access Fund	3,911
Village project funds - Community planning and neighbourhood grants ringfenced	66,000
Stepping Stones to Nature project funds c/f	1,065
	181,005

TOTAL SLIPPAGE REQUESTS**764,467****(ii) Reserve Requests recommended for approval and appropriation to/(from) reserves**

Appropriation from Cycle Hire Reserve	38,000
Appropriation to Design Reserve	6,000
Appropriation to Minerals and Legal Reserve	12,500
Appropriation to Aldern House Reserve	4,000
Appropriation to Restricted Reserves (bequests: Mrs Sheila Streek) and Memorial Landscape Fund	7,119
Appropriation to Restricted Reserves (S.106 Moss Rake East)	137,329
Appropriation to North Lees Reserve	34,912
Appropriation to Car Park & Associated facilities Reserve	(23,730)
Appropriation to Visitor Centre Reserve	18,000
Appropriation to Trails Reserve	99,900
Appropriation to ICT Reserve - transition to "information as a service" model	77,816
Appropriation to capital reserve - net sale receipts	786,341
Appropriation to Matched Funding Reserve - euro exchange	9,648
Appropriation from Matched Funding Reserve - payroll, feasibility studies for property, South West Peak matched funding	(17,589)
Appropriation from capital reserve - AH (ARP Minute 52/14); Carbon plan & minor wks (ARP Minute 58/11) Warslow (07/06)	(127,779)
Appropriation from Restructuring Reserve for redundancy and superannuation shortfall costs as per Authority Minute 05/10	(156,896)
	905,571

(iii) Overspends to be carried forward and set against next year's service budget**0**

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Movement on Reserves and Reserve Levels

	<u>Opening Balance 01/04/15</u>	<u>Agreed use 2015/16</u>	<u>contingencies / not allocated / 14/15 overspends clawed back</u>	<u>extra interest receipts above/(below) budget</u>	<u>App C Col D Impact of underspends / income at year end</u>	<u>App C Col C Impact of overspends at year end</u>	<u>App D (ii) Further Reserve requests</u>	<u>App D (i) Slippage requests</u>	<u>Closing Balance 31/03/16</u>
General Fund	658,211	(41,000)	53,940	5,974	2,149,066	(282,912)	(905,571)	(764,467)	873,241
Capital Reserve	335,307						658,562		993,869
	993,518	(41,000)	53,940	5,974	2,149,066	(282,912)	(247,009)	(764,467)	1,867,110
<u>Specific Reserves</u>									
Car Parks & Facilities	62,004						(23,730)		38,274
Trails Reserve	74,704						99,900		174,604
Aldern House	17,000						4,000		21,000
ICT	119,000						77,816		196,816
Warslow	15,966								15,966
Design	33,382						6,000		39,382
Visitor Services	111,146						18,000		129,146
Woodland	18,140								18,140
Cycle Hire	9,298						38,000		47,298
Vehicle Maintenance	18,009								18,009
Planned Maintenance	18,845								18,845
Minerals & Legal	423,459						12,500		435,959
Restructuring	399,056						(156,896)		242,160
North Lees	10,000						34,912		44,912
Minor Properties	10,000								10,000
Conservation Acquisitions	19,000								19,000
	1,359,009	0	0	0	0	0	110,502	0	1,469,511
Matched Funding	468,764	(38,233)					(7,941)		422,590
Slippage Reserve	636,876	(518,984)						764,467	882,359
Restricted Funds	54,169						144,448		198,617
	3,512,336	(598,217)	53,940	5,974	2,149,066	(282,912)	0	0	4,840,187

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8. INTERNAL AUDIT 2015/16 ANNUAL REPORT

1. Purpose of the report

This report asks Members to consider the internal audit 2015/16 annual report.

Key Issues

- **The overall opinion of the Head of Internal Audit on the framework of governance, risk management and control operating in the Authority is that it provides Substantial Assurance. There are no qualifications to this opinion and no reliance was placed on the work of other assurance bodies in reaching that opinion. There are also no significant control weaknesses which, in the opinion of the Head of Internal Audit need to be considered for inclusion in the Annual Governance Statement.**
- **Out of 11 areas reviewed in 2015/16 6 areas received an opinion of ‘High’ assurance; 3 “Substantial”, 1 “Reasonable” and 1 with no opinion as it was a follow up report.**

2. Recommendation(s)

- 1. To note and accept the 2015/16 annual report from the internal auditors as set out in appendix 1.**

3. How does this contribute to our policies and legal obligations?

As identified in the Annual Governance Statement, the Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority.

The Internal Audit reports therefore make a significant contribution to the “Our Organisation” cornerstone by assisting us in developing our organisation so we have a planned and sustained approach to performance at all levels by developing and maintaining appropriate standards of corporate governance and developing key business processes underpinning the Corporate Strategy.

4. Background

The Accounts and Audit Regulations 2015 require that the Authority undertakes an adequate and effective system of internal audit of its accounting records and its system of internal control in accordance with proper practices.

5. Proposals

Members are asked to consider the internal audit 2015/16 annual report. The report contains the Head of Internal Audit’s overall assurance opinion, and a summary of the key findings in each area audited during the year.

Are there any corporate implications members should be concerned about?

6. Financial:

The cost of the Internal Audit Service contract is found from within the overall Finance budget.

7. Risk Management:

The Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority.

8. **Sustainability:**
There are no implications to identify.
9. **Equality:**
There are no implications to identify.
10. **Background papers (not previously published)**
None

Appendices

Appendix 1: Internal Audit annual report for year ended March 2016

Report Author, Job Title and Publication Date

Jason Spencer, Democratic Services Manager, 12 May 2016



Peak District National Park Authority

Internal Audit Annual Report

2015-16

Audit Manager: Ian Morton
Head of Internal Audit: Max Thomas

Circulation List: Members of the Audit Resources and Performance Committee
Director of Corporate Resources
Chief Finance Officer (S151 Officer)

Date: 20 May 2016

Background

- 1 The work of internal audit is governed by the Accounts and Audit Regulations 2015 and the Public Sector Internal Audit Standards (PSIAS). In accordance with the PSIAS, the Chief Audit Executive (Head of Internal Audit) should provide an annual internal audit opinion and report that can be used by the organisation to inform its governance statement. The annual internal audit opinion must conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.
- 2 During the year to 31 March 2016, the Authority's internal audit service was provided by Veritau Limited.

Internal Audit Work Carried Out 2015/16

- 3 During 2015/16, internal audit work was carried out across the full range of activities of the Authority. The main areas of internal audit activity included:

Financial Systems – providing assurance on key areas of financial risk. This helps support the work of the external auditors and provides assurance to the Authority that financial processes are operating correctly and risks of loss are minimised.

Information Systems – providing assurance on information management and data quality.

Operational Systems - providing assurance on operational systems and processes which support service delivery.

Governance / Risk Management - providing assurance on governance arrangements and systems to manage risks to the achievement of corporate objectives.

- 4 During the year one investigation was carried out. The investigation did not identify any issues that might impact on the overall audit opinion or that require inclusion in the Annual Governance Statement.
- 5 Appendix A summarises the internal audit work carried out during the year and the opinion given for each report. Appendix B provides details of the key findings arising from our internal audit work and appendix C provides an explanation of our assurance levels and priorities for management action.

Professional Standards

- 6 In order to comply with the Public Sector Internal Audit Standards (PSIAS) the Head of Internal Audit is required to develop and maintain an ongoing quality assurance and improvement programme (QAIP). The objective of the QAIP is to ensure that working practices continue to conform to the required professional standards. The results of the QAIP should be reported to senior management and the Audit and Review Committee along with any areas of non-conformance with the standards. The QAIP consists of various elements, including:
- (a) maintenance of a detailed audit procedures manual and standard operating practices;
 - (b) ongoing performance monitoring of internal audit activity;
 - (c) regular customer feedback;
 - (d) training plans and associated training and development activities;
 - (e) periodic self-assessments of internal audit working practices (to evaluate conformance to the Standards).
- 7 External assessments must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organisation. An external assessment was last carried out in April 2014.
- 8 The outcome of the previous QAIP demonstrates that the service conforms to the Public Sector Internal Audit Standards. The QAIP for 2016 is currently being completed and the results will be presented to this committee when available.

Audit Opinion and Assurance Statement

- 9 In connection with reporting, the relevant professional standard (2450) states that the Chief Audit Executive (CAE)¹ should provide an annual report to the board². The report should include:
- (a) details of the scope of the work undertaken and the time period to which the opinion refers (together with disclosure of any restrictions in the scope of that work)
 - (b) a summary of the audit work from which the opinion is derived (including details of the reliance placed on the work of other assurance bodies)
 - (c) an opinion on the overall adequacy and effectiveness of the organisation's governance, risk and control framework (ie the control environment)
 - (d) disclosure of any qualifications to that opinion, together with the reasons for that qualification
 - (e) details of any issues which the CAE judges are of particular relevance to the preparation of the Annual Governance Statement

¹ The PSIAS refers to the Chief Audit Executive. This is taken to be the Head of Internal Audit.

² The PSIAS refers to the board. This is taken to be the Audit Resources and Performance Committee.

(f) a statement on conformance with the PSIAS and the results of the internal audit Quality Assurance and Improvement Programme

10 The overall opinion of the Head of Internal Audit on the framework of governance, risk management and control operating in the Authority is that it provides **Substantial Assurance**. There are no qualifications to this opinion and no reliance was placed on the work of other assurance bodies in reaching that opinion. There are also no significant control weaknesses which, in the opinion of the Head of Internal Audit need to be considered for inclusion in the Annual Governance Statement.

Table of 2015/16 audit assignments completed to 31 March 2016

Audit	Status	Assurance Level
Financial Systems		
Payroll	Completed	Substantial Assurance
Budget Management	Completed	High Assurance
Information Systems		
PCI DSS	Completed	Reasonable Assurance
IT Systems Control follow up	Completed	High Assurance
Operational Systems		
Visitor centres	Completed	No opinion
Grants	Completed	High Assurance.
Asset Management	Completed	High Assurance
Governance/Risk Management		
Risk Management	Completed	High Assurance
Complaints Procedure	Completed	Substantial Assurance
Fraud Awareness / Whistleblowing	Completed	Substantial Assurance
Information Governance follow up	Completed	High Assurance.

Summary of Key Issues from audits completed to 31 March 2016

System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
Payroll	Substantial Assurance	<p>The purpose of this audit was to provide assurance to management that procedures and controls within the system will ensure that:</p> <ul style="list-style-type: none"> • The payroll is accurate and all amendments and additions have been processed • Effective monitoring arrangements are in place • Legal requirements are met 	22 October 2015	<p>Strengths</p> <p>PDNPA carry out a range of checks to verify the accuracy of the payroll information.</p> <p>Weaknesses</p> <p>There are limited formal contract monitoring arrangements. No assurance is provided by DCC in relation to performance and data security.</p>	The SLA is due to be renewed March 31 st 2016 and we will have joint meetings with DCC to consider the recommendations and agree new terms where we can make improvements in line with the findings in this report.
Budget Management	High Assurance	<p>The purpose of this audit was to provide assurance to management that procedures and controls within the system will ensure that:</p> <ul style="list-style-type: none"> • Budget preparation procedures are in place and working effectively. • Budget monitoring, review and reporting procedures are in place and working effectively. • Variances and unusual 	19 February 2016	<p>Strengths</p> <p>The budget is linked to organisational priorities and expected financial pressures. A variety of financial information is available to allow for effective monitoring of financial performance and the identification of issues.</p> <p>Weaknesses</p> <p>No significant control weaknesses identified.</p>	

System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
		amounts are investigated			
Payment Card Industry Data Security Standard (PCI DSS)	Reasonable Assurance	The purpose of this audit was to provide assurance to management that the controls which the authority had put in place to manage key risks in relation to PCI DSS compliance are effective	23 October 2015	<p>Strengths</p> <p>Overall it was found that the authority recognises the need for compliance, and has taken some practical steps towards ensuring this, against the backdrop of a very complex regulatory regime</p> <p>Weaknesses</p> <p>Merchant copy receipts do not comply with recommended practice.</p> <p>There is no policy to govern compliance measures, and no overall responsibility for managing compliance has been formally assigned.</p>	<p>Hardware supplier to be contacted.</p> <p>A finance officer has been identified to review compliance and required documentation.</p>
IT Systems Control follow up	High Assurance	The objective of this audit was to review progress towards the completion of the actions raised in the original IT Systems Controls audit	17 February 2016	<p>Strengths</p> <p>Of the nine agreed actions, most of which included several elements, seven have been fully implemented. The remaining two agreed actions have been substantially implemented, and the Authority is working towards completing the outstanding</p>	

System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
				<p>elements. Reasonable target dates for the completion of these remaining actions have been set.</p> <p>Weaknesses</p> <p>No significant control weaknesses identified.</p>	
Visitor centres	No opinion	The purpose of this audit was to provide assurance to management that the controls which the Authority had put in place to manage cash and valuables are effective	23 October 2015	<p>Strengths</p> <p>Most actions resulting from the previous audit have been implemented effectively.</p> <p>Weaknesses</p> <p>Some actions were still outstanding pending results of office review.</p>	
Grants	High Assurance	<p>The purpose of this audit was to provide assurance to management that procedures and controls within the system ensure that:</p> <ul style="list-style-type: none"> • There is a clear application process for each grant • procedures for awarding grants are applied consistently • There are procedures in 	28 January 2016	<p>Strengths</p> <p>There are clear processes in place for awarding grants and to ensure suitable monitoring takes place.</p> <p>Weaknesses</p> <p>No significant control weaknesses identified.</p>	

System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
		<p>place to monitor and review performance and outcomes regularly</p> <ul style="list-style-type: none"> • Appropriate financial management procedures are in place 			
Asset Management	High Assurance	The objective of this audit was to ensure a suitable framework was in place for the management of the Authority's assets.	14 October 2015	<p>Strengths</p> <p>The Authority enlisted the help of consultants to conduct an asset review, which has informed their asset management strategy and plans. The policy clearly indicates the strategic intentions for asset management and offers information on how these will be achieved</p> <p>Weaknesses</p> <p>No significant control weaknesses identified.</p>	
Risk Management	High Assurance	<p>The purpose of this audit was to provide assurance to management that procedures and controls within the system will ensure that:</p> <ul style="list-style-type: none"> • significant risks are identified and addressed • actions are carried out in 	1 February 2016	<p>Strengths</p> <p>All required risk registers are in place have dates for actions and identified responsible officers.</p> <p>Weaknesses</p> <p>No significant control weaknesses identified</p>	

System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
		<p>a timely manner, ensuring risks are mitigated</p> <ul style="list-style-type: none"> the requirements of the risk management policy are followed 			
Complaints Procedure	Substantial Assurance	The purpose of this audit was to provide assurance that a suitable procedure was in place to resolve customer complaints and improve services.	5 February 2016	<p>Strengths</p> <p>The complaints procedure is widely accessible to the public, fit for purpose and up to date. There is also early and direct contact with any complainant. In addition, effective performance monitoring arrangements are in place in the form of Quarterly Reports and an Annual Review to the ARP Committee and consideration by senior managers at the quarterly performance meetings.</p> <p>Weaknesses</p> <p>Some information was missing from the complaints database.</p>	All staff involved in complaint handling will be reminded that they need to ensure all actions taken, including agreements to extend deadlines for responses or to hold meetings, are notified to the Democratic and Legal Support Team so that the complaints database and files can be kept up to date.
Fraud Awareness / Whistleblowing	Substantial Assurance	The purpose of this audit was to review the anti fraud and corruption	20 October 2015	<p>Strengths</p> <p>Both policies reflect current legislation and are widely</p>	Contact details and timescales to be added to the policy

System/Area	Opinion	Area Reviewed	Date Issued	Comments	Management Actions Agreed & Follow-Up
		policy, and the whistleblowing policy. against best practice guidance.		<p>available. On the rare occasions they have been utilised the appropriate procedures have been followed.</p> <p>Weaknesses</p> <p>The whistleblowing policy does not include contact details or estimates of anticipated timescales.</p>	
Information Governance follow up	High Assurance.	The objective of the audit was to review progress towards the completion of the actions raised in the 2014-15 Information Governance audit	17 February 2016	<p>Strengths</p> <p>Of the seven agreed actions, most of which included several elements, five have been fully implemented. The remaining two agreed actions have been substantially implemented, and the Authority is working towards completing the outstanding elements. Reasonable target dates for the completion of these remaining actions have been set.</p> <p>Weaknesses</p> <p>No significant control weaknesses identified.</p>	

Audit Opinions and Priorities for Actions

Audit Opinions	
<p>Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.</p> <p>Our overall audit opinion is based on 5 grades of opinion, as set out below.</p>	
Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions	
Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

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9. **2015/16 QUARTER 4 AND YEAR END CORPORATE PERFORMANCE REPORT (A91941/RMM/SN)**

Purpose of the report

1. This report provides Members with monitoring information for the end of Quarter 4 (Jan to Mar 2016) and the final performance outturn for 2015/16. Members are asked to consider:
 - The year end position on our 2015/16 transition year indicators
 - The overall assessment of performance against each of our transition year cornerstones and directional shifts taking into account achievement of priority actions and indicator performance
 - Quarter 4 and year end analysis for complaints and Freedom of Information/Environmental Information Requests

Key Issues

2. Key issues include:
 - a) At the end of Quarter 4 and the end of our 2015/16 transition year plan:
 - Out of 16 areas of focus and after considering both indicators and achievement of actions: 13 are assessed as green in their overall status and 3 are assessed as amber
 - We have met or exceeded our target on 78% of the 63 indicators used to monitor progress, up from 61% in 2014-15. We fell short of target on 22% of indicators (13 Red and 1 Amber).
 - b) In considering this year end performance report members are also commenting and agreeing the 'look back' section of the 2016/17 Performance and Business Plan which will be reported to the Authority on 27 May.
 - c) To support achievement of the Authority's new 2016-2019 Corporate Strategy, new corporate indicators and priority actions (forming the 'look forward' section of the 2016/17 Performance and Business Plan), will be agreed for this Committee to monitor performance over the next three years.

Recommendations

3.
 1. **That the 2015/16 Quarter 4 and year end Corporate Performance Return, given in Appendix 2, which includes performance against indicator targets, is reviewed and the overall assessment of year end performance agreed.**
 2. **That the 2015/16 Quarter 4 and year end status and analysis of complaints and Freedom of Information/Environmental Information Requests, given in Appendix 4, be considered and received.**

How does this contribute to our policies and legal obligations?

4. Performance Management contributes to the cornerstone: our organisation – develop our organisation so we have a planned and sustained approach to performance at all levels. Monitoring our performance is part of our approach to ensuring mitigating action can be taken to maintain and improve performance or to reprioritise work in consultation with staff and Members.

Background

5. The format of performance reporting to this Committee follows the format agreed in January 2013 (minute 7/13).
6. Performance information is reported each quarter by cornerstone and directional shift (of which there are 8) by providing:
 - a visual representation of the overall status for each area of focus in our 2015/16 transition plan;
 - an overview of the activity contributing to each cornerstone or shift covering: where we are doing well; an understanding of associated risks; specific issues; and remedial action;
7. The visual representation is on a traffic light system and is based on an analysis of:
 - a) the status of activity within service plans contributing to the delivery of that cornerstone or directional shift;
 - b) performance against indicator targets (which at year end are mostly recorded as either met (Green) or not met (Red))
8. The traffic light system for the overall assessment of performance uses the following guidance at year end:

GREEN = priority actions and targets achieved (i.e. both the indicator(s) and service actions are on target or close to being so)

AMBER = we are close to achieving year end priority actions and targets (i.e. either the indicators or actions are not on target)

RED = Year end priority actions and targets not achieved

Information relating to 2015/16

9. The following year end performance information for 2015/16 is provided:
 - a) 16 areas of focus have been monitored over the year and Appendix 1 gives the year end overview position showing 13 are assessed as green in their overall status and 3 are assessed as amber.
 - b) Appendix 2 gives the overall assessment of priority actions achieved including an analysis of performance against indicator targets; this includes action taken in quarter 4. This assessment once agreed will be reproduced, with some editing, in our 2016/17 Performance and Business Plan.
 - c) The relevant indicators for each cornerstone and shift are given in Appendix 2. A full list is also given at Appendix 3. We have met or exceeded our target on 78% of the 63 indicators used to monitor progress, up from 61% in 2014-15. We fell short of target on 22% of indicators (13 Red and 1 Amber). Data was not available on one indicator - percentage of volunteers surveyed who enjoy their experience.
 - d) Appendix 4 provides Quarter 4 and year end analysis for complaints and Freedom of Information/Environmental Information Requests.

10. Information is given so that Members of Audit, Resources and Performance Committee, in accordance with the scrutiny and performance management brief of the Committee, can review the performance of the Authority.
11. To support achievement of the Authority's new 2016-2019 Corporate Strategy, new corporate indicators and priority actions (forming the 'look forward' section of the 2016/17 Performance and Business Plan), will be agreed for this Committee to monitor performance over the next three years.

Proposals

12. Members are asked to:
 - a) Review and agree the 2015/16 Quarter 4 and year end Corporate Performance Return, given in Appendix 2, which includes performance against indicator targets and priority actions.

In doing this Members are agreeing the 'look back' section of the 2016/17 Performance and Business Plan which will be reported to the Authority on 27 May. Any feedback from this Committee on this assessment will be given verbally at the Authority meeting as papers for that meeting had to be ready prior to the date of this discussion.
 - b) Consider and receive the 2015/16 Quarter 4 and year end status and analysis of complaints and Freedom of Information/Environmental Information requests, given in Appendix 4

Are there any corporate implications members should be concerned about?

13. This report gives Members an overview of the achievement of actions and targets in the last year and includes ICT, financial, risk management and sustainability considerations where appropriate. There are no additional implications in, for example, Health and Safety.
14. **Background papers** (not previously published) – None

Appendices

1. 2015/16 year end performance overview
2. 2015/16 Quarter 4 and year end Corporate Performance Return
3. Corporate Indicator Table 2015/16 (Year-end indicator outturns)
4. Quarter 4 and year end status and analysis of Complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) Enquiries

Report Author, Job Title

Ruth Marchington, Director of Corporate Strategy and Development and Sarah Newton, Performance Officer, 12 May 2016

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2015-16 Year- end Performance Overview Achievements of our Foci, Priority Actions and Targets



Our People

- C1a - Supporting leadership at all levels
- C1b - Better staff engagement

Our Assets

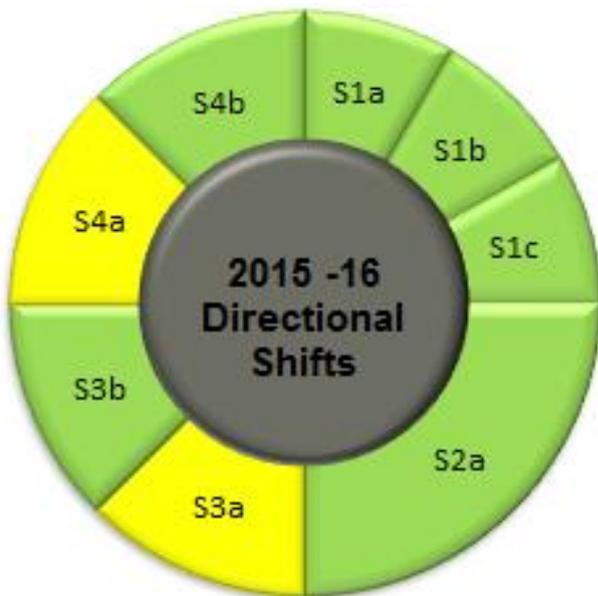
- C2a - Excellence in our property
- C2b - Our wider visitor infrastructure
- C2c - Supporting our brand

Our Services

- C3a- Excellence in our Planning Service

Our Organisation

- C4a - Solid performance management
- C4b - A clear plan for the future



Developing strong commercial & fund raising

- S1a - Giving
- S1b - Income generation
- S1c - Fund raising from external sources

Landscape scale delivery

- S2a - Nurture partnerships to help grow the value of & income to our assets in MFTF, SW Peak & Sheffield Moors

Creating visitor experiences that inspire growth

- S3a - Develop products & services to grow as the National Park for cycling
- S3b - Enhance and maximise the visitor experience

Helping people connect with the park

- S4a - Nurture and build our active base of volunteers
- S4b - Improve access for less represented audiences

Key

Green	Year-end priority actions and targets achieved
Amber	We are close to achieving year-end priority actions and targets
Red	Year-end priority actions and targets not achieved

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Cornerstone C1:**Our People – supported, valued, empowered staff (RMM)**

Focus:	2015-16 priority actions:	RAG status at year end
C1a. Supporting leadership at all levels	<ul style="list-style-type: none"> Support leaders in working towards new focus through programmes including: 'big conversation' discussions with Chief Executive, training and development events on internal communication skills; line management competence in people and performance management; competence in change management. 	
C1b. Better staff engagement	<ul style="list-style-type: none"> Implementation of employee engagement action plan against 4 priorities: <ul style="list-style-type: none"> - Vision, mission and corporate direction - Internal communications strategy - Managing change effectively - Line management competencies in people and communication skills. Implementation of strategic, financial planning and employee engagement Communications Plan. 	

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
C1a - Supporting leadership at all levels	1	Maintain Investors in People standard (assessment Sept 2016)	n/a 2015-16	Next in 2016-17
	2	% of relevant staff completing competency training	90%	Delayed
C1b - Better staff engagement	1	Increase the % of staff feeling valued as measured through staff survey	n/a 2015-16	Next survey autumn 2016
	2	Delivery of actions in employee engagement action plan for 4 priority areas	To timetable	To timetable
	3	Delivery of elements of Communications Plan	To timetable	To timetable

Overall Status and overview of year's progress:

Good progress has been made over the year towards achieving our focus and the targets of the supporting indicators. One indicator is red at the year-end as the planned competency training will not now be delivered until June – this is to ensure key messages in the training can be aligned with the leadership team's work on helping to define what we mean by 'people matter' in the way that we work. Preparation for delivery is well underway so overall progress is still considered to be green.

Key achievements include:

1. **Improving our communication on our strategic, financial planning and employee engagement priorities through implementing the agreed elements of a communications plan** which includes:

- 'Big conversation' notice boards
- Material and banners on the electronic HUB

- Chief Executive Bulletin and all staff emails
- Staff roadshows
- Team meetings with the Chief Executive and members of the leadership team
- Using a team cascade process to ensure common key messages are cascaded
- Putting in place directorate communication plans

We have consistently used these mechanisms over the year and will be able to test their success through the next staff survey in 2016. Progress on improving our communication with casual staff has been delayed for addressing further in 2016.

2. Supporting the organisation and staff going through change by updating the Managing Change Policy and guidelines and ensuring appropriate implementation including:

- a package of support mechanisms for staff
- written guidance on communication and consultation processes
- guiding managers leading change programmes during our transition year

3. Supporting staff and managers in working towards our new focus through a planned and partly delivered training programme including:

- Communication skills including handling difficult conversations (70 participants)
- Resilience training (58 participants)
- Managing change briefing sessions (50-60 participants)

This support through Learning and Development has been well received and will continue into 2016, not only to deliver the delayed competency training and other leadership development events but also through implementing recommendations from the Investors in People assessment taking place in April 2016.

Specific issues hindering progress against this objective and action being taken to address:

- a) It is confirmed, as foreshadowed in Q3, that some planned HR policy review work will be delayed (on disciplinary and grievance procedures) due to the demands of case work in HR. This has not affected the delivery of the 2015/16 key focus for this cornerstone.

Risks associated with this objective:

Corporate Risk 1: Risk managed down to green

Contextual information/ published information relating to this objective: None

Cornerstone C2:**Our Assets - looking after the places we own and operate (RMM)**

Focus:	2015-16 priority actions:	RAG status at year end
C2a Excellence in our property	<ul style="list-style-type: none"> Implementation of Management Plans for 3 key properties and portfolio. Delivery of a programme of review and disposal. Development and implementation of property business plans. 	
C2b Gaining clarity on the wider visitor infrastructure we will continue to support	<ul style="list-style-type: none"> Review of non-estate visitor assets 	
C2c Supporting our brand by ensuring brand management activities/ processes underpin all our work	<ul style="list-style-type: none"> Identify and recommend how to measure the 'reach and emotional attachment' of the Peak District National Park brand. Achievement of roll-out of our brand identity through our operations 	

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
C2a - Excellence in our property: cycle trails, Stanage and North Lees, Warslow	1a	Update and implement management plans for all estates - North Lees	Dec 2015	Delayed
	1b	Update and implement management plans for all estates - start Warslow review	March 2016	Delayed
	2	Reduce the Authority's overall carbon footprint	25% reduction from 2009/10	24.30%
	3	Review and update the User Satisfaction Survey	March 2016	March 2016
	4	Number of disposals	>14	15
	5	Achieve full cost recovery targets	Positive direction of travel	Positive direction of travel
C2b - Gaining clarity on the wider visitor infrastructure we will continue to support	1	Status of review of non- trails property portfolio	To timetable	To timetable
C2c - Supporting our brand by ensuring brand management activities/ processes underpin all our work	1	Develop a mechanism to measure brand management	March 2016	March 2016
	2	Deliver roll-out of priority 1 areas of brand identity action plan	March 2016	Sept 2016

Overall Status and overview of year's progress:

Good progress has been made over the year towards achieving our focus. Although substantial work has been done towards successful achievement of all the indicators, three out of the nine supporting indicators are not on target as explained below – as two of these relate to management plans the overall year end position on C2a is recorded as amber.

Key achievements include:

1. **Progressing implementation of our asset management action plan** including:
 - a. Achieving our planned disposal programme of 12 woodlands and three other properties: Fire Station Field, Losehill Hall bungalow, Warren Lodge.
 - b. Development of the North Lees Management Plan with public involvement; although this is still subject to a formal consultation period before being considered as finalised, as reflected in the red indicator outturn. We are confident that the plan will be finalised in the first quarter of 2016/17.
 - c. Implementing a number of initiatives at Stanage-North Lees to achieve agreed financial targets for 2015/16 including: investment in camping pods; Stanage stickers; a reduction in costs; reviewing the future use of North Lees Hall.
 - d. Achieving 100% full cost recovery target for the Warslow Estate; although initial discussions have taken place on reviewing the Warslow Estate Management Plan and the business plan that supports the management plan is in place, progress has stalled due to other priorities and is reflected as red against the indicator. This will need to be freshly project planned in 2016/17 to understand the resource requirement from different teams.
 - e. Progressing implementation of the Trails Management Plan including: starting to put in place a funded long term maintenance programme; planning for a largescale supporter event 'Walk in the Park' in August 2016; identifying external funding opportunities for the development of assets that support the trails. The proposed strategic business plan for the Trails will now form part of a wider commercial plan for the Authority.
 - f. Progressing discussions with the community over proposals for the Brosterfield caravan site prior to a planning application being made in 2016.
 - g. Updating the service user survey to gather appropriate data to inform implementation of property business plans
2. **Progressing plans to reduce the costs of maintaining our toilets and car parks whilst providing a visitor service** including:
 - a. Refurbishment of Dovedale toilets and introduction of charging as a contribution to maintaining standards
 - b. Reviewing the non-estate portfolio to identify the most expensive to manage with a view to addressing costs
 - c. Planning for trialling the use of contract cleaners at some sites
3. **Growing our brand value and ensuring we can monitor its development** through:
 - a. Deciding to measure our success through 'sentiment' monitoring (using a social media management tool) which is a good indicator of what people think of us as well as our reach through twitter, Facebook and our own website. Baseline data has been collected this year.
 - b. Agreeing and starting to deliver top priorities for improving the visibility of our brand on the ground – primarily rebranding at key visitor touchpoints e.g. interpretation panels and signage on our properties and at Aldern House. It has taken longer than anticipated to complete the full action plan due to needing to check planning permission on a number of proposals so the indicator for this is red. The project is expected to be completed in September 2016.

4. Improving our environmental management performance across the organisation including:

- a. A 24.3% reduction in carbon emissions which is very close to achieving the 25% reduction against baseline levels set out in the corporate indicator (although this is still recorded as red as it is below target). Reductions have been realised through the implementation of carbon management projects (resulting in reductions from electricity and fossil fuel (mains gas) consumption) alongside reductions in travel as the size of the Authority has decreased.
- b. The 24.3% reduction is in line with our overall aim to reduce emissions by 30% against baseline levels. However, if it is assumed that the Authority will remain of a similar size over the coming year, further significant reductions will be hard to achieve without greater progress on carbon management plan projects which have stalled this year while the future and priorities of some key properties has been considered.

Specific issues hindering progress against this objective:

None identified

Action being taken to address issues:

N/A

Risks associated with this objective:

Corporate Risk 2: no specific issues to highlight

Corporate risk 3: risk managed down to green

Contextual information/ published information relating to this objective: None

Cornerstone C3

Our Services – delivering our services in a way that helps resident communities deepen their understanding and support for the special qualities of the national park (JS)

Focus:	2015-16 priority actions:	RAG status at year end
C3a. Excellence in the way we deliver our Planning Service	<ul style="list-style-type: none"> Providing a high quality planning service by doing the basics well in a transparent and consistent manner. Maintain our high quality support for community planning Agree and deliver an action plan for Monitoring and Enforcement. 	

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
C3a - Excellence in the way we deliver our Planning Service	1	Have we met the key LDS milestones adopting our Development Management Policies ?	Yes	Yes
	2	% of planning applicants who are satisfied with the services they received	>70%	77%
	3	% of parish councils who believe we provide a quality service	75%	65%
	4	Develop questions for residents survey about perception of Planning	March 2016	March 2016
	5	Satisfaction with the quality of the pre application advice provided	Baseline	95%
	6	Proportion of planning appeals allowed	<30%	24%
	7a	% of planning applications by type determined in a timely manner: 13 weeks for major applications	60%	70%
	7b	8 weeks for minor applications	70%	71%
	7c	8 weeks for other applications	80%	89%
	7d	13 weeks for all County Matters	60%	33%
	8	Number of communities we have worked with on affordable housing needs	5	6
9	Number of community sustainable projects we support (plus qualitative output on the impact of the grant)	20	19	
10	Number of communities/ parishes/ villages where we have supported development plans	5	5	
11	Number of enforcement cases resolved (and qualitative report against high priority cases)	120	124	

Overall Status and overview of year's progress:

Good progress has been made over the year towards achieving our focus and the targets of the supporting indicators. Work on Development Management policies has progressed, with draft policies agreed by the Authority on 2 October 2015 and further work with a member group following this, with an intention to report to Authority in May with a final draft for consultation. The Authority's influencing role has included ongoing dialogue with Constituent

Authorities, particularly on housing and wind turbine issues, and input to the national debates on the Housing and Planning Bill and fracking.

Key achievements include:

1. Providing a high quality planning service

- a. Performance on planning application determination has been maintained throughout the year, including the last quarter. To date, 79% of the 635 Planning Applications decided were within the statutory period. A further 85 applications for listed building consent were determined this quarter, together with applications for non-material amendments and discharge of conditions;
- b. Performance on major applications was 70% for the year, with 100% (two out of two) in Q4; this is well above the Government's threshold for under-performing LPAs, set at 40%.
- c. Planning appeals: Of 12 Appeals determined in the quarter 10 were dismissed and 2 allowed. Over the year, the percentage of appeals allowed was within target at 24% (target is less than 30%), this being 7 out of 29 appeals;
- d. The number of formal complaints relating to the Planning Service remains low. However, an Ombudsman decision on a case found the Authority at fault and a micro-scrutiny panel was set up to review the Authority's neighbour notification process and to look at lessons learned from this case; this was considered at by ARP in March 2016;
- e. Positive feedback on the performance of the Planning Service collected at Parishes Day (3 October 2015) and at two Planning Training events for Parish Councils in February and March 2016. However the feedback collected at the Parishes Day showed that 65% of respondents believe we provide a quality service, below the target of 75%. Planning training events were organised to help to improve understanding of the planning system, how the Authority works, and how Parishes can engage with this. Further events are planned in 2016, including on Enforcement, which was a specific concern for some parishes; the target is to deliver at least 6 events this year.
- f. 654 Planning Enquiries were completed, of which 461 (70.49%) were completed within 15 working days.

2. Resolving monitoring and enforcement cases

- a. 31 enforcement cases were resolved in the quarter, on target for the quarter; the annual total was 124, exceeding the target of 120;
- b. The Monitoring & Enforcement Action Plan has been agreed and significant progress has been made on delivery of the six action points.

3. Planning with communities

- a. The focus on Community Planning has continued, with Bradwell Neighbourhood Plan being approved at a referendum in October and "made" in December 2015. Initial work on the Leekfrith NP has progressed, with officers engaging with the community and receiving excellent feedback. Work has also progressed on the Bakewell NP;
- b. Work on Development Management policies has progressed, with draft policies being agreed by the Authority on 2 October;
- c. On-going positive work with the Housing Enabler in Derbyshire Dales and High Peak.

Specific issues hindering progress against this objective:

A rising number of new enforcement enquiries, leading to a build-up in outstanding cases, despite the target for dealing with cases being met

Action being taken to address issues:

An Action Plan was agreed and adopted by the Monitoring and Enforcement team in 2015-16, placing a greater focus on prioritising cases and then dealing with higher priority cases more quickly. Method statements and templates have been introduced, in collaboration with the Legal Team, to increase consistency and effectiveness when considering the issuing of notices. In addition, a 12 month pilot is being trialled to introduce sole decision making accountability in the area of withdrawal of notices with the aim of improving efficiency.

Risks associated with this objective: Corporate Risk 4: no specific issues to highlight

Contextual information/ published information relating to this objective: None

Cornerstone C4:

Our Organisation – develop our organisation so we have a planned and sustained approach to performance at all levels (people, money, outputs) (RMM)

Focus:	2015-16 priority actions:	RAG status at year end
C4a. A solid performance management approach	<ul style="list-style-type: none"> 2015/16 performance management monitoring in place. Quarterly exception reporting to achieve 2015/16 focus. 	
C4b. A clear plan for the future to give ourselves strategic certainty for 2016/17 and beyond	<ul style="list-style-type: none"> Develop strategic framework answering 4 questions: <ul style="list-style-type: none"> Why we do – special qualities What we do – role and funding How we do it – organisation design Way we do it – culture. Develop medium term financial plan 2016-2019 and detailed proposals for 2016-17. Develop new 2016-2019 Corporate Plan. 	

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
C4a - A solid performance management approach	1	Unqualified external audit opinion on final accounts	Achieve	Achieved
	2	Satisfactory external audit conclusion on Value for Money through assessment of Annual Governance Statement	Achieve	Achieved
C4b - A clear plan for the future to give ourselves strategic certainty for 2016/17 and beyond	1	Approval of Strategic Framework	Sept 2015	Sept 2015
	2	Approval of Medium term Financial Plan 2016-19	Dec 2015	Dec 2015
	3	Approval of 2016-19 Corporate Plan	Dec 2015	Dec 2015

Overall Status and overview of year's progress:

All key milestones and indicators for this cornerstone have been achieved establishing a good platform for moving forward in 2016/17.

Key achievements include:

1. **Developing and obtaining support from staff, members and stakeholders for our strategic direction** including:
 - a. Approval of our strategic framework in September followed by approval of the new Corporate Strategy 2016-2019 and supporting success factors in December
 - b. Approval of our medium term financial plan which is being reviewed as we move into 2016/17 following the better than expected Defra settlement
 - c. Approval of our revised capital strategy and programme

2. **Implementation of our 2015/16 transition year actions arising from support of the new strategic direction** including:
 - a. Approving a new directorate structure and appointing to new leadership team roles
 - b. Bringing together the customer service and operational support team into one support team to develop our first and second line enquiry service and improve flexibility and resilience
 - c. Taking action to achieve our 2016-17 year one reductions in Defra funded activities
 - d. Meeting or exceeding our target on 78% of the 63 indicators used to monitor progress, up from 61% in 2014-15. We fell short of target on 22% of indicators (13 Red and 1 Amber). Data was not available on one indicator - percentage of volunteers surveyed who enjoy their experience.
 - e. Developing 2016/17 service/team plans and risk registers to ensure all activities are aligned with achieving the new Corporate Strategy
3. **Receiving positive audit feedback on our governance arrangements** including:
 - a. an unqualified external audit opinion on the final accounts and a satisfactory conclusion on Value for Money following a review of the Annual Governance Statement for 2014/15
 - b. positive internal audit reports (which will feed into our annual assurance statement) with following levels of assurance: a) High level: Risk Management, Budget Management, Grants (outwards), IT systems controls follow up b) Substantial level: Complaints, Payroll, Fraud Awareness/Whistleblowing c) Reasonable level: PCIDSS (Payment Card Industry Data Security Standard)

Specific issues hindering progress against this objective: No issues to highlight

Action being taken to address issues: n/a

Risks associated with this objective:

Corporate Risk 6: Risk managed down to green

Corporate Risk 7: Risk managed down to green.

Contextual information/ published information relating to this objective: None

Directional Shift S1:**Develop strong commercial and fund raising programme of activities (SF)**

Focus:	2015-16 priority actions:	RAG status at year end
S1a. Giving	<ul style="list-style-type: none"> Review giving opportunities and develop a strategy of quick win opportunities 	
S1b. Income generation	<ul style="list-style-type: none"> Develop Commercial Programme to increase income generation and giving opportunities. Achieve 61% full cost recovery at Visitor Centres. Achieve 87% full cost recovery for cycle hire. Develop a brand fit for commercial use adding value to services and products 	
S1c. Fundraising from external sources	<ul style="list-style-type: none"> Agree a strategy for external funding and funding bids consistent with this strategy 	

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
S1a - Giving	1a	Giving Strategy in place for 2016/17	Oct 2015 - Revised to March 2016	March 2016
	1b	Giving Strategy - Secure £10k	March 2016	£40.3k
S1b - Income generation	1	Commercial programme in place	Sept 2015	Sept 2015
	2	Visitor centres at 61% full cost recovery	March 2016	66%
	3	Cycle hire at 87% full cost recovery	March 2016	103%
	4	Launch branded products for sale at our outlets and 1 other outlet	March 2016	May 2016
S1c - Fund raising from external sources	1a	External funding - agree strategy	May 2015	May 2015
	1b	Submit 2 bids for Trails / North Lees	Dec 2015. Revised to March 2016	Delayed

Overall Status and overview of year's progress:

Good progress over the year towards achieving our focus and the targets of the supporting indicators. All indicators except one are green at the year-end. The red indicator relates to submitting 2 externally funded bids for the Trails and North Lees as explained below.

Key achievements include:**1. On giving:**

- a. The proposed approach to giving was approved by the Authority in Q4, at its 27 March meeting. This gave approval to further develop the key processes, systems and skills within the Authority so we take a one organisational approach

to giving; and, to the allocation of a total of £100k to the baseline budget for 16/17.

- b. At year end the total funds from giving in 2015/16 are £40,255, exceeding the year-end target of £10,000. Over a four year period we have seen an upward trend in funds from giving from £4,618 in 2012/13 to £16,345 in 2013/14 and £52,821 in 2014/15 (when we benefitted from a £30,000 bequest). These figures will provide a benchmark figure for the work which is planned under the new approach to giving.

2. On external funding strategy:

- a. The strategy was confirmed in Q2 and set a clear direction for implementation during 2015/16.
- b. In Q4 the Leadership Team confirmed the key focus for our external funding is to complete the development of the South West Peak Partnership and support the development of an HLF bid for the trails. The indicator for submitting bids for North Lees and the Trails is red at the outturn as: a decision has been made to reconsider the North Lees application in light of the new proposed commercial plan and to ensure expected outcomes from such a bid are aligned to the agreed strategic direction for the estate; a bid to HLF for improvements to Millers Dale is still in development phase with expected project enquiry submission by Q2 this year. The overall position is still considered green as work has been completed on agreeing our priority focus linking this also to the capital strategy.

3. On income generation, the financial framework for 2015/16 set stretching targets:

- a. By Q4 the targets were met in all areas, and were exceeded by the cycle hire and visitor services teams. Visitor services target was 61% full cost recovery, at year end achieved 66%. The cycle hire service target was 81% full cost recovery, at year end achieved 103%.
- b. Branded products were developed and designed in Q2-3 and delivered in Q4 to Chatsworth and our retail outlets. The official launch will be in May 2016. During Q4 there's been further development of a branded Welcome Guide and Walking Guide to be sold in our retail outlets from summer 2016.
- c. Stanage-North Lees is making good progress against its business plan: 83% full cost recovery has been achieved against a 2015/16 target of 74%; the number of paying nights at the campsite is 25% up on 2014/15 with the £54,855 income from camping alone showing a 17% increase from 2014/15 in addition to an income of over £14,464 from the camping pods which exceeded expectations; £8,653 has been donated through initiatives on the estate including the successful Stanage sticker campaign and support for the costs of a replacement pole.
- d. Service level income generation targets for 2016/17 were included in the 2016/17 budget approved by the Authority on 5 February 2016 and we are now focussing on the systems, skills and resources required to take an organisation wide approach to income generation.

Specific issues hindering progress against this objective and action being taken to address:

- a. The 2016-19 Strategic Framework approved by the Authority in September 2015 articulates this clear shift required in this area. As a transitional year, 2015/16 was about testing and developing ideas. The Leadership Team review recognised the

need for the right voices and mindset for us to maximise the opportunities to grow income and support in a way that is in service of the other directional shifts. The Leadership Team review was completed in Q4 and the programme was set for wider organisational design in 2016. The healthier Defra settlement also provides space to consider how best to invest in the organisation (skills, capacity and systems) to achieve the Corporate Strategy and secure a longer term sustainable funding mix.

Risks associated with this objective:

Corporate Risk 8: in Q4 risk managed to green

Corporate Risk 9: in Q4 risk managed to green

Contextual information/ published information relating to this objective: None

Directional Shift S2:**Landscape scale delivery (JS)**

Focus:	2015-16 priority actions:	RAG status at year end
S2a. Nurture partnerships that help grow the value of, and income to, our assets within: Moors for the Future, SW Peak, Sheffield Moors	<ul style="list-style-type: none"> Ensure strategic certainty for the MFF partnership either through a successful Moorlife 2020 bid or alternative funding mechanisms. Ensure that part of the SW Peak delivery phase includes actions to benefit the Warslow Estate. Ensure North Lees Management Plan dovetails with the Sheffield Moors Masterplan 	

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
S2a - Nurture partnerships that help grow the value of, and income to, our assets within: Moors for the Future, SW Peak, Sheffield Moors	1	Secure Strategic certainty for Moors for the Future	March 2016	Aug 2015
	2	Area of moorland undergoing restoration management (through the Moors for the Future Partnership)	1,000 ha	1,047 ha
	3	Proportion of land in the National Park covered by environmental schemes	>70%	72% (est)
	4	SW Peak Landscape Partnership: Phase 2 bid running to timetable	Yes	To timetable
	5	Sheffield Moors: Completion of actions in the Masterplan to timetable	Yes	To timetable

Overall Status and overview of year's progress:

The indicators for this shift are now all green. The MoorLIFE 2020 EU LIFE bid was successful and is now beginning the preparatory year with recruitment of personnel and working up implementation of schemes with partners. The Private Lands Partnership continues to grow. South West Peak Stage 2 development is progressing, with a target for submission of July 2016.

Key achievements include:**1. Moors for the Future partnership:**

- The MoorLIFE 2020 EU LIFE bid was successful and is now beginning the preparatory year with recruitment of personnel and working up implementation of schemes with partners;
- The MoorLIFE project has been successfully audited and has been short-listed for the "Best of the best" awards, at a ceremony to be held on 31 May;
- The Private Lands Partnership committed projects have extended to include Mossy Lea and Wessenden Head;
- The area of moorland undergoing restoration is currently 1047ha.

- The Making Space for Water report was completed and the team have been asked to review all 3 national catchment projects by the EA;
- The Clough Woodland Project has been awarded a contract for assessing natural flood risk management in Wessenden area and Trawden. Discussions are in progress with EA on flood risk in other catchments, particularly Glossop;
- The Community Science project launched new surveys for mountain hare and sphagnum.

2. South West Peak Landscape Partnership Scheme

- The South West Peak HLF funded Landscape Partnership Development Phase 2 is currently on target, although there is a significant amount of work to be carried out on the bid to prepare it for submission. The Programme Board has been meeting to monitor and review the progress on individual projects. Some match-funding gaps have been identified and require further work/commitment before submission of the bid. The round 2 bid submission deadline has been extended to 22 July 2016. The Landscape Opportunity and Ecosystem Services mapping for SWP contract was completed and a workshop held in December 2015

3. Stanage North Lees and Sheffield Moors Masterplan

- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan;
- Stanage/North Lees was at the core of a suite of initiatives funded by Natural England to deliver conservation benefits for ring ouzels including data collection/analysis and awareness raising.

4. Whole National Park

- The new partnership agreement with the Woodland Trust has generated interest from farmers and landowners and has delivered 6.91ha of new woodland this planting season;
- Assisted farmers, land managers and landowners with the new national Countryside Stewardship scheme including 4 mid-tier applications, 1 higher tier expression of interest and 14 provisions of detailed advice. The Hedgerows and Boundaries strand was launched this quarter and 14 farmers have already been assisted. Other advice and support has been provided including at the Bakewell market drop in centre. In total there were over 300 farmer contacts.
- National influencing of the Countryside Stewardship Scheme to address the limited option availability for the severely disadvantaged areas has resulted in positive changes for upland farmers for the 2016 application window.
- The Historic Landscape Characterisation publication for Historic England is underway for completion in 2016/17; continued the Farmstead Characterisation project; Longnor Conservation Area Appraisal produced in 2015-16;
- National Grid agreed funding to underground a key section of high voltage electricity line and remove pylons at Dunford Bridge, but a proposal to underground a longer section in Longdendale was not agreed, mainly because of the high cost and physical constraints. Partnership work with Friends of the Peak District and the Utility Companies continues on undergrounding low voltage wires.
- The Authority responded to the Transport and Works Act Order for the Hope Valley Capacity Improvement Scheme, initially objecting. Following meetings with Network Rail to address our concerns, the objection was withdrawn. A public Inquiry is being held in May 2016.
- Officers have been involved in discussions with Highways England and the Department for Transport on Trans-Pennine road proposals, including A628 works and a possible tunnel. The Department for Transport published the Interim report of the Trans-Pennine Tunnel Strategic Study in November.

Specific issues hindering progress against this objective:

- a) A further review of Countryside Stewardship is needed so that it can better support upland farmers. An increasing digital approach, control and verification record keeping requirements means that farmers and landowners need continuing support to encourage them to enter into the new scheme and manage existing agreements.
- b) There is ongoing debate about the sustainability some aspects of grouse moor management including burning on deep peat, birds of prey and moorland tracks.
- c) Targets for key Bird of Prey populations agreed by the Bird of Prey Initiative in 2011 have not been met and a press statement was released.

Action being taken to address issues:

- a) We continue to work with farmers, land managers and landowners to inspire and support them to engage with agri-environment schemes and deliver positive environmental land management.
- b) Discussions continue with key stakeholders on moorland issues and a draft guide on planning requirements for moorland tracks was produced by the Authority and circulated to stakeholders.
- c) A revised action plan is being produced with a more robust approach to Birds of Prey.

Risks associated with this objective: none

Contextual information/ published information relating to this objective:

www.moorsforthefuture.org.uk; www.southwestpeak.co.uk

Directional Shift S3:**Create visitor experiences that inspire and grow our income and supporters**

(SM)

Focus:	2015-16 priority actions:	RAG status at year end
S3a. Develop products and services to grow the Peak District as a national park for cycling.	<ul style="list-style-type: none"> Agree preferred option for the development of the Trails. Identify and pursue proposals for the development of a sustainable travel product for the Peak District. Provide a national park cycle experience. 	
S3b. Enhance and maximise the visitor experience at our assets.	<ul style="list-style-type: none"> Provide and continue to enhance visitor experience at our visitor centres. Manage and enhance the visitor experience on our trails network and estates. Maintain a strategic influence in visitor experiences in the Peak District, develop new policy recreation hubs and research visitor patterns. Enhance the visitor experience through partnerships with all users including opportunities for involvement across the open Access land, Public Rights of Way and Green Lanes. Maintain visitor management through rangers, litter control and other interventions. 	

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
S3a - Develop products and service to grow the Peak District as the National Park for cycling	1	Progress against the key development milestones for trails - Millers Dale, Parsley Hay	To timetable	To timetable
	2	Develop and identify a sustainable travel product	Dec 2015	Dec 2015
	3	Delivery of Pedal Peak II projects - qualitative reports	To timetable	To timetable
	4	Secure Cycle Friendly Places grant funding	>£50,000 March 2016	On track to secure substantial funding but DCLG have delayed bid decision until 22 May 2016
S3b - Enhance and maximise the visitor experience at our assets	1	Number of contacts through Visitor Centres, cycle hire, campsite, guided walks	>450,000	436,014 (399,999 for visitor centres)
	2	Average value/ spend of contacts* (a revised indicator is under development)	Baseline	Targets exceeded
	3a	Implement approval of plans to enhance Castleton Visitor Centre	March 2016	March 2016
	3b	Implementation of plans to enhance North Lees Campsite	March 2016	March 2016
	4	Percentage of users of recreational facilities/ activities that are satisfied with their experience _ visitor centres, cycle hire guided walks/events, campsites	>90%	94%

Overall status and overview of year's progress:

The Authority has taken positive steps in the year to improve the visitor experience with a view to developing both assets and participation through planned investment and more effective marketing and promotion. This will be developed further and in line with an integrated commercial development and outreach plan. External funding bids and liaison with potential partners for investment are under development. Some of the enhancements to our own assets are taking longer than initially anticipated such as the remodelling of the Castleton Visitor Centre.

Key achievements include:**1. Improving the visitor experience through our assets** including:

- b. Visitor centres recorded a total of 399,205 visitors (1% up on last year). Total income at £486k was 5% up on last year. The number of people hiring bikes totalled 25,016 (9% up on last year). Total income at £302,680 is an increase of £17,723 on last year. However we did not quite reach our overall target of 450,000 people experiencing our Visitor Centres, cycle hire, guided and health walks and campsites so the indicator for this is red at year end.
- c. Proposals for the remodelling of Castleton Visitor Centre were approved by the Audit and Performance Review Committee in March. Further work has now been undertaken to ensure that the internal design maximises the accessibility element of the project and provides appropriate space to curate a local history exhibit alongside the information, retail and food and beverage service prior to the proposal being taken to the Planning Committee.
- d. Planning advice has been given and approval gained for the proposals for improved signage and external refurbishment at Bakewell Visitor Centre.
- e. The new camping pods are proving to be very successful at North Lees Campsite. All pods were largely full during the winter weekends and forward bookings are very strong. Analysis is underway as to where a disabled access pod can be positioned. Alterations to the campsite office – including shower facilities – were completed on time and within budget. A proposal for a new poor-weather campsite shelter for groups is under development.
- f. Resurfacing work has been successfully carried out on the Trails while access and bridleway improvements have been made at North Lees. Upgrading work on the toilets at Dovedale included the installation of turnstiles to generate income. Initial figures are promising and feedback is either neutral or positive.
- g. The Rangers Service has provided a programme of guided walks for 1,243 participants plus a programme of health walks and cycle rides to 326 health authority-referred clients. Day-to-day visitor management was delivered to plan and the service continued its strong and valuable partnership with water companies.
- h. 94% of customers said they were satisfied with their experience when engaged with our services provided through our visitor and cycle hire centres, campsite and guided walks/events programme.
- i. The business case for investment in Millers Dale has been moved to Q2 of 2016-16 in line with the HLF funding submission and an opportunity to engage with Derbyshire Wildlife Trust which is keen to explore a joint venture. A Memorandum of Understanding with the charity is being developed.

- j. The test of running the concession at Parsley Hay in-house has been pushed back and will form part of the wider commercial plan review.
2. **Further work with partners on developing and managing the Peak District as a place for cycling** including:
- a. Having identified a sustainable visitor travel product by December 2015, work is now underway – including seeking external funding – for its implementation by summer 2017.
 - b. Co-ordinating the Pedal Peak Project evaluation report. This will be presented to the Department for Transport in late 2016. A decision on the Authority's bid to the Department of Communities & Local Government for a 'Cycle-friendly Places' grant has been delayed until later this year so is amber at year end.

Specific issues hindering progress against this objective:

- a. The refurbishment of Castleton Visitor Centre will not be ready for the 2016 summer season; target now likely to be spring 2017.

Action being taken to address issues:

Work underway to ensure stakeholders engaged and planning application successful in order to move to implementation stage.

Risks associated with this objective: None

Contextual information/ published information relating to this objective: None

Directional Shift S4:**Help people connect with the park (SM)**

Focus:	2015-16 priority actions:	RAG status at year end
S4a. Nurture and build our already active supporter base of volunteers	<ul style="list-style-type: none"> Review the Volunteer Policy and produce an action plan to grow our volunteers throughout the organisation and from less represented groups. Develop an 'Ambassador Programme' for visitor centres. 	
S4b. Improve access to the NP for less represented audiences	<p>The three agreed priorities:</p> <ul style="list-style-type: none"> Green Lanes Action Plan Provide increasing opportunities for young people to understand and enjoy the national park. Develop opportunities to promote the understanding of the park through the provision of health and wellbeing activities. 	

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
S4a - Nurture and build our already active supporter base of volunteers	1	Volunteer Policy (not Strategy) reviewed and action plan in place	March 2016	Being reviewed in 2016-17
	2	Volunteer support Business Process Review (BPR) completed (July 2015) and action plan developed and implemented (tbc)	Review - July 2015, Action Plan - tbc	Reviewed July 2015, Action Plan on hold
	3	Number of volunteer days organised or supported by the Authority	>8,000	9,527
	4	The value of the volunteer days organised by the Authority	tbc	£714,515
	5	Develop Ambassador Programme for Visitor Centres (with milestones of design programme by Dec 15 and recruitment by April 16).	April 2016	Delayed
	6	% of volunteers surveyed who enjoyed their experience.	>90%	Data not available
S4b- Improve access to the National Park for less represented audiences - young people and people with living with health inequality (formerly health opportunities)	1	Number of contacts through learning opportunities for young people we provide	>20,000	18,901
	2	Cross Authority action plan to develop a range of products and services to deliver learning and understanding for young people and health agenda. Note - 2 separate areas: i) Action plan for young people and ii) Opportunities for health agenda	Implement and review progress Jan 2016	Implemented and progress reviewed in Jan 2016
	3	The number of volunteer days attended by under-represented groups.	>1,500	1,818
	4	Progress against 'Better Outside' (not 'Learning through Health') funding bid	Qualitative feedback	Good progress on delivery milestones
	5	Number of route specific action plans in place and being delivered	22	22
	6	Percentage of total length of footpaths and rights of way that are easy to use by the general public even though they may not follow the exact definitive line	>85%	Bienial survey. Next in 2016-17

Overall status and overview of year's progress:

The Authority's delivery of our volunteer focus in year is mixed. While volunteer days are up, work to develop an organisation-wide approach to the recruitment and retention of volunteers requires further input. A wide range of work with young people has been undertaken with the total number engaged finishing at just -4% vs. target and total income (at just over £100k) -1.5% vs. last year. This has been achieved against a backdrop of consolidation for the team following significant staff changes and moving base the previous year.

Key achievements include:**1. Delivering our volunteer programme and developing our approach** including:

- a. The total figure for volunteer days was 9,527 (+13% vs. last year) with 1,818 (+8% vs. last year) coming from under-represented groups.
- b. Highlight of the year was the conservation team's 'Fit for Work' project winning the 2015 UK Volunteer Project of the Year Award from National Parks UK.
- c. The Conservation Volunteer Team secured a 5-year agreement with Tarmac to support expansion of the team thus enabling the Authority to deliver more conservation volunteering opportunities.
- d. The Volunteer Business Support Review was completed as planned but potential wider resource implications have meant that any action plan is to be reviewed in early 2016/17. This also applies to the organisation-wide Volunteer Policy which, in turn, has impacted on the implementation of the volunteer Ambassador Programme for visitor centres.
- e. A series of workshops with Public Health England and National Parks England has led to a commitment to a national accord between both parties, a commitment to share data and work collaboratively on a delivery project.

2. Engagement with young people including:

- a. The Ranger Service provided experiences for 3,166 young people to connect with the National Park in 2015/16 working with local primary schools within the national park boundary. Going forward, figures for young people taking part in conservation days through the conservation volunteers will be added to this next year.
- b. Primary programmes have been reviewed and adapted including the creation of some excellent online resources to support the key primary programmes. Plans are at an advanced stage for work on the new secondary curriculum changes. Primary delivery, however, has been difficult with access to Longdendale Environmental Centre being limited from December 2015. The team has worked hard to minimise this impact and maintain the loyal customer base.
- c. 2015-16 saw one of the biggest groups of young people involved in the Moorlands as Indicators of Climate Change Initiative (MICCI) in the Peak District. MICCI, now in its 9th year, is a project which runs across a number of UK National Parks and is sponsored by National Parks UK.
- d. This year also saw the birth of two new Junior Ranger groups making a total of five operating across the Park in total. The groups are affiliated to the Europarcs Junior Ranger Scheme and are involved in range of activities designed to encourage interest in and understanding of the job of a Ranger.

- e. Following a successful taster event under the 'Better Outside' programme held with young people at Marsh Farm, a core group has now been established meeting twice monthly plus an outreach group based at Biddulph youth and community centre
 - f. Activities and an introduction to the Peak District National park was provided for three groups of refugees and asylum seekers involving over 70 adults and children from Sheffield (in partnership with the Northern Refugee Centre). The initiative resulted in at least three families returning to visit independently and a group of young men from Eritrea returning to try drystone walling.
 - g. The culmination of a review of the Authority's approach to health and well-being, including a literature review, analysis of current national policy and trends, plus potential funding sources and partners resulted in a comprehensive report on opportunities to meet both the audience need and access new income streams. Alongside a standards framework for engagement with young people, the Authority will now look to target relevant commissioning and partner organisations to create delivery programmes.
3. **Continuing to improve access and rights of way** including:
- a. During 2015/16, 22 route plans were in place and being implemented in conjunction with the action plans on priority routes, illegal use and communications. Consultations were undertaken on the possibility of traffic regulation orders on two routes while inspections were undertaken to measure the efficacy of voluntary restraint. Three public footpath diversion orders have been processed and formally concluded this year.

Specific issues hindering progress against this objective:

- a) A timetable and the resourcing of implementation of the action plan following the Volunteer Business Support Review is to be considered in 2016/17

Action being taken to address issues:

- a) Resources and work programme will be scheduled into the development of the commercial and outreach plan for 2016/17.

Risks associated with this objective:

- a) External funding for the health agenda.
- b) Green lanes work: reputational risk and the potential for legal challenges.

Contextual information/ published information relating to this objective: None

2015 -16 Corporate Objectives and performance indicators

Progress against targets

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
C1a - Supporting leadership at all levels	1	Maintain Investors in People standard (assessment Sept 2016)	n/a 2015-16	Next in 2016-17
	2	% of relevant staff completing competency training	90%	Delayed
C1b - Better staff engagement	1	Increase the % of staff feeling valued as measured through staff survey	n/a 2015-16	Next survey autumn 2016
	2	Delivery of actions in employee engagement action plan for 4 priority areas	To timetable	To timetable
	3	Delivery of elements of Communications Plan	To timetable	To timetable
C2a - Excellence in our property: cycle trails, Stanage and North Lees, Warslow	1a	Update and implement management plans for all estates - North Lees	Dec 2015	Delayed
	1b	Update and implement management plans for all estates - start Warslow review	March 2016	Delayed
	2	Reduce the Authority's overall carbon footprint	25% reduction from 2009/10	24.30%
	3	Review and update the User Satisfaction Survey	March 2016	March 2016
	4	Number of disposals	>14	15
	5	Achieve full cost recovery targets	Positive direction of travel	Positive direction of travel
C2b - Gaining clarity on the wider visitor infrastructure we will continue to support	1	Status of review of non- trails property portfolio	To timetable	To timetable
C2c - Supporting our brand by ensuring brand management activities/ processes underpin all our work	1	Develop a mechanism to measure brand management	March 2016	March 2016
	2	Deliver roll-out of priority 1 areas of brand identity action plan	March 2016	Sept 2016
C3a - Excellence in the way we deliver our Planning Service	1	Have we met the key LDS milestones adopting our Development Management Policies ?	Yes	Yes
	2	% of planning applicants who are satisfied with the services they received	>70%	77%
	3	% of parish councils who believe we provide a quality service	75%	65%
	4	Develop questions for residents survey about perception of Planning	March 2016	March 2016
	5	Satisfaction with the quality of the pre application advice provided	Baseline	95%
	6	Proportion of planning appeals allowed	<30%	24%
	7a	% of planning applications by type determined in a timely manner: 13 weeks for major applications	60%	70%
	7b	8 weeks for minor applications	70%	71%
	7c	8 weeks for other applications	80%	89%
	7d	13 weeks for all County Matters	60%	33%

2015 -16 Corporate Objectives and performance indicators Progress against targets

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
	8	Number of communities we have worked with on affordable housing needs	5	6
	9	Number of community sustainable projects we support (plus qualitative output on the impact of the grant)	20	19
	10	Number of communities/ parishes/ villages where we have supported development plans	5	5
	11	Number of enforcement cases resolved (and qualitative report against high priority cases)	120	124
C4a - A solid performance management approach	1	Unqualified external audit opinion on final accounts	Achieve	Achieved
	2	Satisfactory external audit conclusion on Value for Money through assessment of Annual Governance Statement	Achieve	Achieved
C4b - A clear plan for the future to give ourselves strategic certainty for 2016/17 and beyond	1	Approval of Strategic Framework	Sept 2015	Sept 2015
	2	Approval of Medium term Financial Plan 2016-19	Dec 2015	Dec 2015
	3	Approval of 2016-19 Corporate Plan	Dec 2015	Dec 2015
S1a - Giving	1a	Giving Strategy in place for 2016/17	Oct 2015 - Revised to March 2016	March 2016
	1b	Giving Strategy - Secure £10k	March 2016	£40.3k
S1b - Income generation	1	Commercial programme in place	Sept 2015	Sept 2015
	2	Visitor centres at 61% full cost recovery	March 2016	66%
	3	Cycle hire at 87% full cost recovery	March 2016	103%
	4	Launch branded products for sale at our outlets and 1 other outlet	March 2016	May 2016
S1c - Fund raising from external sources	1a	External funding - agree strategy	May 2015	May 2015
	1b	Submit 2 bids for Trails / North Lees	Dec 2015. Revised to March 2016	Delayed
S2a - Nurture partnerships that help grow the value of, and income to, our assets within: Moors for the Future, SW Peak, Sheffield Moors	1	Secure Strategic certainty for Moors for the Future	March 2016	Aug 2015
	2	Area of moorland undergoing restoration management (through the Moors for the Future Partnership)	1,000 ha	1,047 ha
	3	Proportion of land in the National Park covered by environmental schemes	>70%	72% (est)
	4	SW Peak Landscape Partnership: Phase 2 bid running to timetable	Yes	To timetable
	5	Sheffield Moors: Completion of actions in the Masterplan to timetable	Yes	To timetable
S3a - Develop products and service to grow the Peak District as the National Park for cycling	1	Progress against the key development milestones for trails - Millers Dale, Parsley Hay	To timetable	To timetable
	2	Develop and identify a sustainable travel product	Dec 2015	Dec 2015
	3	Delivery of Pedal Peak II projects - qualitative reports	To timetable	To timetable

2015 -16 Corporate Objectives and performance indicators Progress against targets

Focus	Ref	Indicators	2015/16 Target	2015/16 Outturn
	4	Secure Cycle Friendly Places grant funding	>£50,000 March 2016	On track to secure substantial funding but DCLG have delayed bid decision until 22 May 2016
S3b - Enhance and maximise the visitor experience at our assets	1	Number of contacts through Visitor Centres, cycle hire, campsite, guided walks	>450,000	436,014 (399,999 for visitor centres)
	2	Average value/ spend of contacts* (a revised indicator is under development)	Baseline	Targets exceeded
	3a	Implement approval of plans to enhance Castleton Visitor Centre	March 2016	March 2016
	3b	Implementation of plans to enhance North Lees Campsite	March 2016	March 2016
	4	Percentage of users of recreational facilities/ activities that are satisfied with their experience _ visitor centres, cycle hire guided walks/events, campsites	>90%	94% (tbc)
S4a - Nurture and build our already active supporter base of volunteers	1	Volunteer Policy (not Strategy) reviewed and action plan in place	March 2016	Being reviewed in 2016-17
	2	Volunteer support Business Process Review (BPR) completed (July 2015) and action plan developed and implemented (tbc)	Review - July 2015, Action Plan - tbc	Reviewed July 2015, Action Plan on hold
	3	Number of volunteer days organised or supported by the Authority	>8,000	9,527
	4	The value of the volunteer days organised by the Authority	tbc	£714,515
	5	Develop Ambassador Programme for Visitor Centres (with milestones of design programme by Dec 15 and recruitment by April 16).	April 2016	Delayed
	6	% of volunteers surveyed who enjoyed their experience.	>90%	Data not available
S4b- Improve access to the National Park for less represented audiences - young people and people with living with health inequality (formerly health opportunities)	1	Number of contacts through learning opportunities for young people we provide	>20,000	18,901
	2	Cross Authority action plan to develop a range of products and services to deliver learning and understanding for young people and health agenda. Note - 2 separate areas: i)Action plan for young people and ii) Opportunities for health agenda	Implement and review progress Jan 2016	Implemented and progress reviewed in Jan 2016
	3	The number of volunteer days attended by under-represented groups.	>1,500	1,818
	4	Progress against ' Better Outside' (not 'Learning through Health') funding bid	Qualitative feedback	Good progress on delivery milestones
	5	Number of route specific action plans in place and being delivered	22	22
	6	Percentage of total length of footpaths and rights of way that are easy to use by the general public even though they may not follow the exact definitive line	>85%	Biennial survey. Next in 2016-17

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Quarter 4 Report on Complaints and Freedom of Information (FOI) and Environmental Information Regulations (EIR) Enquiries (1 January to 31 March 2016)

Total Number of Complaints Received in Quarter 4 was 6.
Of these 0 were made regarding an Authority Member.

Total Number of Complaints Received April 2015 – March 2016: 14

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
C411 14/01/16 Stage Two	Planning Complaint regarding lack of action by the Planning and Enforcement Team with regard to a particular site.	27/01/16 Within 15 working day deadline	Complaint not justified. Responded to issues raised in complaint. Issues had been raised and responded to a number of times previously.	Complainant had sent a number of repetitive and defamatory emails so was informed that any further correspondence would be considered under the procedure for responding to unreasonably persistent complainants and a response would only be sent if a new issue was raised.
C412 18/01/16 Stage One	Planning Complaint regarding handling of a planning application. Issues originally raised in a previous complaint ref C.369 during 2013/14, which was eventually withdrawn. Complainant alludes to new information regarding the complaint but no details provided.	Response due by 08/02/16. Extension of time agreed to 19/02/16. Request for clarity of issues sent 15/02/16. Stage One Response sent 08/03/16.	No details of any new issues received from Complainant, so response based on a review of previous complaint issues. Explained reasons why some information is not displayed on website as is confidential.	None required.

C413 24/02/16 Stage One	Land Management Complaint regarding actions by an Authority officer regarding sale of Authority land.	09/03/16 Within 15 working day deadline.	Confirmed that the Authority did not own the Complainant's client's property nor did it claim to. Apologised for sending a letter which erroneously referred to the name of the Complainant's client's property instead of the name of the Authority's land. Refuted allegations of harassment by Authority officer.	None required.
C414 24/02/16 Stage One	Planning Complaint alleging unfair treatment of planning applicants	02/03/16 Within 15 working day deadline.	Complaint not justified. Explained reasons why an application on site previously owned by Complainant's parents had been approved when applications made by Complainant's parents had been refused.	None required.
C415 03/03/16 Stage One	Planning Complaint alleging that an Authority officer had visited Complainant's property without need and that this constitutes harassment.	23/03/16 Within 15 working day deadline.	This complaint was unjustified. The enforcement officer was undertaking a site visit and sent one letter entirely within the remit of his role in Enforcement.	None required.
C416 29/03/16 Stage One	Commercial Development & Outreach Complaint regarding consultation process for a Traffic Regulation Order.	15/04/16 Within 15 working day deadline	Complaint not justified. Explained consultation procedure and that those responses were included in the Committee report. Refuted allegations that the consultation letter was misleading, that responses were invalid and that the Committee decision was unsound. There was no conflicting approach by officers.	None required.

Updates on Complaints Reported in Previous Quarters

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
<p>C397 25/08/16 Ombudsman</p> <p>(Stage One reported in Quarter 4 of 2014-15 and Stage Two reported in Quarter 1 of 2015-16)</p>	<p>Land Management</p> <p>Complaint summarised as: "The Authority has refused to pay compensation in relation to a fine the Complainant received from the RPA/NE for failing to manage bracken on his farmland; and an Authority officer acted unfairly and unprofessionally during the end of tenancy discussions".</p>	<p>Initial Response sent 27/08/16. Within 31 day deadline.</p> <p>Response to draft decision sent 10/12/15. Within 21 day deadline.</p>	<p>Ombudsman's Decision: The Complainant complains about the Authority's actions when his farm tenancy ended. This complaint is a late complaint and as the Complainant's solicitor had already reached an agreement with the Authority there is no reason to exercise discretion to investigate the complaint.</p>	<p>None required.</p>

Complaints Review

Last year Members requested a review and update on trends in complaints over the past 3 years so we have continued the annual review this year.

Numbers of Complaints Received Over Last 3 Years												
Year	No of Total Complaints					No of Stage 1 Complaints		No of Stage 2 Complaints		No of Ombudsman Complaints		
Period 1 April to 31 March	Received	Withdrawn	Against Planning Service	Against Other Services	Against Members	Planning Service	Other Services	Planning Service	Other Services	Planning Service	Other Services	Members
2013/14	34	1	18	11	5	17	11	6	1	1	0	2
2014/15	18	0	11	6	1	11	6	5	1	1	0	0
2015/16	14	0	8	5	1	6	5	1	1	2	1	0

The following trends in complaints have been identified:

2013/14 – Planning Service: handling of planning applications, pre-application advice, lack of consultation, actions of officers.

Other Services: Complaints against Members, actions of Management Team.

2014/15 – Planning Service: handling of planning applications, pre-application advice and length of time taken to take enforcement action.

Other Services: Actions of officers.

2015/16 – Planning Service: handling of planning applications, lack of enforcement action and actions of officers.

Other Services: Actions of officers

With regard to the number of complaints received, the reduction over the previous 3 years has continued this year and is shown in the table above. Of those complaints which were pursued to the Local Government Ombudsman, there has been 1 upheld case (C.355) which was fully reported to the meeting on 6 November 2015 (Minute 65/15) and issues arising from it were the subject of a Micro Scrutiny Review. The results of the Micro Scrutiny Review were reported to the meeting on 4 March 2016 (Minute 16/16). As with last year's report within the Planning Service it is considered that part of the reason for the reduction in complaints is the greater focus on dealing with issues as soon as they arise, rather than allowing them to escalate into a formal complaint.

Quarter 4 Report on Freedom of Information (FOI) and Environment Information Regulation Enquiries (EIR).

Quarter	No. of FOI Enquiries dealt with	No. of EIR Enquiries dealt with	No. of Enquiries dealt with in time (20 days)	No. of late Enquiry responses	No. of Enquiries still being processed	No. of referrals to the Information Commissioner
Q1(April June 2015)	17	9	22	4	4	0
Q2 (July- Sept 2015)	8	8	14	2	3	0
Q3 (Oct – Dec 2015)	8	4	12	0	0	0
Q4 (Jan – Mar 2016)	10	8	18	0	10	0
2015/16	43	29	66	6	17	0
2014/15	69	26	90	7	14	0
2013/14	88	84	156	11	9	0

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10. CORPORATE RISK REGISTERS: 2015/16 YEAR END AND 2016/17 PROPOSED (A91941/RMM)

Purpose of the report

1. The purpose of this report is for Members to review the year end position for the 2015/16 Corporate Risk Register and approve the proposed Corporate Risk Register for 2016/17.

Key issues

- The 2016/17 Corporate Risk Register, once agreed, will be included in the 2016/17 Performance and Business Plan and will be monitored by this Committee on a quarterly basis as part of Corporate Performance Monitoring.
- The proposed Corporate Risk Register for 2016/17 has been developed by the Leadership Team by:
 - Reviewing the 2015/16 register year end position
 - Considering risks which might prevent the achievement of year one of the 2016-2019 corporate strategy
 - Considering risks in service plans which need to be escalated and monitored at a corporate level
 - Considering the external environment that we operate in

Recommendations

2. **1. That the Corporate Risk Register 2016/17, as given in Appendix 1, be reviewed and approved, taking account of the year end position on the 2015/16 Corporate Risk Register given in Appendix 2.**

How does this contribute to our policies and legal obligations?

3. Risk management contributes to the cornerstone: our organisation – develop our organisation so we have a planned and sustained approach to performance at all levels. Additionally, risk management is part of our internal and external audit monitoring. Establishing and monitoring a Corporate Risk Register ensures mitigating action can be taken to ensure risks are controlled and managed down.

Background

4. In line with the arrangements set out in the Authority's risk policy, Appendix 1 shows the proposed Corporate Risk Register for 2016/17 as developed by the Leadership Team considering:
 - a) Risks that remain in Amber, and not managed down to Green, at the 2015/16 year end. The three risks remaining in Amber carry forward into 2016/17 but have been reassessed and redefined
 - b) Risks identified during the service planning process which are considered appropriate to escalate for monitoring at a corporate level.
 - c) Other risks identified by the Leadership Team, particularly through consideration of the focus of activity being undertaken in our 2016/17 year.
 - d) The external environment that we operate in.

5. Appendix 2 shows how 2015/16 risks have moved over the year with only three remaining in Amber and all other risks managed down over the year. More information on movement and management of risks in Quarter 4 is available through a background paper which can be obtained from Democratic Services. The three remaining in Amber are:
 - Insufficient plans in place to realise financial sustainability of our properties in future years
 - Moors For the Future (MFF) – risks around the MoorLIFE 2020 bid
 - Failure to deliver in a way that we increase ownership and understanding of our policies among communities
6. These three Amber risks have been reassessed, refocussed and redefined in the proposed 2016/17 Corporate Risk Register as follows:
 - a) Failure to develop an integrated strategic commercial plan
 - b) Three risks highlighted for MFF:
 - Outstanding debt from final Moorlife claim is not met
 - Adverse exchange rate movements for Moorlife 2020 programme
 - Insufficient capacity to deliver Moorlife 2020 programme
 - c) Failure to engage in a way that increases ownership and understanding of our policies amongst communities and decision makers

Proposals

7. Members are asked to:
 - a) Consider the year end position of the 2015/16 Corporate Risk Register as given at Appendix 2.
 - b) Agree the proposed 2016/17 Corporate Risk Register as given at Appendix 1- this includes an initial assessment of where the risk sits on our risk matrix at the start of the year. Risks will be managed down over the year with quarterly monitoring reported to this committee.
 - c) Note that the agreed 2016/17 Corporate Risk Register will be included in the 2016/17 Performance and Business Plan.

Are there any corporate implications members should be concerned about?

8. **Financial:** Some of the risks on the proposed register have financial implications as indicated.
9. **Risk Management:** The corporate risk register is a key part of the Authority's risk management process.
10. **Sustainability:** None identified.
11. **Background papers** (not previously published) – Corporate Risk Register 2015/16: movement and management of risks in Quarter 4

Appendices

1. Proposed 2016/17 Corporate Risk Register
2. 2015/16 Corporate Risk Register year end position showing movement from the start of the year

Report Author, Job Title and Publication Date

Ruth Marchington, Director of Corporate Strategy and Development, 12 May 2016

Proposed 2016/17 Corporate Risk Register – Appendix 1

The following 2016/17 Corporate Risk Register has been developed through an assessment of the risks to achieving year one of our 2016-2019 corporate strategy. This assessment has also included an assessment of:

- 2015/16 corporate risks remaining at amber at the 2015/16 year end
- Any risks to be escalated from service risk registers
- The external environment that we operate in

In developing our 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. This is shown at Table 2. The risk register is a 'live' tool that is changed if new risks arise or risks are managed down over the year.

Table 1: Proposed 2016/17 corporate risks and position at start of year

Corporate strategy ref	Risk Description	Existing controls/mitigating action	Risk rating at start of year	Green, Amber or Red/ action	Lead officer
Shift 1 the place and the park on a landscape scale	1. Failure to create a common understanding of what we want to achieve in the White Peak	<ul style="list-style-type: none"> • Local nature partnership considering as a priority 	High likelihood High impact	RED Significant focus and attention	SF
Shift 1 the place and the park on a landscape scale	2. Failure to submit a quality, funded bid for South West Peak project	<ul style="list-style-type: none"> • Programme Board monitoring progress • Funding strategy being developed • Internal project team established 	High likelihood High impact	RED Significant focus and attention	JRS
Shift 1 the place and the park on a landscape scale	3. Adverse exchange rate movements for Moorlife 2020 European funding	<ul style="list-style-type: none"> • Hedging arrangement to be put in place if we can • Cap on sterling budget with appropriate output adjustments agreed 	Medium likelihood High impact	AMBER Manage and monitor	PN
Shift 1 the place and the park on a landscape scale	4. Insufficient capacity to deliver Moorlife 2020 programme	<ul style="list-style-type: none"> • Recruitment to establishment agreed and progressing • Edale site development in progress • Programme and project management processes in place 	Low likelihood High impact	AMBER Closely monitor	JRS
Shift 1 the place and the park on a landscape scale	5. Outstanding debt from final Moorlife claim is not met	<ul style="list-style-type: none"> • Immediate attention being given to answering questions from European office 	Low likelihood High impact	AMBER Closely monitor	JRS

Corporate strategy ref	Risk Description	Existing controls/mitigating action	Risk rating at start of year	Green, Amber or Red/ action	Lead officer
Shift 1 the place and the park on a landscape scale	6. Area of NP land safeguarded in agri-environment schemes reduces because of new Rural Development Programme for England (RDPE) implications	<ul style="list-style-type: none"> Free adviser brokerage of national schemes (a chargeable service may increase risk) Increase promotion of the service provided, working closely with other agencies such as NFU, CLA, NE, EA, FC 	High likelihood Medium impact	AMBER Manage and monitor	JRS
Shift 2 connecting people to the place	7. Failure to inspire people to give to a National Park Authority	<ul style="list-style-type: none"> Approach to giving approved by the Authority Organisation design to provide appropriate capabilities planned 	High likelihood High impact	RED Significant focus and attention	SM
Shift 4 Grow our income and supporters	8. Failure to develop an integrated strategic commercial plan	<ul style="list-style-type: none"> New leadership team in place Organisation design to provide appropriate capabilities planned 	Medium likelihood High impact	AMBER Manage and monitor	SM
Cornerstone 1 our people	9. Failure to design the organisation so it has the skills and capability to deliver	<ul style="list-style-type: none"> Design principles drafted and consultation started Part of investment discussions Timetable outlined 	Medium likelihood High impact	AMBER Manage and monitor	RMM
Cornerstone 1 our people	10. Failure to support staff going through a time of change	<ul style="list-style-type: none"> Refreshed managing change policy in place Additional resources identified for HR Resilience training a key part of learning and development programme Continuing implementation of internal communications plan 	Medium likelihood High impact	AMBER Manage and monitor	RMM
Cornerstone 2 our services	11. Failure to engage in a way that increases ownership and understanding of our policies amongst communities and decision makers	<ul style="list-style-type: none"> Community engagement through peak parish forum Development of management development policies with members and public consultation Member training 	Medium likelihood Medium impact	AMBER Management effort worthwhile	JRS
Cornerstone 3 our organisation	12. Failure to gain support for and agree investment proposals in a timely way	<ul style="list-style-type: none"> Timetable for discussions agreed SAG, Staff Committee/UNISON discussions in hand Staff roadshows to present to staff 	Low likelihood High impact	AMBER Closely monitor	SF

Table 2: 2016/17 Corporate Risk Register – risk starting point following existing mitigating action

IMPACT	High	<p style="text-align: center;"><u>closely monitor</u></p> <p>4. Insufficient capacity to deliver Moorlife 2020 programme</p> <p>5. Outstanding debt from final Moorlife claim is not met</p> <p>12. Failure to gain support for and agree investment proposals in a timely way</p>	<p style="text-align: center;"><u>manage and monitor</u></p> <p>8. Failure to develop an integrated strategic commercial plan</p> <p>9. Failure to design the organisation so it has the skills and capability to deliver</p> <p>10. Failure to support staff going through a time of change</p> <p>3. Adverse exchange rate movements for Moorlife 2020 European funding</p>	<p style="text-align: center;"><u>significant focus and attention</u></p> <p>1. Failure to create a common understanding of what we want to achieve in the White Peak</p> <p>2. Failure to submit a quality, funded bid for South West Peak project</p> <p>7. Failure to inspire people to give to a National Park Authority</p>
	Medium	<p style="text-align: center;"><u>accept but monitor</u></p>	<p style="text-align: center;"><u>management effort worthwhile</u></p> <p>11. Failure to engage in a way that increases ownership and understanding of our policies amongst communities and decision makers</p>	<p style="text-align: center;"><u>manage and monitor</u></p> <p>6. Area of NP land safeguarded in agri-environment schemes reduces because of new (RDPE) implications</p>
	Low	<p style="text-align: center;"><u>accept risks</u></p>	<p style="text-align: center;"><u>accept but review periodically</u></p>	<p style="text-align: center;"><u>accept but monitor</u></p>
		Low	Medium	High
LIKELIHOOD				

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APPENDIX 2: Corporate Risk Register 2015/16 - year end position showing movement from start of year

Please note descriptions are as stated at the beginning of the year

IMPACT	High	↓	2. Insufficient plans for financial sustainability of properties	
	Medium	3. Lack of robust financial analysis in capital investment proposals. 1. Loss of performance/ staff not engaged/ motivated 8. Commercial skills not available to diversify income streams. 9. Commercial Programme not in place. 7. Ineffective communication of corporate direction externally	10. MFF (MoorLIFE 2020) bid 4. Delivery fails to increase ownership and understanding in communities	
	Low	6. Medium term financial plan not in place		
		Low	Medium	High
LIKELIHOOD				

NB – Risk 5. **Failure to commit, and plan, to replace ICT infrastructure to underpin Corporate Strategy**, having started the year at low likelihood and high impact, was removed from the Risk Register after Q1.

APPENDIX 2: Corporate Risk Register 2015/16 - year end position showing movement from start of year

Please note descriptions are as stated at the beginning of the year

List of risks

1. Loss of performance/ delivery in a time of uncertainty as a result of staff not being engaged and motivated
2. Insufficient plans in place to realise financial sustainability of our properties in future years (updated risk from 2014/15)
3. Failure to ensure robust financial analysis and financial objectives in the assessment of significant capital investment proposals (carried over from 2014/15)
4. Failure to deliver in a way that we increase ownership and understanding of our policies among communities
5. *Failure to commit, and plan, to replace our ICT infrastructure in 2015/16 to underpin our corporate strategy (updated risk from 2014/15):*
Q1 REMOVE FROM REGISTER
6. Failure to have a medium term financial plan in place 2015-19 (updated risk for 2014/15)
7. Failure to effectively communicate our corporate direction to external audiences
8. Failure to have the appropriate commercial skills to help us diversify income streams (updated risk from 2014/15)
9. Failure to have a clear, effective and well planned commercial programme in place (updated from 2014/15 register)
10. Moors for the Future (Moorlife 2020) failure of:
 - a) the Authority providing an increased level of support to MFF
 - b) partners contributing sufficiently
 - c) delivering against the project objectives.

11. **CORPORATE INDICATORS TO SUPPORT 2016-2019 CORPORATE STRATEGY (RMM/SN)**

Purpose of the report

1. This report asks Members to agree the set of Corporate Indicators developed so far to measure our progress against achieving our 2016-2019 Corporate Strategy.

Key issues:

- Work has started on developing a set of Corporate Indicators and targets as given in Appendix 1
- The proposal so far represents a streamlined set of indicators replacing the 63 corporate indicators of 2015-16

Recommendations

2. **1. That the Corporate Indicators at Appendix 1 be agreed in principle for further development as identified in the report and finalised in consultation with the Chair and Vice Chair of this committee**

How does this contribute to our policies and legal obligations?

3. Developing indicators to measure our success contributes to ensuring we have a planned and sustained approach to performance at all levels (cornerstone 3: our organisation). Putting in place key performance indicators to measure progress and success is part of ensuring a robust performance management framework for the new 2016-2019 Corporate Strategy.

Background

4. In December 2015 the Authority approved the new 2016-2019 Corporate Strategy which is given at Appendix 2. As part of this report high level indicators of success were approved (last page of Appendix 2) but with the caveat that there would be further refinements needed to the measures.
5. Now that we have the full Leadership Team in place we have reviewed these indicators at Appendix 2 and have refined them further to ensure that they are:
 - Meaningful in terms of measuring progress against the Strategy
 - Clear in terms of what data needs to be gathered focusing on our priorities
 - Key Corporate Indicators to be monitored at a corporate level but supported by service level indicators where necessary
6. Appendix 1 details the result of this work so far. These 17 measures (with some being broken down into different reporting categories) represent a streamlined set of indicators replacing the 63 corporate indicators of 2015-16. A good number are existing measures and will provide trend data - for example in planning. Others are new – for example those related to sustaining growth in income, engagement and support.

7. Further development work on these indicators will include:
- Completion of 2016/17 targets: either by confirming that 2016/17 will be a year for collecting baseline data or by proposing targets after consideration of what data is already available
 - Proposing a three year target where we can and it is appropriate to do so
 - Developing methodologies behind these indicators to ensure data quality
 - Ensuring new processes, if needed to gather data, are put in place in a timely way
 - Agreeing the resource implications of gathering data to ensure proportionate monitoring
 - Agreeing whether progress against targets can be reported on quarterly, half yearly or annually
 - Further consultation with managers and staff
8. Most of this development work needs to be completed so that a refined set can be included in the 2016/17 Performance and Business Plan which will be published by the end of June.

2016/17 Performance Monitoring Framework

9. Over 2016/17 this Committee will monitor performance against:
- Priority Actions in the 2016/17 Performance and Business Plan – these will be considered by the Authority on 27 May. If agreed, key milestones for each Priority Action will be developed for monitoring on a quarterly basis.
 - Achievement of targets against the Corporate Indicators at Appendix 1 (once finalised).

Proposals

10. Members are asked to:
- a) Consider and approve the proposed set of Corporate Indicators and targets, as developed so far, at Appendix 1, for finalising in consultation with the Chair and Vice Chair of Audit, Resources and Performance Committee.

In doing this Members are agreeing the Corporate Indicator section of the 2016/17 Performance and Business Plan which will be reported to the Authority on 27 May. Any feedback from this Committee on the proposed indicators and targets will be given verbally at the Authority meeting as papers for that meeting had to be ready prior to the date of this discussion.

Are there any corporate implications members should be concerned about?

Financial:

11. There is a resource implication to gathering data so being clear that there is commitment to that at the start of the process is important; having a streamlined set of indicators helps staff and managers to accommodate any resource demands.

Risk Management:

12. The following risks have been identified:
- Failure to identify the right indicators to measure success effectively
 - Failure to put in place robust processes to gather information
 - Failure to obtain buy in for gathering data
 - Failure to obtain buy in and accountability for responding to indicator performance

Action identified at paragraph 7 will mitigate these risks alongside further discussion between Directors and other managers/ staff accountable for key areas of activity contributing to achievement of the indicators and targets identified.

13. **Background papers** (not previously published) – None

Appendices:

Appendix 1: proposed set of Corporate Indicators and targets as so far developed

Appendix 2: 2016-2019 Corporate Strategy

Report Author, Job Title and Publication Date

Ruth Marchington, Director of Corporate Strategy and Development and Sarah Newton, Performance Officer, 12 May 2016

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Appendix 1: Corporate Strategy Indicators 2016-19

These are our high level measures of success and targets by which we will measure our progress against achieving our Corporate Strategy for the next 3 years. They are supported by service level indicators.

These 17 measures (with some being broken down into different reporting categories), aligned and focused on achieving our Corporate Strategy, represent a streamlined set of indicators replacing the 63 corporate indicators of 2015-16. A good number are existing measures and will provide trend data - for example in planning. Others are new – for example those related to sustaining growth in income, engagement and support. For some indicators 2016-17 will be the baseline year from which meaningful targets can be set for years 2 and 3. Targets will be reviewed at the end of each year to reflect progress, changes and resources.

We will also be monitoring performance against our 28 Priority Actions for 2016-17 which will be considered by the Authority on 27 May as part of the 2016-17 Performance and Business Plan.

Shift 1: THE PLACE AND THE PARK, ON A LANDSCAPE SCALE

This means: Conservation on the ground at a large scale: for wildlife, cultural heritage and the landscape

No	Strategic Indicator	Year 1 of Strategy 2016-17 Target	Year 3 of Strategy 2018-19 Target
1	<p>Landscape scale partnership programmes in place to target stage of development</p> <p>4 Stages of Development have been identified:</p> <ol style="list-style-type: none"> 1. Vision 2. Strategic Plan 3. Operational Plan 4. Mature Partnership (with longevity of revenue funding) <p>Landscape Scale Partnerships:</p> <ol style="list-style-type: none"> a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Stanage North Lees & Eastern Moors 	<p style="text-align: center;">Stage of development</p> <ol style="list-style-type: none"> a) Mature Partnership b) Strategic Plan c) Vision d) Strategic Plan 	<p style="text-align: center;">Stage of development</p> <ol style="list-style-type: none"> a) Mature Partnership b) Operational Plan in place c) Operational Plan in place d) Operational Plan in place

Shift 2: CONNECT PEOPLE TO THE PLACE, THE PARK

This means: Enabling everyone, especially those who currently don't benefit, to connect with the National Park so that they value and support the Park

	Strategic Indicator	Year 1 of Strategy 2016-17 Target	Year 3 of Strategy 2018-19 Target
2a	Total number of people experiencing the benefits of the Peak District National Park through our activities	For some baseline data available – 2016/17 target to be confirmed For others - base line year, based on new Service User Survey questions	tbc
2b	Also reported out against target audiences of: a) Young people under 25 b) People living with health inequality, focussing particularly on mental wellbeing c) Volunteers (expressed as volunteer days) d) Supporters (actively giving money)		

Shift 3: VISITOR EXPERIENCES THAT INSPIRE AND MOVE

This means: Providing and developing opportunities to enjoy the National Park so people are moved to care and willing to pay

	Strategic Indicator	Year 1 of Strategy 2016-17 Target	Year 3 of Strategy 2018-19 Target
3	<p>Brand awareness and brand health</p> <p>Measured by % / number of people surveyed in each of our target audiences who</p> <ol style="list-style-type: none"> 1. Know about the PDNP 2. Feel positive towards the PDNP 3. Show a willingness to support the PDNP 	<p>Baseline year</p> <p>Assess current research material for baseline – information already gathered from social media, Residents survey, and Visitor survey. Also put in place research to provide comprehensive baseline for 2016-17</p>	tbc
4	<p>Customer satisfaction with the PDNP experience</p> <p>Final list to be determined from:</p> <ul style="list-style-type: none"> • Cycle hire • Retail/visitor centres • Campsite • Carpark • Toilets • Guided walks, Ranger service • Education • Properties: North lees; Warslow Moors; Trails • Individual giving • Corporate giving 	<ol style="list-style-type: none"> a) If baseline data available – 2016/17 target to be confirmed b) Otherwise base line year, based on new Service User Survey questions 	tbc

Shift 4: GROW INCOME & SUPPORTERS

This means: diversifying and growing our funding, building on our valued government grant

	Strategic Indicator	Year 1 of Strategy 2016-17 Target	Year 3 of Strategy 2018-19 Target
5	<p>Increase % income growth by activity to achieve our commercial programme income targets</p> <p>Final list to be determined from:</p> <ul style="list-style-type: none"> • Cycle hire • Retail/visitor centres • Campsite • Carpark • Toilets • Guided walks, Ranger service • Education • Properties: North lees; Warslow Moors; Trails • Individual giving • Corporate giving • Trusts • Grants from external funding 	2016/17 budget targets to be inserted in consultation with Head of Finance	tbc
6	<p>Proportion of National Park Grant to other income sources</p> <ol style="list-style-type: none"> 1. Commercial 2. Donations 3. External Funding 4. Defra Grant 	tbc in consultation with Head of Finance	tbc

Cornerstone 1: OUR ASSETS

This means: Looking after the places we own and operate, and our brand

	Strategic Indicator	Year 1 of Strategy 2016-17 Target	Year 3 of Strategy 2018-19 Target
7	Percentage of assets that meet the standards set for: a) Maintenance b) Environmental performance	Baseline year Standards to be set	tbc

This means: Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the National Park

	Strategic Indicator	Year 1 of Strategy 2016-17 Target	Year 3 of Strategy 2018-19 Target
8	Proportion of planning appeals allowed	<30%	<30%
9	Proportion of planning applications determined in a timely way a) 13 weeks for Major applications b) 8 weeks for Minor applications c) 8 weeks for Other applications d) 13 weeks for County matters	a) 60% b) 70% c) 80% d) 60%	a) 60% b) 70% c) 80% d) 60%
10a	Number of enforcement cases resolved	a) 120 (30 per quarter)	a) 120 (30 per quarter)
10b	Investigate enforcement enquiries (excluding Minerals and Waste Enquiries) and reach a conclusion on whether there is a breach of planning control, in a timely way i.e. within 30 days	b) 80%	b) 80%
11	Customer satisfaction with Planning Service a) Percentage of applicants / agents who are satisfied with the Planning and Enforcement service b) Percentage of Parish Councils who are satisfied / believe we provide a quality service (Six training events on planning and enforcement will be offered to Parish Councils in 2016-17. A satisfaction survey will be conducted at the end of each event, and on Parish Day) c) Residents (from residents survey) d) Satisfaction with quality of the pre application advice provided e) Satisfaction with first and second lines of enquiry (tbc)	a) >70% b) 75% c) Baseline / tbc d) 95% e) tbc	tbc
12a	Number of complaints received	a) < 20	tbc
12b	% complaints dealt with in accordance with deadlines	b) 90%	tbc

Cornerstone 3: OUR ORGANISATION

This means: developing our organisation so we have a planned and sustained approach to performance at all levels

	Strategic Indicator	Year 1 of Strategy 2016-17 Target	Year 3 of Strategy 2018-19 Target
13	Audit conclusions showing satisfactory governance arrangements in place	Achieve	Achieve

Cornerstone 4: OUR PEOPLE

This means: empowering and developing staff to maximise their potential to achieve for the Place and the Authority

	Strategic Indicator	Year 1 of Strategy 2016-17 Target	Year 3 of Strategy 2018-19 Target
14	Employee engagement – based on new Staff Survey questions	Baseline from Staff Survey In Autumn 2016	tbc
15	Implement the recommendations of the 2016 – 17 Investors in People assessment	(i) Prioritised 3 Year Action Plan to be agreed (ii) Achieve 2016-17 Actions	Complete 3 Year Action Plan
16	Sickness levels – days per FTE	<5.18 or <7.9 tbc	tbc
17	Staff turnover	15% tbc	tbc

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**PEAK
DISTRICT
NATIONAL
PARK**

Our Corporate Strategy

2016-2019



INTRODUCTION

The Peak District National Park is a world class landscape located at the heart of the country. It is the first upland reached travelling from the South, it is the watershed of three of England's major water catchments and within one hour's drive of 20 million people. It features geological contrasts of white peak limestone plateau and dark peak gritstone outcrops that underpin a contrast of landscapes from peaty moors to hay meadows supporting internationally important habitats and species. It is a landscape shaped by people and industry since pre-historic times and sustains internationally significant historic features and cultural heritage, resulting from farming and other land management. It is a living park with 38,000 residents, and many businesses, benefitting from over £1.5 billion tourism input into the economy each year.

The Peak District National Park Authority's Mission is to 'inspire millions of people so together we will protect and care for our National Park for the enjoyment of all'. This role is as important today as it was when the Peak District was designated as a National Park 64 years ago. Our knowledge and expertise about the Peak District National Park is respected. We are an independent, reasoned voice caring for the whole National Park and the communities who live and work in it and enjoy it. We cannot do this alone, we work closely with partners and communities. As the first National Park in the UK, designated in 1951, we are pioneering, always seeking to be one step ahead and looking to the future. All this helps to build and nurture public support for the place and our role working for the place.



© December 2015 Peak District National Park Authority

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Member of National Parks UK (NPUK) and National Parks England (NPE).
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Front cover: View of Mam Tor from Castleton

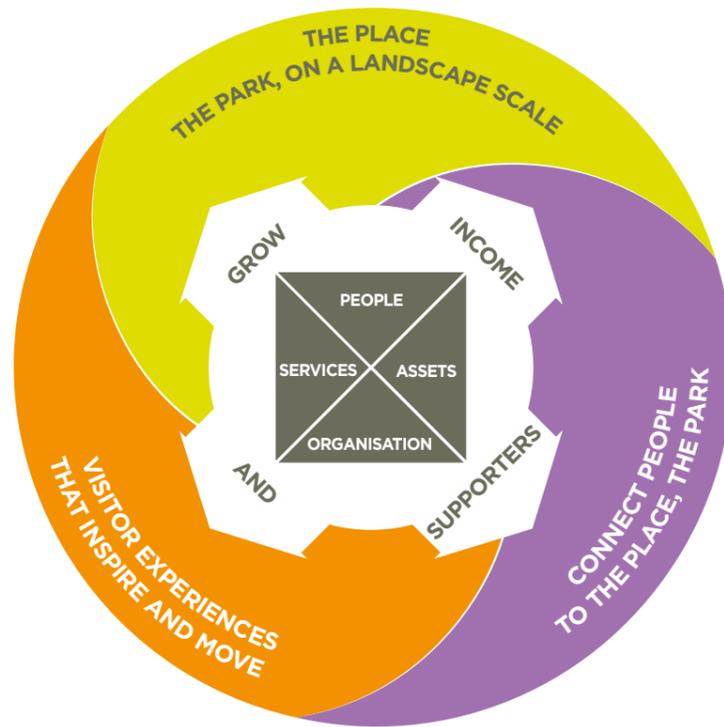
OUR CORPORATE STRATEGY 2016-19

This Strategy sets out our priorities for the next three years, the critical things we have chosen to focus on, and the activities and measures we will use to manage and report on our performance. This Strategy will deliver our contributions to the National Park Management Plan (the plan for the future of the Park). It is based on the understanding that National Park landscapes are hugely important to the nation's health and well-being, making a significant contribution to the economy through tourism and farming and providing attractive places for people to live, work or visit and enjoy. National Parks are a key mechanism for protecting our UK landscapes. The way that we think about landscape is evolving as we face new societal, environmental and economic threats and opportunities. This Strategy recognises the need to respond to this change. It also recognises that our role as a National Park Authority remains constant - to protect and care for the National Park as environmental pressures grow; and to offer inspiring and enjoyable experiences for the health, wealth and wellbeing of our nation.

Our Priorities

Over the next three years we will focus delivery against:

- Four directional shifts to create a virtuous cycle between the place and people so we are a thriving organisation into the future. We will promote conservation on the ground on a large scale, enable everyone to connect with the National Park and provide inspiring experiences for people to enjoy the place, and so feel moved to care and willing to pay for it, so we can diversify and grow our funding, building on our valued government grant.
- Four cornerstones to build a solid foundation for the organisation so we are good to do business with. We will look after the people who work here, the places we own and our brand. We will continuously develop as an organisation and deliver our services in a customer focussed but efficient way.



Our role

Our three main roles - as a regulator, influencer and deliverer - remain important as we have our biggest impact when the three work together. Throughout the period of this Corporate Strategy we will use our mixture of funding to keep these roles in balance. Our Government grant of c. £6 million is crucial to our work as an independent statutory local authority with a core planning function. Our regulatory work will be funded by the Defra grant and we will continue to make the most efficient and effective use of resources in this area. We will support our influencing and delivery roles through the Defra grant, but to a lesser extent than previously and we will have a programme to secure funding from income generation, external funding, and donations to resource these roles effectively. This will ensure the investment of government funding will lever at least an equal investment from other sources. Through our active volunteering strategy we will continue to offer and attract a large volunteer workforce that complements our contracted workforce.

How we want to operate

We are an organisation where:

- **People matter** - so we have a supported, empowered, respected workforce
- **Performance matters** - so we do what we say we will do and do it well
- **Community matters** - so we take a positive approach and work with communities to help deepen understanding of the special qualities of the Peak District
- **Every day matters** - each day offers an opportunity for us to do something positive

OUR DIRECTIONAL SHIFTS TO THRIVE:

Shift 1: THE PLACE AND THE PARK, ON A LANDSCAPE SCALE

This means: Conservation on the ground at a large scale: for wildlife, cultural heritage and the landscape

Our focus	Key activity
1. The Dark Peak	<ul style="list-style-type: none"> Ensure a balanced approach to moorland management Deliver MoorLIFE 2020 and other Moors for the Future projects Ensure Stanage North Lees is at the heart of a living landscape and we deliver our commitments to the Sheffield Moors Partnership
2. The South West Peak	<ul style="list-style-type: none"> Deliver the South West Peak partnership project Ensure the Warslow Estate is at the heart of a living landscape and community, and demonstrates a model upland farming approach
3. The White Peak	<ul style="list-style-type: none"> Establish a White Peak Delivery Partnership to manage, protect and enhance in a way that reflects the character of land ownership, and connects to other major landscape projects
4. The Whole Park	<ul style="list-style-type: none"> Ensure that our species, habitat, cultural heritage and land management project work is delivering/ connecting on a landscape scale Influence the direction of payment for eco-system services to secure more benefits in future

Shift 2: CONNECT PEOPLE TO THE PLACE, THE PARK

This means: Enabling everyone, especially those who currently don't benefit, to connect with the National Park so that they value and support the Park

Our focus	Key activity
1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support	<ul style="list-style-type: none"> Design and launch new support programme Establish resources, systems and processes Commission marketing materials Explore opportunities to create business supporters
2. Improve access to the National Park for less represented audiences, in particular young people under 25	<ul style="list-style-type: none"> Deliver a programme of funded events and activities to schools, educational audiences and families involving a range of services Explore innovative ways of reaching this audience through new services
3. Improve access to the National Park for less represented audiences, in particular people living with health inequality	<ul style="list-style-type: none"> Research and develop an evidence base for national parks in improving the nation's health, in collaboration with health professionals Deliver a range of funded service interventions to people living with health inequalities (particularly to encourage mental wellbeing)
4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters	<ul style="list-style-type: none"> Implement improvements to how volunteers are managed and developed Identify the services where new National Park volunteer opportunities can be offered, including any target audiences

Shift 3: VISITOR EXPERIENCES THAT INSPIRE AND MOVE

This means: Providing and developing opportunities to enjoy the National Park so people are moved to care and willing to pay

Our focus	Key activity
1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour	<ul style="list-style-type: none"> • Increase the identity and welcome to the National Park and raise its profile, especially around the northern fringes • Develop recreation hub policies to look after and enhance targeted visitor sites with improved facilities and interpretation • Manage the rights of way network and access land to encourage enjoyment of the National Park • Encourage respect and understanding of the special qualities of the National Park by visitors through positive engagement
2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for	<ul style="list-style-type: none"> • Identify a marketing plan for the properties and services (target audiences, product development requirements, promotional and pricing plan) as part of business plans • Deliver a programme of site based improvements to raise brand identity, interpret the site special qualities and experiences, and ensure a quality experience, linked to income targets where possible • Ensure a programme of enhancing relationships with key user groups, including site based events and activities
3. Provide quality new experiences that will generate new income to fund the place	<ul style="list-style-type: none"> • Appraise and develop opportunities for new experiences • Explore and develop opportunities provided by the new specific 'power of competence' once available to us

Shift 4: GROW INCOME & SUPPORTERS

This means: Diversifying and growing our funding, building on our valued government grant

Our focus	Key activity
1. Increase our income from giving	<ul style="list-style-type: none"> • Implement our cause-based giving strategy focusing on income from supporters, campaigns and events initially by: <ul style="list-style-type: none"> - Establishing the team, systems, processes - Commissioning marketing campaign materials - Launch a major campaign for giving on the Trails
2. Achieve our commercial programme income targets	<ul style="list-style-type: none"> • Achieve the ten income targets around our property and visitor services to contribute to net income growth
3. Develop/ establish sponsorship relationships	<ul style="list-style-type: none"> • Seek commercial partners to help raise awareness of the National Park brand (nationally through NPUK and locally) and the positive values we want to promote to differing audiences - increasing our reach and income
4. Secure external funding for major programme and partnership delivery	<ul style="list-style-type: none"> • Deliver MoorLIFE 2020 and other contractual arrangements and explore funding for the future partnership arrangements • Secure South West Peak Partnership Stage II funding from HLF, including match funding • Secure funding for: <ul style="list-style-type: none"> - Millers Dale Station, as part of the Trails masterplan - Stanage/North Lees - White Peak landscape approach - Programmes to connect people to the Park

OUR CORNERSTONES FOR A SOLID FOUNDATION:

Cornerstone 1: OUR ASSETS

This means: Looking after the places we own and operate, and our brand

Our focus	Key activity
1. Reduce the size of our property portfolio and retain what we need	<ul style="list-style-type: none"> Deliver a disposals programme focussing on reducing our woodlands and minor properties
2. Ensure that the Trails, Stanage North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts	<ul style="list-style-type: none"> Develop, review and implement the asset management implications of site management and business plans
3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective	<ul style="list-style-type: none"> Keep under review and deliver improvements to visitor infrastructure, especially: <ul style="list-style-type: none"> Castleton and Bakewell Visitor Centres Toilets, including trialling payment Car parks
4. Increase the value of our brand and its reach	<ul style="list-style-type: none"> Deliver an agreed programme of 'brand on the ground' (physical presence - signage and interpretation) to help improve our brand awareness at key sites that we own and operate Build brand values that enhance our reputation as a destination and as a well-managed and environmentally responsible organisation Influence, where possible, businesses located within or operating within the National Park to use place-based branding such as the 'Inspired by the Peak District' branding

Cornerstone 2: OUR SERVICES

This means: Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the National Park

Our focus	Key activity
1. Deliver our services in a customer focused way	<ul style="list-style-type: none"> Provide a high quality planning and advice service that is valued, whatever the outcome (and take a 'yes if' attitude to working with local communities, by delivering our services in a constructive, responsive and consistent way in line with National Park policies) Provide a paid-for advice service where appropriate to allow customers to access greater levels of advice and expertise Develop a first and second line enquiry service alongside answering more questions through the website
2. Ensure clear policies are in place through facilitated and effective engagement and communication	<ul style="list-style-type: none"> Review the framework of policies and strategies and ensure they are embedded into all our work Develop the Development Management Plan, set in the context of the Landscape Strategy, and engage with communities and partners to communicate it effectively Review and update the National Park Management Plan Encourage and facilitate communities to produce Neighbourhood Plans, where they identify them as a way of meeting the community's needs
3. Ensure appropriate regulatory action	<ul style="list-style-type: none"> Take appropriate action against unauthorised activities where it is expedient in order to meet National Park purposes Ensure timely decision-making on issuing of permissions and taking enforcement action that fits our policies Ensure Authority planning decisions are high quality, rigorously defensible and consistently taken in line with our policies

Cornerstone 3: OUR ORGANISATION

This means: Developing our organisation so we have a planned and sustained approach to performance at all levels

Our focus	Key activity
1. Develop and maintain appropriate standards of corporate governance	<ul style="list-style-type: none"> Identify need and put in place corporate governance processes to meet external standards and directional shifts
2. Implement our medium term financial plan	<ul style="list-style-type: none"> Complete reviews of: Leadership Team, Conservation, Support Services, Rangers, Strategy and Plan Making Develop and implement a programme of reducing input costs to those areas given strategic certainty in the financial plan Manage the 3 year Capital Programme
3. Develop key business processes underpinning the Corporate Strategy	<ul style="list-style-type: none"> Design and implement business processes changes for: <ul style="list-style-type: none"> - Giving and sponsorship - Volunteers management - Customer relationship management - Performance management - Information management

Cornerstone 4: OUR PEOPLE

This means: Empowering and developing staff to maximise their potential to achieve for the Place and the Authority

Our focus	Key activity
1. Ensure the Authority shape is fit for the future	<ul style="list-style-type: none"> Agree organisational capabilities and design principles and put in place an organisation structure within the three directorates
2. Retain, develop and recruit the right people in the right place at the right time, with the right resources	<ul style="list-style-type: none"> Develop and implement a workforce plan
3. Embed, in the way we work, our organisational values of: <ul style="list-style-type: none"> - People matter - Performance matters - Communities matter - Every day matters 	<ul style="list-style-type: none"> Develop and implement an organisational development programme

HIGH-LEVEL INDICATORS OF SUCCESS

The following measures of success will be used to assess whether the Strategy is delivering the change that is required.

- Percentage of the National Park covered by landscape scale partnership programmes
- Percentage of Rights of Way that are accessible
- Levels of customer satisfaction with services (regulatory and experience)
- More opportunities for people from target audiences to experience the National Park
- Proportion of National Park Grant to other income sources (commercial, donation, grant)
- Reduction in size of property portfolio
- Brand awareness and associated values
- Financial targets met for key property types and some services
- Achievement of commercial programme (including new net income targets, the value of donations and achievement of external funding targets)
- Growth in the number of supporters by type (individuals, businesses and volunteers)
- Proportion of planning appeals allowed
- Proportion of planning applications determined in a timely way
- Audit conclusions showing satisfactory governance arrangements in place
- Staff feeling valued

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12.1 EXTERNAL AUDIT (KPMG) 2016/15 AUDIT FEE LETTER

1. Purpose of the report

This report asks Members to note a letter from the Authority's external auditor, KPMG, setting out details of the audit work and fee proposed for the 2016/17 financial year.

Key Issues

- **The Authority's external auditors are KPMG.**
- **At the March meeting of the Committee Members received the Audit Plan for the 2015/16 financial year.**
- **The External Auditor has now written to the Authority to confirm the Audit fee for the 2016/17 financial year. A copy of the letter is attached at Appendix 1.**

2. Recommendation

To note the letter from the External Auditor (KPMG) setting out details of the audit work and fee proposed for the 2016/17 financial year.

3. How does this contribute to our policies and legal obligations?

The work of the external auditors is a key part of our governance arrangements and helps us to monitor and improve performance to ensure the Authority has a solid foundation supporting achievement of our four cornerstones and four directional shifts as detailed in our 2016/17 performance and business plan. Achieving an unqualified opinion on the financial statements and satisfying the Auditor that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources through the review of the Annual Governance Statement is a corporate performance indicator.

4. Background

The statutory responsibilities and powers of auditors appointed by Public Sector Audit Appointments Ltd (PSAA) are set out in the Local Audit and Accountability Act 2014 and the National Audit Office's Code of Audit Practice.

The National Audit Office has issued new guidance for the Value for Money (VFM) audit which applies from the 2015/16 audit year. The guidance makes it clear that a full VFM approach is required for authorities that previously came within the 'smaller bodies' regime. Therefore there are some notable changes from the previous VFM audit regime which will now apply to the Authority including new criteria on which the auditor's VFM conclusion is based.

5. Proposals

The External Auditor has written to the Authority to confirm the Audit Fee for 2016/17. The letter indicates that the planned fee for 2016/17 will be £13,259, the same amount as 2015/16.

However when presenting the 2015/16 Audit Plan to committee in March the Auditors highlighted an increase in costs of £2,500 arising from additional work to meet changes to the audit requirements for the value for money assessment. The fee set out in the letter at Appendix 1 does not include this increased amount as it is still subject to approval through the Public Sector Audit Arrangement Service fee variation process.

This means the total annual audit cost will be £15,759, assuming it is approved.

Are there any corporate implications members should be concerned about?

6. Financial:

The fees for external audit are funded from the existing Finance Services budget. There will need to be an adjustment to the budget to meet the additional costs.

7. Risk Management:

The scrutiny and advice provided by external audit is part of our governance framework. The Auditor's work is based on an assessment of audit risk.

8. Sustainability:

There are no issues to highlight.

9. Equality:

There are no issues to highlight.

10. Background papers (not previously published)

None

Appendices

Appendix 1 – Letter from KPMG – Annual Audit Fee 2016/17

Report Author, Job Title and Publication Date

Ruth Marchington, Director of Corporate Resources, 12 May 2016



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Sarah Fowler
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 DE45 1AE

Our ref A/Fee/2016-17

Contact Katie Scott

22 April 2016

Dear Sarah

Annual audit fee 2016/17

I am writing to confirm the audit work and fee that we propose for the 2016/17 financial year at Peak District National Park Authority. Our proposals are based on the risk-based approach to audit planning as set out in the Code of Audit Practice and Public Sector Audit Appointments Ltd's (PSAA's) published work programme and fee scales.

Planned audit fee

The planned audit fee for 2016/17 are shown below, along with a comparison to the prior year's fee. All fees are exclusive of VAT.

Audit area	Planned fee 2016/17	Planned fee 2015/16
Code of Audit Practice audit fee – Peak District National Park Authority	£13,259	£13,259

PSAA has set the 2016/17 scale fees at the same level as for 2015/16, thereby preserving the 25 per cent reductions that were applied that year which in turn was in addition to the savings of up to 40 per cent in scale audit fees and certification fees in 2012/13. The planned fee is in line with the scale fee.

As we have not yet completed our audit for 2015/16 the audit planning process for 2016/17, including the risk assessment, will continue as the year progresses and fees will be reviewed and updated as necessary. We will naturally keep you informed.

Redistribution of Audit Commission surplus

Following completion of the Audit Commission's 2014/15 accounts, PSAA received a payment in respect of the Audit Commission's retained earnings. PSAA will distribute this and any other surpluses from audit fees to audited bodies, on a timetable to be established by the PSAA Board.

This distribution will be made directly by PSAA and not via KPMG. Based on current information, PSAA anticipates that the amount of the redistribution is likely to be in the order of 15% of the scale fee.

Factors affecting audit work for 2016/17

We plan and deliver our work to fulfil our responsibilities under the Code of Audit Practice (the Code) issued by the National Audit Office (NAO). Under the Code, we tailor our work to reflect local circumstances and our assessment of audit risk. We do this by assessing the significant financial and operational risks facing an audited body, and the arrangements it has put in place to manage those risks, as well as considering any changes affecting our audit responsibilities or financial reporting standards.

CIPFA/LASAAC has confirmed that the 2016/17 *Code of Practice on Local Authority Accounting in the United Kingdom* will adopt the measurement requirements of the CIPFA *Code of Practice on Transport Infrastructure Assets* for highways network assets. CIPFA/LASAAC has indicated that it is unlikely that these changes will apply to district councils as it is unlikely that they hold assets which form part of the highways network, however this will need to be assessed by the Authority. If the Authority does hold material highways network assets then this change will require additional work in 2016/17, but PSAA has indicated that it is not appropriate to increase the scale fees to cover the costs of this work because the amount of work required at individual authorities will vary based on local circumstances. The fees for this additional work will therefore be discussed and agreed with you in due course and will be subject to PSAA's normal fee variation process. PSAA expects that the additional fees for a non-highways authority to be up to £5,000, where authorities are able to provide the information required and the auditor is able to rely on central assurance of the valuation models in use. This amount is indicative and therefore higher costs may be necessary.

Under the Code, we have a responsibility to consider an audited body's arrangements to secure economy, efficiency and effectiveness in its use of resources and to do this we will undertake appropriate value for money (VFM) audit work. The 2016/17 fees have been set on the basis that the NAO's Code and supporting guidance does not change the level of work required on the VFM audit. Should this not be the case, or if new or increased significant VFM audit risks arise that require further audit work, additional fees will be necessary over and above the scale fee. Any such additional fees will be subject to approval through PSAA's fee variation process.

Assumptions

The indicative fees are based on a number of assumptions, including that you will provide us with complete and materially accurate financial statements with good quality supporting working papers, within agreed timeframes. It is imperative that you achieve this. If this is not the case and we have to complete more work than was envisaged, we will need to charge additional fees for this work. Our assumptions are set out in more detail in Appendix 1 to this letter.

In setting the fee at this level, we have assumed that the general level of risk in relation to the audit of the financial statements and certification work is not significantly different from that identified for the current year's audit. A more detailed audit plan will be issued later this year. This will detail the risks identified, planned audit procedures and (if required) any changes in fee. If we need to make any significant amendments to the audit fee during the course of the audit, I will first discuss this with you and then prepare a report for the Audit Committee, outlining the reasons why the fee needs to change.

We expect to issue a number of reports relating to our work over the course of the audit. These are listed at Appendix 2. A statement of our independence is included at Appendix 3.

The proposed fee excludes any additional work we may agree to undertake at the request of Peak District National Park Authority. Any such piece of work will be separately discussed and a detailed project specification agreed with you.

Our team

The key members of our audit team for the 2016/17 audit are:

Name	Role	Contact details
John Cornett	Director	john.cornett@kpmg.co.uk 07854 479507
Katie Scott	Manager	katie.scott@kpmg.co.uk 07468 365923

Quality of service

We are committed to providing you with a high quality service. If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact me and I will try to resolve your complaint. If you are dissatisfied with your response please contact the national contact partner for all of KPMG's work under our contract with PSAA, Andy Sayers (andrew.sayers@kpmg.co.uk). After this, if you are still dissatisfied with how your complaint has

been handled you can access PSAA's complaints procedure by emailing generalenquiries@psaa.co.uk, by telephoning 020 7072 7445 or by writing to:

Public Sector Audit Appointments Limited
3rd Floor
Local Government House
Smith Square
London
SW1P 3HZ

Yours sincerely



John Cornett
Director, KPMG LLP

cc: Ruth Marchington, Director of Corporate Strategy and Development
Philip Naylor, Head of Finance

Appendix 1 – Audit fee assumptions

In setting the fee, we have assumed that:

- the level of risk in relation to the audit of the financial statements is not significantly different from that identified for 2015/16;
- you will inform us of significant developments impacting on our audit work;
- internal audit meets the appropriate professional standards;
- you will identify and implement any changes required under the CIPFA IFRS-based Code of Practice on local Authority Accounting within your 2016/17 financial statements;
- your financial statements will be made available for audit in line with the timetable we agree with you;
- good quality working papers and records will be provided to support the financial statements in line with our *prepared by client* request and by the date we agree with you;
- requested information will be provided within agreed timescales;
- prompt responses will be provided to draft reports;
- complete and accurate claims and returns are provided for certification, with supporting working papers, within agreed timeframes; and
- additional work will not be required to address questions or objections raised by local government electors or for special investigations such as those arising from disclosures under the Public Interest Disclosure Act 1998.

Improvements to the above factors may allow reductions to the audit fee in future years. Where these assumptions are not met, we will be required to undertake additional work and charge an increased audit fee. The fee for the audit of the financial statements will be re-visited when we issue the detailed audit plan.

Any changes to our audit plan and fee will be agreed with you. Changes may be required if:

- new residual audit risks emerge;
- additional work is required by KPMG, PSAA, the NAO or other regulators; or
- additional work is required as a result of changes in legislation, professional standards or as a result of changes in financial reporting.

Appendix 2: Planned outputs

Our reports will be discussed and agreed with the appropriate officers before being issued to the Audit Committee.

Planned output	Indicative date
External audit plan	March 2017
Report to those charged with governance (ISA260 report)	September 2017
Auditor's report giving the opinion on the financial statements, value for money conclusion and audit certificate	September 2017
Opinion on Whole of Government Accounts return	September 2017
Annual audit letter	November 2017
Certification of grant claims and returns	January 2018

Appendix 3 – Independence & objectivity requirements

Professional standards require auditors to communicate to those charged with governance, at least annually, all relationships that may bear on the firm's independence and the objectivity of the audit engagement partner and audit staff. The standards also place requirements on auditors in relation to integrity, objectivity and independence.

The standards define 'those charged with governance' as 'those persons entrusted with the supervision, control and direction of an entity'. In your case this is the Audit Committee.

KPMG LLP is committed to being and being seen to be independent. APB Ethical Standard 1 *Integrity, Objectivity and Independence* requires us to communicate to you in writing all significant facts and matters, including those related to the provision of non-audit services and the safeguards put in place, in our professional judgement, may reasonably be thought to bear on KPMG LLP's independence and the objectivity of the Engagement Lead and the audit team.

Further to this auditors are required by the NAO's Code of Audit Practice to:

- Carry out their work with integrity, independence and objectivity;
- Be transparent and report publicly as required;
- Be professional and proportional in conducting work;
- Be mindful of the activities of inspectorates to prevent duplication;
- Take a constructive and positive approach to their work;
- Comply with data statutory and other relevant requirements relating to the security, transfer, holding, disclosure and disposal of information.

PSAA's Terms of Appointment includes several references to arrangements designed to support and reinforce the requirements relating to independence, which auditors must comply with.

These are as follows:

- Auditors and senior members of their staff who are directly involved in the management, supervision or delivery of PSAA audit work should not take part in political activity.
- No member or employee of the firm should accept or hold an appointment as a member of an audited body whose auditor is, or is proposed to be, from the same firm. In addition, no member or employee of the firm should accept or hold such appointments at related bodies, such as those linked to the audited body through a strategic partnership.
- Audit staff are expected not to accept appointments as Governors at certain types of schools within the local authority.

- Auditors and their staff should not be employed in any capacity (whether paid or unpaid) by an audited body or other organisation providing services to an audited body whilst being employed by the firm.
- Auditors appointed by the PSAA should not accept engagements which involve commenting on the performance of other PSAA auditors on PSAA work without first consulting PSAA.
- Auditors are expected to comply with the Terms of Appointment policy for the Engagement Lead to be changed on a periodic basis.
- Certain other staff changes or appointments require positive action to be taken by Firms as set out in the Terms of Appointment.

Confirmation statement

We confirm that as of April 2016 in our professional judgement, KPMG LLP is independent within the meaning of regulatory and professional requirements and the objectivity of the Engagement Lead and audit team is not impaired.