

Public Document Pack

Peak District National Park Authority

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



Our Ref: A.1142/1435

Date: 19 May 2016



NOTICE OF MEETING



Meeting: **National Park Authority**

Date: **Friday 27 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. **Chair's Announcements**
3. **Minutes of previous meeting 18 March 2016** (*Pages 1 - 4*) 5 mins
4. **Urgent Business**
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. **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.
7. **Performance and Business Plan 2016/17 (A197/RMM)** (*Pages 5 - 52*) 60 mins
Appendix 1
Appendix 2

Appendix 3

Appendix 4

Appendix 5

Appendix 6

8. **Proposals for Investing in Delivery of the Authority's Corporate Strategy 2016/19 (SF)** (Pages 53 - 62) 45 mins
Appendix 1

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The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports.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 Resources 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 or 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: National Park Authority Members

Constituent Authorities
Secretary of State for the Environment
Natural England

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MINUTES

Meeting: **National Park Authority**

Date: Friday 18 March 2016 at 10.00 am

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

Chair: Cllr Mrs L C Roberts

Present: Mr P Ancell, Mrs P Anderson, Mrs F Beatty, Cllr P Brady, Cllr C Carr, Cllr D Chapman, Cllr A R Favell, Cllr C Furness, Cllr D Greenhalgh, Mr Z Hamid, Cllr Mrs G Heath, Cllr H Laws, Ms S Leckie, Cllr S Marshall-Clarke, Cllr A McCloy, Cllr C McLaren, Cllr Mrs K Potter, Cllr Mrs N Turner, Cllr Mrs J A Twigg, Cllr F J Walton and Cllr G Weatherall

Apologies for absence: Cllr D Birkinshaw, Cllr Mrs N Hawkins, Mr R Helliwell, Cllr Mrs C Howe, Cllr J Macrae, Ms S McGuire, Mrs E Sayer and Cllr D Williams.

9/16 CHAIR'S ANNOUNCEMENTS

The Chair welcome Simon Malcolm to his first meeting of the Authority since being appointed as the new Director of Commercial Development and Outreach.

She then invited Simon, Dave Cramp, Conservation Volunteers Officer and Steve Hampton Health Training Co-Ordinator from Fit for work Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company to comment on the recent UK National Parks Volunteer Award given to the Fit for Work Volunteers. Fit for Work was run by the Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company to give people the opportunity to gain work experience and references from four days each month with the Peak Park Conservation Volunteers, learning skills such as dry stone walling, leading to NVQ certificates in countryside management.

The Chair formally presented the award and congratulated those involved.

10/16 MINUTES OF PREVIOUS MEETING 5 FEBRUARY 2016

The minutes of the last meeting of the Authority held on 5 February 2016 were approved as a correct record.

11/16 PUBLIC PARTICIPATION

Two members of the public were present to make representations to the Committee.

12/16 MEMBERS DECLARATIONS OF INTEREST

Item 8

Cllr Mrs K Potter, personal, as a member of CPRE she knew the public speaker representing Friends of the Peak District.

13/16 TREASURY MANAGEMENT POLICY STATEMENT AND ANNUAL TREASURY MANAGEMENT AND INVESTMENT STRATEGY (A1327/PN)

The Chief Finance Officer presented a report asking Members to meet the necessary statutory requirements governing Treasury Management functions by approving an overarching Treasury Management Policy Statement. Members were also asked to approve an Annual Treasury Management and Investment Strategy which set out appropriate Prudential Code indicators and limits, and a Minimum Revenue Provision policy.

RESOLVED:

- 1. To approve the Treasury Management Policy Statement in Appendix 1.**
- 2. To approve the Annual Treasury Management and Investment Strategy in Appendix 2, with specific approval of the Prudential Indicators and borrowing limits (paragraphs 5-13), and the policy on Minimum Revenue Provision (paragraphs 14-15), and adopts the Investment Strategy of North Yorkshire County Council (Appendix 3).**

Cllr D Greenhalgh joined the meeting at 10.30am

The Chair welcomed Cllr Teresa Riley from Staffordshire Moorlands District Council who was in attendance to observe the meeting as a possible successor for Cllr Mrs N Hawkins who intended to retire from the Authority in May. The Chair expressed her thanks to the Council for being proactive and anticipating the change in membership.

The meeting adjourned from 10:30am to 10:40am.

14/16 COMMERCIAL DEVELOPMENT - GIVING (SM)

The Director of Commercial Development and Outreach, Simon Malcom, introduced a report setting out proposals to adopt a Giving Strategy to grow and maximise the Authority's supporters and giving opportunities.

The report had been considered at a meeting of the Audit, Resources and Performance Committee held on 22 January 2016 where, after some discussion, it was agreed that the report should be brought to a meeting of the full Authority for a decision. The Committee also agreed that deferring a decision would allow the recently appointed Director of Commercial Development and Outreach to consider the proposals.

Simon Malcolm highlighted the commercial development and outreach objectives of the Authority and described how the Strategy would allow the Authority to develop the competences needed to deliver them. He therefore recommended that the Authority should adopt the strategy and note the intention to develop a strategic commercial development plan within which the Strategy would be developed and managed.

In response to concerns from some Members, the Director confirmed that implementation would be measured and during the next phase further work would be

undertaken to finesse the strategy by identifying and testing opportunities and revisiting some of the assumptions.

The following spoke on this item under the public participation at meetings scheme:

- Dr Peter Owens
- Mr A Tickle, Friends of the Peak District

RESOLVED:

1. **To adopt the Giving Strategy Programme for years 1, 2 and 3 (2016-2019).**
2. **To confirm the allocation of an additional £58k in 2016/17 to support the strategy - making a total of £100k in the baseline and to note that further costs would be considered alongside other investment needs and a review of the current three year financial plan during March- June.**
3. **To agree that the focus for the first major campaign should be the Trails, with smaller campaigns based around the Authority's other properties and corporate plan.**
4. **To confirm that the Giving Strategy progress would be monitored and reviewed by the Enterprise+ Programme Board and, on a quarterly basis, by the Authority's performance and financial monitoring meetings.**
5. **To request that a report on progress with the Strategy be brought back to the Audit Resources and Performance committee in Spring 2017 to review Year 1 and to report on how Years 2 and 3 should be taken forward.**

The meeting ended at 11.55 am

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7. PERFORMANCE AND BUSINESS PLAN 2016/17 (A197/RMM)

Purpose of the report

1. Members are asked to approve the overall structure, content and focus of the 2016-17 Performance and Business Plan, prior to bringing together all sections of the Plan for publication by the statutory deadline of 30 June 2016.

Key Issues include:

The 2016-17 Performance and Business Plan represents:

- A report of the Authority's performance over the past 12 months against our 2015-16 transition year plan and success measures
- The priority focus for the first year of our 2016-2019 Corporate Strategy and how we will monitor and measure our achievements over the next 12 months

Recommendation

2.
 1. **To approve the priority focus for the 2016-17 Performance and Business Plan as reflected in the proposed Priority Actions in Appendix 4**
 2. **To approve the overall structure and content of the 2016-17 Performance and Business Plan as described in the table at paragraph 9 and accompanying Appendices**
 3. **To delegate completion of details to the Chief Executive, to allow publication by the statutory deadline of 30 June**

How does this contribute to our policies and legal obligations?

3. The Defra Grant Memorandum, April 2008 states that: "every National Park Authority is required to publish a business plan" and "the Secretary of State requires each National Park Authority to submit to him/her as soon as possible after the end of the financial year, an annual report on the exercise and performance of its functions". It has been the practice of this Authority to bring these two elements together in our combined annual Performance and Business Plan.
4. The Plan is a key contribution to 'developing our organisation so we have a planned and sustained approach to performance at all levels', (cornerstone: our organisation).

Background

5. The Defra Grant Memorandum also clearly states that the National Park Management Plan "is the overarching strategic document for the Park to which all other park plans and strategies should relate in setting the vision, objectives and frame for all policy and activity pursued by the Authority".
6. In December 2015 the Authority approved the 2016 – 2019 Corporate Strategy. This sets the Authority's contribution to the National Park Management Plan and provides the direction for the 2016-17 Performance and Business Plan.
7. 2015/16 was called our 'transition year' because: it was a year bridging the end of our last corporate plan and the start of our new Corporate Strategy; it was the end of our previous medium term financial plan as we prepared for the next public sector Spending Review period; our new Chief Executive started in January 2015.

8. The Performance and Business Plan 2016/17 represents the look back at our performance over the past 12 months in our transition year and a look ahead to the focus for the next 12 months – the first year of our new Corporate Strategy.
9. The table below explains:
- What will be included in the Plan when it is complete
 - The current status of work on each element of the plan
 - What has been considered and approved already by Audit, Resources and Performance Committee (ARP) as part of its performance brief; any updates arising from that discussion with members of ARP on 20 May will be given at the Authority meeting

Elements of 2016-17 Plan	Current status of work	Comment if any
Foreword by Chair and Chief Executive	Draft attached at Appendix 1	
Introduction – our strategic approach	Draft attached at Appendix 2	Updated extract from full Corporate Strategy document
Look Back: a) our performance in 2015/16 against our Priority Actions and indicators	a) Attached at Appendix 3	Appendix 3 has been considered by ARP on 20 May. A verbal update will be given on any feedback from that committee discussion.
Look Forward: a) Our 2016-17 Priority Actions to achieve year one of our 2016-2019 Corporate Strategy b) Our 2016-2019 Corporate Indicators and 2016/17 targets c) 2016/17 Corporate Risk Register	a) Draft attached at Appendix 4 b) Draft attached at Appendix 5 c) Attached at Appendix 6	Appendices 5 and 6 have been considered by ARP on 20 May. A verbal update will be given on any feedback from that committee discussion. The Corporate Indicators and targets, in Appendix 5 are still in development and will be finalised in consultation with the Chair and Vice Chair of ARP.
Annexes: a) Financial Overview and Financial Statement b) Committee Structure c) Staff Posts as at 1 April 2016 d) Organisational Structure e) Cross Park Comparison on shared performance indicators f) Performance Management Framework	<ul style="list-style-type: none"> • Mainly existing information that will be inserted in the final Plan. • The Chief Finance Officer will produce a) using information from the 2015/16 out turn and final accounts preparation. • The Leadership Team will consider key performance messages from the cross park comparison data when available later in June. 	

10. There is a period of 1 week following the Authority meeting to allow for Members to provide any further comments on detail to the Head of Strategy and Performance (Emily Fox at emily.fox@peakdistrict.gov.uk).

11. The statutory deadline for publication of the document is 30 June and it will be available on the Authority's website by that date. Paper copies will be made available. A wide range of key stakeholders will be informed of publication.

Proposals

12. Members are asked to:
- a) Approve the priority focus for the 2016-17 Performance and Business Plan as reflected in the proposed Priority Actions in Appendix 4.
 - b) Approve the overall structure and content of the 2016-17 Performance and Business Plan as described in the table at paragraph 9, as a reflection of the work completed during 2015/16 and a focus for the work to be undertaken and measured over the next 12 months.
 - c) Delegate completion of details to the Chief Executive, to allow publication by the statutory deadline of 30 June.
 - d) Note that there will be further editing and presentation changes to the final document, in consultation with the Marketing and Communications service, to ensure the Plan is user friendly.

Are there any corporate implications members should be concerned about?

13. **Financial:** Preparation and reporting of this Plan is within existing budget.
14. **Risk Management:** Production of this Plan, and the supporting corporate and service planning, is project planned annually, to mitigate the risk to the Authority of not having an approved plan in place to comply with our statutory duty and to drive performance improvement forward.
15. **Sustainability:** No issues have been identified.
16. **Background papers** (not previously published) – None

Appendices -

Appendix 1: Foreword

Appendix 2: Introduction - Our Strategic Approach

Appendix 3: 2015/16 Performance

Appendix 4: 2016/17 Draft Priority Actions for 2016/17

Appendix 5: 2016/17 Draft Corporate Indicators and 2016-17 Targets

Appendix 6: 2016/17 Corporate Risk Register

Report Author, Job Title and Publication Date

Ruth Marchington, Director of Corporate Strategy and Development, 19 May 2016

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APPENDIX 1

Foreword

Each year we use the performance and business plan to report on progress and share our priorities for the year ahead. This report is no different.

This plan set out what the implementation of the first year of our new Corporate Strategy will look like. Our focus for 2016/17 is to continue our strong record of delivery and to invest in and organise ourselves, so we have a sound platform in place to support a sustained and enhanced delivery in years 2 and 3.

Performance matters to us, and this year we have simplified our corporate reporting measures, streamlining our indicators from 63 to 17, that are aligned and focussed on achieving our Corporate Strategy. We have set realistic, yet ambitious, targets to support our mission to inspire millions of people so together we will protect and care for our National Park for the enjoyment of all.

Our work is valued, as the government's recently published 8-Point Plan for England's National Parks demonstrates; and as the Chancellors statement in November 2015 made clear, our budget is protected. This confidence the government has placed in us, gives us the opportunity to plan confidently how we will diversify and grow our resources, to look after the National Park in the future, building on the valued government grant.

This plan is also an opportunity to reflect on what we have achieved in 2015/16. This was a transitional year, with a new Chief Executive in post. It was a year bridging the end of our last corporate plan and the start of our new Corporate Strategy and the end of our previous medium term financial plans. It is impressive, that with these changes we delivered so much last year. This has been made possible with the skills, commitment, passion and professional approach of the staff of the Authority, working with both the community and partners. Thank you to all for your valued contributions, working together as one team for the National Park.

Lesley Roberts

Chairman

Sarah Fowler

Chief Executive

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APPENDIX 2

Introduction – our strategic approach

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.

Our Corporate Strategy 2016-19

Our Corporate 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. It is reproduced later in this document to set the context for our 2016-2017 focus. The Strategy will deliver our contributions to the National Park Management Plan (the partnership 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. The 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 funding and 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 our 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 in addition we will have a programme to secure funding from income generation, external funding, and donations to resource these roles more 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 development to support the above

As a result of our financial planning in 2015/16 and by progressing planned savings in 2016/17 we are able to use the healthier flat rate settlement from Defra for the period 2016-2020 (with 1.72% inflation proofing) to invest into delivering our Corporate Strategy priorities. This includes addressing the implications of the new living wage and supporting our programmes of development of:

- Developing the knowledge and expertise of the organisation
- Developing our commercial programme and our capability to deliver this
- Developing and enhancing the way we work with communities and partners
- Ensuring our asset portfolio is at a standard fit for the Corporate Strategy in terms of maintenance, environmental performance and visitor experience

Our annual Performance and Business Plan

Our Plan that follows sets out:

- Our achievements in 2015-16 highlighting our many successes but also addressing where we have performed below our targets and how that impacts on our 2016/17 work.
- Our Priority Actions that we want to achieve by the end of the first year of our 2016-2019 Corporate Strategy. These are high level actions supported by performance measures and targets, service plans and individual work programmes – reflecting that we will work as one team and one organisation to achieve our collective ambitions.

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

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.

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

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.

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

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 was received 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.

Cornerstone C4:

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

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)

Directional Shift S1:

Develop strong commercial and fund raising programme of activities

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.

**Directional Shift S2:
Landscape scale delivery**

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. Stange North Lees and Sheffield Moors Masterplan

- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan;
- Stange/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.

Directional Shift S3:

Create visitor experiences that inspire and grow our income and supporters

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:

- a. 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.
- b. 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.
- c. Planning advice has been given and approval gained for the proposals for improved signage and external refurbishment at Bakewell Visitor Centre.
- d. 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.
- e. 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.
- f. 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.
- g. 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.
- h. 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.
- i. 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.

**Directional Shift S4:
Help people connect with the park**

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.

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Proposed Priority Actions for 2016 -17

APPENDIX 4

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.

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
1 The Dark Peak	<ul style="list-style-type: none"> • Ensure a balanced approach to moorland management • Deliver Moor Life 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. 	We will define and have support for our strategic direction for Stanage North Lees within the wider landscape.
2 The South West Peak	<ul style="list-style-type: none"> • Deliver the South West Peak Landscape Partnership Scheme • Ensure the Warslow Estate is at the heart of a living landscape and community and demonstrates a model upland farming approach 	We will have secured HLF funding and match funding to start the South West Peak Landscape Partnership Scheme delivery phase plus HLF agreement to a phased approach to future match funding requirements.
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 	We will know what the opportunities are for the NPA to develop an integrated management project in the public sector across the White Peak.
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 	We will be offering an integrated conservation service to land managers.

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

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
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 	We will have specified the systems, skills and resources required to build a compelling platform to attract support.
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 	We will have identified the best channels through which to engage young people.
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 mental wellbeing) 	We will have identified the best channels through which to engage people living with health inequality and identified funding sources.
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 	We will have specified the systems, skills and resources required to develop and manage volunteer opportunities.

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

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
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 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. 	We will have identified key audiences and the behaviours that sustain the special qualities of the National Park, and developed a campaign to promote understanding of their value.
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 	We will have identified the experiences our customers demand and mapped the ability of our portfolio to deliver them.
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 new specific 'power of competence' once available to us 	We will have identified the experiences our customers demand and mapped our ability to deliver them.

Shift 4: GROW INCOME & SUPPORTERS

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

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
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 	We will have specified the systems, skills and resources required to build a compelling platform to attract support.
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 	We will deliver the income targets.
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 	We will have decided the balance between the level of local and national efforts to secure commercial sponsorship.
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 trails masterplan - Stanage/North Lees - White Peak landscape approach - Programmes to connect people to the Park 	We will have identified the funding opportunities for Millers Dale and put in place a funding strategy for the South West Peak Landscape Project.

Cornerstone 1: OUR ASSETS

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

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
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 the woodlands and minor properties 	We will be on target for our programme of disposals.
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 	We will have a clear plan for the standards needed for our assets for maintenance, environmental performance and visitor experience.
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 	We will have a clear plan for the standards needed for our visitor infrastructure for maintenance, environmental performance and visitor experience.
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 	We will have a compelling brand to underpin the outreach and income plans.

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

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
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 	We will have an extended paid - for advice service for conservation.
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 	We will have partners indicating their commitment to Special Qualities.
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 	We will be communicating the clear value of our performance on enforcement.

Cornerstone 3: OUR ORGANISATION

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

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
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 	We will be ready to implement the new governance framework requirements as a public body. (CIPFA SOLACE framework)
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 	We will have identified and agreed the areas we are going to invest in.
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 	We will have an organisation-wide understanding that information is an asset to be valued, used and shared.

Cornerstone 4: OUR PEOPLE

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

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
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 	<p>We will have a structure in place that fits our organisational design principles and supports our ability to deliver the Corporate Strategy.</p>
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 	<p>We will have gathered the appropriate information to produce a workforce plan in 2017-18.</p>
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 	<p>We will use the staff survey feedback to monitor how the leadership team is describing and living the way we want to work</p>

Corporate Strategy Indicators 2016-19

APPENDIX 5

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.

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	Corporate 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>Stage of development</p> <ol style="list-style-type: none"> a) Mature Partnership b) Strategic Plan c) Vision d) Strategic Plan 	<p>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

	Corporate 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	tbc
2b	Also reported out against target audiences of: <ul style="list-style-type: none"> 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) 	For others - base line year, based on new Service User Survey questions	

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

	Corporate 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 leas; 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

	Corporate 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

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

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

	Corporate 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

	Corporate 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

	Corporate 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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2016/17 Corporate Risk Register

APPENDIX 6

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: 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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8. PROPOSALS FOR INVESTING IN DELIVERY OF THE AUTHORITY'S CORPORATE STRATEGY 2016/19 (SF)

Purpose of the report

This report presents work by the Leadership Team to develop the investment proposals, following discussions at the Strategic Advisory Group on Friday 22 April and Tuesday 10 May 2016. It presents final proposals for approval.

Key issues

- Members are asked to note the approach, and planning assumptions, to setting our strategic framework for 2016-19, including the plans for the projected downward trajectory of public finances from 2016/17 and the opportunity presented by the final confirmed healthier national park grant allocation to invest in a way that supports the achievement of our strategic framework.
- Following discussions with staff committee, UNISON and Strategic Advisory Group proposals are given to allocate the c. £1.875m available for investment for the future amounting to £320k/annum of baseline investment, £595k of one off investment and proposals to not deliver the planned years 2 and 3 savings, but instead invest this in the identified priority areas.

1. Recommendations

That:

- 1. Members endorse the approach taken to identify opportunities for investment to support delivery of the Corporate Strategy 2016-19**
- 2. Members support the investment proposal framework outlined in tables 3, 4 and 5, and delegate the detail of the allocation and phasing of this into budgets to the Leadership Team, working with the Chief Finance Officer, for 2016/17 and note that the investment from 2017/18 onwards will be incorporated in the annual budget reporting round.**

How does this contribute to our policies and legal obligations?

- 3. The financial planning report in September outlined the medium term financial planning framework, with the assumption that £1.57m of savings/income was needed to be found over three years. The strategic framework approved by members in September 2015 stated that if the government grant "is better than our planning forecast, we propose to continue with the first year reductions (2016/17) and use any unallocated money to invest in a way that supports achievement of our strategic framework."**

Background

- 4. Over the past year the leadership team has worked with members and staff to set the strategic direction for the Authority for the next three years (2016-19) on what we will focus on, why it is important, the way we will deliver and how we will resource. Below are the major milestone decisions made by members that has set this direction.**
- 5. In September 2015 members approved the three year strategic framework for the Authority, this described why we do what we do, what activity we will focus on, how we will organise ourselves and the way we will work. This framework included proposals for c. £1.57m of savings and increased income targets to enable the Authority to maintain a**

balanced budget over the three year period (2016-2019), based on a realistic planning assumption of 5% reduction per year in the government grant. Table 1 summarises where these savings and income targets were to be made over the three year period, which is made up of:

- a detailed year 1 financial framework to manage the budget down by £602k (made up of a combination of savings and of income generating plans) to be implemented by 1 April 2016 to ensure we maintained a balanced budget for 2016/17; and,
- proposals for years 2 and 3 reductions in the budget of £970k, with the details to be worked up and evaluated once the settlement of the National Park Grant was known.

Table 1: summary of three year financial framework approved in September 2015

£,000	Service area	Total £	Year 1 £	Years 2 & 3 £
Savings:	Leadership team	64.6k	64.6k	
	Ranger service	400k	123k	
	Conservation advice	312.6k	146.6k	
	Support services	301.2k	100.8k	
	Plan making/strategy	134k	29k	
	Other (disest. of minerals vacant post)	19k	19k	
	Savings total	1,231.4k	483k	748.4k*
Income:	Estates	127k	52k	
	Services	214k	67k	
	Income total	341k	119k	222k**
	TOTAL	1,572.4k	602k	£970.4k

*Footnote: the difference between the £721.4k in table 3 and this figure of £748.4k in table 1 can be accounted for by approximately £27k of savings not being realisable after detailed business cases have been considered as follows: approx. £17k from review of management structure in Field services and approx. £10k from bringing together the customer service team and operational support team. These were savings not achieved following detailed costings of original proposals in year 1 and therefore the overall figures for years 2&3 have been adjusted to take this into account.

** Footnote: similarly £20k of this proposed income was identified as not achievable in our plans

6. In December 2015 members approved the Corporate Strategy for 2016-19. This defines the critical areas we have chosen to focus on, which are:
- **four directional shifts** to create a virtuous cycle in caring for and protecting the landscape and connecting people to this landscape and provide inspiring experiences for people to enjoy the place so they feel moved to care for it and to support and pay us for our work, so we can diversify our funding, building on our valued government grant.
 - **four cornerstones** to be a business people want to work with because we look after our people and the assets we own, we deliver our services in a customer focused way and we continuously develop as an organisation.

7. In January 2016 the Authority received confirmation of the Defra settlement for 2016-2020 in a letter from the Minister. This confirmed that the National Park Grant for the Authority would be protected in real terms over the government's Spending Review period 2016-2020, with a resultant 1.72% increase in budget year on year. This was reported to the Authority on 5th February 2016 in the Budget Report 2016/17. Members approved the base budget for 2016/17, which included the year 1 savings and which created an opportunity to consider how we would invest the money available given the healthier grant settlement. Members agreed to use special meetings of the Strategic Advisory Group, open to all members, to consult on proposals to invest the available funds into delivery of our Corporate Strategy for 2016-19.
8. The amount of funding forecast to be available for consideration for investment is up to £1.875m, this is based on the grant settlement provided by Defra to 2019/20 and after including the delivery of the year 1 savings (as was approved by the Authority on 5th February 2016).
9. The view of the Chief Finance Officer is that a prudent approach should be taken to how much of this £1.875m we invest in our baseline budget and how much we invest in one-off activities. This prudent approach is advised so that we can maintain a balanced budget across the full period of the settlement from Defra (to 2019/20) and so that it remains balanced into the first year after that settlement, with an assumption being made that there is 0% change in our settlement into 2020/21. This suggests that of the £1.875m, we make up to £320k/annum available for investing into the baseline, which leaves £595k available for one-off investment across the period. This is shown in table 2 below.

10. **Table 2: Known investment figures as at 7 April 2016**

<u>Financial Projection</u>	2016/17	2017/18	2018/19	2019/20	TOTAL	2020/21*
	£,000	£,000	£,000	£,000	£,000	£,000
<i>Forecast (Surplus) Deficit</i>	(517)	(410)	(451)	(497)	(1,875)	(421)
<u>Potential Investments</u>						
Baseline - maximum suggested	320	320	320	320	1,280	320
One-offs	197	90	131	177	595	101
	517	410	451	497	1,875	421

*assuming 0% settlement

Proposals

11. In February 2016 Members agreed the following questions would be answered to help identify the proposals for how we invest this available funding of £1,875m:
 - What proposals would we make for investment on a one off basis (up to £595k)?
 - What proposals would we make for investment into permanent baseline allocations (up to £320k/annum)?
 - To what extent are the savings in the 5 review areas for years 2 and 3 still required:

- If the cuts are made would they have a detrimental impact on performance against the corporate strategy?
 - If the cuts are not made should they be invested differently to help achieve the corporate strategy?
12. In making the proposals the leadership team have considered the savings proposed for the 5 review areas (leadership team, ranger resource, conservation influencing/advisory roles, plan making and strategy work, support services) alongside information from each service/ team plan for 2016/17. The proposals have been tested and prioritised for investment against the 4 questions in the strategic framework:
- why we do what we do (the special qualities of the National Park),
 - what areas we will give certainty to,
 - how we will organise ourselves, and the
 - way we will operate (people, communities, performance and every day matters)
13. We have sought to balance investment across both the cornerstones and shifts. We have also been conscious our proposals are about investing for the future, so our investment and focus is about how we achieve change in the organisation to increase our ambition, rather than to stay steady state. Our financial planning assumption was for a 5% reduction in Defra grant each year and the recent settlement has given us a flat funding base. The Leadership Team have asked ourselves how do we invest these funds to increase our ambitions, so we maximise our outcomes for the place and for people and maximise opportunities to develop a more diversified funding base.
14. Our proposals are set out below and are split into the following three headline areas for investment; we propose that:
- we do not make the year 2 and 3 proposed reductions in the four service areas that are identified in table 1 (in the rangers, conservation advice, support services and in plan/strategy making). This amounts to not making £721.4k of the years 2 and 3 total of the £970k reductions that had been proposed. See paragraph 15 and table 3 below for more details.
 - the income targets that were proposed for years 2 and 3 (in services and estates) are considered as part of a wider commercial plan for the organisation.
 - we invest £236.5k (of the available £320k) into the baseline budget and £269.5k (of the available £595k) into one-off investment on a list of near time activity which has been scoped and costed. See paragraph 16 and table 4 below for more details.
 - we invest the remaining £83.5k (of the available £320k) into the baseline budget and the remaining £325.5k (of the available £595k) of one-off investment into four programmes of work that will be developed further by the Leadership Group to support and enhance our way of working. See paragraph 17 and table 5 below for more details.

We are seeking support from members for this framework on the areas of investment. In approving the framework we are asking members to approve the Leadership Team to use this framework to develop the details for implementation and phasing from 2016/17 and for inclusion in the 2017/18 - 2019/20 budgets, this will be done working with the Chief Finance Officer.

15. **Year 2 and 3 proposed reductions in the four review areas will not be made:**
We propose that the planned savings in years 2 and 3 in the 4 review areas will not be made and the money available in these areas will be re-invested to support the change in focus, skills and staff needed in each Directorate to support the Corporate Strategy, see table 3 below.

Table 3: Areas of investment due to the years 2 and 3 reductions not being made

Directorate	Yrs 2 & 3 reductions	To be directed into the following areas
Commercial Development and Outreach	£266.5k	Education and outreach Maximise ability to achieve current income targets Expertise to create new income
Conservation and Planning	£166k	Integrated conservation processes and support Conservation specialist skills
Corporate Strategy and Development	£288.9k	1 st and 2 nd line enquiry service Systems to support the enquiry service Climate change vulnerability assessment of special qualities Turning data to information to intelligence Business services proportionate to operational services.
TOTAL	£721.4k	

16. **Investment in near time activity which has been scoped and costed**

We propose the following immediate investment is needed to meet the business costs of the cornerstone and direction shifts. These are presented in table 4 below.

Table 4: Areas of known and costed investment to be delivered in the near future.

Area of investment	Comment	One off £k	Baseline £k
Implementing National Living Wage and new pay policy	£114k pay policy implications plus £15.25k HR support for 2 years	30.5	114
Business costs for South West Peak project	£170k business costs for 5 years 2016/17 to 2020/21 (£34k p.a.) to be scaled according to size of final project submitted	up to 170	
Green lanes action plan	£20k access post plus £6k legal costs =£26k		26
Aldern House maintenance	£5k plus extra income target for 2017/18 of £5k to be kept by property support team as contribution to maintenance programme		5
Woodlands H&S	£5k one off then continuing amount to be determined following audit	5	X
Rural surveyor	£38k professional support to properties		38
Safeguarding costs	£3.5k to ensure best practice in delivering services to young people and vulnerable adults		3.5
External funding capability* see footnote	£19.5kx2 years £50k baseline	39	50

Special Qualities	£15k to increase insight of state of special qualities to inform ambitions	15	
Aldern House grounds backlog of maintenance	£10k	10	
TOTAL		269.5	236.5

* Appendix 1 is shared for information, it shows the potential ‘cash gap’ funding of externally funded projects so far supported to bid stage to offer clarity on what is and is not being funded in these investment proposals. The last column on the table gives the current position as discussed by the Leadership Team.

17. **Investment proposals that will be developed to support and enhance our way of working**

These areas are to be developed further to define the full scope and scale of investment required and are described in four programme areas below. The total funding available to all these areas is: £83k into the baseline budget and £326k for one off investment

Table 5: Investment to further develop our programmes for change

Programme	Focus for investment
Develop the knowledge and expertise of organisation	The knowledge and expertise of third tier managers (managers that report to a Director) and professional experts
Develop the commercial programme	To give us confidence that our commercial approach focusses on those areas giving the best returns and in a way that more than pays for itself
Develop and enhance the way we work with communities and partners	To improve how we work with and enable communities to support the special qualities: how we plan with them, advise them and support them through grants
Ensure our asset portfolio is at a standard that is fit for the Corporate Strategy	To support our work on properties we own and operate: maintenance; environmental performance; development to enhance the visitor experiences

18. These proposals in table 3, 4 and 5 will help us achieve our Corporate Strategy 2016-19 and will support our role as a regulator, an advisor and as a delivery agent on the ground. Our strategy is clear we want to support our influencing and delivery roles through the Defra grant and in addition to have a programme to secure funding from income generation, external funding, and donations to resource all three role roles more effectively. Our proposals above give us the capacity to secure this greater support for our work to protect and care for the landscape and to help connect people to it so they are moved to support it.

Are there any corporate implications members should be concerned about?

19. **Financial:** Relevant details are given in the report

20. **Risk Management:** Appendix 1 is shared with SAG so that members can see the potential ‘cash gap’ funding of externally funded projects so far supported to bid stage so

that there is clarity on what is being funded during these investment discussions. The last column on the table gives the current position as discussed by the Leadership Team.

21. **Consultation:**

22. Consultation with members, through two SAG meetings, and discussions with staff have been an integral part of the process so far.

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

Appendices – Appendix 1: Principle External Funding Projects – Summary Funding

Report Author, Job Title and Publication Date

Sarah Fowler, Chief Executive, 19 May 2016

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Principal External Funding Projects – Summary Funding

Project	Total Expenditure	External Funding	Partner match	PDNPA In-kind	PDNPA Cash Match Secured	Cash “Gap”	PDNPA underwriting from investments
Approved							
Moorlife 2020	£11,280,000	£8,223,928	£3,161,404	£0	£25,000	£0	Cashflow only & £90k p.a. core support to MFF team
Private Lands Project	£11,000,000	£11,000,000	£0	£0	£N/A	£0	Cashflow only & £90k p.a. core support to MFF team
Bid Stage							
South West Peak	£3,954,048	£2,409,143	£870,226	£185,800	£60,000	£428,884 Changing position as match funding is identified	Cashflow only & business support costs of £34k pa
Millers Dale	£1,900,000	?	Giving potential	?	Up to £600,000 <u>borrowing</u> Capital Strategy	£0	£0
North Lees	£1,160,223	£928,178	£154,000	?	£10,000 + up to £300,000 <u>borrowing</u> Capital Strategy	£0 or £62,045 if not borrowed	£0 as position clear in capital strategy that any investment to be funded from borrowing
Longdendale	£m?	£m?	£m?	yes	£N/A	?	£0 as not a priority

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