

Public Document Pack

Peak District National Park Authority

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



Our Ref: A.1142/1574

Date: 26 October 2017



NOTICE OF MEETING

Meeting: **Audit Resources & Performance Committee**

Date: **Friday 3 November 2017**

Time: **10.00 am**

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

SARAH FOWLER
CHIEF EXECUTIVE

AGENDA

1. **Apologies for Absence**
2. **Minutes of previous meeting 15/09/2017** (*Pages 5 - 8*)
3. **Urgent Business**
4. **Public Participation**
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.
5. **Members Declarations of Interest**
Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.
6. **2017-18 Q2 Performance and Risk Management Report** (*Pages 9 - 58*) 30 mins
Appendix 1

Appendix 2

Appendix 3
7. **Minor Property Review** (*Pages 59 - 62*) 30 mins
Appendix 1

- | | | |
|-----|--|---------|
| 8. | Annual Report of the Due Diligence Panel (<i>Pages 63 - 64</i>) | 10 mins |
| 9. | Proposed Acceptance of the Legacy of Lower Greenhouse Farm, Calton, Staffordshire (<i>Pages 65 - 72</i>)
Location Plan

Plan of Farm | 10 mins |
| 10. | Items for No Discussion
The Chair has identified the following items as items for no discussion unless there is an advance request from an individual Member for a discussion to take place: | |
| | 1. External Audit (KPMG) 2016/17 Annual Audit Letter (A1362/DH) (<i>Pages 73 - 80</i>) | |

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 <http://democracy.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 the Democratic and Legal Support Team on 01629 816200, ext 362/382. E-mail address: democraticandlegalsupport@peakdistrict.gov.uk

Public Participation and Other Representations from third parties

Anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Director of Corporate Strategy and Development to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website <http://www.peakdistrict.gov.uk/looking-after/about-us/have-your-say> or on request from the Democratic and Legal Support Team 01629 816362, email address: democraticandlegalsupport@peakdistrict.gov.uk.

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 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. From 3 February 2017 the recordings will be retained for three years after the date of the meeting.

General Information for Members of the Public Attending Meetings

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

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

To: Members of Audit Resources & Performance Committee:

Chair: Cllr A McCloy
Vice Chair: Cllr F J Walton

Mrs P Anderson	Cllr J Atkin
Mrs F Beatty	Mr J W Berresford
Cllr A R Favell	Cllr C Furness
Mr Z Hamid	Cllr Mrs G Heath
Cllr C McLaren	Cllr J Perkins
Cllr Mrs N Turner	Cllr B Woods

Other invited Members: (May speak but not vote)

Cllr Mrs L C Roberts	Mr P Ancell
Cllr D Chapman	Cllr D Birkinshaw

Constituent Authorities
Secretary of State for the Environment
Natural England

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MINUTES

Meeting: **Audit Resources & Performance Committee**

Date: Friday 15 September 2017 at 10.00 am

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

Chair: Cllr A McCloy

Present: Cllr F J Walton, Mrs P Anderson, Mrs F Beatty, Cllr C Furness,
Mr Z Hamid, Cllr Mrs G Heath, Cllr C McLaren, Cllr J Perkins and
Cllr Mrs N Turner

Cllr Mrs L C Roberts, Mr P Ancell and Cllr D Chapman
attended to observe and speak but not vote.

Apologies for absence: Cllr J Atkin, Cllr A R Favell and Cllr B Woods.

37/17 CHAIRS' ANNOUNCEMENTS

At the start of the meeting the Chair brought Members attention to the tabled document providing a review of the activities for the Moors for the Future Partnership for 2016/17 which included a schedule for the BogFest event, a celebration of iconic uplands and brilliant blanket bogs taking place in Edale on Thursday 21st, Friday 22nd and Saturday 23rd September 2017. Cllr D Chapman as Chair of the Partnership encouraged all Members to attend but reminded them to book in advance.

38/17 MINUTES OF PREVIOUS MEETING HELD ON 21 JULY 2017

The minutes of the last meeting of the Audit, Resources and Performance Committee held on 21 July 2017 were approved as a correct record.

39/17 PUBLIC PARTICIPATION

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

40/17 MEMBERS DECLARATIONS OF INTEREST

Item 6

Cllr A McCloy personal as a Member of the Ramblers Association. He also reported that he had received an email from Dr A Whitehouse regarding the proposals.

41/17 PROPOSED TRAFFIC REGULATION ORDER AT WETTON (A76228/SAS)

The Committee considered a report on the outcome of consultation with statutory consultees under Regulation 4 of the National Park Authorities' Traffic Orders (Procedure) (England) Regulations 2007 for the proposed future management of a 1.4km route at Wetton running from Manor House Farm, south westerly and then south to meet the Leek Road in the Manifold Valley.

Some Members had visited the site on the previous day, notes from the site visit were circulated at the meeting.

In introducing the report the Access Officer read out additional representation received from Natural England, Dr Andrew Whitehouse and Cllr Jason Atkin.

The following made a representation to the meeting in accordance with the Authority's Public Participation Scheme:

- Susan Reiblien, Local Resident
- Charlotte Gilbert, Peak Horsepower
- George Wolfe, Peak District Green Lanes Alliance and Friends of the Peak District

The recommendation as set out in the report was moved, seconded, put to the vote and carried.

RESOLVED

To publish a notice of the Authority's proposals for a Permanent Traffic Regulation Order under Section 22 BB(2)(a) Road Traffic Regulation Act 1984 that will have the effect of prohibiting use by mechanically propelled vehicles (subject to certain exceptions) at any time on the 1.4km route at Wetton.

Cllr Mrs G Heath arrived at 10:10am during consideration of this item.

42/17 ENVIRONMENTAL MANAGEMENT ANNUAL PERFORMANCE REPORT 2016/17 (A595/MF)

The Committee considered a report providing details of the Authority's environmental performance data for the 2016/17 financial year and progress against performance in previous and baseline years. The data in the report related to the environmental impacts arising from the Authority's operations and reflected the scope and methodology of reporting as set out in the Authority's Carbon Management Plan (CMP).

During the discussion Members raised issues relating to the use of electric vehicles and work on properties to improve energy efficiency. Members also recognised the significant achievement of reducing carbon emissions by 24.9% since 2009/10

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

RESOLVED:

- 1. To note the environmental performance data detailed in Appendix 1 and approve it and the supporting details as the Authority's position on the operational environmental performance over the 2016/17 reporting period.**

- 2. To note that a new plan would be established over the 2017/18 period to set targets to cover the period from 2019 to 2024.**

Cllr J Perkins left the room between 10:50am and 10:55am during consideration of this item.

Following this item the meeting was adjourned from 11.05am to 11.15am

43/17 LANDSCAPE ENHANCEMENT INITIATIVE - ACCEPTANCE OF GRANT OFFER

The Committee considered a report setting out proposals to accept Landscape Enhancement Initiative Fund grants from Ofgem/National Grid to deliver a series of landscape enhancement projects of the Longdendale Valley.

Members were satisfied that should the quotes for carrying out the works exceed the funding available there would not be any financial implications for the Authority as Officers would either scale back the proposals or seek additional funding.

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

RESOLVED:

- 1. To approve the proposal to accept the offer from the Landscape Enhancement Initiative Fund of £200,000 for phase 1 of the Longdendale Valley Landscape Enhancement Project.**
- 2. To authorise the Director of Conservation and Planning to accept a further grant of £180,000 from the Landscape Enhancement Initiative Fund if funding is offered for phase 2 of the Longdendale Valley Landscape Enhancement Project.**
- 3. To authorise to the Director of Conservation and Planning, in consultation with the Chair and Vice Chair of the Audit Resources and Performance Committee, to apply for and, if offered, match funding is secured, accept a further grant offer from the Landscape Enhancement Initiative Fund of up to £200,000 for phase 3 of the Longdendale Valley Landscape Enhancement Project.**
- 4. To authorise the Director of Conservation and Planning to enter into contracts for the delivery of each phase of the project, subject to compliance with procurement standing orders.**

44/17 2017/18 QUARTER 1 CORPORATE PERFORMANCE REPORT (A91941/HW)

The Committee considered a report providing monitoring information for the end of Quarter 1 2017/18 (April to June 2017) on performance against the second year of the Corporate Strategy; monitoring of the corporate risk register; monitoring of Freedom of Information/Environmental Information Regulations requests and monitoring of complaints.

RESOLVED:

- 1. To note the Quarter 1 Corporate Performance Return, set out in Appendix 1, and approve actions to address any issues identified.**

2. To note the corporate risk register summary given in Appendix 2 and accept the status of risks.
3. To note the status of complaints and Freedom of Information/ Environmental Information Regulations requests, given in Appendix 3.

45/17 LOCAL GOVERNMENT OMBUDSMAN ANNUAL REVIEW LETTER

The Committee considered a report providing details of the Local Government Ombudsman (LGO) Annual Review of complaints for the period 1 April 2016 to 31 March 2017.

RESOLVED:

To note the Local Government Ombudsman annual review letter set out in Appendix 1.

The meeting ended at 12.25 pm

6. **2017/18 QUARTER 2 CORPORATE PERFORMANCE AND RISK MANAGEMENT REPORT (A91941/HW)**

1. **Purpose of the report**

This report provides Members with monitoring information at the end of Quarter 2 (July - September 2017) for review of performance against the second year of our Corporate Strategy (comprising 4 directional shifts and 4 cornerstones); monitoring of the corporate risk register; monitoring of Freedom of Information/Environmental Information Regulations requests; and monitoring of complaints.

2. **Key Issues**

- **Corporate Performance** at the end of Quarter 2:
 - Only one of our priority actions has performance issues ('We will have identified the best channels through which to engage people living with health inequality and identified funding sources'), 9 actions require more planned work and 15 actions are on target.
 - Work continues to develop indicators - five remain in development as we are still to set a baseline or did not collect data this quarter. Progress on the year to date is that 21 are on target (green), 7 are amber and 3 are below target (red) ('Value of donations (exc. legacy)', 'Number of donations (exc. legacy)' and 'Proportion of planning appeals allowed').
- **Corporate Risk** status at the end of Quarter 2:
 - 1 risk has moved in its risk rating:
 - a. 'Failure to support staff going through a time of change' has moved down to low impact from medium impact.
 - 3 risks are high risk:
 - a. 'Insufficient capacity to deliver Moors for the Future Partnership programme'.
 - b. 'Area of National Park land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside Stewardship'.
 - c. 'Lack of engagement from the farming and land management community in landscape scale delivery models, the national agri-environment schemes and post Brexit policies & new support systems'.
- Only 3 complaints were received in Quarter 2; 3 Freedom of Information requests and 4 Environmental Information Regulations requests were dealt with, all within time.

Recommendations

3. **1. That the Quarter 2 Corporate Performance Return, given in Appendix 1, is reviewed and any actions to address issues agreed.**
- 2. That the Q2 Corporate Risk Register given in Appendix 2 is reviewed and status of risks accepted.**

3. That the status of Q2 Complaints and Freedom of Information/ Environmental Information Regulations requests given in Appendix 3 be noted.

How does this contribute to our policies and legal obligations?

4. Performance and risk management contributes to *Cornerstone 3 Our Organisation: developing our organisation so we have a planned and sustained approach to performance at all levels*. Monitoring the corporate indicators and corporate priority actions for 2017/18 is part of our approach to ensuring we are progressing against our Performance and Business Plan and, if needed, mitigating action can be taken to maintain and improve performance or to reprioritise work in consultation with staff and Members.

Background

5. The visual representation for performance data remains on a traffic light system, using:
- green indicating the action or indicator is on target,
 - amber indicating that some remedial work is required to get on target, and
 - red indicating a wider variance from being on target and that there may be some significant issues to be addressed.
6. In addition, a commentary is provided in Appendix 1 for each Directional Shift and Cornerstone, including any issues and action being taken to address the issues.
7. The Authority's risk management policy and supporting documentation was approved by Authority on 25 March 2011 (minute 21/11), and is reviewed annually as part of the Authority's review of the Code of Corporate Governance. In line with these arrangements, Appendix 2 shows the status of the corporate risks and an update for red risks and risks that have changed in risk rating.
8. Appendix 3 shows the status of the complaints received in this quarter and the report on Freedom of Information and Environmental Information Regulations requests. All remain at a low level compared with the same time last year.
9. Information is given so that Members of Audit, Resources and Performance Committee, in accordance with the scrutiny and performance management brief of the Committee, can review the performance of the Authority and the risks being managed corporately.

Proposals

10. Members are asked to review and agree the Quarter 2 Corporate Performance Return as detailed in Appendix 1.
11. Members are further asked to review the corporate risk register status at Appendix 2 and agree the proposed changes to the Corporate Risk Register including:
- a) Managing down (now low impact) of risk 8 'Failure to support staff going through a time of change' – as all staff have had the opportunity for resilience training and a 1-2-1 session with a clinical psychologist.
12. That the status of complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) enquiries in Appendix 3 be noted.

Are there any corporate implications members should be concerned about?

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

Appendices

1. Appendix 1: Corporate Objectives Q2
2. Appendix 2: Corporate Risk Register 2017-18 Q2
3. Appendix 3: Complaints and FOI Q2

Report Author, Job Title and Publication Date

Holly Waterman, Senior Strategy Officer - Research, 26 October 2017

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Directional Shift 1: The Place and the Park, on a Landscape Scale

Our Focus:	2017-18 priority actions	Progress (RAG)
1. The Dark Peak	We will define, and have support for, our strategic direction for Stanage North Lees within the wider landscape.	GREEN
2. The SW Peak	We will have secured HLF funding and match funding to start the SW Peak Landscape Partnership Scheme delivery phase plus HLF agreement to a phased approach to future match funding requirements.	GREEN
3. The White Peak	We will know what the opportunities are for the NPA to develop an integrated management project in the public sector across the White Peak.	AMBER
4. The Whole Park	We will be offering an integrated conservation service to land managers.	AMBER

Corporate Indicator	Target 2017-18	Status at Q1
1. Stage of development of Landscape scale partnership programmes a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	Stage of development a) Mature Partnership b) Strategic Plan c) Vision d) Vision	a) achieved b) achieved c) on target d) on target

Overview:

The South West Peak Landscape Partnership is now actively in the delivery stage, with further staff appointments. The White Peak Partnership now has clear governance and has established task and finish groups for key tasks. The Moors for the Future Partnership continues to deliver restoration on the ground and continues programme development with partners and landowners. As in the last quarter, the questions raised following the EU referendum about agri-environment schemes and the wider Rural Development Programme, the EU Environment Programme, EU environmental protection and EU designated sites remain unresolved, with Brexit discussions having commenced. The Authority is actively seeking to influence future policy to support payment for public benefits delivered by the uplands and protected landscapes. The Farmstead Characterisation project was published and workshops held for stakeholders and officers. Work has continued on the development of an integrated conservation service to land managers and communities, albeit at a slower pace than anticipated.

Progress against priority actions/indicator targets:

- Almost 300 people and an estimated 150 members of the public attended BogFest, our first ever festival-style conference celebrating the uplands and peatlands. The 3 day conference was jointly hosted with the IUCN UK Peatland Programme and key speakers included Emma Howard Boyd, Chair of the Environment Agency. MFFP introduced the Blanket Bog Land Management Guidance at BogFest, produced on behalf of the Upland Management Group. We also held a question time session with Angela Smith MP and representatives ranging from land managers, academics and policymakers.

Q2 Corporate Objectives | 2017/18

- MFFP hosted a site visit with the EA Director for Greater Manchester, Merseyside and Cheshire and Director of Sustainability Strategy at Interserve.
- MFFP held weekly public engagement events during the summer holidays at the Moorland Discovery centre at Longshaw.
- Landscape scale projects assigned by agreement holders to the Private Land Project continue to be delivered making use of the economies of scale working alongside ML2020 and the wider Moors for the Future Partnership Programme. The value of live works in this programme currently stands at £4.95m.
- Business development opportunities on the horizon (PR19, New Nature Economy, the remaining time left on EU programmes and Defra's Peatland fund) could offer significant opportunities over the MFFP working area and are being followed up.
- Sheffield Moors Partnership – work has continued with partners on the coordinated management and delivery of the Sheffield Moors Masterplan.
- The Sheffield Wildlife Trust has continued to engage with Authority officers on the “Sheffield Lakeland” Landscape Partnership. Authority Officers are delivering the review of the landscape character assessment for the area.
- Work for the Autumn and Winter work Programme on the treatment of moorland with restoration actions has continued (this quarter is largely taken up by the bird breeding season for which work is largely halted).
- Work on moorland tracks has been the subject of discussions with landowners, Natural England and the Moorland Association, to establish whether planning permission is required and what action is necessary.
- Further discussions following the meeting of the Moorland Association, Authority officers and Natural England officers at Chatsworth in May 2017 have clarified the moorland management issues into four key areas: visitor engagement, moorland fires, sustainable and resilient moorland management and moorland birds. Existing forums have been approached to help in moving forward with these issues.
- The South West Peak HLF-funded Landscape Partnership is well into its first year of delivery and has been promoting its work and objectives, with an article in Parklife, news releases, social media posts and attendance at Manifold and Leek shows.
- Further appointments have been made to posts, both by the Authority and by partners. Eleven of the eighteen projects are now well underway and recruitment has commenced for two more posts based at the Authority.
- The Glorious Grasslands project held a very successful hay meadow restoration event on the Warslow Moors Estate involving three tenant farmers, the estate manager and ranger, one of the Authority ecologists and 12 volunteers.
- An external evaluation consultant has been appointed who will work with the Partnership through the delivery phase to ensure effective delivery of outputs and outcomes and support production of a legacy plan.
- The Programme Board continues to meet to monitor and review progress on individual projects. Work has continued to find additional match-funding to fill the remaining gaps, a contribution of £10,000 has been approved by Historic England and bids for approximately £82,000 have been submitted with decisions expected soon.
- The White Peak Partnership Steering Group has agreed the terms of reference and work plan. A vision task and finish group has developed a draft vision options for which will be shared with the wider partnership at a workshop in early November.
- A Brexit task and finish group has also been established to look at whether the White Peak could be used as an example of how a future support system could address local circumstances whilst operating under a national framework.

- Natural England has funded initial scoping and mapping of opportunities to focus on key areas of existing species rich habitat and where these could be made bigger, better and more joined up.
- Countryside Stewardship Scheme support has continued and the Higher-Tier application for Authority's North Lees/Stannage Estate has been completed and submitted, 10 Mid-Tier applications have been completed and submitted which if successful will deliver conservation management of around 250 hectares, attract annual payments of £32,000 and capital works grants of £120,000. A further 12 farmers have been assisted with their applications/agreements. The Authority's Farm Advisers continue to act as sub-contractors for the delivery of Countryside Stewardship advice in the Peak District.
- The Farmstead Characterisation project was published and workshops held for stakeholders and officers.
- Work continued on the development of an integrated conservation service, but this is taking longer than anticipated because of other work pressures with key staff.
- The phase 2 Landscape Enhancement Initiative grant application for the Longdendale Valley, subject of a recent Audit, Resource and Performance Committee report, has been successful.
- Officers continue to be involved in discussions with TfN and Highways England on Trans-Pennine road proposals, including a possible tunnel. The Authority is a member of the Project Board, to ensure proper consideration of National Park interests. An objection was submitted on RIS 1 (improvements to the existing A628, including crawler lanes), with the Authority objecting to piecemeal improvements.
- The Pedal Peak for business strand of the European Regional Development Fund (ERDF) funded "Growing and Developing the Visitor Economy Sector within Derbyshire Programme" was successfully launched on the 23 May and attracted over 50 tourism businesses from the Peak District. A cycle tourism toolkit for businesses has been produced and in the last quarter the number of grant enquiries has increased to 51, 7 of which are closed (ineligible) and 3 applications approved.

Issues arising and action to address:

- a) There is ongoing debate about the sustainability of some aspects of grouse moor management including burning on deep peat, birds of prey, wildlife management and new and upgraded moorland tracks. Incidents of alleged persecution continue to highlight these issues. Joint working with the Moorland Association and NE has led to the publication of the Land Management Guidance toolkit.
- b) The Private Land Partnership (MFFP) has faced difficulties in recovering its management fees due to delayed payments to agreement holders from the RPA. Payment plans have been put in place for the outstanding project.
- c) Discussions are taking place with the Environment Agency to determine whether they will contribute to core funds to MFFP, otherwise there is a risk of cuts to the programme team next year. There are also significant opportunities on the horizon which will require Project Manager resource. This includes the DEFRA Peatland Fund bid and PR19 funding with Water Companies, with a manifesto written for the latter.
- d) The Institute for Apprenticeships has re-examined all apprentice standards which they have previously approved for development. The Countryside Worker standard is now no longer approved and work is ongoing to address the issues raised and seek to obtain approval for the standard once again. As this apprentice standard is a key element of the South West Peak Future Custodians project which is planning to employ 6 Countryside Worker apprentices over the next 4 years, contributing to the Authority's commitment under Defra's 8-point plan, this is now a risk for the Authority.
- e) Discussions continue with key partners (Derbyshire Wildlife Trust, Natural England, Environment Agency) on the further development of the White Peak Landscape Partnership.

- f) Continued uncertainty over the availability and participation in the new national Countryside Stewardship Scheme and what could replace it and the Basic Payment Scheme when the UK leaves the EU. The Authority is actively involved in influencing future policy and support payments to deliver public goods in the uplands and protected landscapes through the NPE 'Future of Farming' group, Stakeholder Groups and events. As noted above, the Authority is actively working with other national parks to influence future policy to support public benefits delivered by the uplands and protected landscapes.
- g) Countryside Stewardship – whilst the 2016 Uplands Review did make improvements to the option availability for the Severely Disadvantaged Areas of the National Park (86%), the application process remains complicated, and delays in agreements and payments being made are not encouraging participation. Many farmers and landowners are waiting for a clearer idea of the Government's future direction post Brexit before deciding whether to commit to a 5 year agreement. Officers have contributed to a further review of the scheme however the outcome of this review is not yet known. We are proactively working with the farming community to encourage their continued engagement with conservation.

Risk implications: Covered in the above commentary.

Q2 Corporate Objectives | 2017/18

Directional Shift 2: Connect people to the place, the park

Our Focus:	2017-18 priority actions	Progress (RAG)
<ol style="list-style-type: none"> 1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support. 2. Improve access to the National Park for less represented audiences, in particular young people under 25. 3. Improve access to the National Park for less represented audiences, in particular people with health inequality. 4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters. 	We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one.	AMBER
	We will have identified the best channels through which to engage young people.	GREEN
	We will have identified the best channels through which to engage people living with health inequality and identified funding sources.	RED
	We will have identified the range of volunteering opportunities we need for the Peak District National Park and have systems and resources in place to effectively deliver these volunteer experiences.	AMBER

Corporate Indicator	Target 2017-18	Status at Q2
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	19,846 (+5% vs. 2015-16)	a) 9786
b) people living with health inequality (particularly mental wellbeing)	Baseline	b) No Data
c) volunteers (expressed as volunteer days)	10,003 (+5% vs. 2015-16)	c) 4208

Overview:

The ongoing restructure of the Outreach Service has had an impact on the organisation's ability to achieve targets in this area with some resources inevitably diverted into the restructure consultation and selection process. Our work on engaging people with health inequalities is still at an early stage but will be progressed in Q3.

Progress against priority actions/indicator targets:

- Consultations on the new structure for the Outreach Development team were undertaken as part of the creation of a single Commercial & Outreach Development directorate. Final agreement on the shape of this integration of the former Field Services and Learning & Development teams was made in Q2 and the new team will be in place for the start of Q4.

- Charity Working Group established in July 2017 and already had two meetings reviewing scope, objectives and work completed. Next meeting scheduled for Nov 2017 to review other NP charity vehicles with guest speakers from South Downs, North York Moors plus input from Dartmoor.
- We continued our exploration of using third party platforms for the promotion of the PDNP and potential recruitment of supporters at the AND Festival in Castleton. This saw a very different profile of visitor accessing the National Park. Although the greater than expected numbers did cause some issues locally.
- Work on developing volunteering is continuing with good progress being made on identifying a volunteer management/CRM system to purchase, building relationships with Derby, Manchester and Sheffield Universities to develop programmes for student volunteering, completing draft Volunteer Role Description templates, a code of conduct, and a standard volunteer process from approach through induction, training, monitoring, supervision and delivery.
- The Outreach team ran several new family engagement programmes over the summer including a regular series of drop in family activities at Castleton visitor centre. At the Moorland Discovery Centre we trialled our partner organisations taking over the centre for one day a week over the holidays. This proved very popular and gave a great range of experiences for our visitors.

Issues arising and action to address:

Focus 1, Priority Action ‘We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one’ – Amber. **Issue:** Timing. We are (at time of writing) entering Q3 in Y2 of the corporate strategy with no significant change in the methods of stimulating large-scale donations to support our work.

Action: A Charity Working Group will continue progress towards the target through Q3.

Focus 3, Priority Action ‘We will have identified the best channels through which to engage people living with health inequality and identified funding sources’ – Red. **Issue:** Scale. The volume of people with health inequalities engaged is low vs. the assumed volume of the audience. The skill and capacity of the PDNPA to impact at significant scale on this social challenge is a challenge. **Action:** A meeting with Public Health England plus potential partners has been organised for Q3 that will inform the best funding channels for any new work with people living with health inequalities.

Focus 4, Priority Action ‘We will have identified the range of volunteering opportunities we need for the Peak District National Park and have systems and resources in place to effectively deliver these volunteer experiences’ – Amber. **Issue:** Timescale. We do not have the resources in place for effective management yet.

Action: Several demonstrations are scheduled to consider a volunteer management/CRM system early in Q3. We expect to have decided on and purchased a system by Christmas and develop and implement it in Q4.

Risk implications:

No change.

Q2 Corporate Objectives **2017/18**

Directional shift 3: Visitor experiences that inspire and move

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour. 2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for. 3. Provide quality new experiences that will generate new income to fund the place.	We will have identified key audiences and behaviours that sustain the special qualities of the Peak District National Park and be developing an understanding of what those audiences feel/know about us.	GREEN
	We will have an access service delivering a responsive service and have a programme of: -Site based maintenance and improvements for key visitor locations. -Prioritised action on regulation. -Engagement with people, recognising and valuing access in the Peak District National Park.	GREEN
	We will be maximising the impact of the refresh to all our Visitor Centres to support: -Enhanced customer service engagement. -Income generation. -Fundraising. -Promoting understanding.	AMBER

Corporate Indicator	Target 2017-18	Status at Q2
3. Brand awareness and understanding among existing audiences and potential supporters:		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	a) Research Commissioned	a) Research agency awarded contract
b) % who understand PDNP potential benefits/ services	b) >90%	81%
c) % who feel positive towards the PDNP	c) >90%	99%
d) % who are willing to support the PDNP	d) >90%	74%
4. Customer satisfaction with the PDNP experience	>90%	100%

Overview:

Work initiated in Q1 to gain a better understanding of audiences and their propensity to support the PDNPA is continuing but will not yield results until Q4. An internal review of the relaunch of Castleton Visitor Centre has

been used to inform plans to refresh Bakewell Visitor Centre and a revision the interpretation plan which has slowed progress but should lead to the best outcome for the PDNPA.

Progress against priority actions/indicator targets:

- Brand research brief has been advertised and awarded to a traditional research agency who will support us in understanding visitor, resident, volunteer and key influencers propensity to emotionally engage with the PDNP ultimately leading to a will to support through donations, volunteering. Work with the agency has kicked off in October, with research anticipated November and December. Outputs due Qtr4.
- Discussion are underway with brand research agencies to consider how to incorporate 'The Original' alongside agreeing a consistent brand look and feel and tonality for the PDNP brand across all our infrastructure, merchandise and points of contact.
- Work started on creating a schedule of site-based improvements that will be undertaken by the newly-created CMPT, starting in Q4.

Issues arising and action to address:

Focus 3, Priority Action 'We will be maximising the impact of the refresh to all our Visitor Centres' – Amber.

Issue: Scale & Timing. To maximise the impact of the refresh to all our Visitor Centres requires all updating work centres to be at completion stage. Following completion/evaluation of work on Castleton Visitor Centre, alterations to the brief for Bakewell VC were felt necessary which impacted on the work schedule for other teams and lead to further delays. **Action:** Continue to work through update schedule.

Indicator 3. b) % who understand PDNP potential benefits/ services – Amber. **Issue:** Service User Survey may not be the most representative method of gathering this data. **Action:** Research Agency has been commissioned to write a brief to improve our insight in to audiences and their understanding of the PDNPA. This project will also help the Authority gain insight into the propensity of people to support the place, the authority and a potential charity. Unlikely to see results of this work until Q4.

Indicator 3. d) % who are willing to support the PDNP – Red. **Issue:** Service User Survey may not be the most representative method of gathering this data. **Action:** Research Agency has been commissioned to write a brief to improve our insight in to audiences and their understanding of the PDNPA. This project will also help the Authority gain insight into the propensity of people to support the place, the authority and a potential charity. Unlikely to see results of this work until Q4.

Risk implications:

No change.

Q2 Corporate Objectives | 2017/18

Directional shift 4: Grow income and supporters

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Increase our income from giving.	We will have defined our brand positioning to support our Corporate Strategy on fundraising development, income generation and outreach.	AMBER
2. Achieve our commercial programme income targets.		
3. Develop / establish sponsorship relationships.	We will have implemented changes to our car park management and effectively communicated them.	AMBER
4. Secure external funding for major programme and partnership delivery.	We will have approved short and long term plans for Millers Dale.	AMBER

Corporate Indicator	Baseline 2015-16	Target 2017-18	Q2 Status		
5. Amount and proportion of income by source:		5. a) Commercial increase: 5% by 2018-19 5. b i) Donations increase: 50% by 2018-19 2. d iii) Donations increase: 50% by 2018-19	Actual & (Proportion)	vs. last year	vs. plan
a) Commercial	£2,162,394 (17.8%)	No target	£1,372,647 (12.85%)	-13.1%	
i) Conservation & Planning	£362,909	No target	£160,268	13.5%	
ii) Commercial Devpt & Outreach	£1,610,618	£1,664,306	£1,035,430	-21.1%	1.4%
iii) Corporate Strategy & Devpt	£188,867	No target	£173,949	41.3%	
b) Donations	£40,255 (0.3%)	No target	£12,115 (0.15%)	-67.7%	
i) Donations (exc. legacy)	£34,230	£45,640	£12,115	-67.7%	-47.0%
c) External funding*	£3,584,952 (29.5%)	No target	£3,140,735 (44.65%)	6.0%	
d) Defra grant*	£6,364,744 (53.4%)	No target	£4,150,000 (42.35%)	7.5%	
e) Total income	£12,152,345	No target	£8,675,497	6.3%	
2. d) Non-trading income supporters (donors)					
i) Number of donations	Baseline	No target	21		
ii) Average value of donations	Baseline	No target	£202.43		
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually by (17/18)	21		
iv) Average value of donations (exc. legacy)	Baseline	No target	£202.43		

*Some quarterly distortions will appear for proportions of Defra Grant and External Funding due to accounting process.

Overview:

The ongoing reorganisation of Outreach and Visitor Experience Services has required a considerable staff resource in Q1 and Q2 which has impacted on our ability to deliver against the second and third priority actions. This work is still in progress and should be completed in the current financial year but is currently behind schedule.

Progress against priority actions/indicator targets:

- Further work was carried out to reinforce our brand differentiation around the key 'original' attribute. Work was started on clarifying the brand architecture and narrative for the place, authority and potential charity vehicle.

Q2 Corporate Objectives | 2017/18

- Car park charging and enforcement work with our public sector partners continued. New charges are planned to come into force in Q3 with enforcement beginning in Q1 2018/19.
- Design work and planning has started to move the current maintenance workshop out of Millers Dale to an upgraded Ashford Depot to enable development of a visitor café to begin the generation of income.
- Donations are down vs. last year due largely to the inclusion of the 'Mend Our Mountains' donations in 2016/17 Q1. Performance vs. Plan reflects timing of donations being logged on to the system.
- Average donation values will vary based on the low volume of donors. Key driver of lower value in this quarter vs. last year is the value of the 'Mend Our Mountains' donation.
- Work has continued to strengthen the call to action for donations in all our communications channels.

Issues arising and action to address:

- **Focus 1-3, Priority Actions** 'We will have defined our brand positioning to support our Corporate Strategy on fundraising development, income generation and outreach. We will have implemented changes to our car park management and effectively communicated them. We will have approved short and long term plans for Millers Dale.' – Amber. **Issue:** Timing. Work on brand development, car park charging and Miller's Dale redevelopment not as advanced as planned. **Action:** On brand development we continue to roll out the new positioning in key channels with most impact. On car park charging we will begin the new charges in this year, but move enforcement into next year. On Millers Dale we have agreed work on Ashford Depot to enable movement of assets out of Millers Dale to facilitate near-term development of café/visitor service.
- **Corporate Indicator, 5. b i)** Donations – Red. **Issue:** Value. The lower than planned performance vs. LY is due to the inclusion in Q1 LY of a c£17k donation from our involvement in the BMC Mend Our Mountains campaign. The performance vs. Plan is driven by the difference in the shape and timings of our donations and our lack of active supporter management. **Action:** We have updated our website call-to-action.

Risk implications:

No change.

Q2 Corporate Objectives | 2017/18

Cornerstone 1: Our assets

Our Focus:	2017-18 priority actions	Progress (RAG)
<ol style="list-style-type: none"> 1. Reduce the size of our property portfolio and retain what we need 2. Ensure that the Trails, Stange, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts 3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective 4. Increase the value of our brand and its reach 	We will have reviewed, and be on target with, disposals of our woodlands and minor properties.	GREEN
	We will have an up-dated Asset Management Plan which aligns with the Corporate Strategy and sets out the need and scope for improvement in a targeted way.	AMBER

Corporate Indicator	Target 2017-18	Status at Q2
6. Percentage of assets that meet the standards set for:		
a) Maintenance	Baseline	Not reported at Q2 (annually)
b) Environmental performance	Baseline	Not reported at Q2 (annually)

Overview:

Progress is continuing on our disposals programme, making a significant contribution to capital receipts. The Corporate Property Officer is providing guidance on the most appropriate route to completing an effective asset management plan that will be vital to informing our capital strategy in the future.

Progress against priority actions/indicator targets:

- A decision was made via the consultations process to integrate our estate management resource into one team as part of the final phase of the realignment of teams into one Commercial & Outreach Development Directorate.
- Woodland disposals: disposal process is ongoing and on target.
- The contract for the research project to understand the equity of the brand and its awareness was awarded.
- In terms of media reach, the total number of Twitter followers reached 31.8k, Facebook followers -12K; Instagram followers - 1100. Other work in this area has been the development of closer working relationships with destination marketing organisations and senior visitor economy officers from neighbouring areas. Improving their ability to tell the PDNP story and ensuring our objectives are included in their tourism and inward investment strategies has been the focus of effort to date.

Issues arising and action to address:

- **Focus, Priority Action 2** 'We will have an up-dated Asset Management Plan which aligns with the Corporate Strategy and sets out the need and scope for improvement in a targeted way.' – Amber. **Issue:** Scale & Timing. An asset improvement and disposal programme has been in place and informing activity but the creation of a complete asset management plan cannot be achieved within the timescale. **Action:** With the appointment of a Corporate Property Officer we have embarked on the creation of a comprehensive Asset Management Plan with a long-term horizon matched to our long-term strategic priorities. The CPO will advise SLT in Q3 regarding the most appropriate strategic approach to be consulted with Members at the proposed Forum in Dec 2017.

Risk implications:**NONE**

Cornerstone 2: Our services

Our Focus:	2017-18 priority actions	Progress (RAG)
4. Deliver our services in a customer focused way	We will have an extended paid-for advice service for conservation.	GREEN
5. Ensure clear policies are in place through facilitated and effective engagement and communication	We will have partners indicating their commitment to Special Qualities.	GREEN
6. Ensure appropriate regulatory action	We will be communicating the clear value of our performance on enforcement.	GREEN

Corporate Indicator	Target 2017-18	Status at Q1
7. Proportion of planning appeals allowed	<30%	50% (1 appeal/split decision)
8. Proportion of planning applications determined in a timely way a) 13 weeks – major b) 8 weeks – minor c) 8 weeks – other d) 13 weeks – county matters	a) >70% b) >70% c) >80% d) >70%	100% 72% 76% 100%
9a Number of enforcement cases resolved	30 per quarter	38
9b % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	80%	79%
10 Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	75%
b) Parish councils	>70%	No Data
c) Residents	38%	47%*
d) Pre-application advice	>75%	65% **
11a Number of complaints received	<20	3
11b % complaints dealt with in accordance with agreed deadlines	90%	100%
11c Satisfaction with first and second lines of enquiry (planning)	baseline	77%

* Residents' Survey every 3 years (Baseline 2012, data 2016)

** Based on 2016/17 survey

Overview:

Work on Development Management policies has progressed, following a number of Member Steering Group meetings in September. A draft for final consultation and submission is to be considered by Authority in October 2017. The Authority's influencing role has included ongoing dialogue with Constituent Authorities, particularly on housing policy and specific proposals. The NPMP update work is on track, with public

consultation commencing in July at an annual conference/workshop taking place on 4 October at Thornbridge Hall.

Progress against priority actions/indicator targets:

- The update on the National Park Management Plan continues to progress. We undertook a public consultation in June and July on the draft areas of impact and special qualities, and received a total of 219 responses through an online survey, letter and email. 142 responses came from individuals and 77 from organisations. There was widespread support for the special qualities with 68% of respondents believing the special qualities captured what makes the Peak District National Park special for them. There were a lot of proposed word changes for the special qualities, so these changes are being assessed, but do not change the content of the special qualities. There was widespread support for the areas of impact, so we do not intend to change these. We have added some further intentions to some of the areas of impact, and like the special qualities, will be changing some of the wording. Our next step is to hold a workshop with partners in quarter 3 to develop the delivery plan.
- Work on Development Management policies has progressed further, with the Working group of Members considering the responses so that officers can produce a document for submission, to be agreed at the Authority meeting on 6 October.
- Annual Parishes Day took place on 30 September, with 41 parish councillors attending. The main discussion was on special qualities, with further updates on neighbourhood Planning, our offer to communities, Mobile and broadband update, and South West Peak Landscape Partnership
- Performance on planning application determination was slightly below target in the last quarter, but it is still above the figures set by the Government for “under-performing” LPAs. The drop in performance is the result of a number of vacancies and absences through long-term illness in the Development Management service, including the Head of Service. Only one major application was determined. Of 203 planning and listed building applications determined, nearly 90% were approved. In addition to this the Service also dealt with prior notifications, non-material amendments and discharging of conditions.
- 150 Planning Enquiries were completed, of which 55 (36.67%) were completed within 15 working days. This reflects the staffing issues in the teams (vacant posts and absence through illness), with the focus being on processing applications. However, vacant posts have will be filled during Q3 so there will be an improvement in these figures. The 15 day figure does not reflect the fact that some enquiries take longer because of their scale or nature.
- 38 enforcement cases were resolved in the quarter, well over the target of 30 for the quarter. 79% of enforcement enquiries were investigated (with a conclusion on whether there is a breach of planning control) within 30 working days, slightly below the target of 80%.
- Planning appeals: Only 1 appeal was determined in the quarter 2. This was a split decision, so the figure has been recorded as 50%. As with Q1, the low number of appeals makes it difficult to accurately reflect performance based on a % figure.
- The number of formal complaints remains low (2 in Development Management). One Development Management complaint that had progressed to the Ombudsman found no maladministration.
- Work on collecting feedback on the performance of the Planning Service from applicants and agents was delayed or postponed during the quarter because the Planning Liaison Officer left the Authority in May. A replacement has now been appointed and will commence work in October.
- The focus on Community Planning has continued, with further work on the Bakewell NP. A community Facebook page and Community Grant scheme have also been launched.

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- Data on satisfaction with first and second lines of enquiry was collected in quarter 1: 60.47% rate overall advice service as Excellent, 16.28% rate overall advice service as Good, 13.95% rate overall advice service as Fair, and 9.30% rate overall advice service as Poor. This is a drop from the previous quarter and appears to reflect the difficulties in the Development Management service through staff absences and vacancies. These are likely to be resolved in Q3 as posts are filled and staff return to work following illness.

Issues arising and action to address:

- Our services, Indicator 7:** The percentage of appeals allowed is higher than the target, but this is based on a very low number of appeal decisions (1) and an analysis of individual decisions does not give any rise to any significant concerns about challenges to policy. However, officers are aware that this is a measure for “poorly performing” authorities so it will be closely monitored.
- Our services, Indicators 8 and 10d:** Performance on dealing with planning and other applications has dropped slightly but is still generally above government targets. However, staff vacancies and absences have resulted in a poorer performance on dealing with enquiries. The vacant posts are likely to be filled in quarter 3, so this is expected to improve.
- Our services, Indicator 9a:** The number of new enforcement enquiries continues to rise, leading to a build-up in outstanding cases. However, the target for resolving cases was exceeded in Q2. The Action Plan adopted in 2015-16, placing a greater focus on prioritising cases and then dealing with higher priority cases more quickly, is helping to give address the backlog.
- Our services, Indicator 10b:** Officers continue to work with Parishes, either through the PPP Forum or through individual parishes to understand their concerns, but progress on this has been delayed by the departure of the Planning Liaison Officer and the resulting vacancy, which will be filled in October. The annual Parishes Forum on 30 September, focussing on special qualities, was successful and well received.

Risks associated with this objective: None

Cornerstone 3: Our organisation

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Develop and maintain appropriate standards of corporate governance	We will have implemented the new governance framework requirements as a public body.	GREEN
2. Implement our medium term financial plan	We will have clearly communicated the way in which our aspirations for the Peak District National Park, as set out in our Corporate Strategy, will be funded now and in the future.	GREEN
3. Develop key business processes underpinning the Corporate Strategy	We will have a single corporate register of the data we hold across the organisation.	GREEN

Corporate Indicator	Target 2017-18	Status at Q2
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	The External Auditor has confirmed that the Authority's Annual Governance Statement for 2016/17 complies with the guidance issued.

Overview:

During Q2, the Authority's External Auditors have confirmed that the organisation is well managed in terms of compliance with external governance and financial requirements. Reports have been presented to the Audit Resources and Performance Committee on a range of organisational issues, including the Authority's Environmental Management Performance and the Local Government Ombudsman Annual Review of complaints. Good progress continues to be made to achieve the 2017/18 priority actions.

Progress against priority actions/indicator targets:

- During Q1 of 2017/18, an Annual Governance Statement was prepared and a copy provided to KPMG (the Authority's External Auditors) for review. It was reported at the Audit Resources and Performance Committee (ARP) meeting held on 21st July 2017 that KPMG had confirmed that the Authority's Annual Governance Statement for 2016/17 complies with the guidance issued by CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives).
- A report has been prepared which recommends amending the Terms of Reference of the ARP Committee to adopt the latest best practice guidance received from the Chartered Institute of Public Finance and Accountancy (CIPFA). The report was considered by the Authority and approved at a meeting on 7th July 2017.
- The Authority's 2016/17 financial accounts were presented to the ARP committee on 19th May 2017. KPMG have now reviewed the 2016/17 financial accounts and it was reported at the ARP Committee meeting held on 21st July 2017 that the Authority's external auditors had issued an unqualified audit opinion.

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- KPMG have also completed their work to consider whether the Authority has proper arrangements in place to ensure it has taken properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. For 2016/17 they concluded that the Authority had made proper arrangements to secure economy, efficiency and effectiveness in its use of resources and have issued an unqualified value for money opinion. This was reported to the ARP committee on 21st July 2017.
- A report relating to the Authority's Environmental Management Performance was approved by the ARP Committee on 15th September 2017. The Authority's performance continues to improve and a 24.9% reduction in carbon emissions since the 2009/10 baseline year has been achieved. The ARP Committee agreed that new targets will be established for the period from 2019 to 2024.
- Members approved the Authority's 2017/18 Performance and Business Plan on 26th May 2017. The plan was published on the Authority's website prior to the statutory deadline of 30th June 2017 and performance is being monitored quarterly.
- The 2017/18 Internal Audit plan was approved by Members on 19th May 2017. The plan is based upon an assessment of strategic, financial, regularity and operational risks. Internal audit work relating to performance management, procurement and risk management was undertaken in Q2 and the outcome of the work will be reported to the ARP Committee.
- To support the creation of a single register of corporate data, specific officers have been identified in all service areas. These officers are being designated as Information Asset Owners (IAO). Training sessions are being provided and a framework has been developed to capture the data required to construct the corporate data register.
- A Resource Management Meeting held on 19th July 2017 approved a business case to progress a large scale property maintenance programme to address the backlog of works across the Authority's property portfolio. The works will address all of the urgent items arising from condition surveys completed on high priority sites. It is anticipated that the programme will be completed in 2018/19.
- Our Members' Representative Roles have been aligned with the National Parks 8-point plan published by the Department for Environment, Food and Rural Affairs (DEFRA) and were appointed to at the Annual General Meeting (AGM) on 7th July. We also welcomed a new Secretary of State Member to the Authority who has been through our induction programme.
- A Members Appointments Panel process was put in place to assist decision making at the AGM and a review of representation of Members on Outside Bodies was undertaken and approved and these roles were appointed to at the AGM.
- The members Strategic Advisory Group (SAG) was replaced from the 2017 AGM with a Members Forum open to all Members which it is hoped will address a number of issues identified in the 2016 Member Survey.
- A report providing details of the Local Government Ombudsman (LGO) Annual Review of complaints for the period 1 April 2016 to 31 March 2017 was presented to the ARP Committee on 15th September 2017. The report did not raise any concerns about the Authority's performance.

Issues arising and action to address:

- None to report

Risk implications:

- Members approved a report at the ARP Committee on 19th May 2017 which set-out the Authority's Risk Register for 2017/18. The risk register will be reviewed on a regular basis throughout the financial year.

Q2 Corporate Objectives | 2017/18

Cornerstone 4: Our people

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Ensure the Authority shape is fit for the future	We will have a structure in place at all levels that fits our organisational design principles and supports our ability to deliver the Corporate Strategy.	GREEN
2. Retain, develop and recruit the right people in the right place at the right time, with the right resources	We will know the workforce profile in each service against the following areas:- -Skills resilience and gaps -Knowledge resilience and gaps -Hard to fill roles.	GREEN
3. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters	We will have used the staff survey feedback to gauge how well we are doing in living our organisational values and to identify improvements needed.	GREEN

Corporate Indicator	Target 2017 – 18	Status at Q2
13. Employee engagement – based on new Staff Survey	Baseline from Staff Survey in March 2017	64% (survey response)
14. Implement recommendations of the 2016-17 Investors in People assessment	Delivery of Action Plan	Delivered through the "People Matter – Action Plan" September 2017
15. Sickness levels*:		
a) % of total time lost due to sickness	a) 2.3% quarterly 2.15% annually	1.17%
b) Hours per FTE	b) 11.1h quarterly 44.4h annually	5.3 Hours
c i) Absence: sickness frequency rate **	c i) 25% quarterly 100% annually	15.09%
ii) Absence: individual sickness frequency rate (reported at Year-end) ***	ii) No target	12.83%
d) Value of total time lost (expressed as pay cost)	d) £26,750 quarterly £107,000 annually	£14,673.54
16) Staff turnover	ACAS standard to be used (Range 9-15%)	4%

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

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

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

Overview:

During Q2 work has continued to develop new workforce related policies and practices and review existing procedures to bring them up to date with current best practice. To address the issues identified in the 2017 staff survey, a new 'People Matter – Action Plan' has been created jointly with Staff Committee and Unison representatives. Good progress continues to be made to achieve the 2017/18 priority actions.

Progress against priority actions/indicator targets:

- In June 2017, the Senior Leadership Team approved a framework and related processes for the development of a comprehensive workforce plan. The plan will be developed in conjunction with Heads of Service as part of the Service Planning process for 2018/19.
- Officers are supporting a multi-national park authority benchmarking exercise which is focusing on workforce issues and employment policies and practices. The results are due to be available during October/November 2017. The results will inform the development of the Authority's workforce plan.
- Consultation commenced in May 2017 with employees, Staff Committee and Unison representatives relating to a proposed restructuring within the Commercial Development and Outreach Directorate (CD&O). On 1st August 2017 a Resources Management Meeting (RMM) approved the proposed restructure and staff in the CD&O Directorate, UNISON and Staff Committee representatives were informed. Work is currently underway to populate the new structure.
- Following the 2017 Staff Survey was completed in March 2017, a Working Group with representatives from each Directorate, Staff Committee and Unison was formed to develop an action plan to address the issues identified in the survey. The "People Matter - Action Plan" was agreed with PDNPA Staff Committee and Unison representatives on 6th September and circulated to all staff on 11th September 2017. Work is now underway to ensure that the actions in the plan are fully recognised and communicated to each of the key owners. Progress will be monitored on a regular basis.
- The Local Government Association has been engaged to develop an "Employee Benefits Package" which it is envisaged will support staff retention and future recruitment exercises. As part of this work, a Market Supplement Policy for the Authority has been developed and during Q2 consultation has taken place with the Senior Leadership Team, Operational Leadership Team and the staff who are currently in receipt of a market supplement in addition to Staff Committee and Unison representatives. A report seeking approval to adopt the Policy is due to be considered by the Authority on 6th October 2017.
- During Q2, a review of the Authority's current Disciplinary Processes and related management guidance commenced. Any proposed changes will be the subject of appropriate consultation in due course.
- Resilience Coaching Sessions aimed at supporting individuals through change have been offered to all staff during Q2. The take up has been good and the development sessions will be delivered in Q3.

Issues arising and action to address:


- None to report

Risk implications:

- None to report

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Appendix 2: Corporate Risk Register 2017/18 Q2

IMPACT	High	<p>6. Failure to implement the integrated strategic commercial plan</p> <p>7. Failure to design the organisation at all levels so it has the skills and capability to deliver</p> <p>10. Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50</p>	<p>1. Failure to create a common understanding for the White Peak, including engaging with the farming community and land managers</p>	<p>3. Insufficient capacity to deliver Moors for the Future Partnership programme</p> <p>4. Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside Stewardship</p> <p>12. NEW: Lack of engagement from the farming and land management community in landscape scale delivery models, the national agri-environment schemes and post Brexit policies & new support systems</p>
	Medium		<p>2. Adverse exchange rate movements for Moorlife 2020 European funding</p> <p>9. Failure to deliver an integrated conservation service for land managers and communities which increases awareness, understanding and support for the National Parks special qualities and the public goods delivered by the place</p> <p>11. Failure to deliver against our Performance and Business Plan in a time of change</p>	<p>5. Failure to inspire people to give to the Peak District National Park Authority</p>
	Low		<p>8. Failure to support staff going through a time of change </p>	
		Low	Medium	High

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

LIKELIHOOD

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update	
					Start	Q1	Q2	Q3	Q4					
S1 The Place and the Park on a Landscape scale	1. Failure to create a common understanding for the White Peak, including engaging with the farming community and land managers	Follow a clear quality process	High x High RED	Ensure clear strategic vision for what we want to achieve Log of who to involve	Impact	High	High	High			Refresh strategic vision & log of who is involved by end of Q1 Explore brief for	JRS (Director of Conservation and Planning)	Quarterly updates	Discussions with key stakeholders (DWT, NE, EA), progress on terms of reference, governance and task and finish
Likelihood	Medium	Medium	Medium											

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
		Likelihood		

				Explore using the White Peak as a Brexit case study – SLF with National Trust & Natural England	Rating	AMBER	AMBER	AMBER			Brexit case study by end of Q1			groups.
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Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
S1 The Place and the Park on a Landscape scale	2. Adverse exchange rate movements for Moorlife 2020 European funding	Capping Sterling budget	High x High RED	Consider hedging transaction	Impact	Medium	Medium	Medium			Continuous assessment	PN (Chief Finance Officer)	Chief Finance Officer Budget monitoring Group ARP	Final accounts work has been the priority in Q1, review was not possible in Q2 but expectations of continuing sterling weakness were considered to be a mitigating factor. A review on the current position will take place in Q3.
					Likelihood	Medium	Medium	Medium						
					Rating	AMBER	AMBER	AMBER						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
S1 The Place and the Park on a Landscape scale	3. Insufficient capacity to deliver Moors for the Future Partnership programme	Programme and project management processes in place, including Strategic Management Group and project board	High x High RED	a. Partner analysis b. Advocacy plan based on partner analysis c. Compliance monitoring of existing controls	Impact	High	High	High			a. Q1 b. Q2 c. From Q1	JRS (Director of Conservation and Planning)	Quarterly Strategic Management Group and project board	Discussions with partners on future funding.
					Likelihood	Low	High	High						
					Rating	AMBER	RED	RED						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
		Likelihood		

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
S1 The Place and the Park on a Landscape scale	4. Area of NP land safeguarded in agri-environment schemes reduces because of Brexit	National influencing for post Brexit agri/ environmental policies and support systems Local communications	High x High RED	a. Increase promotion of the service provided, working closely with other agencies such as NFU, CLA,	Impact	High	High	High			On going	JRS (Director of Conservation and Planning)	Quarterly updates on progress	Continued involvement with NPE and partners on future of farming.
					Likelihood	High	High	High						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

	uncertainty and continuing issues with Countryside Stewardship	across the farming & land management industry NPMP work		NE, EA, FC. b. Public payment for public goods/ benefits c. Influencing role through PDNPA links and NPE's Future of Farming	Rating	RED	RED	RED									
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Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
S2 Connecting people to the place	5. Failure to inspire people to give to the Peak District National Park Authority	Commercial Development & Outreach strategic plan Commercial Development & Outreach Operational plan Authority-approved budget	High x Medium AMBER	Implementation of plan	Impact	Medium	Medium	Medium			Continuous assessment as part of BAU reporting	SM (Director of Commercial Development and Outreach)	Reputational health score (including propensity to donate) Non-trading income levels	Testing joint venture approach to giving with BMC's Mend our Mountains campaign. Charity working group remit agreed. Research brief created and research agency selected.
					Likelihood	High	High	High						
					Rating	AMBER	AMBER	AMBER						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
		Likelihood		

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
S4 Grow our income and supporters	6. Failure to implement the integrated strategic commercial plan	Commercial Development & Outreach strategic plan Commercial Development & Outreach Operational plan Authority-approved budget	Medium x High AMBER	Full suite of HoS to drive delivery in place by Q2 Full suite of managers and Tier 5 resource in place and integrated by Q4	Impact	High	High	High			Continuous assessment as part of BAU reporting	SM (Director of Commercial Development and Outreach)	Reputational health score (including propensity to donate) Non-trading income levels & costs Trading income levels & costs	All HoS now in place and full suite of managers now in place with appointment of Marketing Communications Manager. Tier 5 structure has been agreed.
					Likelihood	Medium	Low	Low						
					Rating	AMBER	AMBER	AMBER						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
C1 Our people	7. Failure to design the organisation at all levels so it has the skills and capability to deliver	Corporate Strategy 2016-19 in place Design principles in place	Medium x High AMBER	Experience gained and shared from tier 2 and 3 design Change process understood by managers and good practice	Impact	High	High	High			Change implementation programme timescales	DH (Director of Corporate Strategy and Development)	Regular updates to SLT and OLT	Workforce planning exercise is underway and is planned to be completed by the end of
					Likelihood	Low	Low	Low						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
C1 Our people	8. Failure to support staff going through a time of change	OLT working with SLT Clear comms on change UNISON & Staff Committee representatives	Medium x Medium AMBER	Resilience training for managers to understand emotional impact on staff 1-2-1	Impact	Medium	Medium	Medium			Training for managers in Q1/2 1-2-1 sessions aligned with change	DH (Director of Corporate Strategy and Development)	Quarterly review	All staff had the opportunity to have resilience training and a 1-2-1 session with a clinical psychologist.
					Likelihood	Medium	Medium	Low						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

		HR team HR support package 6 free counselling sessions at Derwent Rural Counselling (DRC)		coaching for affected staff where required 1-2-1 sessions with clinical psychologists where required	Rating	AMBER	AMBER	GREEN			programme			Feedback has been positive on this.
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Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
C2 Our services	9. Failure to deliver an integrated conservation service for land managers and communities which increases awareness, understanding and support for the National Park's special qualities and the public goods delivered by the place	Existing advice service delivered by teams Neighbourhood and village planning offer by policy and communities service Updating of NPMP, including comms for special qualities	Medium x Medium AMBER	Refreshing the community development offer Development of data to provide information Partnership working, including through NPMP	Impact	Medium	Medium	Medium			On-going NPMP review progress	JRS (Director of Conservation and Planning)	Quarterly updates	Progress on extended advice service and community engagement offer.
					Likelihood	Medium	Medium	Medium						
					Rating	AMBER	AMBER	AMBER						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
		Likelihood		

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
C3 Our organisation	10. Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50	Working with national park family to influence	Low x High AMBER	NPE Board have agreed 4 priority areas for Government engagement as we leave the EU, including, delivering a better environment for all and grasping the opportunities for farming and land management	Impact	High	High	High			End March 2018	SF (Chief Executive)	Evidence of engagement e.g. emails, letters	Future of Farming paper being discussed with Government and key stakeholders nationally and locally. NPE considering key messages for the English National Parks on future environment policy.
					Likelihood	Low	Low	Low						
					Rating	AMBER	AMBER	AMBER						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
C4 Our people	11. Failure to deliver against our Performance and Business Plan in a time of change	OLT in place	Medium x Medium AMBER	Pacing delivery with capacity Prioritising Timetable for delivery Clear communications	Impact	Medium	Medium	Medium			End March 2018	SF (Chief Executive)	Quarterly performance monitoring process	Reviewed at quarterly performance meetings, focussing on priority actions and considering risks and mitigating action for each
				Likelihood	Medium	Medium	Medium							

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

				<p>JPAR guidance to have regular meetings with line manager to monitor and prioritise work</p> <p>Wellbeing at work policy & agenda to promote smarter working practice</p>	Rating	AMBER	AMBER	AMBER							<p>priority area of work.</p> <p>Quarterly staff briefing to communicate and feedback on corporate performance.</p>
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Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4					
S1 The Place and the Park on a Land-scape scale	12. Lack of engagement from the farming and land management community in landscape scale delivery	Influencing role for future agricultural policy and support payments - Member led Future of	HxH	Influencing role for future agricultural policy and support payments - Member led Future of	Impact	New at Q1	HIGH	HIGH			On-going Future of Farming paper	JRS (Director of Conservation and Planning)	Quarterly monitoring	Continued involvement with NPE and partners on future of farming.
					Likelihood		HIGH	HIGH						

Q2 Corporate Risk Register 2017/18

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

	models, the national agri-environment schemes and post Brexit policies & new support systems	Farming Group, England Agriculture & Rural Development Group, External Working Group, Defra Technical group for Countryside Stewardship and other Defra Stakeholder events.		Farming Group, England Agriculture & Rural Development Group, External Working Group, Defra Technical group for Countryside Stewardship and other Defra Stakeholder events.	Rating		RED	RED			agreed by end of Q1			
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Quarter 2 Report on Complaints and Freedom of Information and Environmental Information Regulations Enquiries

Complaints

Summary of Complaints in YTD	Q1	Q2	Q3	Q4	YTD	2017/18 Target
Number of Complaints Received in Quarter:	3	3			6	<20
Percentage of complaints dealt with in accordance with agreed deadline of 15 working days	100%	100%			100	
Number of Complaints in Quarter regarding an Authority Member:	0	0			0	-

Complain t Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
C.433 09/08/17 Stage One	Landscape and Conservation Complaint regarding lack of progress on a Tree Survey report requested by the Parish Council.	18/08/17 Within 15 working day deadline	Apologised for lack of response. This was due to three reasons: <ul style="list-style-type: none"> the need for the Tree Officers to acquire a piece of equipment that would allow them to carry out this survey work more effectively - they now have that equipment but are still developing their expertise in using it. the Tree Officers moved to another Team in recent months and this caused some disruption to their workload. one of the Tree Officers was unwell for a spell during this period and this added to the already high workload. The Tree Officers have now committed to completing the work by the end of September but if there are any unexpected delays the Parish Council will be notified.	No specific changes in processes or practices. However officers have been reminded that they need to contact customers in the event that they may not be able to meet deadlines in order to manage customer expectations.
C.434	Development Management	21/09/17	Complainant concerned regarding allegedly unauthorised	None required.

01/09/17 Stage One	Complaint that an Authority officer did not respond to a point made in correspondence regarding a quarry site.	Within 15 working day deadline	buildings on the site and that the Authority did nothing to prevent some becoming lawful. Accept complaint partly justified, however, it is important to understand the wider context, which Complainant was made aware of due to their interest in the site and through emails from officers. When buildings were constructed on the site they would have been a relatively minor matter in comparison to the major concerns the Authority had at the time in relation to unauthorised quarrying which had the potential to affect over 100ha of land. The Authority invested an enormous amount of time and resource in trying to tackle the problems at the site through the late 1990s and 2000s; these problems arose from the legacy of a 1952 permission that was being interpreted by the then owner in a way that the Authority (and local residents) did not accept and which would have had a seriously damaging impact on the National Park. The outcome of this process was a successful Prohibition Order which was agreed by the Secretary of State in 2016 and restoration work now being carried out is the result of this Order and will significantly improve the appearance of this area. The approval of a new building secured the removal of a large plant building and other ancillary buildings, but not an existing portacabin structure.	
C.435 18/09/17 Stage One	Strategy and Performance Complaint regarding the Complainant twice not being short listed for an Authority post, although the Complainant feels they have met all the criteria in the person specification.	Response due by 06/10/17		

Update on Complaints Reported in Previous Quarters

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
<p>C.431 06/9/17 Ombudsman</p> <p>Stage One and Stage Two complaints previously reported in Quarter 1.</p>	<p>Development Management</p> <p>Complaint referred to Ombudsman alleging: "The Authority accepted and approved a planning application which went against planning policies, as there were other sites which should have been considered and may have been more suitable rather than losing a greenfield site. The officer's report to the planning committee did not give enough detail for the committee to reach a well reasoned decision."</p>	<p>Response due by 04/10/17</p>		

Quarter 1 Report on Freedom of Information (FOI) and Environment Information Regulation Enquiries (EIR)

Quarter	No. of FOI Enquiries dealt with	No. of EIR Enquiries dealt with	No. of Enquiries dealt within time (20 days)	No. of late Enquiry responses	No. of Enquiries still being processed	No. of referrals to the Information Commissioner
Q1	8	10	18	0	2	0
Q2	3	4	7	0	2	0
Q3						
Q4						
Cumulative	11	14	25	0	4	0

7. **MINOR PROPERTY REVIEW**

1. **Purpose of the report**

Following the Resource Management Meeting on 4th October 2017 the meeting approved the overarching programme for the disposal of minor properties and agreed that the whole programme be taken to Audit, Resources and Performance Committee with recommendations as proposed below.

Key Issues

- The Asset Management Plan under which disposals were considered as part of a rationalisation of minor property was formulated in 2010.
- This policy was ratified under the DTZ Plan of 2013 and supports the current Corporate Strategy for Our Assets under Cornerstone 1.
- The recently resourced team has redrafted priority list of minor property for disposal initially undertaken in 2016 – the redrafted list is attached at Appendix 1.
- Minor properties were purchased over a period of time with a variety of objectives but principally to secure and enhance landscape features to the benefit of our National Park.
- Some minor property is less significant than others but as a collective are considered important landscape features that have been successfully secured for the value that each represents under the interests reflected by the project team.
- As required by the Corporate Strategy disposals will only be considered where the important features of each property can be secured for future generations to enjoy. Securing such features through sale agreements or sales to special purchasers may be reflected in sales at an undervalue as compared to a unencumbered open market disposal.
- The minor properties are managed at a Net cost to the Authority and provide a very limited return on the capital value.

2. **Recommendation(s)**

1. **That any decision-making and disposal re properties with a low to medium risk, including approval of any possible undervalue arising from a disposable process, be delegated to the Resource Management Meeting in consultation with the Head of Law and the Corporate Property Officer.**
2. **That any high risk properties are included in the Asset Management Plan review.**

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

In endeavouring to achieve best value on disposals the Authority is also required to consider statutory purpose in protection of the landscape for public benefit. Enabling delegation of negotiated final prices enables officers to procure disposals to the best advantage of our National Park.

4. **Background**

Rationalisation of the Minor Property portfolio has been on the disposal agenda since 2010.

A list of 15 minor properties as identified in the Appendix 1 have been identified for potential disposal.

In 2017 this list was prioritized as highlighted yellow and green on the attached Appendix.

Those properties regarded as of least significance and recommended for disposal on the basis of the current strategy start at the top of the list with the most significant properties regarded as most important to our National Park at the bottom of the list. The low risk properties are highlighted yellow with the higher risk properties identified by the green highlight.

The allocation of significance has been addressed by all members of the project group taking into account all relevant interests. A balanced view of these comments was taken in drafting the priority list attached.

5. Proposals

On the Basis that Audit, Resources and Performance committee uphold the overarching programme for the disposal of Minor Properties the proposals are that officers are delegated authority to oversee the disposal of the low to medium risk properties and to ensure that any higher risk properties are included for review in the refreshed Asset management Plan.

Are there any corporate implications members should be concerned about?

6. Financial:

- Sales will be subject to formal valuations
- Capital Income will be retained within the Capital Fund to finance the current approved Capital Strategy
- Net annual revenue outgoings will be reduced against minor property

7. Risk Management:

- Reputational risk will be addressed under communication statements

8. Sustainability:

- No known issues

9. Equality:

- No known issues

10. Background papers (not previously published)

None

Appendices

- Appendix 1 – Minor Property List

Report Author, Job Title and Publication Date

Bill Robinson, Rural Surveyor, 26 October 2017

APPENDIX1 TABLE 1
 Minor Property Disposal Matrix Sept. 2017

Name	Area	Designation	Interest	Protection
High Rake	4.7 ac	SAM	High Priority Lead Mining Landscape (HPLML) ,access,interpretation	Open Access, SAM, covenant
Losehill Hall Field	0.2 ac	0	camping/gardening to neighbour	planning enquiry,planning lien, covenant
Winster Ore Hse	150 sq ft	0	Part of Winster historical landscape. (HPLML) Interpretation	Pot. SAM. , covenant
Magpie Mine	3.61 Ac	SAM	Bought for Car Park/Interpretation Ecology. (HPLML)	SAM, covenant, planning lien
Taddington Dale	20.41 ac	Woods SSSI	Ecology,Access, Romano Earthworks	Open access, covenant,lien
Earl Sterndale Gn	0.25 ac	0	Open space for village. Donated by Cllr Morten	desig as Village Green, covenant
Dirtlow Rake (Leasehold)	1.65 ac	(adjacent to SAM)	Mineral rake, ecology held under two hold over leases (HPLML)	SSSI, could end with agmt for freeholder to enter Man Ag?
Green Lane Pits	9.18 ac	SSSI	Silica pit. Green access. Ecology	SSSI, open access, covenant
Low Moor	9.9 ac	0	Remnant heath, access paths, Potential for White PeaK L/P Interest	covenant (diff private farm access)
Wingather Rocks	3.6 ac	0	Open access for climbing	
Hard Rake	90.36 ac	0	Ecology, Minerals, access, interpretaion (HPLML)	covenant subject to minerals Purchased with HLF grant issues
Pilsbury Castle	11.43 ac	SAM	Archaeol. Motte and Bailey	Covenant.
Roystone Rocks	92 ac	SAM	Archaeol.ecology.access and interpretation	SAM, covenant, man agreement
Tideswell dale	29.52 ac	SSSI	Honey pot area with good access car park and toilets	Retain as key public area
4 Station Cottages			Conservation Area	Part of Trails - future holiday let potential Await Vacant Possession

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8. ANNUAL REPORT OF THE DUE DILIGENCE PANEL (RC/AGM)

1. Purpose of the report

To inform Members of the items considered by the Due Diligence Panel over the past 12 months.

2. Recommendation

1. That the items considered by the Due Diligence Panel over the last 12 months, as set out in paragraph 8 of the report, be noted.

How does this contribute to our policies and legal obligations?

3. This work contributes to achieving the following corporate objectives for 2016/19:

- Directional Shift Grow Income – Diversifying and growing our funding, building on our valued government grant
 1. Increase our income from giving
 2. Achieve our commercial programme income targets
 3. Develop/establish sponsorship relationships
 4. Secure external funding for major programme and partnership delivery
- Cornerstone Our Organisation – Developing our organisation so we have a planned and sustained approach to performance at all levels
 1. Develop and maintain appropriate standards of corporate governance
 2. Implement our medium term financial plan
 3. Develop key business processes underpinning the Corporate Strategy

Background Information

4. The Due Diligence Panel was set up as part of the Authority's Policy on Working with Businesses, Organisations, Individuals and Groups of Individuals on Sponsorship, Philanthropy and Legacies agreed at the Authority meeting on 3 October 2014.

5. Since then the role and decision making of the Panel has been updated twice and checklists for officers to use for prospective proposals produced. The role and decision making outcomes of the Panel are:

1. To confirm whether it is appropriate to develop a relationship which has a financial value of £5,000 or more (actual or in kind) with the proposed interested party (or parties)
2. To confirm sufficient material has been provided to make a judgement or to refer back to the proposer if more information is needed
3. To advise if mitigation action is required in light of risks identified by the proposed or the Panel in order for development of the relationship to proceed.

6. In accordance with the agreed Policy all decisions made below the £5,000 threshold

are:

- a. Recorded through the finance system where a financial transaction is made – with report being made every six months by the Head of Finance to the Due Diligence Panel for review.
 - b. reported to the Democratic and Legal Support Team for recording on a register where the transaction is an in-kind transaction with a report being made every six months to the Due Diligence Panel for review.
7. The Panel began meeting in November 2015 and holds quarterly meetings but can be convened as necessary. The current members of the Panel are the Monitoring Officer (as Chair), Director of Commercial Outreach and Development, Chief Finance Officer and Cllr Mrs Caroline Howe (with Mr Zahid Hamid as deputy Member)

Proposals

8. The Committee is asked to note the following items that have been considered and decided on by the Due Diligence Panel in the past 12 months:
- Agreed to accept a legacy from a former volunteer ranger's estate
 - Agreed to accept a legacy from a relative of a former, deceased Member.

Are there any corporate implications members should be concerned about?

Financial:

9. Any financial risks of individual proposals are considered as part of the Due Diligence process.

Risk Management:

10. Any risks related to individual proposals are considered as part of the Due Diligence process and addressed accordingly.

Sustainability:

11. Any sustainability issues of individual proposals are considered as part of the Due Diligence process and addressed accordingly.

Equality:

12. Any equality issues of individual proposals are considered as part of the Due Diligence process and addressed accordingly.

13. Background papers (not previously published)

None

14. Appendices

None.

Report Author, Job Title and Publication Date

Ruth Crowder, Democratic and Legal Support Team Leader, and Andrea McCaskie, Monitoring Officer, 26 October 2017
ruth.crowder@peakdistrict.gov.uk andrea.mccaskie@peakdistrict.gov.uk

9. PROPOSED ACCEPTANCE OF THE LEGACY OF LOWER GREENHOUSE FARM, CALTON, STAFFORDSHIRE

1. Purpose of the report

This report is to set out the details to consider regarding the acceptance of the legacy of Lower Greenhouse Farm (farmhouse, outbuildings and land) in the village of Calton, Staffordshire to the Authority. The Committees approval to accept the property is required under Standing Orders.

Key Issues

- **The Authority has power under s139 of the Local Government Act 1972 to accept, hold and administer for the purpose of discharging any of its functions, gifts of property, whether real or personal, made for that purpose.**
- **The legacy includes a farmhouse, outbuildings and two parcels of land extending to approximately 38.5 acres in total. The farmhouse is in need of modernisation and the outbuildings are limited in size and in need of repair. The farm does have some ecological and cultural heritage interest which will require consideration alongside future options for the property.**
- **The legacy is made to the Authority free of conditions. The Will specifies that the legacy is to be used for the “general benefit of the Peak District” subject to payment of inheritance and other taxes attributable to the property. The executors are applying for an HMRC Clearance Certificate to confirm there are no outstanding taxation issues.**
- **As the legacy has a capital value of over £150,000, under Standing Orders Delegation of Powers to Officers Part 7 D-1 ARP approval is required ‘to acquire or renew any interest in or over land, including buildings, on terms to be approved by the Head of Law’.**
- **Acceptance of the legacy was approved by the Authority’s Due Diligence Panel on 26th July 2017. Checks were carried out of the donor and these did not reveal any concerns or reasons why the legacy could not be accepted.**

2. Recommendations

1. **The legacy is accepted from the executors once all the administration of the Estate is complete.**
2. **Following transfer of the property to the Authority an options appraisal is completed with recommendations for consideration by ARP.**

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

This legacy could contribute to the Authority’s objective to raise funds through giving to the Authority if the property is subsequently sold.

The property does possess some elements of conservation value which contribute to the Authority’s policies and purposes. The use of covenants and existing Statutory protection will be considered as part of the options appraisal for any future decision to either sell or retain the property for ARP to consider.

4. Background Information

The legacy was unexpected. There had been some limited previous contact between the donor and the Authority but no ongoing relationship.

Probate has been granted to the executors and the administration of Estate is underway. Lower Greenhouse Farm comprises a traditional farmhouse in need of upgrading, outbuildings and approximately 38.5 acres of grassland. It is located on the edge of the village of Calton within the Peak District National Park boundary. The house, buildings and 22 acres land form one parcel and there is a separate parcel of land across the road extending to approximately 16.5 acres. The executors were unable to locate the title deeds to the smaller separate land area. However, the executors are currently undertaking registration of the holding with Land Registry. It is likely that title to the 16.5 acres will be possessory only given that there are no title deeds. It is anticipated that the holding will be ready to transfer to the Authority in late 2017 or early 2018.

The historic farmstead lies in the Calton Conservation Area. A landscape and conservation survey has been undertaken but included external inspection only of the house and buildings. The farm does have some environmental significance which will be considered fully in the options appraisal. The land adjacent to the farmstead is of mixed quality. Some of the land has little ecological interest but 3 of the fields are semi improved grassland with areas of species rich BAP grassland and possibly a curlew nesting site. There is a scheduled ancient monument recorded on the farm and also a public footpath on the edge of the holding.

The separate land parcel across the road comprises semi improved grassland with localised areas of BAP priority grassland, a public footpath crosses the land and there are features of local archaeological interest.

The future options for the farm are likely to fall in to the following categories; sell as a whole or in lots as it is, sell with some improvements, sell part/retain part or retain the whole. All options will be considered alongside the environmental implications, potential use of covenants, risk analysis and financial implications.

5. Proposals

The current proposal is to accept the legacy once the administration of the Estate is complete. A full options appraisal will then be prepared with recommendations for consideration by ARP.

Are there any corporate implications members should be concerned about?

6. Financial:

Resource implications include Rural Surveyor and Legal time and any costs involved in the future management or disposal of the property.

There would be significant capital costs involved should the Authority wish to retain and manage this property as a working farm in the future.

There is a possibility of some inheritance tax being due but current indications from the executors are that no issues have arisen with HMRC and a Clearance Certificate is being applied for from HMRC to confirm that taxation position.

There would be resource implications in dealing with any issues which may arise, as identified under the 'risk management' section.

7. Risk Management:

There are no known issues at present in the proposal to accept the legacy but as the Will is still in the administration stage with the executors there is still the possibility of issues arising. Issues may include challenges to the Will by family members or claims to the area of land for which the title deeds have been lost, with the consequential costs implications in dealing with any such challenges. As there are no conditions apart from taxation implications attached to the legacy the Authority can apply the same criteria as it does to existing property management.

8. Sustainability:

There are no issues

9. Equality:

There are no issues

10. Background papers (not previously published)

None

11. Appendices

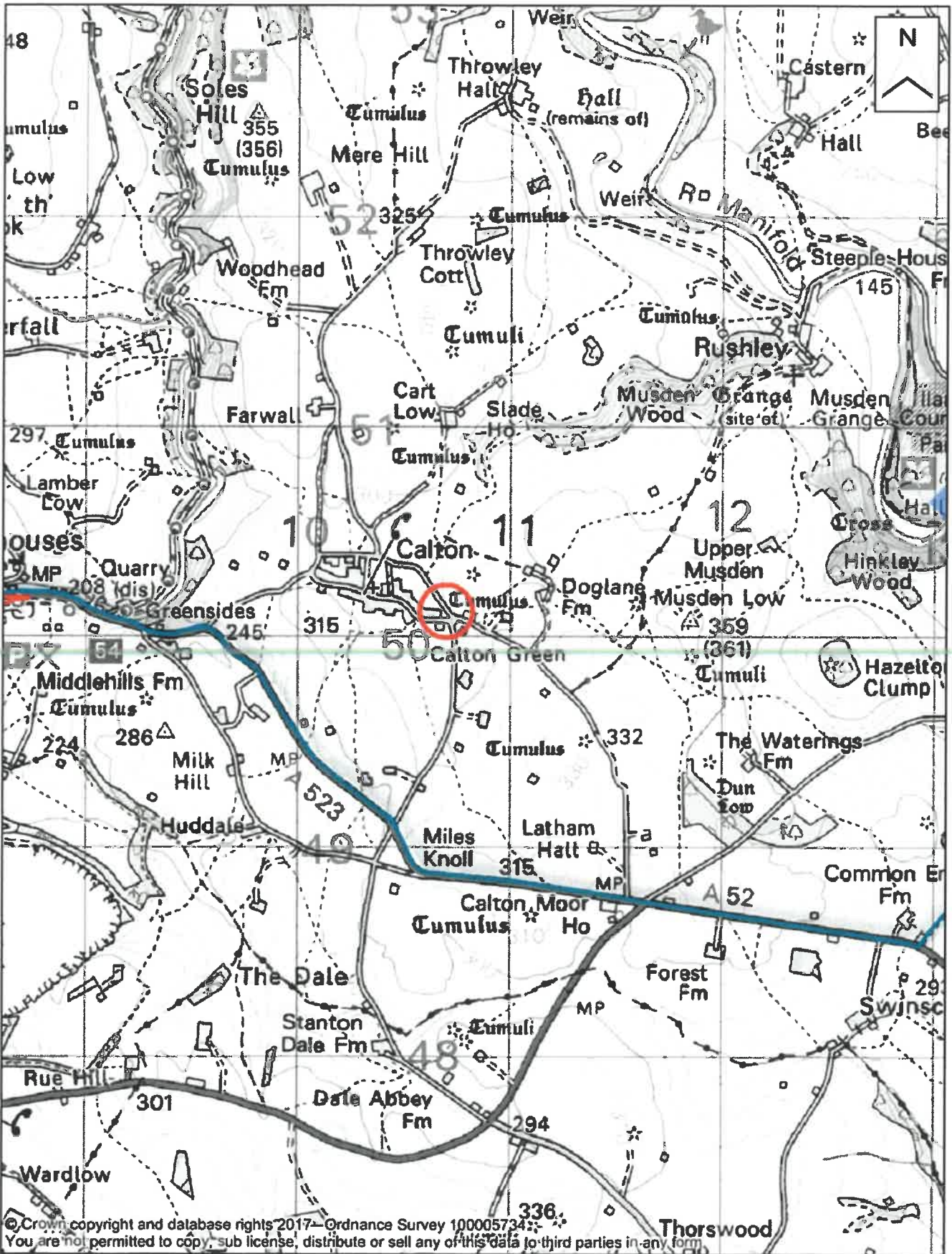
Location plan


Plan of farm

Report Author, Job Title and Publication Date

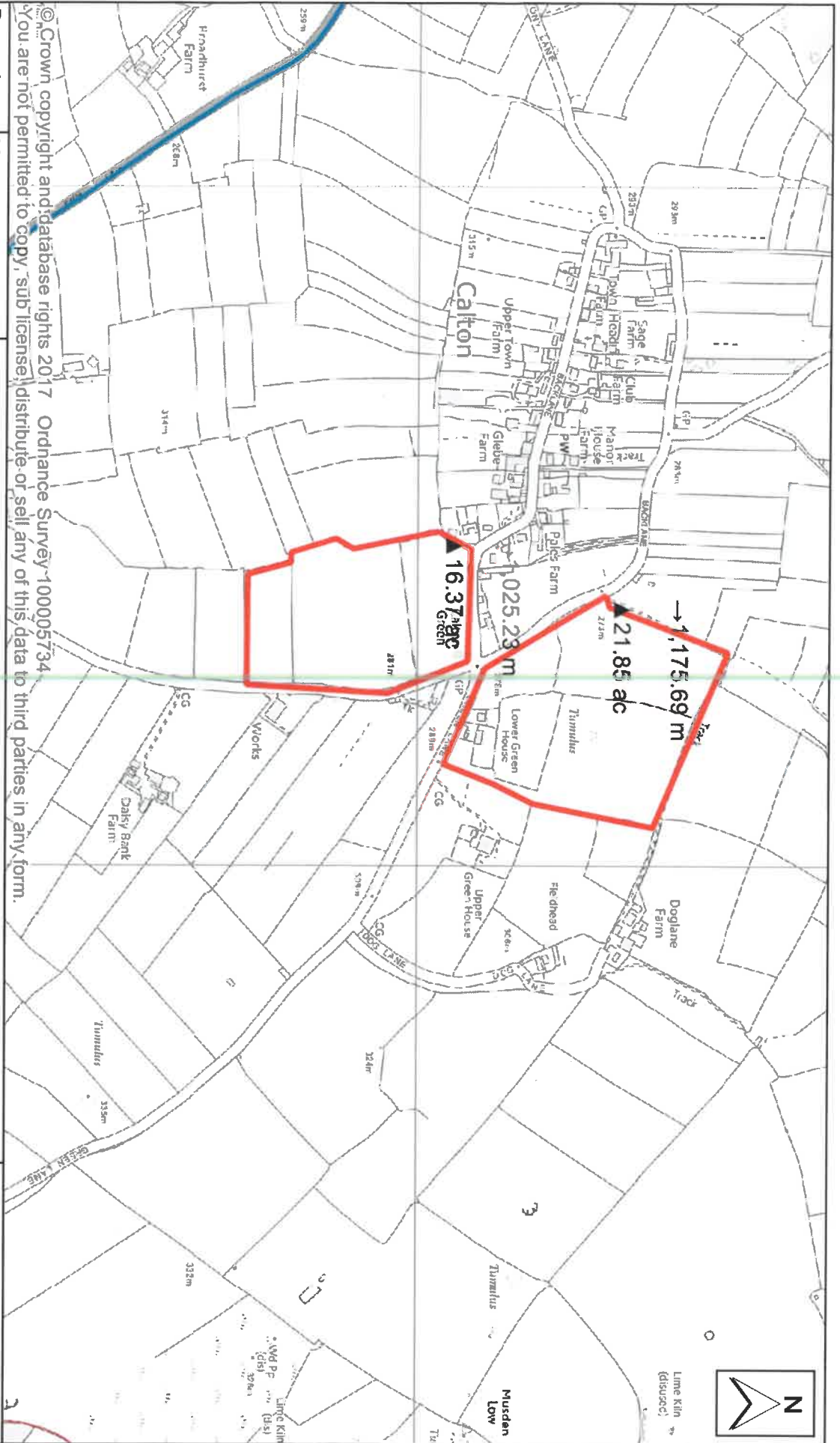
Tammy Shirley, Rural Surveyor - 26th October 2017

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Drawn by:	McKay Sarah	Title: Location plan of Lower Green House Farm, Calton	 PEAK DISTRICT NATIONAL PARK
Date:	17 October 2017		
Drawing No:			
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 Date: 05 January 2017
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Title: Lower Greenhouse Farm Calton



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10.1 EXTERNAL AUDIT (KPMG) 2016/17 ANNUAL AUDIT LETTER

1. Purpose of the report

This report asks Members to consider the External Auditor's 2016/17 Annual Audit Letter.

Key Issues

Key issues include:

- **The Annual Audit Letter provides a summary of the results of the external audit for 2016/17 Appendix 1 of Annex 1 gives a description of the reports issued over the year**

2. Recommendation

- 1. That the 2016/17 Annual Audit Letter be considered and acknowledged**

How does this contribute to our policies and legal obligations?

3. The work of the External Auditors is a key part of our governance arrangements and helps us to monitor and improve performance to ensure the Authority has a solid foundation supporting achievement of our four cornerstones and four directional shifts as detailed in our Corporate Strategy. Achieving an unqualified opinion on the financial statements and satisfying the Auditor that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources are corporate performance indicators.

Background Information

4. The duties and powers of auditors are set out in the Local Audit and Accountability Act 2014, the Local Government Act 1999, the Statement of Responsibilities of Auditors and Audited Bodies and the Code of Audit Practice. Considering the Auditor's annual letter is part of the Audit Resources and Performance Committee work programme.

Proposals

5. The full Letter for consideration is given at Annex 1. The key messages are given at page 3 of the Annex and include:
 - a) The External Auditor issued an unqualified conclusion on the Authority's arrangements to secure value for money.
 - b) The External Auditor issued an unqualified opinion on the financial statements. This means that they believe the financial statements give a true and fair view of the financial position of the Authority and its expenditure and income for the year.
 - c) The Statement of Accounts was prepared in a timely manner with high quality supporting work papers. There were no uncorrected audit adjustments at the end of the audit process.
 - d) The External Auditor has reviewed the Annual Governance Statement and Narrative Report and concluded that there are no matters to report and that they were consistent with their understanding.

Are there any corporate implications members should be concerned about?

Financial:

The final audit fee of £13,259 is funded from the existing Finance Services budget. In previous reports it was noted that there might be an additional fees to cover additional work undertaken in relation to the Comprehensive Income and Expenditure Statement restatement and work carried out as part of the triennial pension revaluation. It has now been confirmed for the 2016/17 Audit the Authority will only be charged the planned fee.

Risk Management:

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

Sustainability:

7. There are no issues to highlight

Equality:

8. None

9. Background papers (not previously published)

None

10. Appendices

Annex 1 - External Audit: 2016/17 Annual Audit Letter

Report Author, Job Title and Publication Date

David Hickman, Director of Corporate Strategy and Development, 26 October 2017

Annual Audit Letter 2016/17

Peak District National Park Authority

kpmg.com/uk

October 2017

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- 2. Audit fees 5

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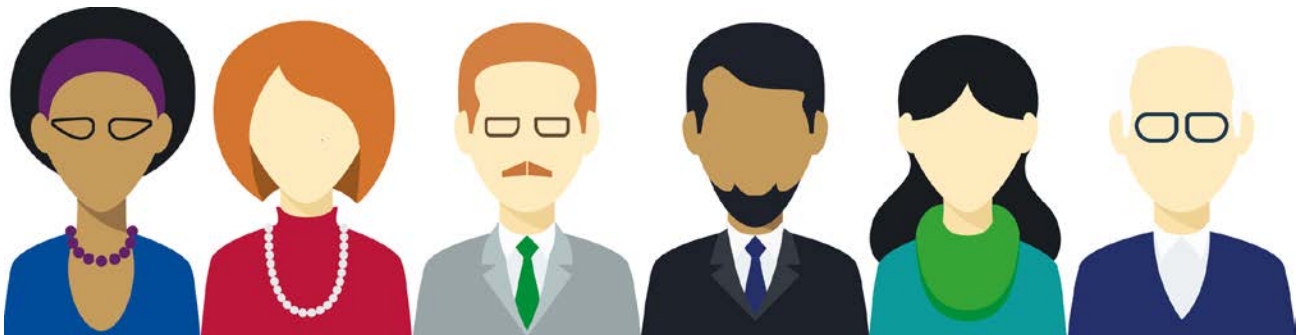
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This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any member of staff acting in their individual capacities, or to third parties. Public Sector Audit Appointments issued a document entitled Statement of Responsibilities of Auditors and Audited Bodies summarising where the responsibilities of auditors begin and end and what is expected from audited bodies. We draw your attention to this document which is available on Public Sector Audit Appointment's website (www.psa.co.uk).

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

We are committed to providing you with a high quality service. If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact John Cornett, the engagement lead to the Authority, who will try to resolve your complaint. If you are dissatisfied with your response please contact the national lead partner for all of KPMG's work under our contract with Public Sector Audit Appointments Limited, Andrew Sayers (andrew.sayers@kpmg.co.uk). After this, if you are still dissatisfied with how your complaint has been handled you can access PSAA's complaints procedure by emailing generalenquiries@psaa.co.uk, by telephoning 020 7072 7445 or by writing to Public Sector Audit Appointments Limited, 3rd Floor, Local Government House, Smith Square, London, SW1P 3HZ.



Section one

Summary

This Annual Audit Letter summarises the outcome from our audit work at Peak District National Park Authority in relation to the 2016/17 audit year. Although it is addressed to Members of the Authority, it is also intended to communicate these key messages to key external stakeholders, including members of the public, and will be placed on the Authority's website.



VFM conclusion

We issued an unqualified conclusion on the Authority's arrangements to secure value for money (VFM conclusion) for 2016/17 on 27 July 2017. This means we are satisfied that during the year the Authority had appropriate arrangements for securing economy, efficiency and effectiveness in the use of its resources. To arrive at our conclusion we looked at the Authority's arrangements to make informed decision making, sustainable resource deployment and working with partners and third parties.

Audit opinion

We issued an unqualified opinion on the Authority's financial statements on 31 July 2017. This means that we believe the financial statements give a true and fair view of the financial position of the Authority and of its expenditure and income for the year.

Financial statements audit

We did not identify any issues in the course of our audit that are considered to be material.

The Authority has good processes in place for the production of the accounts and good quality working papers. Officers dealt efficiently with audit queries and the audit process has been completed within the planned timescales.

Other information accompanying the financial statements

Whilst not explicitly covered by our audit opinion, we review other information that accompanies the financial statements to consider its material consistency with the audited accounts. This year we reviewed the Annual Governance Statement and Narrative Report. We concluded that they were consistent with our understanding and did not identify any issues.

Whole of Government Accounts

The Authority prepares a consolidation pack to support the production of Whole of Government Accounts by HM Treasury. We are not required to review your pack in detail as the Authority falls below the threshold where an audit is required. As required by the guidance we have confirmed this with the National Audit Office.

Certificate

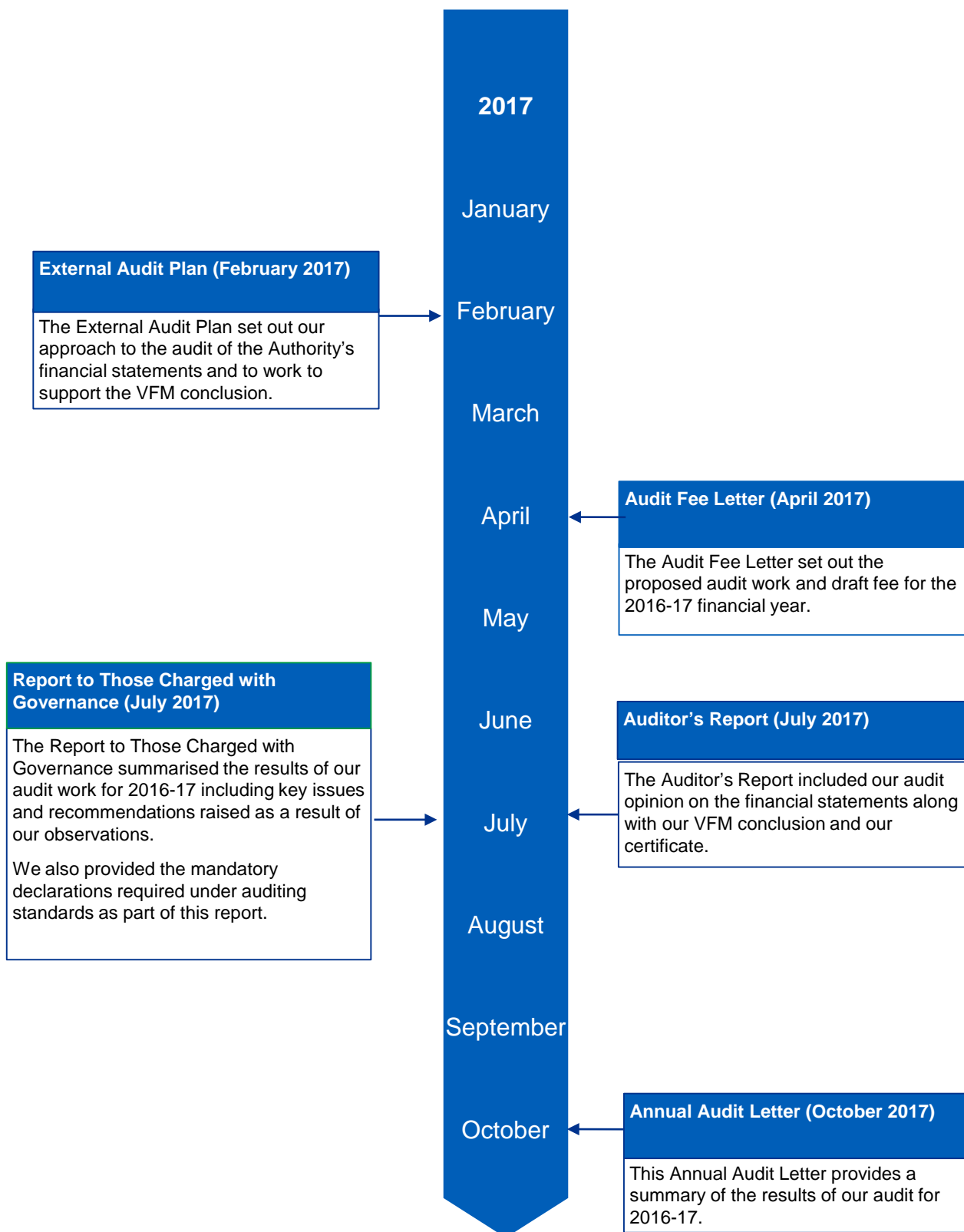
We issued our certificate on 27 July 2017. The certificate confirms that we have concluded the audit for 2016/17 in accordance with the requirements of the Local Audit & Accountability Act 2014 and the Code of Audit Practice.

Audit fee

Our fee for 2016/17 was £13,259, excluding VAT, in line with prior year. Further detail is contained in Appendix 2.

Summary of reports issued

This appendix summarises the reports we issued since our last Annual Audit Letter.



Appendix 2

Audit fees

This appendix provides information on our final fees for the 2016/17 audit.

To ensure transparency about the extent of our fee relationship with the Authority we have summarised below the outturn against the 2016/17 planned audit fee.

External audit

Our final fee for the 2016/17 audit of the Authority was £13,259, which is in line with the planned fee.

External audit fees 2016/17
(£'000)



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