

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

| Our Focus: | 2016-17 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. | AMBER |
| 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 2016-17 | Status |
|---|---|--|
| 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 EU referendum result has led to questions about the future funding of MOORLIFE 2020 EU LIFE scheme, but payment of the outstanding MOORLIFE funding has been promised, with advice that the MOORLIFE 2020 programme is a signed contract. South West Peak Stage 2 development is on target for submission in July 2016. Early discussions on new major landscape proposals/programmes for Longdendale and the White Peak. Engaged with Sheffield Wildlife Trust and offered support on a bid for "Sheffield Lakeland" HLF bid.

Progress against priority actions/indicator targets:

- The South West Peak HLF funded Landscape Partnership Development Phase 2 is currently on target. The Programme Board has been meeting to monitor and review progress on individual projects. Some match-funding gaps have been identified requiring further work/commitment before submission;
- The MoorLIFE 2020 EU LIFE bid was successful and we are now recruiting personnel and working up implementation of schemes with partners;
- The Moorlife project has been successfully audited and was short-listed for the "Best of the best" awards, at a ceremony held in Brussels on 31 May;
- The area of moorland undergoing restoration is currently 1047ha;
- Birds of Prey Initiative group meeting took place with all partners;
- The Historic Landscape Characterisation publication for Historic England is underway for completion in 2016/17; work continued the Farmstead Characterisation project;
- Assisted farmers and landowners with applications for the new Countryside Stewardship scheme;
- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan; Stanage/North Lees was at the core of a suite of initiatives funded by Natural England to deliver conservation benefits for ring ouzels including data collection/analysis and awareness raising;

- The National Grid scheme for funding to underground a key section of high voltage electricity line and remove pylons at Dunford Bridge is progressing to the detailed scheme stage;
- The Authority responded to the Transport and Works Act Order for the Hope Valley Capacity Improvement Scheme – initial objection withdrawn following progress on the justification for the scheme and its details. A Public Inquiry was held in May 2016, with Authority representation on the first 2 days;
- Officers have been involved in further discussions and workshops with Highways England and the Department for Transport on Trans-Pennine road proposals, including A628 works and a possible tunnel.

Issues arising and action to address:

- a) Uncertainty over future funding for MOORLIFE 2020 following EU referendum – seeking security from government that they will underwrite the debt should it be required.
- b) The new national agri-environment scheme, Countryside Stewardship, has completed the first round of applications which were significantly fewer nationally than anticipated. We are proactively approaching agreement expirees to encourage their continued engagement with conservation. Support and one to one advice to farmers and land managers has continued during this difficult transitional period.
- c) There is ongoing debate about the sustainability some aspects of grouse moor management including burning on deep peat, birds of prey and moorland tracks. Discussions continue with key stakeholders on moorland issues and a draft guide on planning requirements for moorland tracks was produced by the Authority and circulated to stakeholders.
- d) Targets for key Bird of Prey populations agreed by the Bird of Prey Initiative have not been met and a press statement was released. A revised action plan is being produced with a more robust approach to Birds of Prey.

Risk implications: None

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

| Our Focus: | 2016-17 priority actions | Progress (RAG) |
|---|--|----------------|
| 1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support | We will have specified systems, skills and resources required to build a compelling platform to attract support. | AMBER |
| 2. Improve access to the National Park for less represented audiences, in particular young people under 25 | We will have identified the best channels through which to engage young people. | GREEN |
| 3. Improve access to the National Park for less represented audiences, in particular people with health inequality | We will have identified the best channels through which to engage people living with health inequality and identified funding sources. | AMBER |
| 4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters | We will have specified the systems, skills and resources required to develop and manage volunteer opportunities. | AMBER |

| Corporate Indicator | Target 2016-17 | Status |
|---|--|--------------------|
| 2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of: a) young people under 25 b) people living with health inequality (particularly mental wellbeing) c) volunteers (expressed as volunteer days) d) supporters (donors) | a) 5% increase over 2015-16 b) Baseline c) 5% increase over 2015-16 d) baseline | Not reported at Q1 |

Overview:

Volunteer engagement continues to be a strong element of our engagement work while outreach programmes for the key target group of people with mental health issues needs more development. We are still at the very early stages of developing a donor strategy – individual, major, corporate or legacy – this will be picked up in the section on growing income.

Progress against priority actions/indicator targets:

- Successfully piloted, in partnership with Thornbridge Outdoors, a range of outreach/volunteering activities, including climbing for teenage refugees/asylum seekers and school children, at Stanage;
- Piloted use of individual volunteers at Stanage for conservation monitoring and run corporate conservation volunteering programmes with teams from National Grid, Brother, Rab and Nikwax;
- An approach to exploring and recommending service interventions that can provide health outcomes, in particular mental well-being, targeting young people and funded from external sources, has been agreed; a project team has been established to progress;
- Volunteering partnerships with Fit for Work and Tarmac continue to work well with regular sessions for both being delivered;
- Annual litter pick event with Peak Mountaineering was attended by 80 volunteers;
- Longdendale learning facility ready to reopen for summer wild play events (closed since Q3 2015);
- Strong secondary summer term: full take up of new grassland ecology programme involving 277 pupils and generating over £3k income;

- Initial work started on developing our informal youth offer including consolidating the Junior Ranger groups and building a youth voice platform for the PDNP;
- YHA potential partnership meeting with initial agreement secured to cross promote education programmes;
- National Citizen Service initial meeting - potential opportunity to provide volunteering programme.

Issues arising and action to address:

Structures, skills and systems to create integrated plan are unlikely to be in place until Q3. Mitigation is the current organisational redesign programme.

Risk implications:

There is a risk that appropriate resources and skills will not be in place both in strategy and performance and commercial development and outreach in time to achieve the priority action on identifying the best channels through which to engage people living with health inequality and funding sources – there will be pressure on quarter 4 to catch up following the restructuring work.

Data will not be collected through the Service User Survey until Q3, providing only a half year of data.

Directional shift 3: Visitor experiences that inspire and move

| Our Focus: | 2016-17 priority actions | Progress (RAG) |
|---|---|----------------|
| 1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour | We will have identified key audiences and the behaviours that sustain the special qualities of the National Park, and developed a campaign to promote understanding of their value. | AMBER |
| 2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for | We will have identified experiences our customers demand and mapped the ability of our portfolio to deliver them. | AMBER |
| 3. Provide quality new experiences that will generate new income to fund the place | We will have identified the experiences our customers demand and mapped our ability to deliver them. | AMBER |

| Corporate Indicator | Target 2015-16 | Status |
|--|--|----------------------|
| 3. Brand awareness and understanding among potential supporters a) % who know about the PDNP b) % who understand PDNP potential benefits/ services c) % who feel positive towards the PDNP d) % who are willing to support the PDNP | a) Baseline b) Baseline c) Baseline d) Baseline | Surveys to be set up |
| 4. Customer satisfaction with the PDNP experience | ➤ 90% | Survey to be set up |

Overview:

Work on key visitor destinations/experiences continues although the focus remains on maintenance versus development. Significant plans for visitor centre improvements, a better offer on the Trails and more services in Cycle Hire will pay dividends in the long-term, but their impact on this year’s numbers will be limited. Lack of overt marketing and slow roll out of the brand has also hindered our ability to reap maximum benefit from our assets. A change in how we manage resources and develop our business planning is required which is being partly addressed through the organisation redesign.

Progress against priority actions/indicator targets:

- Developments at North Lees campsite included the introduction on-line booking. Plans being developed for further camping pods and a campsite shelter;
- Two events, attracting good audiences and positive feedback, were run at Stanage-North Lees. This included a Heritage Open Weekend at North Lees Hall which has led plans for a wider Heritage Open Weekend in Q2;
- Over 42k people have paid to use the refurbished washroom facilities at Dovedale. Complaint levels have been in single figures;
- Trails Rangers completed work (on top of their normal programme) identified in the ‘Structures General Inspection Report’ to a value of c£24k delivering a significant capital saving;
- Mass-participation fundraising event, Walk in the Park, was cancelled due to insufficient booking and marketing investment. Limited initial spend was covered from the trails revenue budget;
- Contractors appointed to deliver Peak District National park element of the BMC’s Mend our Mountains initiative (see income section for fundraising total);
- PDNPA input into British Cycling campaign for improved mountain-biking opportunities agreed;
- Two public consultations on possible Traffic Regulation Orders closed; dates identified with ARP for reporting results/next steps;

- Bradwell Edge bridleway development – partnership of landowner, community and user groups – currently held up by Derbyshire County Council financial uncertainty;
- Plans are well advanced to progress work on improved access for people with disabilities, as part of our Miles Without Stiles work, in Q2;
- A car parks review will be completed in Q2 with the aim of increasing charges; enforcement will take effect in Q1 2017-18;
- A near-term term plan for Miller’s Dale Station buildings will be developed (see Income section for details);
- The Trails Structures Management document will be finalised and a tender issued for the operation of our abseiling facility at Bridge 75 in the Monsal Trail.

Issues arising and action to address:

Structures, skills and systems to create integrated plan will unlikely to be in place until Q3. Mitigation is the current organisational redesign programme.

Risk implications: None

Directional shift 4: Grow income and supporters

| Our Focus: | 2016-17 priority actions | Progress (RAG) |
|---|---|----------------|
| 1. Increase our income from giving | We will have specified the systems, skills and resources required to build a compelling platform to attract support. | AMBER |
| 2. Achieve our commercial programme income targets | We will deliver the income targets. | AMBER |
| 3. Develop/ establish sponsorship relationships | We will have decided the balance between the level of local and national efforts to secure commercial sponsorship. | GREEN |
| 4. Secure external funding for major programme and partnership delivery | We will have identified the funding opportunities for Millers Dale and put in place a funding strategy for the South West Peak Landscape project. | AMBER |

| Corporate Indicator | Baseline | Target 206-17 | Status |
|--|---|------------------------|--|
| 5. Amount and proportion of income by source a) Commercial b) Donations c) External funding* d) Defra grant* e) Total income | £2162,294 (17.8%) £40,255 (0.3%) £3,584,952 (29.5%) £6,364,744 (53.4%) £12,152,345 (100%) | Overall increase of 5% | £ 572,290 (11.3%) £28,836 (0.6%) £2,401,850 (47.4%) £2,059,255 (40.7%) £5,062,231 (100.0%) |

*Some distortions will appear on a quarterly basis for the proportions of Defra Grant and external funding due to the accounting process.

Overview:

The core commercial activities are continuing to be managed against an increasingly uncertain and challenging economic backdrop and limited outbound marketing. Fundraising is still in the very early stages of development and is unlikely to deliver significant numbers the next two quarters. It should be noted, however, that partner fundraising – where a third party leads on the proposition and platform – has delivered nearly 50% of last year’s total donations and a serendipitous legacy could provide significant investment funds for this area of work. Our digital reach is impressive indicating the need to invest resource in this channel which is currently under-utilised to drive behaviour change, increase understanding and ultimately generate income. This will be addressed in future commercial development and outreach planning.

Progress against priority actions/indicator targets:

- Launched new Special Qualities product range with Chatsworth on BBC TV, managed Birds of Prey negative coverage on social media, and held BBC listeners’ walks on the Trails with a 4-hour live radio show. The five-year £100k Tarmac partnership was launched with good media coverage;
- Digital reach is increasing significantly. Twitter tag @PeakDistrict (only) achieved a 4.5m potential reach and 2,191 new followers. Top three tweets were: 18 April 2016 “Stanage Pole was replaced yesterday as part of our 65th anniversary; learn more about this ancient boundary marker” (13 likes, 26 retweets, 96,935 total reach); 24 May 2016 “Eroded path below Ringing Roger on Kinder Scout is to be repaired; thanks for your support” (22 likes, 19 retweets, 92,394 total reach) key influencers @Team_BMC @HighPeakRadio @BMC_Walk); and 22 June 2016 “Visit #GreatPeakWeekender 1-3 July feat. ranger-led walks on the wild side” (17 likes, 22 retweets, 88,419 total reach). Other popular

topics included Tissington Trails 45th anniversary (86,831 total reach), Peak Chief fundraiser (88,709 total reach) and Bike Hire during National Bikes Week (72,635 total reach);

- Cycle Hire income on track in terms of phasing but -4.7% vs. last year. Focused efforts on bike servicing and sales of ex-hire bikes resulted in this element of income stream being +66% vs. last year;
- Too early to report on impact of no Easter in this year's numbers plus variables such as weather and widely anticipated downturn in consumer spending (although footfall is -16.3% vs. last year) so the team are focusing on elements we can control;
- Online bike rental booking system will go live in Q2, enabling us to secure bookings and payments before the day of hire;
- Concessions on properties (exc. Castleton Visitor Centre which is managed by under separate budget) re-let with new licences which will deliver £67.5k gross (+19.9% vs. 2015-16);
- Stanage-North Lees car park sticker scheme generated over £3k. How we make this approach sustainable will be pulled into the wider car park review and commercial plan;
- Unsuccessful in two partnership learning-focused HLF bids – Play Wild (with Derbyshire Wildlife Trust) and Landscape Literacy (with Derbyshire County Council). Feedback from both funder and potential partners will be fed in to future funding approaches;
- Millers Dale: developing a short-term plan to create a small visitor information centre and café. This will generate income, provide customer insight and help with the larger development plans for better provision at this under-utilised site. A brief will be produced for Property Support for their input. In parallel with this proposal, partnership options are being investigated for a larger scale development and external funding bid. Target to complete the first stage – expressions of interest from potential partners – in Q2;
- Visitor Services income was £116.3k (-5% vs. last year). Margin, however, was -3.8% vs. last year reflecting better stock, pricing, and supplier deals. This is particularly pleasing given the -11% vs. last year position in footfall. As with Cycle Hire it is too early to assess the full impact of non-controllable variables, but efforts are focused areas of the business we can control such as merchandise display and new product ranges;
- Planning applications for Castleton Visitor Centre improvements and Bakewell Visitor Centre signage go to 12 August Planning Committee;
- Fundraising: Corporate Partnerships – working with the British Mountaineering Council on its Mend our Mountains campaign generated £17k.

Issues arising and action to address:

- North Lees Hall still not ready for residential letting so risk to income targets. The property support team are managing this (see report under Cornerstone 1 – Our Assets).
- Structures, skills and systems to create integrated plan are unlikely to be in place until Q3. Mitigation is the current organisational redesign programme.

Risk implications: see above

Cornerstone 1: Our assets

| Our Focus: | 2016-17 priority actions | Progress (RAG) |
|---|--|----------------|
| 1. Reduce the size of our property portfolio and retain what we need | We will be on target for our programme of disposals. | GREEN |
| 2. Ensure that the Trails, Stange, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts | We will have a clear plan for the standards needed for our assets for maintenance, environmental performance and visitor experience. | AMBER |
| 3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective | We will have a clear plan for the standards needed for our visitor infrastructure for maintenance, environmental performance and visitor experience. | AMBER |
| 4. Increase the value of our brand and its reach | We will have a compelling brand to underpin the outreach and income plans. | AMBER |

| Corporate Indicator | Target 2015-16 | Status |
|--|-----------------------|----------------------------|
| 5. Percentage of assets that meet the standards set for: a) Maintenance b) Environmental performance | a) Baseline b) tbc | Indicators being developed |

Overview:

Progress is being made in all key areas; the proposed Head of Visitor Experience and Head of Marketing and Income Development posts alongside the Corporate Property Officer are key leads in this area working with Property Support team as we move forward; resource issues in property support team are being addressed.

Progress against priority actions/indicator targets:

- Development of the Edale site is on target with completion of phase 1 relocating the Moors For the Future team into 'fit for purpose' accommodation; planned improvements to signage and interpretation in phase 2 and the campsite in phase three will enhance visitor experience;
- Action to improve the visitor experience at Castleton and Bakewell visitor centres is also on target with the refurbishment project at Castleton and planned improvements to signage and interpretation at both sites;
- Completion of Knowle House Farmhouse refurbishment and extension plus improved fencing/walling and introduction of cattle grazing on Warslow Brook Moor and Middlehills Moor (with the aim of improving SSSI condition status) are key milestones for the Warslow Moors Estate;
- Disposal targets for 2016-17 are: 12 woodlands plus 3 minor properties. Three woods (Blore Pastures, Lamb Quarry and Long Gallery) have been sold in Q1 and plans are in place to meet the annual target. In terms of minor properties, Fire Station Field has been sold, and plans are in place to complete on the sale of two other fields by Q4;
- A planning application for Brosterfield caravan site has been progressed and is due to be submitted in Q2;

- A branded minibus for conservation volunteers (involving corporate partner Tarmac) was completed plus limited refurbishment of Aldern House reception area to better reflect the brand. A total of 19 pay-and-display car park signs carrying the new branding and donation messages were completed. These will be installed during Q2. A programme of redesigning interpretation panels is underway alongside work to renew brand liveries for pool cars and the litter van. Initial investigations of the potential for a branded/income generation platform at the 2017 RHS Chatsworth show have begun;
- A programme of condition surveys has been agreed as the preferred way forward to set a standard for maintenance of the built fabric of the Authority's property portfolio;
- The 2015/16 environmental management performance report considered by Committee in July sets the context for updating the carbon management plan to ensure continuing progress in reducing our carbon footprint and setting a standard for our property portfolio.

Issues arising and action to address:

There have been delays in bringing North Lees Hall up to a satisfactory standard to let a tenancy which will have an impact on the income for the Estate; the maintenance and development programme for Warslow Moors is not as far progressed as planned. A new Building Surveyor is being appointed and an external contract let to support the heavy work load in Property Support Team.

Risk implications: None

Cornerstone 2: Our services

| Our Focus: | 2016-17 priority actions | Progress (RAG) |
|--|---|----------------|
| 4. Deliver our services in a customer focused way | We will have an extended paid-for advice service for conservation. | AMBER |
| 5. Ensure clear policies are in place through facilitated and effective engagement and communication | We will have partners indicating their commitment to Special Qualities. | AMBER |
| 6. Ensure appropriate regulatory action | We will be communicating the clear value of our performance on enforcement. | GREEN |

| Corporate Indicator | Target 2015-16 | Status |
|--|--|-------------------------------------|
| 7. Proportion of planning appeals allowed | <30% | 0% |
| 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% | a) 100% b) 76% c) 79% d) # |
| 9a Number of enforcement cases resolved | 30 per quarter | 37 |
| 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% | 84% |
| 10 Customer satisfaction with Planning Service: a) Applicants/ agents b) Parish councils c) Residents d) Pre-application advice | a) >75% b) >70% c) Baseline d) >75% | Not reported Q1 |
| 11a Number of complaints received | <20 | 2 |
| 11b % complaints dealt with in accordance with agreed deadlines | 90% | 50%* |
| 11c Satisfaction with first and second lines of enquiry (planning) | baseline | To be set up |

no applications determined

* note: small numbers – only 2 complaints received

Overview:

Work on Development Management policies has progressed, following the agreement of the draft policies by Authority last October, and further work with a member group following this. The Authority’s influencing role has included ongoing dialogue with Constituent Authorities, particularly on housing and wind turbine issues, and input to the national debates on the Housing and Planning Bill and fracking.

Progress against priority actions/indicator targets:

- Performance on planning application determination has been maintained during the last quarter. To date, 77% of the 155 Planning Applications decided were within the statutory period. A further 245 applications for listed building consent were determined this quarter;
- Performance on major applications was 100% (two out of two) in Q1, exceeding the Government target of 40%;

- Of the 191 Planning Enquiries completed year to date, 78% were completed within 15 working days;
- 37 enforcement cases were resolved in the quarter, above the target of 30 for the quarter;
- Planning appeals: Of 7 Appeals determined in the quarter all 7 were dismissed, clearly exceeding the target of less than 30% being allowed);
- The number of formal complaints relating to the Planning Service remains low, with no complaints progressing to stage 2 or the Ombudsman in the quarter;
- Feedback on the performance of the Planning Service is now being collected from applicants and agents on an on-going basis following the determination of applications. The feedback is generally positive, with those cases where an issue is raised being followed up. This is proving be more productive than carrying out formal surveys on an annual or bi-annual basis. Parish Councils are also being surveyed on an on-going basis;
- Two Planning Enforcement Training events for Parish Councils took place in May and June 2016 and were well received by the attendees;
- The focus on Community Planning has continued, with further work on the Leekfrith NP and Bakewell NP;
- Work on Development Management policies has progressed further, with draft policies being finalised and a workshop planned for Parish Councils in September, prior to formal consultation commencing;
- On-going work with the constituent authorities on Local Plan housing allocations, specifically SMDC and DDDC (see below);
- Work also progressing Transport Design Guidance (using consultants ARCUS);
- An approach and project plan for updating the National Park Management Plan has been agreed focusing on simplifying the structure to help understanding and on a revised delivery plan; this includes obtaining partners' commitment to developing our ambitions for the special qualities of the National Park as we move forward beyond the update period;
- Greater resilience is being achieved in providing a second line planning enquiry service following the integration of the new customer and business support team without the additional support from the planning service that would have been required previously.

Issues arising and action to address:

- a. Derbyshire Dales DC housing targets have required the Authority to provide estimates for how many houses may be delivered in the National Park during the DDDC Local Plan period. Officers have worked closely with DDDC officers to support an approach which protects the National Park whilst assisting DDDC.
- b. A rising number of new enforcement enquiries, leading to a build-up in outstanding cases, despite the target for dealing with cases being met. An Action Plan was agreed and adopted by the Monitoring and Enforcement team, in consultation with the Legal team, in 2015-16, placing a greater focus on prioritising cases and then dealing with higher priority cases more quickly
- c. Work on streamlining and review of our framework of policies and strategies to be led by the new Head of Strategy and Performance will not begin until quarter 4 due to priority being given to the NPMP update and putting in place a new team structure and resources.

Risks associated with this objective: None

Cornerstone 3: Our organisation

| Our Focus: | 2016-17 priority actions | Progress (RAG) |
|---|---|----------------|
| 1. Develop and maintain appropriate standards of corporate governance | We will be ready to implement the new governance framework requirements as a public body (CIPFA SOLACE* framework). | GREEN |
| 2. Implement our medium term financial plan | We will have identified and agreed the areas we are going to invest in. | GREEN |
| 3. Develop key business processes underpinning the Corporate Strategy | We will have an organisation-wide understanding that information is an asset to be valued, used and shared. | AMBER |

| Corporate Indicator | Target 2015-16 | Status |
|---|----------------|--------------------|
| 12. Audit conclusions showing satisfactory governance arrangements in place | Achieve | Not reported at Q1 |

Overview:

Good progress is being made in both achieving the focus for 2016/17 and the indicator.

Progress against priority actions/indicator targets:

- The 2015/16 final Statement of Accounts and Annual Governance Statement were completed and published to an earlier timetable of the end of May in preparation for future years' requirements; the external auditor's opinion will be available in Q2;
- A supplier has been identified for moving our ICT infrastructure to an 'infrastructure as a service model' and contract due diligence processes are being progressed to timetable;
- We have identified a solution to achieving greater connectivity to support services at our Edale site;
- An initial assessment has been made against the new governance framework which is required to be in place for the 2016/17 year end assessment of governance performance; a timetable has been agreed for bringing a new Code of Corporate Governance to the Authority early in 2017;
- Our approach to investment decisions to support the new Corporate Strategy has been agreed by the Authority in May 2016; proposals for our investment programme are now being implemented and developed in accordance with the report to Members;
- Information Asset Owners are being identified in parallel with the proposals for the new design of the organisation. This is a key step in progressing our focus on an organisation -wide understanding that information is an asset;
- New Independent Members have been appointed to support our standards framework and 2 new councillor Members have been through the induction process;
- The Authority has now signed an agreement to be part of the National Park Partnerships (Limited Liability Partnership) as a fundraising entity of National Parks UK;
- Following a period of learning from experience the process and procedure note on the role and decision making of the Due Diligence Panel in support of our Policy on Working with Business,

Organisations, Individuals and Groups of Individuals on Sponsorship, Philanthropy and Legacies have been reviewed and updated.

Issues arising and action to address:

Not all Corporate Indicators have been developed sufficiently to start gathering data. A revised target will be agreed with the Performance Team.

Risk implications: None

Cornerstone 4: Our people

| Our Focus: | 2016-17 priority actions | Progress (RAG) |
|---|--|----------------|
| 1. Ensure the Authority shape is fit for the future | We will have a structure in place 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 have gathered the appropriate information to produce a workforce plan in 2017-18. | AMBER |
| 3. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters | We will use the staff survey feedback to monitor how the leadership team is describing and living the way we want to work. | AMBER |

| Corporate Indicator | Target 2016 – 17 | Status |
|--|--------------------------------------|---|
| 13. Employee engagement (to be defined) | Baseline | Indicator to be developed |
| 14. Implement recommendations of the 2016-17 Investors in People assessment | Agree prioritised 3 year action plan | Not reported in Q1 |
| 15. Sickness levels: a) % total time lost due to sickness (expressed as hours) b) hours per fte c) average number of times absent per employee d) value of total time lost (expressed as pay cost) | a) Tbc b) Tbc c) Tbc d) tbc | a) 2.53% b) 12.92 c) 28.60% d) £30,827 |
| 16. Staff turnover | tbc | 4% |

Overview:

Although the work programme in HR is being dominated by the redesign of the organisation progress is being made in other key areas too as highlighted below; a resource plan is now in place and being implemented to ensure the team can support managers and staff in achieving our 2016/17 focus and indicator targets.

Progress against priority actions/indicator targets:

- We have successfully retained the Investors in People standard and are considering the assessors' recommendations; this is the first step to developing a three year action plan to improve further;
- To support achievement of the corporate strategy, proposals have been developed and are now out for consultation on the structure for the new leadership group with new Heads of Service roles and for the new Strategy and Performance team; this is underpinned by an agreed set of design principles and proposals for reviewing our managing change policy in 2 key areas relating to redeployment periods and pay protection;
- A programme of the 'way we work around here' workshops are being delivered to managers to reinforce and build on existing skills/knowledge and to start to embed our values in the following areas: selection and recruitment, staff working time management, sickness absence management, health & safety (in support of rolling out the new Policy), performance management;

- Briefings on the new safeguarding policy and guidance including adopting 'safe' recruitment practices by all teams including volunteers have been completed;
- The staff survey was originally planned for Autumn 2016 - this will now be conducted in January 2017 but is still in time to agree a baseline for employee engagement to inform action in 2017/18.

Issues arising and action to address: None

Risk implications: None