

**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
<b>1. Stage of development of Landscape scale partnership programmes</b>  a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	<b>Stage of development</b>  a) Mature Partnership b) Strategic Plan c) Vision d) Vision	a) achieved b) achieved c) on target d) on target

**Overview:**

The questions raised following the EU referendum result about the funding of MOORLIFE 2020 EU LIFE scheme and of the national agri-environment schemes remain unresolved, although the Government has committed to fund existing, committed schemes. The National Park Authority continues to influence for future support payments to deliver public goods in the uplands and protected landscapes at national stakeholder events and through National Parks England. South West Peak Stage 2 development submitted on target in July 2016; decision expected November 2016.

**Progress against priority actions/indicator targets:**

- The South West Peak HLF funded Landscape Partnership Development Phase 2 is on target. The bid was submitted in July. The Programme Board has been meeting to monitor and review progress on individual projects. Work has continued to find additional match-funding to fill the remaining gaps. A decision is expected from HLF in November.
- Recruitment of staff for the MoorLIFE 2020 EU LIFE project has continued; working up implementation of schemes with partners.
- Birds of Prey Initiative, draft position statement and protocol produced for consideration at October meeting with all partners.
- The Moor Business application was submitted, to further develop the Business Plan for the Moors for the Future programme.

- The area of moorland treated with restoration actions to date this year is 1008 hectares, which includes further bare peat revegetation, bracken control and sward diversification for dwarf shrubs, as well as completion of the 2.9km footpath across Brown Knoll.
- The Clough Woodland officer has facilitated the completion of 279 hectares of new native woodland in the Upper Derwent, and developed a Natural Flood Management Scheme with Kirklees Council for the Wessenden Valley.
- During challenging staff cover for the Moors for the Future communications team, for which recruitment is now nearly complete, we hosted visits by the EA chair, chief executive and 3 Directors, the Minister for Biodiversity and National Parks (Rory Stewart) and the Chair of Natural England. We circulated two press releases on flooding and water quality, which resulted in coverage on 35 occasions, including BBC and Guardian websites. We have had news media coverage on 108 occasions.
- The Community Science Project has facilitated the delivery of 398 volunteer days, including surveying of 211 targeted monitoring transects.
- The Historic Landscape Characterisation publication for Historic England is underway for completion in 2016/17; work continued the Farmstead Characterisation project;
- Countryside Stewardship scheme mid-tier support - 9 farmers and landowners were fully supported with their applications (462 ha); support was provided to 18 farmers and landowners for them to make their own applications and further one to one support for 24 farmers was provided by National Park Advisors acting as sub-contractors under a national advice framework.
- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan;
- Responses are awaited on the Sheffield Wildlife Trust HLF bid for "Sheffield Lakeland" Landscape partnership and on a Plantlife led HLF bid for Magnificent Meadows project in Derbyshire.
- 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;
- Decision awaited on the Hope Valley Capacity Improvement Scheme – initial objection withdrawn following progress on the justification for the scheme and its details;
- Officers continue to be involved in discussions with Highways England and the Department for Transport on Trans-Pennine road proposals, including a possible tunnel. The Authority has been invited onto the Project Steering Group following a request by officers, to ensure proper consideration of National Park interests.

### **Issues arising and action to address:**

- a) Continued uncertainty over future funding for MOORLIFE 2020 following EU referendum; Government has said that it will meet commitments.
- b) Continued uncertainty over the availability and participation in the new national agri-environment scheme, Countryside Stewardship; first round of applications were significantly fewer nationally than anticipated. We are proactively approaching agreeeexpres to encourage their continued engagement with conservation. Support 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 further incidents of persecution may have taken place. A revised action plan and protocol 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 at Q2
<b>2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:</b>		
a) young people under 25	a) 5% increase over 2015-16 15,476 at half year point	15,456
b) people living with health inequality (particularly mental wellbeing)	b) Baseline	Baseline to follow
c) volunteers (expressed as volunteer days)	c) 5% increase over 2015-16 4569 days at half year point	4569 (-8%)
d) supporters (donors)	d) baseline	tbd

**Overview:**

Progress continues to be made in all areas in particular greater integration of recording of the number and type of opportunities we provide across the authority for young people. The new posts agreed in the Commercial Development and Outreach Directorate will support further development work including recruitment and retention of volunteers and identifying commissioning targets for work on supporting people with mental health challenges.

**Progress against priority actions/indicator targets:**

- Longdendale Environmental Centre was fully open again while Sheffield Escape pilot programme has moved into the delivery phase and seen work with school groups start.
- 'Peeling Back the Layers', a community project that explores archaeological features at Under Whitle Farm, Sheen, has worked with volunteers including 3 local secondary schools and 10 local primary schools.
- Two young asylum seeker groups visited Stanage-North Lees as pilots for how we develop Outreach projects connected to climbing at the campsite with this target group. Links have also been made with the Sheffield Young Archaeologists Club.

- Climate change activity learning programmes for A-Level students has been developed; balancing the environmental impact of the activity against the value of the students' experience.
- There has been an increase in the delivery of residential Duke of Edinburgh Gold courses by the Conservation Volunteers team. Positive feedback from participants on ability to book online.
- Moors for the Future Partnership's Community Science team facilitated delivery of volunteer opportunities ranging from targeted monitoring for Sphagnum moss, bumblebees and buds, berries and leaves, alongside new environmental monitoring surveying of five sites and independently surveying 211 targeted-monitoring transects.
- We supported a disabled ramblers' walk along the historic Long Causeway, newly accessible to people in motorised wheelchairs following the making of a TRO and surface repairs in 2014. This included liaising with landowners to identify specialist parking areas.
- Experience Community, a not-for-profit community interest company that provides films and information about walks and other leisure activities for disabled people, held a mountain-trike ramble at Langsett.
- September meeting of the Local Access Forum was broadcast live from Aldern House for the first time and included proposals for developing and managing mountain-biking.

### **Issues arising and action to address:**

Structures, skills and systems to create integrated plan are now planned to be in place by the end of Q3. The new structure within the organisational redesign programme has been agreed and posts will start to be filled in quarter 3.

### **Risk implications:**

There continues to be 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 continues to be pressure on quarter 4 to catch up following the restructuring work.

Data collection through the Service User Survey is still not in place but progress is being made and this will start to be collected in Q3, providing less than half a 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 at Q2
<b>3. Brand awareness and understanding among potential supporters</b> 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	Potential supporters – survey to be developed in 17/18  Avail in Q3/4 Avail in Q3/4
<b>4. Customer satisfaction with the PDNP experience</b>	➤ 90%	Survey to be developed

**Overview:**

Work continues on maintenance of key visitor experiences, with £600K capital funding allocated to restore/repair structures on our trails. Planning permission has been received for additional camping pods at North Lees campsite, which coupled with the online booking system, should enhance the experience. The agreed reorganisation design for the Commercial and Outreach Directorate will help progress this shift.

**Progress against priority actions/indicator targets:**

- Ranger guided walks for April-September had 800 participants, generating income of £5,268.
- The pilot events notification system has had 27 events notified to it from which we have received donations of £4,569.
- Rangers have been trailing pop-up events at Millers Dale and Parsley Hay aimed at families.
- Washroom facilities at Dovedale continue to achieve predicted levels of income and have served over 82,000 visitors since they were refurbished in March 2016.
- Recommendations for better management of our car parks have been approved by RMT and planned to take effect in Q1 2017/18.
- A near-term plan for Millers Dale Station is being developed (see shift 4).
- A tender exercise has been completed for provision of the abseiling facility at Bridge 75. There was very little interest, but the results have provided useful insight into the market and will help in developing our future approach to management of this facility.

- The trails team has built a new horse tie-up area at Parsley Hay. This has been requested by a number of riders and received a very positive response.
- Members considered the consultation responses to the proposal for a permanent Traffic Regulation Order to prohibit mechanically-propelled vehicles on the Washgate route and resolved to consult on an amendment to allow its historic established motorcycle trials to continue.
- Officers have contributed to the proposed planning guidance on tracks on moorlands to control inappropriate design, use and impact in these sensitive areas.
- Officers have been working with contractors and user groups to produce specifications for repairing and maintaining two bridleways at Cutthroat Bridge and the Strines in the Derwent, while improvements to the surfacing of footpaths at Stanage and the completion of a contract to cut back undergrowth on footpaths in the Derbyshire Dales area have been undertaken by the Countryside Maintenance Team. We also provided technical support for local groups looking to improve the condition of the concession footpath at Water-cum-Jolly.
- Planning permission received for 3 new camping pods at North Lees campsite including 1 with disabled access. The aim is for these to be installed before the winter.
- Online booking for camping pods introduced in July providing cost-efficiencies (c 1% paid in commission) and simpler system for our customers.
- A second successful open weekend was held at North Lees Hall to coincide with the National Heritage Open Days in September attracting c750 people.

### **Issues arising and action to address:**

- Delivering programme of structures repairs will put pressure on staff resources – particularly in a period of change. Consultation with Conservation Officers and English Heritage is taking place to try and get consents in place as early as possible.
- Introduction of new arrangements for car park management will have staff resource implications in Q3 and Q4 and will involve an element of public consultation. Communications plan will be in place before consultation starts.

### **Risk implications:**

No apparent risk implications

## 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 2016-17	Status
<b>5. Amount and proportion of income by source</b>			
a) Commercial	£2162,294 (17.8%)	£2,289,000 (17.9%)	£1,303,445 (16.0%)
b) Donations	£40,255 (0.3%)	£60,000 (0.5%)	£37,565 (0.5%)
c) External funding*	£3,584,952 (29.5%)	£4,000,000 (31.2%)	£2,962,742 (36.3%)
d) Defra grant*	£6,364,744 (53.4%)	£6,474,218 (50.5%)	£3,859,255 (47.3%)
e) Total income	£12,152,345 (100%)	£12,823,218 (100%)	£8,163,007 (100%)
		Overall increase of 5%	

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

### Overview:

Overall commercial income as percentage of our total income is just below year-end target. Pressure on visitor services volumes is still evident, albeit offset to some extent by improved margins. Cycle hire continues to show improvements (planned advertising investment for the service should increase our reach to the target audience) and our current voluntary income run rate means we are already at the target level as a percentage of total income. The next six months will see more progress on the development of our long-term fundraising vehicle and platforms. Our digital reach continues to be strong and we're entering exciting times with the Visitor Centre refurbishments having appointed an award-winning agency to develop the creative interpretation element. This will also be another step forward in our brand being rolled out in the National Park in a significant and inspiring way.

### Progress against priority actions/indicator targets:

- Digital Reach - Our main Twitter channel @PeakDistrict reached over 4.4m people and gained 1,959 new followers during this period (current total of 25,641 followers). The top three tweets were: North Lees Hall Open Heritage Weekend (474,070 total reach); Dark Skies in the Peak District (258,741 total reach); BBC Breakfast live in the Peak District (88,487 total reach). Our main Facebook channel reached 581,926 people and gained 487 new followers (current total of 4,275 followers). To keep up with the ever evolving social media trends, we have now set up our own Instagram account, which will be reported in quarter 3.

- Cycle Hire income was above profile and +2% vs. LY driven by a focused effort on bike servicing and sales of ex-hire bikes. On-line bike rental booking system is now live for Ashbourne, enabling us to secure bookings and payments before the day of hire; Derwent and Parsley Hay to follow. Cycle hire business is on target to meet full-cost recovery.
- North Lees Campsite: tent camping income slightly reduced compared to last year but still positive compared to 2014/15. Income from the camping pods will significantly exceed the target for this financial year and is expected to increase next year following the installation of a further three pods this autumn. Overall campsite income is +£12k vs. LY.
- Millers Dale: short-term plan to create a small visitor information centre and café is in progress with draft drawings and specifications produced. Potential to relocate rangers and CMT from Millers Dale to Ashford Depot is being investigated. Expressions of interest from potential partners in a larger scale are anticipated in Q3.
- Visitor Services retail income was -3.8% vs. LY; margin was -2.3% vs. LY reflecting new product ranges, pricing and supplier deals. Footfall dropped but an improvement on Q1. Planning permission was granted, with conditions, for the remodelling of Castleton VC and separately for window replacements and new signage at Bakewell VC.
- Fundraising:
  - Secured sponsorship of £5k from Yorkshire Water for accessibility training to identify and assess routes suitable for 'Miles without Stiles' plus production of specialist maps and a guidebook.
  - Bid for £19k from the Pennine National Trail Partnership has been successful. This contributes 70% towards resurfacing and widening a section of the High Peak Trail with the remaining 30% matched from the Trails budget. Work will start in Q3.
  - Following support given to Peak Horse Power to develop a new ride along the trails, bridleways and minor roads of the southern Peak District, a sponsored horse ride raised funds for the Access Fund.

## **Issues arising and action to address:**

- Income from recreational facilities is ahead of target but a number of thefts from pay and display machines on our car parks will have an effect on this in Q3. Cash losses have been relatively small but repairs to machines are expected to cost in c£5k. Loss of cash is being minimised by increasing collection frequencies. Similar machines have been targeted on other landowners' properties and the police are investigating.
- During Q3 at Castleton and Bakewell VCs, building and refurbishment works will commence and plans finalised for signage, interpretation, retail shop fit design and café proposal (Castleton only).

## **Risk implications:**

No apparent risk implications



**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, Stanage, 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 at Q2
Percentage of assets that meet the standards set for: Maintenance Environmental performance	Baseline tbc	Clear definition of indicator now agreed

**Overview:**

Progress is being made in all key areas; the proposed Head of Visitor Experience and Head of Marketing and Fundraising posts have now been agreed and are key leads in this area working with the Corporate Property Officer and Property Support team as we move forward; resource issues in property support team have been addressed with a new member of staff starting in quarter 3.

**Progress against priority actions/indicator targets:**

- Development of the Edale site to improve Moors for the Future accommodation/facilities in the centre/campsite is on track with phases 1 and 2 to be completed by mid-October. Contracts for phase 3 are in the process of being let.
- Action on the project to improve the visitor experience at Castleton is behind schedule due to changes to the specification of work in response to conditions of planning to redirect the café vent and our commitment to providing access improvements. The closure date for tenders is 19 October with work starting later in the year and completion and reopening of the centre in Summer/Autumn 2017 depending on whether a single contract is let and everything progressing to plan with no unforeseen complications in the construction phase.
- Work across the three directorates continues to ensure North Lees Hall is fully compliant for letting. This includes a roof repair, work on the chimneys and fire/smoke alarms (which requires planning advice) and what furniture needs to remain. All Directorates are treating this as a priority. Planning approval has been given for additional camping pods at North Lees campsite which will enable better access to the campsite for less able people. The new pods will be in place before the end of quarter 3.

A significant programme of works is underway to enhance the visitor experience through work to two of the main paths up to Stanage Edge and work on the main track between Hollin Bank and North Lees hall.

- The building works programme on the Warslow Moors Estate is now progressing with extra resources through a consultancy contract. Two residential properties are currently vacant and awaiting re-letting once some building improvement work has been carried out – this will be progressed with the arrival of the new Building Surveyor at the end of October. The Royal Engineers are carrying out an options appraisal and costings exercise on a derelict house and barn (Hayeshead). This is a training exercise for them and is being delivered at no charge to the Authority. Their report will form the basis for a business case for funds from the Capital Strategy in due course.
- Work is ongoing in major thinning operations at Bank Wood (Hassop) and Shawfield Wood (Warslow) which is yielding significant income. Further major thinning is planned at The Hills and Millmoorhead (Warslow) over the winter.
- The disposal programme is progressing well. In particular, 21 woods have already been disposed of or sold subject to contract. A further 2 woods have just received offers on them and another 6 woods will be marketed in early November. Work on the disposal of more Minor Properties is also ongoing with active negotiations taking place on Caskin Low and Lea Farm. A planning application for Brosterfield caravan site has been submitted;
- £600k has been allocated from the capital programme and agreed by members to address a backlog of repairs on the Trails structures;
- An investment case is being developed to ensure we have baseline data in place and can develop an implementation plan for the maintenance and environmental management standards we aspire to across the Authority's property portfolio;
- The new 19 pay and display car park signs have been installed. New entrance and welcome signs for these car parks have been designed and will be installed in Q3. Work continues on reception, interpretation panels, vehicles and with the newly appointed creative agency for visitor centre refurbishments to ensure they all reflect our brand.

### **Issues arising and action to address:**

Progress on individual projects are reported above.

**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 2016-17	Status
7. Proportion of planning appeals allowed	<30%	50%
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% 90% 96% 71%
9a Number of enforcement cases resolved	30 per quarter	35
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%	83%
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 Q2
11a Number of complaints received	<20	2
11b % complaints dealt with in accordance with agreed deadlines	90%	67% year to date (100% in Q2)
11c Satisfaction with first and second lines of enquiry (planning)	baseline	To be set up

### 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, 85% of the 275 Planning Applications decided were within the statutory period. Performance on major applications was 100% (two out of two) in Q1, exceeding the Government target of 40%;
- Of the 170 Planning Enquiries completed year to date, 79% were completed within 15 working days;
- 35 enforcement cases were resolved in the quarter, above the target of 30 for the quarter;
- Planning appeals: Of 10 appeals determined in the quarter 5 were dismissed and 5 allowed, missing the target of less than 30% being allowed. Of those allowed, 2 had been officer recommendations of approval. The potential policy implications of each case are assessed by the Director and none have been identified in the allowed appeals;
- 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 to 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;
- Parishes Day took place on 24 September, focussing on the theme of community engagement and was well attended. Feedback on the event itself was very positive. The opportunity was taken to seek feedback on the performance of the Planning Service over the last year. This showed a positive improvement.
- 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. A workshop for Parish Councils took place in September, prior to formal consultation later this year;
- On-going work with the constituent authorities on Local Plan housing allocations, specifically SMDC;
- Topic papers have been produced for updating the National Park Management Plan. These have been shared with appropriate interest groups, such as the Parishes at Parishes day and with the Land Managers Forum and Local Access Forum;

### **Issues arising and action to address:**

- a. Officers continue to work with Parishes, either through the PPP forum or through individual parishes to understand their concerns and address them through attending meetings, answering questions and offering training.
- b. Officers have worked closely with SMDC officers to support an approach which protects the setting of National Park close to Leek whilst assisting SMDC meet its housing targets
- c. The number of new enforcement enquiries continues to rise leading to a build-up in outstanding cases, despite the target for dealing with cases being met. The Action Plan agreed and 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 this.
- d. 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)
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
Implement our medium term financial plan	We will have identified and agreed the areas we are going to invest in.	GREEN
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
<b>12. Audit conclusions showing satisfactory governance arrangements in place</b>	Achieve	Achieved

**Overview:**

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

**Progress against priority actions/indicator targets:**

- The external auditor has given: a) an unqualified opinion on the 2015/16 final Statement of Accounts with positive feedback in his report; and b) an unqualified Value for Money opinion following an audit of the Annual Governance Statement, concluding that the Authority has made proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. This means the corporate indicator can be reported as achieved.
- Contracts are agreed for the change to providing our ICT 'infrastructure as a service' and testing will start the third week of October;
- Work for achieving greater connectivity to support services at our Edale site has been commissioned and should be in place by the middle of November although we are dependent on third party suppliers;
- Thinking on our three investment areas (commercial and outreach plan, ensuring our assets are at a standard to support the corporate strategy and developing and enhancing the way we work with communities) has been progressed for sharing with members on 21 October;
- Discussions have been held on our future telephony requirements prior to the development of a full business case;

**Issues arising and action to address:**

Although work has progressed and a lead for this work identified following staff changes not all Corporate Indicators have been developed sufficiently to start gathering data. The revised target is to have all indicators developed and defined by the end of quarter 3.

**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 at Q2
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 Q2
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) 1.54% b) 7.9 c) 18.44% d) £21,152
16. Staff turnover	tbc	2%

### 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.

### Progress against priority actions/indicator targets:

- The new Head of Service and team manager structure to support achievement of the corporate strategy has been agreed and will be implemented over quarter 3.
- Proposals following consultation and negotiation with UNSION and staff committee on changes to the Managing Change Policy on the redeployment period and pay protection will be considered by the Authority on 7 October.
- Resources are now in place so that work on gathering information to produce a workforce plan can be progressed in quarter three following some initial discussions and advice from the Local Government Association.
- As part of delivering the programme of the 'way we work around here' workshops 33 managers attended health & safety events and 34 attended the recruitment events; the programme will continue in quarter 4 focussing on staff time, attendance, and performance management after the current peak of work on implementing the new organisation design proposals.

- We continue to support staff through resilience coaching support – demand is high and a fourth day is to be offered; we are on track to pilot a ‘Resilient Leaders’ pilot in early February.
- A contract for Leadership Development to support the new leadership team has been progressed for finalising early in quarter three.
- The Job Evaluation (JE) process is being reviewed and local conventions are being assessed to ascertain fit for the new organisational structure. A shorter JE Questionnaire is being piloted with the aim of making the process less burdensome.
- We are preparing for the impact of the national Living Wage on the Local Government Pay Spine by 2020 and the removal of bands A-D working with the Local Government Association to assess current pay bands prior to making recommendations on the way forward.
- An action plan to address the recommendations in the Investors in People report is being developed for consultation by mid-October.

**Issues arising and action to address:**

The programme of line manager competency workshops titled the ‘way we work around here’ have stalled due to the reorganisation work but will be progressed in quarter 4.

**Risk implications:** None