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8. **2016/17 QUARTER 3 CORPORATE PERFORMANCE AND RISK MANAGEMENT REPORT ( A91941/EF)**

1. **Purpose of the report**

This report provides Members with monitoring information at the end of Quarter 3 (October - December 2016) for review of performance against the first 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 3:
  - None of our priority actions have significant performance issues, 18 actions require more planned work and 10 actions are on target; in discussing Quarter 3 performance, managers recognise that, as in Quarter 2, 'business as usual' is progressing well whereas development actions are proving more challenging and taking longer than anticipated.
  - Work continues to develop indicators - again those in development areas are taking longer than anticipated to finalise but all are expected to be in place by the end of quarter 4. Progress on the year to date is that 26 are on target (green), 2 are amber (2c) volunteers and 9b) Percentage of enforcement enquiries investigated within 30 working days) and 2 are below target (red) (proportion of planning appeals allowed and percentage complaints dealt with in accordance with agreed deadlines).
- **Corporate Risk** status at the end of Quarter 3:
  - 3 risks have moved in their risk rating:
    - a. Insufficient capacity to deliver Moorlife 2020 programme
    - b. Failure to design the organisation so it has the skills and capability to deliver
    - c. Failure to support staff going through a time of change
  - The addition of new risk 15 - Insufficient capacity to deliver the South West Peak project and secure additional match funding.
  - 1 risk remains as high risk:
    - a. Failure to inspire people to give to a National Park Authority
- Only 2 complaints were received in Quarter 3; 5 Freedom of Information requests and 7 Environmental Information Regulations requests were dealt with.

## Recommendations

3.
  1. **That the Quarter 3 Corporate Performance Return, given in Appendix 1, is reviewed, including approving changes to two indicator targets as outlined below, and any actions to address issues agreed.**
  2. **That the corporate risk register summary given in Appendix 2 is reviewed and status of risks accepted.**
  3. **That the status of 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 2016/17 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 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 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 3 Corporate Performance Return as detailed in Appendix 1. In doing so, Members are asked to approve two changes in

the corporate indicator targets. These are for indicators 2d) 'Supporters (donors)' and 3a) 'Percentage who know about the Peak District National Park'. New targets are proposed so we can monitor performance of current work that is being undertaken to progress the indicator.

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 medium likelihood) of risk 4 'Insufficient capacity to deliver Moorlife 2020 programme' – as all posts are filled or appointed to and the Edale site development is progressing to plan.
  - b) Managing down (now medium likelihood) of risk 9 'Failure to design the organisation so it has the skills and capability to deliver' – as implementation of the new structure is substantially completed with residual vacancies being advertised in the new year for appointments to be made in quarter 4.
  - c) Managing down (now medium likelihood) of risk 10 'Failure to support staff going through a time of change' – as resilience coaching has been provided, counselling is available on request, communications with Staff Committee and UNISON are positive, and the communication programme continues.
  - d) The addition of new risk 15 (categorised as medium likelihood and high impact) 'Insufficient capacity to deliver the South West Peak project and secure additional match funding'. This has mitigating measures of progressing with recruitment to agreed establishment and submitting match funding bids.
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: Quarter 3 2016-17 Corporate Performance Return
2. Appendix 2: Quarter 3 Corporate Risk Register status
3. Appendix 3: Quarter 3 Complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) enquiries

**Report Author, Job Title and Publication Date**

Emily Fox, Head of Strategy and Performance, 12 January 2017