

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 South West Peak Landscape Partnership Stage 2 submission to HLF was approved in November 2016, with the quality of submission being commended; a partnership manager has been appointed and the Partnership now moves into delivery from 1 January. The questions raised following the EU referendum 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 agreements and agreed bids. CEO has written to DEFRA asking for specific confirmation that MOORLIFE 2020 will be underwritten; reply awaited. The Authority (through National Parks England, stakeholder events and the Uplands Alliance) is actively seeking to influence future support payments to deliver public goods in the uplands and protected landscapes, with the Chief Executive speaking as a witness at the House of Commons Environmental Audit Committee on “*The Future of the Natural Environment after the EU Referendum*”; a report is due early in the New Year. Work has started on scoping further development of an integrated conservation service to land managers. A revised National Protocol for environmental land management has been agreed between the National Park Authorities, NPE, Defra, Natural England, Forestry Commission and the Environment Agency.

Progress against priority actions/indicator targets:

- The South West Peak HLF funded Landscape Partnership Development Phase 2 bid to HLF was submitted in July and the £2.4 million grant approved in November. A Partnership Manager has been appointed and HLF has given permission to start the programme from January 2017. 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 with £7,500 secured the Mercer's Company, a Peak Leader bid has been invited to full application and further bids have been prepared for Esmee Fairbairn and Big Lottery.

- Work has continued on developing a vision for a White Peak landscape partnership with partners; a Plantlife-led HLF bid for a second phase of Plantlife's Magnificent Meadows project including priority areas of Derbyshire has been developed.
- The State of Nature report launch took place in November, with a wide range of partners and stakeholders.
- Recruitment of staff for the MoorLIFE 2020 EU LIFE project has continued, with a full establishment likely to be in place in January 2017; working up implementation of schemes with partners.
- The Moor Business application, to further develop the Business Plan for the Moors for the Future Partnership, was unsuccessful, but with positive feedback for future bids.
- Work on the treatment of moorland with restoration actions has continued, with a busy quarter on brash spreading, bare peat revegetation, bracken control and sward diversification, as well as completion of the 2.9km footpath across Brown Knoll.
- Representations were made to the Sheffield City Council's Environment Scrutiny Committee about the use of natural flood management techniques in the wider catchment to reduce flood risk in the city, with the work of Moors for the Future Partnership used as a successful example. Also Keynote speeches at Cumbria BogLIFE conference, Upper Don Catchment Partnership, Pennine Prospects Conference and the IUCN Peatland Programme Conference. MFFP hosted visit by the EU LIFE monitor and a delegation from Lithuania.
- Successfully had MFFP projects included in the Calderdale Flood Action Plan. Bid has been made to the EA NW Slowing the Flow fund for the upper catchments surrounding Manchester.
- The Birds of Prey Initiative has continued, with a draft position statement and protocol agreed at the October meeting with all partners. A subsequent meeting was held with the Moorland Association to discuss the initiative and other areas of common interest.
- Countryside Stewardship scheme support - 6 farmers and landowners who were fully supported with their mid tier applications have continued to receive adviser support to deal with queries and clarify the position with regard to the late delivery of agreements by Natural England. Hedgerow and Boundaries scheme applicants have been supported with grant claims.
- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan.
- The Sheffield Wildlife Trust HLF bid for the Development Phase for the "Sheffield Lakeland" Landscape partnership was successful; the Authority offered support.
- 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 Railway 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 is now a member of the Project Steering Group, to ensure proper consideration of National Park interests.
- Work started on scoping the further development of an integrated conservation service to land managers, with a presentation to a Member workshop in November and resources allocated to data cleansing.

Issues arising and action to address:

- a) Continued uncertainty over the availability and participation in the new national agri-environment scheme, and what could replace it if the UK leaves the EU. The Authority is actively involved influencing future support payments to deliver public goods in the uplands and protected landscapes.

- b) Countryside Stewardship – the second round of applications were significantly more nationally than for the first year but the Brexit decision has led to further uncertainty for the farming community. We are proactively approaching agreement expirees to encourage their continued engagement with conservation. Support to farmers and land managers has continued during this difficult transitional period. Natural England has advised mid-tier applicants that their agreements will be late and National Park advisers continue to positively support both the farmers and Natural England through this difficult 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.
- d) The Private Land Partnership (MFFP) has faced difficulties in recovering its management fees due to delayed payments to agreement holders from the RPA. This has created financial uncertainty and created a reluctance to commit to paying the project costs which has had an onward issue for cash flow. 5 of 7 agreement holders still not had payment from RPA, but 43% of payments made. To reduce the issue, we are forming payment plans with landowners, and the CEO met with Natural England to urge more timely payments from RPA.

Risk implications: Covered in Service Plans and MFFP Operational plan risk assessment and service plan

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 Q3
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	5% increase over 2015-16	15,476*
b) people living with health inequality (particularly mental wellbeing)	Baseline	Avail in Q4
c) volunteers (expressed as volunteer days)	5% increase over 2015-16 (4,944 days at half year point)	4,569*
d) supporters (donors)	Baseline	Proposal to change target

* Half Yearly

Overview:

This last quarter has seen the appointment of a new Head of Outreach Development, a significant building block to improving understanding about the Park’s special qualities with key target audiences.

Progress against priority actions/indicator targets:

- The work to have specified systems, skills and resources required to build a compelling platform to attract support has continued as evidenced by the creation of a single, integrated commercial development and outreach plan as presented to Members.
- Channel and activity identification for outreach work with young people is underway alongside our already successful programmes. This will run in parallel to our review of the current resources in place. The new

Junior Ranger programme is continuing to develop well with 22 young people obtaining their Discovery level John Muir Awards this quarter.

- Progress on creating programmes that specifically meet the needs of people with mental health challenges is much slower. This is a complex area in which the benefits of National Park's (and natural environments more broadly) are not yet embedded in suite of options considered by statutory and voluntary commissioners and providers in this field.
- We are continuing existing work in this area this quarter through the delivery of two bespoke walks for a group of partially-sighted walkers who were staying at Bretton Youth Hostel and the delivery of 3 Peak Park Leisure (health) walks and work with the Early Intervention service from Manchester and Rotherham.
- We are currently recruiting for a post to develop volunteering recruitment and retention matched to resource requirements across the full and appropriate range of the Authority work. On-going programmes such as that co-created with Tarmac continue deliver positive results.
- This quarter has seen the completion of the Ranger Training Course 2016 means that 11 more volunteers took up volunteer duties at briefing centres contributing another 150-plus days of volunteer time each year.
- The half-year 'volunteer days' result is below plan, but the direction of travel over the last three years has been year-on-year growth – from 8,303 (year ending 2013) to 9,527 (year ending 2016).

Issues arising and action to address:

- a) The key issue arising for this – and directional shifts 3 and 4 – is one of pace. With senior roles only being filled by the end of Q3 (and one unlikely to be filled until Q1 2017-18) work had been weighted toward business as usual vs. development.

Risk implications:

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 Q3
3. Brand awareness and understanding among existing audiences and potential supporters:		
a) % who know about the PDNP	Baseline	Proposal to change target
b) % who understand PDNP potential benefits/ services	Baseline	Available in Q4
c) % who feel positive towards the PDNP	Baseline	Available in Q4
d) % who are willing to support the PDNP	Baseline	Available in Q4
4. Customer satisfaction with the PDNP experience	➤ 90%	Available in Q4

* Potential supporters: survey to be developed in 17/18

Overview:

- This last quarter has seen the appointment of a new Head of Visitor Experience Development, a significant building block to improving our assets to support understanding and the propensity to support.

Progress against priority actions/indicator targets:

- The development of a campaign to promote understanding is part to the wider improvements outlined in the commercial development and outreach plan. At a tactical level we have begun to develop branding for our vehicles with messages about visitor behaviour and the Park’s special qualities. This will also form an integral part of the messaging created for our improved visitor centres.
- The Castleton Visitor Centre refurbishment is well underway. We have been able to improve the internal layout and meet budget aspirations. The interpretation brief has been tendered and an agency appointed.
- A clear maintenance programme for the Trails was signed-off and contractors appointed. Significant resurfacing work has taken place on the Tissington Trail near Alsop Station – widening the trail and removing accessibility challenges.

- It was particularly pleasing in this quarter to receive the Accessible Derbyshire Organisation of the Year Award for our work on improving accessibility in the National Park over the last 2 years, including fundraising to purchase a BOMA 7 all-terrain powered wheelchair bike, improvements to our paths and trails work to create a wet room and accessible camping pod at North Lees campsite.
- Designs and costs have been completed for a phase 1 development of the Miller's Dale site, incorporating a food and beverage offer. An Expression of Interest exercise was launched to ascertain potential partners for our long-term development aspirations.
- A review of one of our cycle routes was carried out with a view to revising the hiring point for customers.
- New pods at North Lees campsite have been put in place and initial designs and costs created for a poor weather shelter. A feasibility study for restoration of a derelict farm to bunk barn accommodation on our Warslow Estate has also been carried out with help from the Royal Engineers.

Issues arising and action to address:

See comment for Directional Shift 2.

- a) The accident involving the Centaur vehicle last year (which resulted in injury to two people) was reported to HSE as required under RIDDOR . The conclusion of the HSE investigation found the Authority in contravention in three areas; suitability of vehicle for purpose (risk assessment), maintenance and training. The Authority has subsequently received an invoice to cover work carried out by the HSE. The Authority is currently challenging the findings giving rise to these costs and the level of charges. An internal investigation into the incident has also been carried out. The conclusion of that investigation was that, in light of the potential seriousness of the accident and the wider implications for the Authority, a management instruction has been issued to all staff with access, or potential access, to specialist vehicles, and line managers responsible for those staff.

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.	GREEN

Corporate Indicator	Baseline	Target 2016-17	Q3 Status
5. Amount and proportion of income by source:			
a) Commercial	£ 2,162,294 (17.8%)	£ 2,289,000 (17.9%)	£ 1,639,215 (14.2%)
b) Donations	£ 40,255 (0.3%)	£ 60,000 (0.5%)	£ 50,000 (00.4%)
c) External funding*	£ 3,584,952 (29.5%)	£ 4,000,000 (31.2%)	£ 4,427,546 (38.2%)
d) Defra grant*	£ 6,364,744 (53.4%)	£ 6,474,218 (50.5%)	£ 5,467,000 (47.2%)
e) Total income	£12,152,345	£12,823,218	£11,583,902
		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:

- Our trading income is still largely on target thanks to a strong performance from the cycle hire business. We have revised our partner relationships with key events such Eroica and will be starting negotiations with the RHS about opportunities from its forthcoming event at Chatsworth House. We have a dedicated Fundraising Development Manager in place – albeit on a 0.6 contract – and appointed a part-time Marketing & Fundraising Officer in support. This has mitigated to some extent the fact that we have not been able to appoint a Head of Marketing & Fundraising in this quarter.

Progress against priority actions/indicator targets:

- A topline critical path for the establishment, launch and running of a charity vehicle has been created; reports setting out the potential governance will be brought to the Audit, Resources & Performance committee in due course as per the ARP report , ‘Commercial Development – Giving’, presented in March last year.
- We have negotiated a deal with Eroica Britannia to provide a guaranteed level of funding and space at the event to promote the Park.
- We have received a generous legacy from a former volunteer and been notified of another potential legacy which would provide a strong base for the new fundraising vehicle.
- A review of car park charging and enforcement has been completed and will be implemented in the next financial year.

- Designs and messaging have been created with stronger calls to action for a further roll out of the brand, including a review of the impact and content of ParkLife.
- In terms of donations we are seeing absolute growth while the success of the South West Peak Partnership funding bid has boosted the percentage contribution from this income stream.
- National Parks Partnerships continues to develop potential sponsorship opportunities. Monthly progress reports are provided and current positive leads are in the leisure apparel, motor vehicle, leisure accommodation and retail sectors. A potential electric car charging initiative is currently being investigated by a number of national parks including the PDNP.
- Our media reach continues to be strong with followers and friends being added to our Twitter and Facebook feeds. Of particular note in Q3 was our Twitter account now has 27.5K followers (+1,865 this quarter) and on Facebook we now have 4.7K likes (+451 this quarter). During Q3 the most popular topics on social media included the South West Peak launch, announcement of RHS Chatsworth, consultation on future planning policies, Big Pathwatch study, National Stress Awareness Day and World Mental Health Day all reaching well over 100K users each.
- Media releases over the last quarter have included the successful prosecution for damage to trees; Launch of the State of Nature in the Peak District Report and the Ringing Roger Path repair works which was funded following a successful fundraising campaign by the BMC.

Issues arising and action to address:

See comment for Directional Shift 2.

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 Q3
Percentage of assets that meet the standards set for: Maintenance Environmental performance	Baseline tbc	Clear definition of indicator now agreed; work to provide data will start in quarter 4. Baseline data will not be available for the maintenance and environmental management standard by the year end.

Overview:

Progress is being made in all key areas. The new Head of Visitor Experience is in post and progress is being made on appointing to the Head of Marketing and Fundraising vacancy. Resource issues in Property Support team are being addressed with quicker progress now being made on key building/maintenance projects.

Progress against priority actions/indicator targets:

- A successful contract has been let for the redevelopment of Castleton Visitor Centre with an expected date for completion in May subject to no unforeseen issues.
- The general building works programme on the Warslow Moors Estate is still progressing. Three residential properties are however vacant and awaiting significant building improvement work before re-letting. Borrowed funds on two of the properties (Hayeshead and Spring Bank) from the Capital Strategy will be sought in the New Year via business cases to Resource Management Team. The Business Case for the third property will be made in the Spring. The refurbishment and subsequent re-letting of these properties will require considerable staff input over the next 4-5 months.
- The Royal Engineers have carried out the options appraisal and costings exercise on a derelict house and barn (Hayeshead) and their full report is expected in the New Year. Their report will form the basis for another business case for funds from the Capital Strategy in due course.
- Condition surveys have been undertaken at Pump Farm and Spring Bank

- A programme of heather cutting has been undertaken on Middlehills Moor in accordance with the Higher Level Stewardship Agreement
- Work is ongoing in major thinning operations at Bank Wood (Hassop), Shawfield Wood (Warslow) and Millmoorhead (Longnor) which is yielding significant income. Further major thinning over the winter is planned at The Hills (Longnor).
- The disposal programme continues to progress well. In particular, 23 woods have already been disposed of or sold subject to contract. Another 6 woods will be marketed in the New Year. 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 and will go before Planning Committee on the 13 January 2017.
- A tender to address the backlog of repairs on the Trails structures, now that finances have been approved, will be ready for issuing in Q4;
- The new 19 pay and display car park signs have been installed. New entrance and welcome signs for these car parks have been designed but not installed yet due to delays identifying the most appropriate materials. These signs should be completed ready for installation in Q4.
- Subject to no unforeseen circumstances, North Lees Hall should be ready to let in February 2017.
- The Edale project is progressing to plan with contractors currently on site to refurbish the campsite and to install renewable heating systems. The campsite is due to reopen on 1 February 2017. Contractors are most of the way through phase 2, which is the creation of additional office space and improvements to the building, and this will be complete in mid- January 2017. The leaking atrium roof has been fixed. The final phase of works will be the external works which, weather permitting, should be complete in spring 2017.
- As part of our investment programme resources have been allocated to support developing and implementing a plan for the maintenance and environmental management standards we aspire to across the Authority's property portfolio; work on a prioritised programme of conditions surveys will start in Q4 to inform a rolling maintenance programme in the future. The environmental management audit will be delayed until the first quarter of 2017/18 as we review resources following a recent resignation in the property support team.
- There has been considerable progress in increasing the value of our brand and its reach through the Castleton Visitor Centre development, where the brand and interpretation will embed national park values. There will also be a consistency in our brand and message across Visitor Centres, with various re-fits/re-modelling. There has been some slippage due to the directorate re-structure and staff vacancies which will be addressed when vacancies are filled.

Issues arising and action to address:

- a) Staff resourcing issues and the impact on the work programme are highlighted 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.	GREEN
6. Ensure appropriate regulatory action	We will be communicating the clear value of our performance on enforcement.	GREEN

Corporate Indicator	Target 2016-17	Status at Q3
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% 85% 88% 100%
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%	78%
10 Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	82%
b) Parish councils	>70%	To be set up
c) Residents	38%	47%*
d) Pre-application advice	>75%	To be set up
11a Number of complaints received	<20	2
11b % complaints dealt with in accordance with agreed deadlines	90%	75%
11c Satisfaction with first and second lines of enquiry (planning)	baseline	To be set up

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

Overview:

Work on Development Management policies has progressed, following the agreement of the draft policies by Authority in October; public consultation commenced in November. The Authority's influencing role has included ongoing dialogue with Constituent Authorities, particularly on housing, with a Memorandum of Understanding agreed with Derbyshire Dales DC in December. The NPMP update work is on track. Workshops have been held with members and the NPMP external advisory group.

Progress against priority actions/indicator targets:

- Work on Development Management policies has progressed further, with draft policies being agreed for statutory public consultation by the Authority in October; formal consultation began in November; High Peak Borough Council has raised a number of issues about delivery in the National Park.
- A Memorandum of Understanding was agreed with DDDC as part of the “Duty to Cooperate” process;
- On-going work with the constituent authorities on Local Plan housing allocations;
- Performance on planning application determination has improved in the last quarter, and is well above the figures set by the Government for “under-performing” LPAs, despite the Planning service carrying a vacancy at Team manager level for the whole quarter. Of 138 planning applications determined, 122 were approved (88%);
- 100 Planning Enquiries completed, of which 67% were completed within 15 working days;
- 35 enforcement cases were resolved in the quarter, above the target of 30 for the quarter, with 78% of enforcement enquiries investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days, just below the target of 80%;
- 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 there was a concern about the weight given to Local Plan policy LB7 in an appeal at Riverside Business Park, Bakewell. On the other hand, there was very clear support for the Authority’s housing and employment policies in an appeal for 12 dwellings at Deepdale Business Park, Bakewell;
- The number of formal complaints relating to the Planning Service remains low, but one complaint progressed to the Ombudsman in the quarter;
- Feedback on the performance of the Planning Service is 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. Parish Councils are also being surveyed on an on-going basis;
- The focus on Community Planning has continued, with further work on the Leekfrith NP and Bakewell NP;
- The NPMP update work is on track. Workshops have been held with members and the NPMP external advisory group and prioritisation of issues has started. A report will be submitted to the Authority for consideration of aspirations and issues prior to public consultation.
- As part of the NPMP update process partners on the external advisory group have all committed to the special qualities underpinning the future development of the NPMP
- Data for the indicator on satisfaction with first and second lines of enquiry will be collected in quarter 4.

Issues arising and action to address:

- a) 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, but High Peak Borough Council has responded to the Development Management DPD with a letter expressing concern about delivery of housing, business sites and visitor accommodation in the National Park; a meeting is scheduled in January to discuss this.
- b) 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.

- 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 2017/18 due to priority being given to the NPMP update and putting in place a new team structure and resources.
- d) 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.

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
12. Audit conclusions showing satisfactory governance arrangements in place	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:

- A new draft Code of Corporate Governance has been supported by the senior leadership team and will be presented to the Authority in February.
- The annual report on the due diligence panel for relationships involving sponsorship has been considered by Audit Resources and Performance committee.
- Migration to providing our ICT ‘infrastructure as a service’ is going to plan with completion by the end of January.
- Posts have been identified in the new structure as ‘Information Asset Owners’; staff in these posts will be briefed in quarter 4 so that a single register of data for the organisation can be built by the end of quarter 4 so we have an organisation wide understanding of the information held.
- Our Edale and Castleton sites will have greater connectivity by the end of the year.
- Positive discussions have been held with members on the three investment programmes (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) - this will be reflected in the budget report to the Authority in February.
- New contracts have been let for catering and transport in democratic services
- We now have a clear view on the corporate indicator development work. Out of 42 indicators - 30 are complete (71%) and 12 are still in development (29%). 5 of these will be ready for the Q4 report. The remaining will be discussed by managers in January and a full report given on progress at the year end.

Issues arising and action to address:

- Although work has progressed it will not be possible to start gathering data for all indicators by the year end. This will be discussed by the senior leadership team in quarter 4.

Risk implications: We will have insufficient measures in place to assess our performance at year end.

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 Q3
13. Employee engagement (to be defined)	Baseline	To be set up *
14. Implement recommendations of the 2016-17 Investors in People assessment	Agree prioritised 3 year action plan	
15. Sickness levels:		
a) % total time lost due to sickness (expressed as hours)	2.15% annually (2.3% quarterly)	1.42%
b) hours per fte	44.4h annually (11.1h quarterly)	7.2
c) average number of times absent per employee	100% annually (25% quarterly)	25%
d) value of total time lost (expressed as pay cost)	£107,000 annually (26,750 quarterly)	£20,990
a) % total time lost due to sickness (expressed as hours)	10%	3%

* Indicator to be developed as part of staff survey development

Overview:

Good progress has been made in appointing to the new structure with 10 of the 12 Heads of Service posts now filled and recruitment to fourth tier posts nearly complete with three vacancies remaining. Although the work programme in HR has been 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 draft action plan response to the Investors in People recommendations has been considered by the senior leadership team and will be developed further working with the new Heads of Service.
- Data is being collected to inform a discussion in January with the senior leadership team on the structure and development of a workforce strategy supported by a workforce plan.
- Preparations are underway to ensure the staff survey will go out in February – this will inform the indicator on levels of staff engagement.

- In accordance with the corporate learning and development plan 'Resilience for Leaders' workshops will be run in February and March following a successful programme of resilience workshops for all staff.
- As part of delivering the programme of the 'way we work around here' workshops the programme will continue in quarter 4 focussing on staff time management, attendance, and performance
- A contract for Leadership Development to support the leadership team has started – an organisational development programme will be developed as part of this work
- Work with the Local Government Association continues to develop a 'total reward statement' so we can use this as a recruitment and retention tool recognising the employment package the Authority offers goes beyond pay
- The new Health and Safety Policy and supporting guidance has been approved for adoption by the Local Joint Committee.

Issues arising and action to address:

Nothing to highlight

Risk implications: None