

## Look Back – Our achievements of 2016/17

<b>Directional Shift 1: The Place and the Park, on a Landscape Scale</b>		
<b>Our Focus:</b>	<b>2016-17 priority actions</b>	<b>Progress (RAG)</b>
1. The Dark Peak	We will define, and have support for, our strategic direction for Stanage North Lees within the wider landscape.	GREEN
2. The SW Peak	We will have secured HLF funding and match funding to start the SW Peak Landscape Partnership Scheme delivery phase plus HLF agreement to a phased approach to future match funding requirements.	GREEN
3. The White Peak	We will know what the opportunities are for the NPA to develop an integrated management project in the public sector across the White Peak.	AMBER
4. The Whole Park	We will be offering an integrated conservation service to land managers.	AMBER

<b>Corporate Indicator</b>	<b>Target 2016-17</b>	<b>Status</b>
<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

### Overall Status and overview of year's progress:

The bid to the HLF for the delivery stage of the South West Peak Landscape Partnership was submitted on time in July 2016 and was successful in November 2016 and is in the delivery phase, with recruitment of personnel and working up implementation of schemes with partners. Further discussion has taken place with key stakeholders on a possible White Peak landscape partnership. The Private Lands Partnership continues to grow.

### Key achievements include:

#### Moors for the Future partnership

- The MoorLIFE 2020 EU LIFE project has recruited personnel and working up implementation of schemes with partners. DEFRA confirmed that MOORLIFE 2020 funding will be underwritten. The MoorLIFE project was short-listed and commended for the "Best of the best" awards, at a ceremony held on 31 May 2016.
- The Partnership has been working on natural flood risk management schemes in the Wessenden area and Trawden. Discussions have taken place with the Environment Agency on flood risk in other catchments, particularly Glossop, and with Sheffield City Council on a flood management scheme. A successful bid to INTEREG by RSPB included Moors for the Future

(MFFP) as bid partners. The MFFP team are now advising on significant blanket bog restoration work in Northern Ireland.

- The Private Land Partnership continues to work with landowners to deliver the Partnership's objectives, but has faced difficulties in recovering its management fees due to delayed payments to agreement holders from the RPA. To address the issue, have agreed forming payment plans with landowners, and the CEO met with Natural England to urge more timely payments from RPA.

### **South West Peak Landscape Partnership Scheme**

- The bid to the HLF for the delivery stage of the South West Peak Landscape Partnership was submitted on time in July 2016 and was successful in November 2016. The Partnership moved to the delivery stage in January 2017 and has been recruiting personnel. The Programme Board has been meeting to monitor and review the progress on individual projects. Some match-funding gaps have been identified and work continues to secure additional funding, with £32,000 having been received from the DCLG Community fund.

### **White Peak**

- The Authority had discussions with key stakeholders about a possible White Peak Landscape scale partnership (Natural England, Environment Agency and Derbyshire Wildlife Trust) and officers attended a visioning workshop run by DWT in March 2017.

### **Stanage North Lees and Sheffield Moors Masterplan**

- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan. The Authority supported the bid by Sheffield Wildlife Trust for a landscape partnership on the Eastern fringes of the National Park. The Sheffield Lakeland Partnership has been awarded HLF funding for its development stage, which began in 2017.

### **Whole National Park**

- Questions raised following the EU referendum about agri-environment schemes remain unresolved, although the Environmental Audit Committee published "The Future of the Natural Environment after the EU Referendum" in January; the Authority is actively involved influencing future policy and support payments to deliver public goods in the uplands and protected landscapes through the NPE "Future of Farming" group, Stakeholder Groups and events.
- Countryside Stewardship: whilst the Uplands Review did make improvements to the option availability for the Severely Disadvantaged Areas of the National Park (86%), the application process remains complicated, and delays in agreements and payments being made are not encouraging participation. Some farmers and landowners are waiting for a clearer idea of the Government's future direction post-Brexit before deciding whether to commit to a 5 year agreement. We are proactively working with the farming community to encourage their continued engagement with conservation.
- There is on-going debate about the sustainability of 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, including the Moorland Association.
- The Authority responded to the Transport and Works Act Order for the Hope Valley Capacity Improvement Scheme, initially objecting. The Authority withdrew its objection following the

submission of additional information and revised plans; the decision is now awaited from the Department for Transport.

- Officers have been involved in discussions with Transport for the North and Highways England and the Department for Transport on Trans-Pennine road proposals, including A628 works and a Trans-Pennine tunnel and the Authority is represented on the board of the Trans-Pennine Wider Connectivity Study.

<b>Directional Shift 2: Connect people to the place, the park</b>		
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.	RED
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 Q4
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	<b>19,846</b> (+5% vs. 2015-16)	19,654
b) people living with health inequality (particularly mental wellbeing)	Baseline	832
c) volunteers (expressed as volunteer days)	<b>10,003</b> (+5% vs. 2015-16)	8,324

\* Half Yearly

### Overall status and overview of year's progress:

The most significant change under Cornerstone 1 and Directional Shifts 2, 3 and 4 has been the realignment and investment in staff resource to meet our corporate objectives of increasing awareness, understanding and support for the Peak District National Park, and diversifying and growing income. A structure comprising 10 discrete teams has been transformed into a single directorate grouped under three areas of focus: visitor experience development, outreach development, and marketing and fundraising development. Investment totalling c£180k has been made in new permanent and fixed-term posts. A single top-level, integrated directorate plan covering the above focus areas has been created and cascaded. A gap analysis in terms of capabilities and processes has also been completed and is informing further developments.

The connection of people to the Peak District National Park (in support of boosting our reputation, awareness, understanding and support) forms a significant element of the integrated plan. Activities to highlight are set out below.

**Key achievements include:**

- Continued strong growth of secondary school visits. This year saw the development of two new programmes to support the new A level curriculum Carbon and Water Cycles and Grassland Ecology.
- The consolidation of the Junior Ranger programme which worked with 506 young people in five different groups across the Peak District National Park. These young people are becoming committed supporters of the Peak District National Park, giving time and working on a number of conservation projects.
- Success of the HLF Play Wild bid, a partnership led by Derbyshire Wildlife Trust but developed as part of the National Park Management Plan sub-group Inspiring Generations. The bid will support a marketing campaign, development of branding, and delivery of Play Wild events across the Peak District National Park in 2017.
- We have had some amazing volunteer achievements to celebrate. Gavin Fay reached 50 years of volunteering with us in December 2016 – that's every other Sunday for 50 years – totalling 1,300 volunteering days. James is a very committed weekly volunteer who has built on his skills over the last two years and has now gained a casual role in the Outreach Development team.
- Peeling Back the Layers, a community project supported by the Ranger team, explored archaeological features at Under Whittle Farm, Sheen, to discover if they connect to Tudor documents relating to a farm at the location. The project gave the local community, including school groups, public access to learning with professional archaeologists and a historian. This experience enabled those involved to go forward with the knowledge to be able to read, understand and truly value their landscape and history in the future.

<b>Directional shift 3: Visitor experiences that inspire and move</b>		
<b>Our Focus:</b>	<b>2016-17 priority actions</b>	<b>Progress (RAG)</b>
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

<b>Corporate Indicator</b>	<b>Target 2016-17</b>	<b>Status at Q4</b>
3. Brand awareness and understanding among existing audiences and potential supporters*:		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	Scope Research Project for 2017-18	Research Project Timetable Complete
b) % who understand PDNP potential benefits/ services	Baseline	
c) % who feel positive towards the PDNP	Baseline	
d) % who are willing to support the PDNP	Baseline	
4. Customer satisfaction with the PDNP experience	90%	

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

### **Overall status and overview of year's progress:**

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The key self-generated (vs. third party) visitor experiences in the Peak District National Park that inspire and move (in support of boosting our reputation, awareness, understanding and support) form a significant element of the integrated plan and mirror those set out under Cornerstone 1 narrative.

**Key achievements include:**

See Cornerstone 1 and Directional Shift 2 for reference to key achievements relating to visitor experiences that we own and manage plus outreach opportunities we delivered.

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.	RED
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 2015-16	Target 2016-17	Q4 Status		
5. Amount and proportion of income by source:		<i>Commercial increase: 5%</i> <i>Donations increase: 50% by 2018-19</i>	Actual & (Proportion)	vs. last year	vs. plan
a) Commercial	£2,162,394 (17.8%)	n/a	£1,985,213 (14.0%)	-8.2%	
i) Conservation & Planning	£362,909	n/a	£323,708	-10.8%	
ii) Commercial Devpt & Outreach	£1,610,618	£1,637,462	£1,567,657	-2.7%	-4.3%
iii) Corporate Strategy & Devpt	£188,867	n/a	£93,849	-50.3%	
b) Donations	£40,255 (0.3%)	n/a	£57,238 (0.4%)	42%	
i) Donations (exc. legacy)	£34,230	£39,935	£47,238	38%	18%
c) External funding*	£3,584,952 (29.5%)	n/a	£5,803,737 (40.8%)	62%	
d) Defra grant*	£6,364,744 (53.4%)	n/a	£6,364,744 (44.8%)	0%	
e) Total income	£12,152,345	n/a	£14,210,932	17%	
2. d) Non-trading income supporters (donors)					
i) Number of donations	Baseline	Baseline	152		
ii) Average value of donations	Baseline	Baseline	£377		
iii) Number of donations (exc. legacy)	Baseline	Baseline	151		
iv) Average value of donations (exc. legacy)	Baseline	Baseline	£313		

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

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growing income. A structure comprising 10 discrete teams has been transformed into a single directorate grouped under three areas of focus: visitor experience development, outreach development, and marketing and fundraising development. Investment totalling c£180k has been made in new permanent and fixed-term posts. A single top-level, integrated directorate plan covering the above focus areas has been created and cascaded. A gap analysis in terms of capabilities and processes has also been completed and is informing further developments.

The work to diversify and grow income for the Peak District National Park is has seen the least development and progress in 2016-17. Set out below are the activities of note plus an indication of the direction of travel for 2017-18.

**Key achievements include:**

- Securing the services of a senior marketing professional to support our brand awareness, trading and non-trading income aspirations and stakeholder engagement.
- Donations saw a significant increase (+42% vs. LY; +38% exc. legacies) including the generation of c£17k through a joint endeavour with the British Mountaineering Council.
- We secured cash, content, profile-raising, outreach and datacapture opportunities from three of the Peak District National Park's biggest third party events – Eroica Britannia, RHS Chatsworth, and the AND Festival.
- The successful development and completion of a new visitor experience at Castleton – a significant new investment at scale to support our objective of boosting awareness, understanding, support and income.
- Our cycle hire business has continued its commercial improvements driven by strong stock and staff management coupled with excellent customer service.
- Direction of travel: In light of the decision to set up a charity working group due to report back by the end of the 2017 calendar year, work has started to pull forward the development of the Authority's data management and campaign management capability, improved marketing collateral and proactive communications programme (digital, traditional and face-to-face). This will be integrated with and embedded into the visitor experience and outreach development work.
- Locally, we secured a five-year sponsorship deal worth £100k with Tarmac to fund conservation volunteer work, while nationally a pan-national parks deal was negotiated for the sponsorship of all front-of-house staff uniforms including rangers, visitor and cycle hire staff and estate workers.
- A working group comprising Members and Officers has been set up to look into the potential benefits of setting up a charity to support our income generation objectives.
- Achieved second place in the BBC Countryfile Magazine's National Park of the Year poll.
- Social media reach and digital marketing impact grew in strength with the biggest Twitter share peaking at over 200k, Facebook at nearly 500k and website page views at 3,108k (+38.2% vs. 2009-10).

<b>Cornerstone 1: Our assets</b>		
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, Stannage, 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 2016-17	Status at Q4
6. Percentage of assets that meet the standards set for:	Baseline	10 condition surveys have been completed. The remaining 3 high priority properties will be completed by the end of April 2017. There are 39 properties due to be completed in the coming year.
<ul style="list-style-type: none"> <li>Maintenance</li> <li>Environmental performance</li> </ul>	tbc	Data collection will begin in Q1 17/18.

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The use and development of the places we own and operate (plus our reputation and profile) form a significant element of the integrated plan. Activities to highlight are set out below.

### Key achievements include:

- Improvement plans for all three centres – Castleton, Bakewell and Edale – were developed. A major refurbishment of the Castleton centre, its first in more than 10 years, has been largely completed. This will include a new food and beverage offer, improved outreach facilities and

retail space, plus innovative interpretation. The revamp of all three centres will provide better platforms for our 'original' brand positioning and fundraising objectives.

- North Lees campsite saw the introduction of its full quota of camping pods including one designed to support disabled visitor access. The new accommodation has proved very popular, boosting income and widening our audience reach. In addition, we won a top award for accessibility.
- Successful creation and erection of a replacement Stanage Pole to celebrate the Peak District National Park's 65th birthday (attended by hundreds of well-wishers and receiving significant and positive national social media and regional traditional media coverage).
- Warslow Moors Estate has continued to be exemplar of estate management achieving its income targets alongside its conservation objectives through a sensitive, innovative and commercial approach to stakeholder management.
- The Trails Management Plan objectives have largely been met. The target for surface improvements over the whole term of the plan 2013-2018 has already been achieved. The Authority has approved £600K capital expenditure on repairs to the trails structures to deal with high priority work identified in the general inspection.
- Our cycle hire business has continued its commercial improvements driven by strong stock and staff management coupled with excellent customer service.

## Cornerstone 2: Our services

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

Corporate Indicator	Target 2016-17	Status at Q4
7. Proportion of planning appeals allowed	<30%	31%
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% 81% 83% 100%
9. a) Number of enforcement cases resolved	30 per quarter 120 per annum	25 132
9. b) % 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%	76%
10. Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	75%
b) Parish councils	>70%	Survey Parish Day
c) Residents	38%	47%*
d) Pre-application advice	>75%	65%
1. a) Number of complaints received	<20	2
2. b) % complaints dealt with in accordance with agreed deadlines	90%	50%
11. c) Satisfaction with first and second lines of enquiry (planning)	baseline	93%

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

## Overall status and overview of year's progress:

Good progress has been made over the year on the three priority actions. Performance on the Corporate Indicators has been consistent and generally good, although some of the supporting indicators are not on target, as explained below.

Corporate Indicators:

- *Deliver our services in a customer focused way - We will have an extended paid-for advice service for conservation:* We have a well-established pre-application advice service for planning proposals and we have extended this to tree advice. From April 2017 it will also extend to listed building advice.
- *Ensure clear policies are in place through facilitated and effective engagement and communication - We will have partners indicating their commitment to Special Qualities:* We have developed 8 areas of impact that we would like the next National Park Management Plan to focus on and we have further refined the special qualities, and these will be part of the public consultation document on the NPMP.
- *Ensure appropriate regulatory action - We will be communicating the clear value of our performance on enforcement:* We continue to investigate all breaches of alleged unauthorised development and take action where appropriate. In 2016-17 this included a successful prosecution for the unauthorised removal of trees in Froggatt Conservation Area. The Action Plan adopted in 2015-16, placing a greater focus on prioritising cases and then dealing with higher priority cases more quickly, is helping ensure appropriate and timely action.

## Key achievements include:

### Providing a high quality planning and advice service

- Performance on planning and other application determination has been maintained throughout the year. There have been 972 applications decided, of which 775 (79.73%) were decided within 8 weeks (578 Planning Applications, 106 applications for listed building consent, together with applications for non-material amendments and discharge of conditions). Performance on major applications was 100% for the year, with all applications being determined within the agreed timescale (this can be extended with the applicant's agreement). This is well above the Government's threshold for under-performing LPAs, now set at 50%.
- 42 planning appeals were determined in the year, 28 were dismissed and 14 allowed. Over the year, the percentage of appeals allowed was above target at 33% (target is less than 30%), but every decision is analysed for consistency with policy. This did not show any areas where policy has been fundamentally challenged. On the other hand in the dismissed appeals there was strong support for the Authority's landscape conservation and housing policies, notably with the dismissed appeal against the Prohibition Order at Longstone Edge/Backdale and the proposal for 12 apartments at Deepdale Business Park, Bakewell, respectively.
- Positive feedback has been received on the performance of the Planning Service, collected through ongoing surveys of planning agents and at the annual Parishes Day. Planning Training events for Parish Councils were held in May and June 2016 and officers regularly attend parish council meetings. Planning training events were organised to help to improve understanding of the planning system, particularly Enforcement, which was a specific concern for some parishes. The target is to deliver at least 6 events in 2017/18. The number of formal

complaints relating to the Planning Service remains low, with two complaints to the Ombudsman outstanding at the year-end.

- Work has started on the development of an integrated conservation service to land managers and communities.

**Ensuring appropriate regulatory action - We will be communicating the clear value of our performance on enforcement**

- During the year we have resolved 132 enforcement cases were resolved in the year, exceeding the target of 120. The Monitoring & Enforcement Action Plan has been agreed and significant progress has been made on delivery of the six action points.

**Ensure clear policies are in place through facilitated and effective engagement and communication - We will have partners indicating their commitment to Special Qualities:**

- The focus on community planning has continued, with work progressing on the Bakewell Neighbourhood Plan and the early stages of a Saddleworth Neighbourhood Plan commencing, working jointly with Saddleworth Parish Council and Oldham Council.
- Work on development management policies has progressed, with draft policies being published for consultation and responses considered. Ongoing work with the Derbyshire Dales District Council, Staffordshire Moorlands District Council and High Peak Borough Council on Local Plans and housing allocations, with a Memorandum of Understanding signed with DDDC in December 2016.

### 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.	RED

Corporate Indicator	Target 2016-17	Status
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	ACHIEVED

#### Overall status and overview of year's progress:

The corporate indicator has been achieved as the External Auditor gave positive feedback and an unqualified opinion on the Statement of Accounts and 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. In addition good progress has been made over the year towards achieving our focus and the targets of the supporting indicators. However we have been unable to identify IAOs for each department and as a result have not made the advances we had hoped in establishing the data we hold. This is a key step in progressing our focus on an organisation-wide understanding that information is an asset.

#### Key achievements include:

##### Developing and Maintaining Appropriate Standards of Corporate Governance including:

- The 2015/16 final Statement of Accounts (SofAs) and Annual Governance Statement (AGS) were completed and published to the earlier timetable of the end of May in preparation for future years' requirements and the External Auditor gave positive feedback and an unqualified opinion on the SofAs and an unqualified Value for Money opinion following an audit of the AGS, 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.
- A new Code of Corporate Governance, compliant with the 2016 CIPFA/SOLACE Guidance, has been approved by Members and is in place for the 2016/17 year end assessment of governance performance.
- The Member bi-annual survey has been carried out with a response rate of 82% an increase of 22% on 2 years ago with the results being analysed and an action plan being agreed and implemented during 2017/18.

- The successful recruitment and selection of 2 new independent members have been appointed to support our standards framework and 2 new councillor members have been through the induction process.
- The Authority signed an agreement to be part of the National Parks Partnerships (Limited Liability Partnership) as a fundraising entity of National Parks UK.
- The process and procedure notes on the role of decision making of the Due Diligence Panel in support of our Policy on Working with Business, Organisation and Groups of Individuals on Sponsorship, Philanthropy and Legacies have been reviewed and updated and Members received the first annual report from the Panel.

**Implementing our Medium term Financial Plan including:**

- Members have approved the 17/18 budget which incorporated the four investment programmes (developing the commercial and outreach plan, ensuring our assets are at a standard to support the corporate strategy, developing and enhancing the way we work with communities & partners and developing our knowledge and expertise) to support the Corporate Strategy and noted the financial position of the Authority up to March 2020.
- A three year Treasury Management contract with North Yorkshire County Council has been entered into until 2020 which includes a separate contingency Section 151 Officer provision if our own Section 151 Officer is incapacitated.
- A five year Service Level Agreement with Derbyshire County Council has been entered into to meet our payroll requirements.

**Developing Key Processes underpinning the Corporate Strategy including:**

- Migration to providing our ICT ‘infrastructure as a service’ has been completed on target which provides a cost effective, flexible, secure and robust core infrastructure for the Authority’s IT services. This platform will now enable the growth of IT services as well as improvements to performance, remote working and accessibility of services.
- We now have a clear view on the corporate indicator development work. Out of 42 indicators we now have data for 39 (93%) indicators with information that monitors progress.



## 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 Q4
13. Employee engagement (to be defined)*	Baseline	Staff Survey Results in Q1 17/18
14. Implement recommendations of the 2016-17 Investors in People assessment	Agree prioritised 3 year action plan	Not reported in Q4
15. Sickness levels**:		
a) % total time lost due to sickness (expressed as hours)	2.15% annually (2.3% quarterly)	a) 2.3%
b) hours per fte	44.4h annually (11.1h quarterly)	b) 8.5h
c) i) Absence: Sickness frequency rate	i) 100% annually ***	i) 93.6% (annual outturn)
ii) Absence: Individual sickness frequency rate	ii) 51.09% annually ****	ii) 47.64% (annual outturn)
d) value of total time lost (expressed as pay cost)	£107,000 annually (26,750 quarterly)	d) £28,851
16) Sickness Levels: Staff turnover	10%	2%

\* Indicator to be developed as part of staff survey development

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

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

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

## **Overall status and overview of year's progress:**

Good progress has been made over the year towards achieving our focus and the targets of the supporting indicators. Although the work programme in HR has been dominated by the redesign of the organisation and the unplanned recruitment and appointment of the Director of Corporate Strategy & Development progress has been made in other key areas as highlighted below. In relation to the two areas which have been delayed data is being collected to inform a discussion in quarter 1 (2017/18) with the Senior Leadership Team on the structure and development of a workforce strategy supported by a workforce plan. The Staff biannual survey has been carried out with a response rate of 64%, with the results being analysed and an action plan being agreed and implemented during 2017/18 – this will inform the indicator on levels of staff engagement.

## **Key achievements include:**

- A new Head of Service and team manager structure to support achievement of the Corporate Strategy was agreed and successfully implemented which was underpinned by an agreed set of design principles and proposals. All posts have been recruited to save 1 Head of Service and 2 Team Managers which will be advertised in quarter 1 (2017/18).
- A review of our Managing Change policy following consultation and negotiation with UNISON and staff committee leading to changes in 2 key areas relating to redeployment periods and pay protection.
- Successfully retaining the Investor in People Standard with the draft action plan response to the assessors' recommendations having been considered by the Senior Leadership Team and will be developed further working with the Operational Leadership Team.
- In accordance with the corporate learning and development plan 'Resilience for Leaders' workshops have been rolled out building on the successful programme of resilience workshops for all staff. Counselling continues to be available on request.
- Delivery of the learning and development programme of the 'way we work around here' to Team Managers to reinforce and build on existing skills/knowledge and to start to embed our values in the following areas: selection & recruitment & selection, health & safety (in support of rolling out the new Health & Safety Policy and supporting guidance which has been approved for adoption by the Local Joint Committee early in 2017/18), staff working time management, sickness absence management and performance & coaching.
- Briefings on the new Safeguarding Policy and guidance including adopting 'safe' recruitment practices by all teams including volunteers
- A contract for Leadership Development to support the Senior Leadership Team has been running since quarter 3 and 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 successful recruitment and selection of a new Director of Corporate Strategy & Development who starts with us mid-way through quarter 1 (2017/18) with an interim arrangement in place since the departure of the out-going Director.
- The staff biannual survey has been carried out with a response rate of 64%.

- The Job Evaluation process has been reviewed and a shorter questionnaire has been introduced to make the process less burdensome.