



REVIEW OF PERFORMANCE AGAINST CODE OF CORPORATE GOVERNANCE
1 APRIL 2016 TO 31 MARCH 2017

(A) Core Principle

Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of Law

Sub Principle: A(1) Behaving with Integrity

We will:

- (1) Embed in the way we work our organisational values of:
 - People matter – so we have a supported, empowered, respected workforce;
 - Performance matters – so we do what we say we will do and do it well;
 - Communities matter – so we take a positive approach and work with communities;
 - Every day matters – each day offers an opportunity to do something positive.
- (2) Ensure that standards of conduct and personal behaviour expected of Members and Officers is defined, communicated (internally and externally) and monitored through codes of conduct, protocols and advice.
- (3) Ensure that our decision making processes are open, transparent and free from bias and conflicts of interest.
- (4) Have in place a framework of policies and processes that support good governance in all that we do; we will review and improve these in response to feedback and evaluation of effectiveness.

What evidence/assurance is in place?

- Codes of conduct for Members and Officers with conduct included in Member and Officer induction.
- Supplementary advice on behaviour of Members and Officers in Committee;
- Protocol on Development Control and Planning Policy in place;
- Registers of Members and Officer interests and guidance with annual review by Monitoring Officer;
- Member and Officer gifts and hospitality register and guidance with annual review by Monitoring Officer;
- Member Standards included in Audit, Resources and Performance Committee (ARP) Terms of Reference;
- Nolan Principles are incorporated into Member Code of Conduct;
- Procedures in place to consider code of conduct complaints against Members which are reported to ARP as part of the quarterly performance report;
- Complaints policy in place and individual complaints are monitored and reported to ARP quarterly with

lessons learned;

- Declaration of Interests is a standing agenda item at meetings and Members are provided with a pro-forma to record interests as they prepare for the meeting. Minutes of meetings of the Authority and its Committees show that declarations of interest were sought and recorded;
- Due Diligence Panel established with Annual Report reviewed by ARP;
- Anti-Fraud and Corruption Policy and Whistleblowing (Confidential Reporting) Policy in place with regular review against CIPFA code with the Chair and the Vice-Chair of ARP advised of any allegations and the outcome of investigations. Our Contract Procedure Rules and standard terms and conditions for contracts refer to these policies;
- Information management policies framework (including E-Policy);
- Data Protection Charter with tools to ensure compliance.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Under the provisions of the Localism Act 2011, the Authority is required to appoint at least one Independent Person to assist the Authority in promoting and maintaining high standards of conduct amongst all Members. As the term of office of the previous Independent Persons had ended and both with ineligible for reappointment this year we have appointed two new Independent Persons.
A(1)¹
- During 2016/17 one Member Code of Conduct complaint was received from a member of the public. Following an initial assessment by the Monitoring Officer, in consultation with an Independent Person the complaint was not upheld. The outcome was reported to ARP in the quarterly performance report.
- Following observations made by the Independent Person during the Initial Assessment, the Protocol on Development Control has been updated to provide further guidance on when and how Members notify the Director of Conservation and Planning and the Monitoring Officer of their interest in planning applications.
- A summary of all complaints from members of the public are reported to ARP in the quarterly performance report. The report includes information of the outcome of the complaint, management action taken and lessons learned from the complaint.
- As one complaint from a member of the public made allegations of fraud it was processed in accordance with the Anti-Fraud and Corruption Policy. (the Policy) An investigation by our Internal Auditor concluded that, although there was no evidence that any Authority employees had been involved in fraudulent activities, there was evidence to suggest that a member of the public had attempted to commit an act of fraud by misrepresentation. In accordance with the Policy the matter was reported to Derbyshire Police to carry out a criminal investigation. During 2017 the Policy will be reviewed and if appropriate updated to reflect any lessons learned through handling the complaint and investigating the allegations.
- Completed the Monitoring Officers annual review of Officers' and Members' Register of Interests and the registers of Gifts and Hospitality.
- Following the AGM in July 2016 all Authority Members were asked to review and update their entries in the Register of Interests.
- The annual report of the Due Diligence Panel has been received by ARP Committee.
- In the 2015/16 AGS the ability to make sure the organisation's culture/mind-set embeds our values on ways of working:- people matter, performance matters, community matters and everyday matters was identified as an issue which may affect effectiveness. This remains as a continuous conversation in team cascades and performance monitoring reviews with Officers. The Senior Leadership Team continues to strive to demonstrate these values in how they operate. This will be developed as part of the development of the Operational Leadership Team and is identified as priority for focus in 2017/18 with the focus internally on the health of the organisation. This therefore remains as an issue that may affect effectiveness.

Issues identified which affect effectiveness

1. The ability to make sure the organisation's culture/mind-set embeds our values on ways of working:- people matter, performance matters, community matters and everyday matters.

Sub Principle: A(2) Demonstrating a strong commitment to ethical values

We will:

- (5) Embed our standards of behaviour and values underpinning the way we work in job descriptions, the competency framework and JPAR process.
- (6) Ensure our HR, governance and procurement policies and procedures promote and support our values and standards and use every opportunity to promote our standards of behaviour and the values underpinning the way we work through for example:
 - Organisational development programme;
 - Leadership group development;
 - Corporate Learning and development programme;
 - Communications strategy;
 - Member Learning and Development Programme.
- (7) Communicate to others who work with us our expectations for compliance with ethical standards through:
 - Service level agreements;
 - Contracts and procurement processes;
 - Partnership agreements;
 - Sponsorship agreements.

What evidence/assurance is in place?

- Checking ethical compliance at governing body level through promoting good behaviour and annual Monitoring Officer checks;
- In the Member Survey we ask a question to test awareness of ethical standards and how individual Members contribute to maintaining them;
- The Chair of ARP and the Leadership Team are involved in preparing the Annual Governance Statement and it is considered and approved by ARP following scrutiny by the external auditors;
- Employee terms and conditions, competency framework and completed JPAR forms;
- Delivering an ongoing programme of ethical awareness training and including a session on standards and ethics in the annual compulsory planning training delivered to all Members;
- Resources Policies and Procedures;
- Member Learning and Development Plans;
- Joint Performance and Achievement Review Process;
- Corporate training programme and developing the Leadership Group;
- Procurement Strategy and Contract Procedure Rules;
- Conduct included within revised employee statement of terms and conditions;
- Tender and contract documentation including Standing Orders;
- Due Diligence Panel (DDP), chaired by the Monitoring Officer, looks at issues such as reputation and environmental impact when considering giving and sponsorship offers;
- Registers of in-kind and financial sponsorship and giving under £5,000 reviewed by the DDP every 6 months with offers over £5000 being considered on a case by case basis;
- Register for additional employment over grade H.

Review of action and assurances indicating maintenance/improvement to effectiveness

- In April 2016 CIPFA/SOLACE issued a new Framework document which places a greater emphasis on the attainment of sustainable economic, societal, and environmental outcomes as a key focus of governance processes and structures. As the changes needed to reflect the change of focus were outside of the existing delegation we approved a new Code of Corporate Governance based on the new

Framework. This Annual Governance Statement has been prepared to reflect the new Code. ^[A(2)1]
[A(2)1]

- In October 2014 The DDP was set up as part of the Authority's Policy on Working with Businesses, Organisations, Individuals and Groups of Individuals on Sponsorship, Philanthropy and Legacies The 2015/16 annual report of the DDP has been considered by ARP. Since November 2015 the DDP has met five times and considered the following items:
 - A trial for 'Product sales donation' with Outdoor Division, JD Sports Fashion Plc, an outdoor clothing company, for an agreed range of products that have an experiential link to the PDNPA and support the Authority's statutory purposes (eg walking boots).
 - Agreed a trial on donations at the till added to transaction/purchase with Outdoor Division, JD Sports Fashion Plc.
 - Agreed to support proposals with Outdoor Division, JD Sports Fashion Plc for uniform testing of two brands and sponsorship through supply of uniform clothing items for all relevant staff and volunteers and extension of previously agreed donation contribution linked to product sales in store on 'tested ranger endorsed products'.
 - Agreed to support the development of a relationship with Tarmac Trading Ltd to deliver conservation works on the ground via 50,000 volunteer hours for Tarmac employees and to engage in wider, harder to reach sectors, to accept £20,000 funding annually for a period of 5 years from Tarmac towards one half time, fixed term Conservation Volunteers post and the 'badging up' of one vehicle and one uniform.
 - Agreed due diligence procedures for considering future legacies given to the Authority.
- All decisions made below a £5000 threshold are recorded through the finance system where a financial transaction is made with a report being made every six months by the Head of Finance to the DDP for review and recorded on a register where the transaction is an in-kind transaction with a report being made every six months by the Democratic and Legal Support Team to the DDP for review.
^{A(2)2}
- The compulsory annual Member planning training events held on 30 September 2016 and 28 October 2016 included a session on Standards and Ethics. In the 2016 Members Survey 66% (15) of Members responding agreed that they were aware of the Authority's ethical framework and how they contribute to maintaining high ethical standards. 30% (7) Neither agreed nor disagreed and 4% (1) did not know.

Sub Principle: A(3) Respecting the rule of law

We will:

- (8) Progress achievement of our Corporate Strategy through full use of our powers and in doing so:
 - identify any risks of legal challenge as appropriate;
 - ensure Members and Officers receive legal advice on case work and policy/procedure development as appropriate;
 - ensure appropriate Standing Orders are in place.
- (9) Support the Chief Finance Officer and Monitoring Officer roles through protocols, direct access to Members and the Chief Executive and involvement in key decision making processes.
- (10) Ensure both the Chief Finance Officer and Monitoring Officer have appropriate resources to fulfil their roles as required by the legislation.
- (11) Respond to any external or internal advice or comments received on the legality of our decisions, policies, processes and procedures including from the Chief Finance Officer and Monitoring Officer.
- (12) Respond to any allegations of corruption and misuse of power in accordance with our framework of policies.

What evidence/assurance is in place?

- Standing Orders are regularly reviewed and updated;
- External scrutiny by external audit, internal audit, Local Government Ombudsman, Defra, HM Revenue and Customs, Department for Work and Pensions and Department for Communities and Local Government and Housing Act;
- Three statutory roles in place of:
 - Head of Paid Service;
 - Chief Finance Officer (also Member of RMM) (s114 Finance Act 1988);
 - Monitoring Officer (Supported by Deputy Monitoring Officer role) (s5 Local Government and Housing Act 1989);
- Job descriptions and Learning and Development plans are in place for individuals holding the above roles;
- Compliance with CIPFAs Statement on the Role of the Chief Financial Officer in local government;
- CFO is actively involved in all material business decisions and strategy development;
- Monitoring Officer Protocol is in place;
- Job descriptions for the Chair and Authority Members;
- Outside Body advice to Members appointed to an outside body;
- RMM procedures to make sure internal consultation takes place on proposals;
- Leadership approach with “voices round the table” making sure the relevant staff are involved e.g. Corporate Property Officer;
- Legal Team Work Programme in place to support the Corporate Strategy;
- Legal risks identified in delegated reports and reports to committees and Resources Management Meeting;
- Delegation to Officers indicates where delegated decisions need sign off from Legal Services;
- VfM Review on Legal Services;
- Arrangements in place to report to relevant bodies when issues arise e.g. Health and Safety, Safeguarding, Fraud and Corruption, Data Protection;
- Anti-Fraud and Corruption and Confidential Reporting policies in place and are regularly reviewed against the CIPFA code of practice on managing the risk of fraud and corruption;
- Examples of cases where policy has been tested;
- Standards Framework in place including the Authority’s arrangements for considering complaints against Members.

Review of action and assurances indicating maintenance/improvement to effectiveness

- The Authority has a duty to keep its constitutional documents up to date. The Authority has not delegated its ability to update and amend Standing Orders. The Authority approved changes to Part 4 of Standing Orders to add to the terms of reference for the Planning Committee to make it clearer that this Committee has responsibility for other Planning Authority functions other than development control activities. The delegation was therefore amended to add references to conservation areas, ancient monuments, trees, derelict and waste land and advertisements.
- In accordance with Health and Safety Legislation the Authority notified the Health and Safety Executive of a reportable injury in May 2016. Separate from our own internal investigation the Health and Safety Executive carried out their own investigation and issued a Notice of Contravention. Action has been taken to address the issues raised.
- A complaint from a member of the public was handled in accordance with our Anti Fraud and Corruption Policy (See A1)
- Received a positive unqualified opinion on the statement of accounts and a satisfactory conclusion on value for money (following a review of the annual governance statement) from our external auditors,
- Responded to two internal audit reports on Woodlands Management and Fleet Management and Equipment, which were given a Substantial and Reasonable level of assurance respectively .Managers have responded to 9 Priority 3 actions and 3 Priority 2 actions.
- The 2016/17 annual assurance report from the internal auditor states: the overall opinion of the Head of Internal Audit on the framework of governance, risk management and control operating in the Authority is that it provides Substantial Assurance. There are no qualifications or significant control weaknesses which in the opinion of the Head of Internal Audit need to be considered for inclusion in the Annual Governance Statement.
- Decided, in reviewing our performance against our Code of Corporate Governance, that any area where the Authority has received a limited level (or no level) of assurance from the internal auditors will be

identified in our Annual Governance Statement as an issue affecting effectiveness.

- Responded to complaints investigated by the Local Government Ombudsman (LGO) reporting quarterly to members. For 2016/17: 3 decisions have been received: 1 closed after initial enquiries (outside jurisdiction) 1 closed after initial enquiries (no further action) and 1 not upheld (no evidence of maladministration and injustice). During 2016/17 there were no complaints which were upheld because of evidence of maladministration and injustice.
- The Authority's arrangements for handling Member Code of Conduct complaints are in place and published, One complaint has been received during 2016/17. In processing the complaint no issues were identified that suggested the arrangements needed to be reviewed or updated. (See A1)

Issues identified which affect effectiveness

2. Failure to deliver on Health and Safety Action Plan and ensuring that the Health and Safety Executive and Internal Audit recommendations are completed.

(B) Core Principle**Making sure of openness and comprehensive stakeholder engagement****Sub Principle: B(1) Openness****We will:**

- (1) Support our commitment to a culture of openness and transparency through:
 - Fulfilling our obligations under the Freedom of Information/Environmental Information legislation;
 - Publicising decisions and information through our website and through web broadcasting of our committees;
 - Be open and transparent in all our decision making except, where justified, the exemptions under Schedule 12 of the Local Government Act apply.
- (2) Document evidence for decisions by recording criteria, rationale and data relied upon - using processes proportionate to the impact and risk of the decisions being made.

What evidence/assurance is in place?

- Annual report and Business Plan published;
- Annual Monitoring Report on Local Plan;
- Monthly and Annual Head of Law Reports to Planning Committee;
- Creation of data protection policies, data protection staff training plan and rollout with appropriate tools and monitoring, robust processes where personal/sensitive data is created or used as part of wider operations;
- Use of robust data processor agreements where 3rd parties hold or process personal/sensitive data on the Authority's behalf;
- Freedom of Information Act Publication Scheme and disclosure log;
- Appointment of Senior Information Risk Owner, Lead Information Asset Owner and departmental Information Asset Owners;
- Corporate Strategy 2016-2019 including Directional Shifts, Cornerstones and success measures;
- Financial information such as outturns, accounts and external audit reports published on our website;
- Local Government Transparency Code 2015 - information is published on the website includes spending over £250, credit card spending, tenders, income from parking, organisation structures and senior salaries, trade union facility time, pay multiples, land and property assets;
- Publish information under Section 149 of the Equality Act 2010 (the Public Sector Equality Duties) and the Equality Act 2010 (Specific Duties) Regulations 2011 to publish workforce profile information by "protected characteristics "Gender, age, ethnicity, disability, religion and belief, sexual orientation and pay grade);
- The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 will require the Authority to publish prescribed information about their gender pay gap results;
- Standing Orders make sure that exempt items are kept to a minimum and where possible an open report is provided to summarise the decision to be made and allow public participation;
- Documents relating to meetings of the Authority and its Committees along with Key governance documents, such as Standing Orders are published on the Authority website;
- Provisions in place allowing reporting on meetings and providing an audio webcast of meetings of the Authority and its Committees;
- Publish work programmes for the Authority and its Committees;
- Committee Reports and Minutes;
- Resources Management Team business cases and minutes;
- Standing Orders (Delegation to Committees, Delegation to Officers, Financial Procedure Rules and Contract Procedure Rules);

- Corporate Report Templates that include headings for key areas that must be taken into account in writing reports such as Financial, HR and Legal advice;
- Service protocols on recording decisions/file notes e.g. site visit file notes, HR forms and decisions, tender book;
- Planning and other reports for recording delegated decisions.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Agreed our 2016/17 Performance and Business Plan in line with the Corporate Strategy and Strategic Framework for 2016-19. (See C1)
- The Authority has continued to provide a live audio webcast and listen again facility on the internet for all meetings of the Authority and its Committees. Following the approval of a Notice of Motion the recordings will now be retained and published for three years after the date of the meeting.

Sub Principle: B(2) Engaging comprehensively with institutional stakeholders

We will:

- (3) Ensure the National Park Management Plan is a partnership Plan for the place with partners and stakeholders owning the delivery plan for the place.
- (4) Engage with constituent and surrounding councils and stakeholders through a programme of Chief Executive and Member meetings.
- (5) Engage with bodies representative of different voices inside and outside of the National Park.
- (6) Maximise our partnership approach to achieving more for the place through:
 - Strategic National Park Management Partnership Plan process and delivery
 - Operational delivery partnerships;
 - National NPA partnerships;
 - Sponsorship relationships;
 - Shared commissioning of evidence for Local Plans across the wider Peak District.
- (7) Review our relationship management framework.
- (8) Ensure appropriate due diligence, programme management and contractual processes are in place to support partnerships.
- (9) Implement a programme of surveys and research so we can connect more to people and respond to feedback from people who use the National Park and our services.
- (10) Consult and engage communities and stakeholders on the development of our policies and strategies.
- (11) Consult and engage with people on specific actions that might affect them.

What evidence/assurance is in place?

- National Park Management Plan Delivery Plan;
- National Park Management Plan Advisory group and annual report;
- Programme of meetings between Chief Executive and other councils (both constituent authorities councils and the wider peak district authorities) sometimes including the Chair of the Authority and

Leaders;

- Programme of meetings between Chief Executive and other key stakeholders;
- Local Access Forum;
- Parishes Day;
- Participation in meetings of combined authorities;
- Engagement with Defra and other Government departments;
- LEP Membership;
- Appointments to Outside Bodies and supporting guidance;
- National Park Authority draft Communication and Marketing Strategy;
- Partnership working when preparing bids and delivering externally funded projects;
- Examples of Partnerships such as Moors for the Future (Moorlife 2020) and SW Peak Partnership and Service Level Agreements e.g. Derbyshire County Council for payroll services;
- A range of studies delivered helping to shape Local Plan policies;
- Partnership Policy and Protocol;
- Due Diligence Panel and registers

Review of action and assurances indicating maintenance/improvement to effectiveness

- Following approval of stage one development grant from the HLF Landscape Partnerships Grants Programme the Authority has accepted a further £2,409,300 for the delivery phase of 'South West Peak: a Landscape at a Crossroads' (the Scheme) from the Heritage Lottery Fund (HLF). The bid is a partnership approach led by the Peak District National Park Authority (as accountable body), with five other delivery partners (Staffordshire Wildlife Trust, Cheshire Wildlife Trust, RSPB, the Farming Life Centre, Support Staffordshire) who, with the Authority, will be responsible for the delivery of projects within the Scheme. In addition there are eight supporting partners who perform an advisory role (Natural England, Environment Agency, Historic England, Nature Peak District, Staffordshire County Council, Cheshire East Council, United Utilities, Severn Trent Water. The total Scheme cost is £4,116,710 of which non-cash contributions (volunteer and in-kind) amount to £678,707, leaving a cash match requirement of £1,028,703, which is a shared responsibility across delivery partners. Of this a financial contribution of £104,979 has been committed by the Authority.
- The Authority, on behalf of the South West Peak Landscape Partnership, has appointed a Scheme Manager for the delivery phase who will oversee delivery of 18 projects shared between partners across 354km² of the South West Peak. The delivery phase is expected to run from January 2017 until December 2021. The Scheme requires strong partnership liaison, working closely with farmers and landowners, resident communities and visitors to engage people in conservation projects for natural and cultural heritage; land management; access improvements; education and skills training; enjoyment and awareness raising.
- Thorough the year planning officers have worked closely with Derbyshire Dales District Council, through the Duty to Cooperate, on its Local Plan housing figures and allocations.
- The Memorandum of Understanding jointly signed with the Peak District National Park Authority in respect of cross boundary planning issues such as housing delivery. Has been demonstrated through close working and consultation on proposals to build new housing close to the National Park boundary.
- Section 66 of 1995 Environment Act requires National Park Authorities to produce a National Park Management Plan which '*formulates policy for the management of the relevant Park and for the carrying out of its functions in relation to that Park*' and should reflect national park purposes. This should be updated at least every 5 years. The National Park Management Plan is not just a plan for the work of the National Park Authority, or of any one organisation, but about what can be achieved by everyone with an interest in the Park and its future. Therefore, we must involve all the relevant local authorities, partners and other stakeholders through an early engagement process. Our current NPMP reaches the end of its current timeframe in 2017, so to fulfil the Environment Act, we need to update the plan by the end of next year.
- The Authority is following a sound but light touch approach to updating our National Park Management Plan for 2018-23 which will use the existing vision framework but simplify the structure, focus on delivery by setting a smaller number of strategic interventions or 'break through' actions that help deliver 'short term aspirations' and create a series of 'hooks' (or 'long term aspirations') for developing the next full management plan review (2024-29). To date this includes special qualities condition and vision work and climate change adaptation. Partners and stakeholders have been involved in the development of the new Plan.

- Agreed the Operational Plan 2017-18 for the Moors for the Future Partnership. The plan set out the commitments for the financial year 2017/2018, but included a look back at achievements in 2016-17 and a look forward, both at commitments for 2018/2019 and beyond.
- The projects within the Operational Plan are funded by, and involve, a number of important partners. This will give the Authority good engagement opportunities with major partners who have significant influence over the management of the moorland landscape.
- Approved the continuation of the Authority's work with the MoorLIFE 2020 project partners to deliver projects outside the scope of that project for the duration of it; where this Authority, through the Moors for the Future staff team, will provide a project management role to continue to improve SSSI conditions across the South Pennine Moors SAC. The large scale works being undertaken by the Authority through the Moors for the Future Partnership's MoorLIFE 2020 and Private Land projects offer significant opportunities to use existing tenders and contracting arrangements to deliver works in addition to these projects and make use of economies of scale. This approach in line with the Business Model, in the Moors for the Future Partnership Business Plan.
- With support from the Authority, the Local Access Forum has continued to engage with our constituent Authorities to see how the Forum and the Authorities can work together on issues such as Green Lanes, reviewing Rights of Way Improvement Plans and other rights of way and access issues.
- Continued with programme of meetings between constituent councils and the Chief Executive and Chair.
- The Authority has observer status at any meetings Derbyshire combined authorities' and has contributed to the developing Sheffield City Region devolution deal.
- Business Peak District, Nature Peak District and Visit Peak District continue to work together as Enterprise Peak District to produce a package of interventions to attract investment from local Enterprise Partnerships
- Continued our programme of working with local authorities within and on the edges of the National Park at a strategic and operational level to help deepen understanding. This has included developing a memorandum of understanding with Derbyshire authorities on the duty to cooperate in relation to planning.
- The Authority has developed a District Deal with Staffordshire County Council to agree a prioritised programme for working together over the next 5 years. This will be delivered in partnership between the National Park Authority, Staffordshire County Council, Staffordshire Moorlands District Council and Buxton and Leek College. The current priority areas are: enhance learning and skills in the rural area; enhance and improve the visitor economy; enhance community health and wellbeing; enhance visitor infrastructure; support village growth and sustainability.
- In the 2015/16 Annual Governance Statement it was agreed that, without a coherent partnership approach to securing match funding partnership, working arrangements and external funding grants may be at risk. This was therefore identified as an issue which could affect effectiveness. During 2016/17 'Insufficient capacity to deliver the South West Peak project and secure additional match funding' was identified as a risk in the Corporate Risk Register. Although mitigating measures of progressing with recruitment to the agreed establishment and submitting match funding bids have reduced the impact of this risk.

Issues identified which affect effectiveness

3. Partner organisations fail to engage with consultation on the review of the National Park Management Plan.

Sub Principle: B(3) Engaging with individual citizens and service users effectively
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We will:

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| <p>(12) Underpin our Corporate Strategy objective of enabling everyone to connect with the National Park with a sound evidence base including:</p> <ul style="list-style-type: none">• Feedback from customers using our services;• Research on best ways to engage with target audiences;• Formal consultation processes;• Feedback from bodies representative of different voices inside and outside of the National Park. <p>(13) Update our communications and marketing strategy to support our new outreach programme and make sure it explains how we will feedback on 'you said'- 'we did'.</p> <p>(14) Develop an integrated approach to engaging with communities through our new Policy and Communities service.</p> <p>(15) Continue to support Members in their community role.</p> <p>(16) Ensure our complaints procedures and reporting arrangements are accessible and transparent and monitor our response to complaints received to ensure the Authority learns from that feedback.</p> <p>(17) Ensure our long term National Park Management Plan (supported by the Local Plan) gives direction to short term decision making processes so that our aspirations for the condition of the special qualities of the National Park into the future can be achieved.</p> |
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What evidence/assurance is in place?

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| <ul style="list-style-type: none">• Surveys (Residents, Visitors, Bus Users, Planning, Customer feedback and the Service User Survey (Includes Customer and Business Support, learning and discovery, visitor centres, cycle hire, conservation volunteers and ranger guided walks);• Use of Park Life, press releases and social media to promote current consultations/issue/campaigns;• Consultation page on Authority Website listing active consultation and how to participate;• Summary of consultation responses in Committee reports;• Public Participation at meetings;• User Groups (e.g. Stanage Forum' Local Access Forum);• Work with lobbying partners such as CPRE/Friends of the Peak District, National Parks UK, Campaign for National Parks;• Learning and development programme;• Outside bodies appointments;• Member allocations to specific areas of the National Park;• Evidence of community and stakeholder meetings;• Collect data for our corporate indicator of the number of people experiencing the benefits of the Peak District National Park from our target audiences of young people (under 25), People living with health inequalities (particularly mental well- being), Volunteers and Supporters (donors);• People and Park connected strategy and action plan;• Role descriptions in place for Chair, Members and Member Representative Roles;• Consultation Area of Website;• Articles in Park Life, other publications and media releases;• Officer Delegation for Planning – Parish Objection brings to Committee;• Statutory duty to consult (e.g Traffic Regulation Orders); |
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- Responding to consultation from Government and partners;
- Evidenced in Committee reports which includes sustainability heading in the report template;
- National Park Management Plan;
- Communicating in Plain English;

Review of action and assurances indicating maintenance/improvement to effectiveness

- As the lead partner for the project the Authority accepted a £20,000 development grant from Visit England to work up a business case for a two year collaborative project to a value of around £1million (with a 40% match funding requirement) to deliver joined up marketing and bookable tourism products across the 10 English National Parks. Implementation will be from July 2017 until March 2019. The project is the result of great partnership liaison between the 10 English National Park Authorities all with a joint ambition to develop the visitor experience across the 10 National Parks.
- National Parks England (NPE) established a Member-led task and finish group to provide advice to the NPE Board on the strategic priorities in relation to farming post Brexit to ensure environmentally sustainable farming in National Parks and the pursuit of National Park purposes. The group has set out its outline thinking and an emerging vision and the Authority has had input into the activities of the group which will be used to inform NPE discussions with Defra on the future of farming in England post Brexit and especially how it might relate to National Parks.
- The Authority has submitted a Prohibition Order to the Secretary of State prohibiting the resumption of mineral working in, on or under the land at Vincent House Silica Pits, Parsley Hay, near Hartington. The making of a Prohibition Order prevents the resumption of mineral working at the Vincent House Silica Pits site. The site is classified as 'dormant' under the provisions of the Environment Act 1995.
- Progressed Traffic Regulation Orders at Derby Lane and Washgate.

(C) Core Principle

Defining outcomes in terms of sustainable economic, social, and environmental benefits.

Sub Principle: C(1) Defining Outcomes**We will:**

- (1) Clearly communicate the vision and outcomes for the National Park through the National Park Management Plan supported by the Local Plan and the Landscape Strategy and Action Plan providing the strategic direction for the Authority's Corporate Strategy.
- (2) Clearly communicate our three year Corporate Strategy, our medium term financial plan and our one year Performance and Business plan actions and priorities to the public, stakeholders and partners.
- (3) Ensure our three year Corporate Strategy and medium term financial planning processes are aligned and reviewed annually and quarterly in year.
- (4) Put arrangements in place to implement our risk policy and strategy at all levels in the Authority so that informed decisions can be made on what level of risk to accept and what mitigating action needs to be in place to reduce or remove the risk to achieving outcomes.
- (5) Communicate our priorities internally and externally through the three year corporate strategy and Annual Performance/Business Plan.
- (6) Be clear about standards of service to be provided within resources available.

What evidence/assurance is in place?

- Corporate Strategy and Medium term (3-4 years) strategic and financial planning strategy;
- National Park Management Plan (NPMP), National Park Strategies and Action Plans and Annual Monitoring Report supported by National Park Management Plan Advisory Group – includes performance against targets;
- Local Plan (Core Strategy and Development Management Policies) and supporting documents including: Annual Monitoring Reports, Local Development Scheme, Statement of Community Involvement and Supplementary Planning Guidance;
- Annual Performance and Business Plan includes performance against targets;
- Partnership Policy and Protocol and Review;
- Participation in local area forums and local partnerships eg Local Nature Partnership;
- Service Plans including risk registers;
- People and Park connected strategy and action plan;
- Sustainability heading included in report templates;
- Environmental Management Policy and Carbon Management Plan of Action with progress reports;
- Risk Management Policy and Strategy;
- Corporate Risk Register and monitoring;
- Risk based Internal Audit Strategy and Annual Plan;
- Information Technology Disaster Recovery Plan;
- Business Continuity Plan including Crisis Management Procedures;
- Health and Safety Policy, support and annual report to Leadership Team and Local Joint Committee
- Insurance Policies;
- Building security systems;
- Annual Performance and Business Plan;
- Annual Statement of Accounts.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Approved the revised Local Development Scheme (LDS), establishing an updated work programme for producing development plan documents. The changes proposed in this revised LDS were:
 - To update the timeline for producing the Development Management Policies;
 - To change the status of emerging policies for recreation hubs from Development Plan Document to Supplementary Planning Document;
 - To update the timeline for the Supplementary Planning Document for the conversion of heritage assets;
 - To include a commitment to producing a new Supplementary Planning Document covering the design of transport infrastructure.
- Agreed our 2016/17 Performance and Business Plan in line with the Corporate Strategy and Strategic Framework for 2016-19.
- Submitted a Bid to HLF for a 100% grant for the Moor Business Project. The bid was for a value of £111,700. The summary in the Appendix gives more detail concerning the need for the project. If successful the project run time will be from October 2016 to February 2018.
- Continued to improve our own environmental performance: the Authority has demonstrated a 24% reduction in carbon emissions since the 2009/10 baseline period. This is broadly in line with the overall target of achieving a 30% reduction by the end of the 2016/17 year.

Sub Principle: C(2) Sustainable economic, social and environmental benefits

We will:

- (7) Ensure our strategic and financial planning delivers:
- Our purposes and socio economic duty balancing environmental, social and economic impact;
 - Consideration of conflicting interests informed by our consultation processes;
 - Long term financial sustainability of the Authority through diversifying our sources of funding, supported by a sustainable capital programme;
 - An approximate forecast for short term service and financial decision making.
- (8) Implement our Equalities Policy to ensure fair access to services.

What evidence/assurance is in place?

- Capital Programme;
- Capital Investment Strategy;
- Asset Management Plan;
- Sustainability heading included in report templates;
- Record of decision making and supporting materials;
- Consultation embodied in reports to Committee and delegated decisions;
- Following statutory guidance;
- Customer Service Standards;
- Equalities Impact Assessment of our plans eg Development Management Policies document;
- Performance indicators and success measures for National Park Management Plan, Corporate Strategy and service actions;
- Customer Satisfaction Surveys;
- Complaints procedure and quarterly/annual reports;
- Service and corporate improvement plans.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Approved the renewal of the lease from Sheffield City Council of Surprise View Car Park to generate income to the Authority over the next 42 years which will facilitate the delivery of our core purposes.
- The Strategic Advisory Group has considered the main findings of the Authority's Climate Change Adaptation Report (CCAR). The CCAR sets out progress on climate change work since the 2011 report, and made some recommendations for further integrating work on managing and monitoring our work on climate change adaptation so it is fully encompassed within the review of the National Park Management Plan.
- Progressed the disposal of 12 Authority owned woodlands

Issues identified which affect effectiveness

4. Although there is an Asset Management Plan (AMP) in place this needs to be reviewed so it can be used to inform our strategies over acquisition, enhancement and disposal of assets, and guide the Capital Strategy. There are questions about whether the Authority has the resources and expertise in place to complete the AMP review.

(D) Core Principle

Determining the interventions necessary to optimise the achievement of the intended outcomes.

Sub Principle: D(1) Determining interventions**We will:**

- (1) Deliver our three year Corporate Strategy and Medium Term Financial Plan through:
 - Using research and data to inform recommendations on interventions to achieve our strategy;
 - Seeking and responding to feedback from customers and stakeholders on our services;
 - Agreeing annual priority actions that are key interventions for the forthcoming year;
 - Funded service plan actions flowing from priority interventions agreed;
 - Business case options appraisals.
- (2) Work with partners in delivering the NPMP priority ambitions for the special qualities of the National Park.
- (3) Work with communities through neighbourhood planning and other community planning processes and achieve our ambitions for special qualities.

What evidence/assurance is in place?

- Agenda Planning Meetings and Committee work programmes;
- Contract Procedure Rules and Procurement Strategy;
- Effective procurement processes along with examples of smarter procurement and collaboration;
- Programme of value for money reviews;
- National Park benchmarking;
- External Audit value for money conclusion;
- Annual service and budgeting planning process identifying efficiency savings and different ways of doing things;
- Disposal Guidance;
- Resource Management Team business case process;
- Financial Strategy;
- Consultation results summarised in reports to decision makers;
- Public Participation Scheme for all meetings of the Authority and its Committees.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Prepared and published Local Development Plan Annual Report in accordance with Section 113 of the Localism Act. Progress on Plan making has been good with the strong basis of an adopted strategy and a very constructive period of debate on development management policy with the local community. The report provided an executive summary of the key issues
- Overall progress on appeal was very encouraging and provided an insight into the on-going consistency of the Core Strategy with national policy. The percentage of appeals allowed in the year 2016/17, at 35% was higher than the previous year however. Authority Members have been routinely advised of all appeal decisions with a summary of the decision, the key points arising and lessons learned.
- A number of decisions made by the Authority have firmly tested adopted policies included some which have been recorded as contrary to policy. As with the previous monitoring period this includes a number of conversion schemes involving traditional buildings. This has helped drive the review of development management policy.
- In June 2016 the Secretary of State confirmed the Prohibition Order and upheld the restoration scheme

proposed by the Authority in respect of the Backdale area and the restoration scheme agreed between the Authority and the landowner in respect of Wagers Flat, which now form part of the Order.

- During 2016 the Authority consulted on its new Development Management Policies and created a full and up to date Local Plan for the National Park. Once this is completed attention will again return to a review of strategic policies. It was agreed that the Authority's Local Development Scheme should be updated prior to the submission of the Development Management Policies document.
- Made formal decisions on neighbourhood plans for the Parishes of Chinley, Buxworth and Brownside and Saddleworth
- Work Programmes published for meetings of the Authority and its Committees.
- Continued to facilitate a large number of speakers at Authority and Committee meetings through our Public Participation Scheme.

Sub Principle: D(2) Planning Interventions

We will:

- (1) Implement our strategic and financial planning cycle for development, review and monitoring of:
 - NPMP;
 - Local Plan;
 - Corporate Strategy;
 - Medium Term Financial Plan;
 - Performance and Business Plan;
 - Service Plans.
- (2) Engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered through:
 - NPMP partnership;
 - Planning policy consultation;
 - Landscape scale partnerships;
 - Operational partnerships;
 - Regular communication with bodies representative of the different 'voices' inside and outside of the National Park.
- (3) Ensure our risk management policy, strategy and processes cover risk management for partnerships.
- (4) Make sure that our Procurement Strategy and Contract Procedure Rules are robust but provide additional flexibility when needed.
- (5) Implement a performance management system with:
 - identified measures of success/indicators and targets which cascade into service plans and individual objectives;
 - quarterly monitoring and annual repointing of performance;
 - identified leads for data owners and data collectors with appropriate checks on quality of information.
- (6) Support achievement of our Medium Term Financial Plan for revenue and capital expenditure with annual financial planning processes culminating in an Annual Budget being recommended to the Authority in March.

What evidence/assurance is in place?

- Service Plans to include plans and timescales for reviewing key plans and policies;
- A work programme is maintained and published for meetings of the Authority and its Committees;

- Communications and Marketing Strategy;
- Media protocol;
- Evidence base for National Park Management Plan, Strategies, Local Plan;
- Residents and Service User Surveys;
- Constituent Council and Parish Council liaison meetings;
- National Park Management Plan focus and targets agreed with partners and stakeholders. Progress monitored by Advisory Group with an independent chair;
- Partnership Policy and Protocols;
- Risk Management Policy and Strategy with Corporate Risk Register and Service level Risk Registers
- Procurement Strategy and Contract Procedure Rules;
- Performance Management Framework including monitoring and reporting on performance quarterly and year end;
- NPMP, Local Plan, Corporate, National Park Family and service indicators;
- Annual Performance and Business Plan;
- Grant Memorandum and Vision Statement agreed with Defra (Department for Environment, Food and Rural Affairs);
- Medium Term (3-4 years) Strategic and Financial Planning Strategy;
- Corporate Strategy;
- Defra 8 Point Plan for National Parks.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Planning Committee considered a summary of the work carried out by the Monitoring & Enforcement Team over the last year (April 2016 – March 2017). Over this period the Monitoring & Enforcement Team had been implementing an Action Plan in to help focus resources and increase the pace of progress on casework. The report also includes information on the breaches that have been resolved in the latest quarter. The majority of breaches of planning control are resolved voluntarily or through negotiation with the landowner (or other relevant persons) without resorting to formal enforcement action. The main measure of performance in the Planning Service Plan for 2016-17 was to resolve 120 breaches in the year, which as the table shows has been significantly exceeded. The number of outstanding breaches has increased over the year from 444 to 492 which is due in part to the increase in new breaches (164 compared to 157 in 2015-16 and 141 in 2014-15). The number of enquiries outstanding has increased only slightly over the past year – from 101 to 116. 77% of enquiries have been investigated/resolved within 30 working days. This is only slightly below the target of 80% in the Service Plan for 2016-17.
- Agreed to put arrangements in place for better traffic management by enforcing the payment of parking charges on our existing pay and display car parks and increasing the charges in line with other comparable sites.
- Agreed a procedure to be followed when a Tree Preservation Order has been made, (using powers delegated to officers) and objection(s) and or representations have been received.
- In the 2015/16 Annual Governance Statement Partnership working arrangements and external funding grants may be at risk if there is a not a coherent partnership approach to securing match funding was identified as an issue that would affect effectiveness.
- The Strategic Leadership Team and Heads of Service have continued to meet quarterly to discuss performance and identify ways of working together to address issues whether performance targets may be off target.

Sub Principle: D(3) Optimising achievement of intended outcomes

We will:

- (7) Implement our Medium Term Financial Plan by:
- Completing reviews of the Leadership Team, Conservation, Support Services, Rangers, Strategy

- and Plan Making;
- Implementing a programme of reducing input costs to those areas given strategic certainty;
- Managing the three year capital programme;
- Being clear on the full cost of operations;
- Increasing our income from giving;
- Achieving our commercial programme income targets;
- Developing/establishing sponsorship relations;
- Securing external funding for major programme and partnership delivery;
- Make sure the budgeting process is all inclusive, taking into account the full cost of operation over the medium and longer term.

(8) Make sure that the Medium Term Financial Strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.

(9) Maximise the social value/return to the public on every pound spent through:

- Delivering eco system services;
- Procuring services and goods well;
- Reducing the Authority's carbon footprint;
- Planning gain.

What evidence/assurance is in place?

- Feedback surveys and exit/decommissioning strategies with Evidence of changes as a result;
- Budgeting guidance and protocols;
- Member Budget Workshops;
- Quarterly Budget Monitoring meetings with Members;
- Quarterly budget monitoring report considered by officer performance monitoring group;
- Medium Term (3-4 years) Strategic and Financial Planning Strategy;
- National Park Purposes;
- Corporate Strategy;
- Social Value in contracts above the EU threshold;
- Contract Procedure Rules;
- Section 106 Register of Legal Agreements.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Considered proposals to develop a charity vehicle to support our fundraising ambitions and deliver the ambitions within the Giving Strategy. A Member working group has been set up to provide a steer as proposals are developed further
- Agreed proposals on how the Authority's strategy for the management of recreational motorised vehicles would be implemented for the year 2016/17. This included detailed action plans for priority routes, illegal use and communications and updates on the progress made in 2015/16. Members also received an update on progress with voluntary restraint.
- Members continued to be involved in preparing the 2017/18 Budget through Strategic Financial Workshops held in October and November 2016.
- In the 2015/16 AGS the concern from some Authority Members over uncertainty during the early stages of the implementation of the giving strategy programme around the levels of support that could be achieved for the level of proposed investment. This was therefore identified as an issue which could affect effectiveness. The following progress has been made to address these concerns:
 - With specific reference to voluntary donations (whether direct to the Authority or through a potential charity vehicle) there has to be an appropriate level of initial investment. This would cover insight into donor propensity (by lifestage, interest etc.) datacapture (potential supporters), data management (existing supporters), campaign management and campaign collateral (including on-line, off-line and face-to-face). The Authority does not currently have the systems to support the proactive generation of voluntary income nor a 'trading' track record in this field. Similarly, a new charity vehicle would need to establish both the systems and brand presence.

- There remains therefore a risk in the pay pack period and level.
- At the March 2017 Authority meeting it was agreed to set up a Member advisory group to oversight and provide input into any future development of a charity vehicle. The remit of this group includes reviewing projected investment and donations. The timeframe to which the group is working will also mean that no significant cash investment could be made by the Authority into such a vehicle until at least Q4 of 2017-18.
 - It is important to note here that the decision to revise the development timeframe of any potential charity vehicle means that more emphasis will be placed in the 2017-18 financial year on developing donations direct to the Authority. This will require the same systems and activities set out above. The projected returns (as set out in the original giving strategy) will be reviewed to take account of any potential impact on acquisition and activation costs alongside average donation levels. This issue is therefore still on going and remains on the 2016/17 list of items which may affect effectiveness.
 - In the 2015/16 AGS the need for the Commercial Plan to be supported by appropriate governance arrangements, skill sets and new ways of working was therefore identified as an issue which could affect effectiveness. The following progress has been made to address these concerns:
 - There are significant corporate controls currently in place over the existing trading elements of the commercial development plan, including quarterly monitoring and reporting of income and expenditure levels, and reports to the Audit, Resources & Performance committee.
 - The Commercial Development & Outreach Directorate has now instituted weekly meetings to review operational performance and put in place any accelerating actions where there is strong income performance and any remedial actions to combat income underperformance.
 - However there remains, at both directorate and corporate level, a gap in skill sets and new ways of working to sustain a data-driven commercial trading plan. Potential significant new sources of income (excluding voluntary donations or sponsorship referred to above) will not be achieved through the improved performance of existing trading channels from either top line sales increase or bottom line cost reduction. Initial work has begun to address both these areas. Therefore there remains a risk to the scale of diversification and/or growth and our ability to deliver it rather than the governance of any plan. This issue is therefore still on going and remains on the 2016/17 list of items which may affect effectiveness.
 - At the time of publishing the 2015/16 AGS the Leadership Team was still relatively new so it was recognised that this was an issue that could affect effectiveness as the new structure took time to bed in and the Leadership Team explored how they worked together in their new areas of activity. The Leadership Team structure has been in place for a year and has bedded in. The Leadership Team Development Programme is helping the team develop well through coaching, team coaching and coach training and which in turn is enabling the benefits to be reflected and shared in our working with the Operational Leadership Team. The departure during the year of the outgoing Corporate Strategy and Development Director role and the subsequent recruitment to the role has slowed the rhythm of this learning and development, however, a plan is in place to bring the pace back up. The development of our rhythm of meetings as a SLT, and SLT with OLT, will help develop new ways of working and leadership. The appointment to the Heads of Service roles during November to March has helped put in place the OLT to develop the Directorate roles and their new ways of operating. Two roles remain vacant with one to be in post by July 2017, and the second requiring a further recruitment process.

Issues identified which affect effectiveness

5. There remains a risk/concern in relation to meeting the corporate objective of diversifying and growing income. Specifically there remains a risk to the scale and speed of diversification and growth. There is a need for the Strategic Commercial and Outreach Development Plan (the Plan) to set out the process, activities, skills and investment required to inspire donations to the Peak District National Park Authority plus the potential returns (scale and timeframe) from the implementation of the Plan.
6. A failure to deliver against our Performance and Business Plan in a Time of Change

(E) Core Principle**Developing the Authority's capacity including the capability of its leadership and the individuals within it****Sub Principle: E(1) Developing the Authority's capacity****We will:**

- (1) Maximise the impact of our three roles of regulatory, influencing and doing by:
 - Providing value for money in achieving our outputs and outcomes through service and performance reviews. This will include benchmarking and looking for opportunities for business process improvement, smarter procurement and reduction in input costs;
 - implementation of our Information Management Strategy and Asset Management Plan;
 - working with others to seek opportunities to work more effectively together, understanding the relationship between what we do and what others do to avoid duplication of effort.
- (2) Use performance data and trend analysis to guide decision making.
- (3) Use research data and benchmarking information in Service Planning.
- (4) Ensure the effective operation of partnerships to deliver agreed outcome and the methodology used to assess outcomes and effectiveness.
- (5) Empower and develop staff to maximise their potential to achieve for the Place and the Authority through:
 - Agreeing organisational capabilities and design principles and putting in place an organisation structure within the three directorates;
 - Developing and implementing a workforce plan;
 - Developing and implementing an organisational development programme.

What evidence/assurance is in place?

- Regular reviews of activities, outputs and planned outcomes;
- Member Scrutiny Process and scrutiny reports;
- Programme of Value for money reviews;
- Internal Audit Programme;
- Member Representatives involved in reviewing activities;
- Evidence of performance data and trend analysis informing decision making;
- Evidence of research data and benchmarking information being used to inform service planning;
- Monitoring of effective operation of partnerships to deliver agreed outcome and the methodology used to assess outcomes and effectiveness;
- Reports from the National Park Management Plan Advisory Group;
- Authority Members appointed to Outside Bodies;
- Learning and Development Policy for Staff;
- Annual identification of corporate needs and reports to the Leadership Team;
- Staff annual learning and development and induction programmes;
- Individual Staff Learning and Development Plans;
- Retainment of Investors in People Accreditation.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Appointed a new Director of Corporate Strategy and Development.

- Reviewed the current Member Representative roles and provided clarification on what was considered as an approved duty for Member travel and subsistence claims. A further review is to take place during 2017/18.
- Carried out the Staff Survey. The responses will be analysed and an action plan agreed during 2017/18.

Sub Principle: E(2) Developing the capability of the Authority's leadership and other individuals

We will:

- (6) Develop the capability of the membership through:
 - Ensuring our committee structure and decision making processes are efficient and effective with the different roles of Member and Officers being clear and understood;
 - Having in place appropriate systems and guidance to support such structures and ensure effective communication between Members and Staff in their respective roles;
 - Ensure role descriptions for Members, Chairs and Special Responsibility Roles are clearly understood;
 - Having structures in place which enable Members to utilise their skills and experience including through scrutiny to help achieve outcomes;
 - Conduct a survey of Members every two years and respond to feedback if required.
- (7) Agree the extent of delegation from Members to Officers and periodically review the effectiveness of this.
- (8) Appoint appropriately qualified and experienced people to the three statutory roles of:
 - Head of Paid Service
 - Chief Finance Officer
 - Monitoring Officer
 and put in place appropriate Protocols and Policies to support these roles including in the chair's job description a responsibility for appraisal of the Chief Executive.
- (7) Ensure we have an effective executive leadership group in place with appropriate skills and experience, working coherently to achieve high levels of confidence in the NPA internally and externally.
- (8) Identify learning and development needs of Members through the introduction of member personal development plans and meet these needs through an annual programme and through development tailored to the needs of individuals.
- (9) Identify learning and development needs for Officers at an individual, service and corporate levels providing ways of meeting these through a variety of means as described in our Learning and Development Policy including an annual corporate programme and leadership development.
- (10) Use our skills and experience matrix for different Member Roles and the Member Development Plan process to help Members self-assess and develop appropriate skills to carry out their work.
- (11) Implement the appraisal process for Secretary of State Members.
- (12) Use our Joint Performance and Achievement Review process to appraise the performance of individual staff and maximise the contribution of staff through individual objectives and development plans.
- (13) Ensure a suitable set of employment policies and practices are in place to support staff as our most valued asset.

What evidence/assurance is in place?

- Job descriptions for Chief Executive, Authority Chair, Members and Member Representative Roles;
- Regular meetings with Chief Executive, Chair and Deputy Chair;
- Regular meetings with Chief Executive, all Chairs and Deputy/Vice Chairs;
- Chief Executive's appraisal process led by Chair of Authority;
- Scheme of delegation reviewed at least annually in light of legal and organisational changes;
- Standing orders and financial regulations are reviewed on a regular basis;
- Clear statement of respective roles and responsibilities and how they will be put into practice;
- Leadership Development Programme;
- Member Training and Development Framework including annual Member Learning and Development

Review of action and assurances indicating maintenance/improvement to effectiveness

- At the AGM the Authority approved appointments to key roles, Committees and Advisory Group Memberships and Outside Bodies. Again the Member Appointment Process Panel were successfully involved in preparing for the meeting.
- The Authority amended the pay protection and redeployment element of the Managing Change Policy following consultation with staff and employee representatives. Changes were also made to the Statement of Particulars as set out in contracts of employment.
- Redesigned organisational structures to reflect Leadership changes
- Considered the impact of the National Living Wage Regulations 2015 on the PDNPA salary budget in order to make preparations for the cost of increases from 2016 to 2020.
- Continued to provide a learning and development programme for Members. The Member participation rate for essential training/briefing events for 2016/17 is 53% and for participation in formal meetings is 81%. During 2016/17 44% of Members have personal development plans and 64% completed a self assessment.
- Progress to obtain the Member Development Charter has slowed due to changing priorities in light of the reduction in resources but we still retain it as an aspiration and as a framework for our Member Development actions. We have pulled together all previous decisions relating to Member Learning and Development to produce a Learning and Development Framework Document which includes the annual programme of events and details of indicators used to measure performance
- Continued to appoint Members to represent the Authority at meetings of various other organisations (outside bodies) and agreed that a review of the outside bodies appointed to takes place before the Annual meeting in 2017
- The Strategic Advisory Group considered feedback received on Member Representative Roles following discussions at the meeting of the Strategic Advisory Committee held on 5 February 2016. While the February meeting had concluded that roles should continue to be linked to National Park Management Plan Outcomes, with additional "scrutiny" roles reviewed annually at each AGM. Feedback on this approach from other Members suggested that the Authority needed to do more than just review the role description so the responses received were brought back to the Advisory Group for a steer. It was agreed that there would be a further review before the 2017 AGM.
- There were two Secretary of State Member vacancies advertised during 2016/17. Defra, working with the Cabinet Office, have promoted the vacancies and managed the recruitment process for all the English National Parks, however the Authority has contributed to the campaign by circulating details of Member vacancies widely using a number of contacts including MOSAIC, using social media and issuing a press release and has responded to enquiries from individuals wishing to be considered for the Peak District vacancies.
- Continued to assist the Chair in carrying out appraisals for Secretary of State Members and submitting business cases to Defra for the reappointment of exiting Secretary of State Members at the end of their term of office.
- Carried out a series of briefing sessions "How we work around here" covering areas such as Recruitment & Selection, Health & Safety, Flexible Working & Time Management and Performance.
- During 2016/17 we carried out the 2016 Members' Survey. The findings of the Survey will be used to inform the 2017/18 Member Learning and Development Programme.
- In the 2015/16 AGS uncertainties caused by the transitional phase during which the leadership structure cascades through the Authority and further restructures take place was identified as an issue which

could affect effectiveness. Since 2015/16 the Corporate Strategy and change consultation in 2016/17 has given certainty on what we will focus on, how we will fund it, the principles by which we will design ourselves and what makes us distinctive as organisation, and what we will focus on. The Leadership Team structure has been in place for a year and has bedded in. The Heads of Service are developing into their role. We have clarity on the role of each Directorate and each Head of Service. The fourth tier managers are in place. There will be some transition as we develop the structure within these teams. A programme of Learning and Development opportunities has been agreed and will be delivered during 2017/18. As this has been identified as a corporate risk for 2017/18 and will be actively managed and monitored it is suggested it should remain as an issue for 2017/18.

- Change Advantage were commissioned by the Authority to provide coaching and support to the Strategic Leadership Team during the transition.

Issues identified which affect effectiveness

7. There still uncertainties for staff as we continue through a transitional phase during which the leadership structure cascades through the Authority and further restructures take place in line with adopted design principles.

(F) Core Principle**Managing risks and performance through robust internal control and strong public financial management.****Sub Principle: F(1) Managing Risk****We will:**

- (1) Implement our Risk Management Policy and Strategy throughout all levels of the Authority and regularly review its effectiveness including through regular reviews and scrutiny by internal Audit.
- (2) Implement robust and integrated risk management arrangements and make sure that they are working effectively.
- (3) Making sure that responsibilities for managing individual risks are clearly allocated.

What evidence/assurance is in place?

- Risk Management Policy and Strategy;
- Corporate Risk Register and monitoring;
- Service Plan – Risk Register and monitoring;
- Risk based Internal Audit Strategy and Annual Plan;
- Information Technology Disaster Recovery Plan;
- Business Continuity Plan including Crisis Management Procedures;
- Health and Safety Policy, support and annual report to Leadership Team and Local Joint Committee
- Insurance Policies;
- Building security systems.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Approved amendments to the Authority's Risk Policy and supporting documentation to respond both to an agreed action from the last Internal Audit on Risk Management and to reflect the change of structure in the Authority. The Audit had suggested that, to clarify the priority of risks, consideration should be given to either scoring each risk according to its priority (i.e. the lowest priority risk scores 1, the highest scores 9) or purely using the colours and not having a score at all in order to remove confusion'
- RMT considered a report on the outcome of the Authority's insurance renewal for the period 1 April 2016 to 31 March 2017 and considered details of claims history up to 30 November 2016.
- ARP reviewed the year end position for the 2015/16 Corporate Risk Register and approved the proposed Corporate Risk Register for 2016/17 taking the year end position into account.
- Following the results of the referendum on membership of the European Union RMT proactively sought and received assurances from the Government on Moorlife 2020 funding continuing beyond 2019.
- In the 2015/16 Annual Governance Statement the need to finalise and agree the draft Business Continuity Plan was identified as an issue which may affect effectiveness. All contact information has been updated but due to recent organisational changes this action has not been completed and will be carried forward into 2017/18 to be completed when the Director of Corporate Strategy and Development is in post.
- In the 2015/16 Annual Governance Statement the need to review of the Code of Corporate Governance, the Annual Governance Statement and the Review of Evidence Schedule was identified as an issue which may affect effectiveness. This was addressed on 3 February 2017 when the Authority approved a new Code of Corporate Governance prepared in accordance with the new governance framework published by CIPFA/SOLICE. This annual Governance Statement has been prepared by collecting evidence and comparing our performance against the new Code

- In the 2015/16 Annual Governance Statement the European Union exit vote was identified as an issue which may affect effectiveness. While there is still uncertainty of the impact the Authority has received assurances from the Department for Environment Food and Rural Affairs that the Government's approach to European funding streams includes LIFE projects. Therefore the EU Life funds awarded to MoorLife 2020 are covered by the Government commitment to underwrite the payment of such awards where they have been agreed before the UK's departure from the European Union, and even when specific projects continue beyond departure. The impact of the EU exit vote is still identified as a significant risk in the Corporate Risk Register and remains as an issue that may affect effectiveness.
- In the 2017/18 AGS it was highlighted that, as the Corporate Risk Register highlighted the need to ensure staff are supported through a time of change, this should be identified as an issue which could affect effectiveness. The Quarter 3 Corporate Risk Register shows that mitigating action has reduced the risk for this issue as resilience coaching has been provided, counselling is available on request, communications with Staff Committee and UNISON are positive, and the communication programme continues. As this is part of an on going process it has been identified in this AGS as an issue for 2017/18.

Issues identified which affect effectiveness

8. The draft Business Continuity Plan needs to be finalised and agreed.
9. Monitoring the implications of the European Union exit vote and having opportunities to influence how EU legislation is transposed into UK legislation.
10. The Corporate Risk Register highlights the need to ensure employees are supported through a time of change.
11. The outcome of the June 2017 Parliamentary Election will have an impact on Brexit negotiations and government spending/priorities.

Sub Principle: F(2) Managing Performance

We will:

- (4) Implement a robust Performance Management Framework with quarterly and annual monitoring and reporting to Managers and Members.
- (5) Ensure our decision making processes are sound through:
 - evidenced based reports following a prescribed format to ensure relevant information and risks are included;
 - expert advice being available to report authors and to Managers and members at decision making meetings;
 - committee and meeting processes.
- (6) Implement our scrutiny process and monitor its success as an effective challenge and performance improvement tool.
- (7) Monitor and review activities and report on progress made.
- (8) Ensure our Financial Regulations, Standing Orders and Budget Monitoring support reporting of financial performance.

What evidence/assurance is in place?

- Annual Performance and Business Plan includes performance against targets;
- Using research data and benchmarking information in Service Planning;
- Quarterly Performance Reports to Audit Resources and Performance Committee;
- Quarterly Performance Review meetings involving Managers;
- Employee performance against targets is formally reviewed twice a year as part of the JPAR process;
- Annual Planning Policy Review – provides analysis on how planning policies are working;
- Ongoing discussion between Members and Officers on the information needs of members to support decision making and questions in biennial Member Survey;
- Publication of agendas and minutes of meetings;
- Report templates include heading to make sure that risks and other implications are considered;
- Agreement on the information that will be needed and timescales;
- Although not required to have Scrutiny Committees we have a tried and tested framework for Member involvement in scrutiny;
- Evidence of improvements arising from Member Scrutiny;
- Value for money reviews to Audit Resources and Performance Committee;
- Member motions to full Authority allow Members to raise and discuss areas of concern;
- Every year the annual Member Learning and Development programme include workshops relating to Strategic Business and Financial Planning;
- Record of decision making and supporting materials;
- Our Standing Orders include Contract Procedure Rules and Financial Regulations;
- The Budget Monitoring Group involving Members meets quarterly to discuss financial arrangements and assess the effectiveness of the control measures in place.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Responded to a Member Authority motion on archiving recordings of meetings recordings and making them accessible to members of the public for at least 3 years from the date of the recording. The motion was approved.
- Agreed a set of Corporate Indicators developed to measure our progress against achieving our 2016-2019 Corporate Strategy. These 17 measures, with some being broken down into different reporting categories, represented a streamlined set of indicators replacing the 63 corporate indicators of 2015-16.
- Members of the Audit Resources and Performance Committee continued to receive and discuss quarterly performance reports including a review of performance against the Corporate Plan (comprising 4 directional shifts and 4 cornerstones); monitoring of the corporate risk register; monitoring of Freedom of Information Requests and monitoring of complaints.
- The quarterly budget monitoring meeting involving Authority Members has continued to meet.
- In the 2016 Members' Survey 87% (20) respondents agreed or strongly agreed that they had have appropriate performance data so that I know how well the Authority is delivering against its approved policies and plans. 13% (3) neither agreed nor disagreed and none disagreed.

Sub Principle: F(3) Robust Internal Controls

We will:

- ((9) Ensure there is a system of internal control in place which is reviewed in light of experience and feedback on its effectiveness from auditors and others.
- (10) Evaluate and monitor risk management and internal control on a regular basis.

- (11) Ensure our Confidential Reporting Policy ('whistle blowing' policy) and Anti- Fraud and Corruption Policy are clearly accessible on our website, intranet and to all officers as part of the material given to staff during their induction.
- (12) Ensure that effective Internal and External Auditors are appointed and that they have direct contact with the Audit Resources and Performance Committee.
- (13) Ensure that the Audit Resources and Performance Committee is supported in its audit, scrutiny and standards roles.

What evidence/assurance is in place?

- Risk Management Policy and Strategy formally approved and adopted and is reviewed and updated on a regular basis;
- Risk Management Policy and Strategy;
- Risk based internal Audit Strategy and Annual Plan;
- Audit reports and management actions reported to Audit Resources and Performance Committee;
- Compliance with the Code of Practice on Managing the Risk of Fraud and Corruption;
- Confidential Reporting Policy in place and promoted;
- Audit reports and management actions reported to Audit Resources and Performance Committee;
- Annual assurance and summary of activities reported to Audit Resources and Performance Committee and included in Annual Governance Statement;
- The terms of reference for Audit Resources and Performance Committee includes Internal and External Audit matters and matters relating to the Authority's Corporate Governance Framework including the Annual Governance Statement and the Annual Governance Report;
- The Budget Monitoring Group involving Members meets quarterly to discuss financial arrangements and assess the effectiveness of the control measures in place.

Review of action and assurances indicating maintenance/improvement to effectiveness

- The Audit Resources and Performance Committee received the 2016/17 Internal Audit Report and approved the 2016/17 Internal Audit Annual Plan.
- The Committee has also received the Internal Audit Reports and recommendations and proposed management action to address issues raised
- The Risk Management Policy and Strategy has been approved and adopted and is reviewed and updated on a regular basis. Risk is monitored quarterly by the Audit Resources and Performance Committee.
- The Authority has a risk based Internal Audit Strategy and Annual Plan agreed by the Audit Resources and Performance Committee. Audit report findings and details of action taken in response are also considered by the Committee with the Internal Auditor present to address any questions and/or concerns.
- Both the Internal and External Auditors have direct access to Members.

Sub Principle: F(4) Managing Data

We will:

- (14) Implement our Information Management Strategy led by our designated Senior Information Risk Owner (SIRO) and supported by a network of Information Asset Owners.
- (15) Develop and roll out our Data Protection charter which will include guidance on arrangements for

sharing data.

- (16) Ensure our data is accurate and clean through:
- The measures outlined in the information management strategy;
 - The performance management processes

What evidence/assurance is in place?

- Freedom of Information Act Publication Scheme and disclosure log;
- Appointment of Senior Information Risk Owner, Lead Information Asset Owner and departmental Information Asset Owners;
- Guidance available to Staff and Members on data protection issues;
- Creation of data protection policies, data protection staff training plan and rollout with appropriate tools and monitoring, robust processes where personal/sensitive data is created or used as part of wider operations;
- Use of robust data processor agreements where 3rd parties hold or process personal/sensitive data on the Authority's behalf;
- Data Protection Statement;
- Quality and accuracy of data considered in preparing quarterly performance reports;
- Growth of datasets/types published online.

Review of action and assurances indicating maintenance/improvement to effectiveness

- In accordance with the recommendation in the Freedom of Information Act the Authority maintains and publishes a disclosure log which contains information relating to requests that we have received and responded to within the quarter. The log is in summary format which provides details of the request, whether we have disclosed the information and whether we have responded within the time period defined by the Information Commissioners Office.
- On-going measures to improve data capture and data quality will continue in order to properly assess the direction of travel for the performance of planning policy and planning decisions over the coming years
- In accordance with the Information Management Strategy (IMS2) we continued with our action to 'clean' data as it is the key to being able to improve the quality of our data and make it more accessible from one single source to officers and the public.
- Collected survey data to inform performance assessments and design of services in a number of areas including: planning, cycle hire, visitor centres, guided walks, volunteers and residents
- The Authority has a Data Protection Statement in place and published on the Authority website.
- Continued implementation of the 'Infrastructure as a Service' (IaaS) model as part of a refresh of the core IT Infrastructure funded through the ICT capital programme. This approach allows the Authority to renew its infrastructure while increasing its capability, reducing risks of failure and increasing security, backup and disaster recovery provisions

Issues identified which affect effectiveness

12. A failure to adopt the General Data Protection Regulations and implement appropriate corporate controls and processes could result in data breaches, loss of reputation and Financial fines from the Information Commissioner's Office.

Sub Principle: F(5) Strong public financial management

We will:

- (17) Put in place a Medium Term Financial Plan supported by an annual review and budget setting process aligned to the corporate strategy.
- (18) Ensure our financial management includes forward planning of expenditure and resources, budget consultation, budget setting and monitoring and final accounts. The aim is to ensure that these are accurate, include information relevant to the user and are completed to agreed timescales. Financial Regulations further support the above by setting our policies and procedures that are to be adhered to.
- (19) Ensure the Chief Finance Officer has independent reporting as necessary to the Chief Executive, Resource Management team and Members even though the post holder sits in the Corporate Strategy and Development Directorate.

What evidence/assurance is in place?

- Financial Management Arrangements and reporting;
- Budget Monitoring reports;
- Budget Monitoring meetings involving Members.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Received an unqualified External Audit Opinion for 2015/16 for the final accounts and a satisfactory conclusion on value for money .
- Subject to planning approval the Authority agreed further investment in the North Less campsite including additional camping pods including a disabled access pod and upgrades to the reception area. The income generated by the pods is to be used to repay a £35000 loan to be repaid over a 15 year period in addition to making a contribution to our full cost recovery target for the site.
- Approved £600,000 of capital expenditure to fund a backlog of repairs and restoration of bridges, tunnels and viaducts on the Monsal, Tissington and High Peak Trails.
- RMT continued to monitor external funding and agreed to revisit the External Funding Protocol and Strategy and discuss further with the aim of producing guidance on a way of working and a steer on the process for applying for external funding.
- The Treasury Management Policy Statement and Annual Treasury Management and Investment strategy was agreed by the Authority in March 2017.
- The Authority considered the three options available for the future appointment of External Auditors and agreed that the preferred option was to opt into the national audit appointment arrangements of Public Sector Audit Appointment (PSAA Ltd) for the 2018/19 accounts onwards.
- Developed Budget Proposals to reflect the delivery of the Authority's Corporate Strategy presented to Members on May 27th 2016, and the Member Workshops in October and November 2016. This budget was developed around the National Park Grant funded by Department of Environment, Food and Rural Affairs in the second year of the Governments 4 year Spending Review Period up to March 2020.
- Based on these proposals we agreed and implemented a balanced budget for 2017/18. This has included an additional baseline allocation of £15,000 per annum respect of the apprenticeship levy and the one-off allocation of £180,000 following the actuarial valuation of the pension scheme.
- RMT received an annual review and update of the major Minerals and Legal Finance Reserve and Plan and the associated carry forward of any underspend in the Legal non-staff budget into future financial years on a rolling basis. This report reflected the position statement considered in June 2016 and the

expiry of the legal challenge period for the Longstone Edge Prohibition Order.

- ARP considered the outturn for 2015/2016 and approved the necessary appropriations to or from reserves, and agreed unspent funds and overspends to be carried forward into the 2016/17 financial year.
- In the 2015/16 AGS the need for consideration being given to how the available funds (following the more favourable settlement) would be invested to deliver our Corporate Strategy 2016-19 was identified as an issue which could affect effectiveness. This issue was addressed in the 2017/18 revenue budget approved by the Authority on 17 March 2017. The remaining sums will follow the same delegation, subject to May ARP committee and Members identifying whether they wish for further consideration of how any further additional outturn sums are treated. This issue has therefore been addressed.

(G) Core Principle**Managing risks and performance through robust internal control and strong public financial management.****Sub Principle: G(1) Implementing good practice in transparency****We will:**

- (1) Increase accessibility to information and to engaging with the Authority through a variety of ways and access channels including through improvements to digital communications.
- (2) Hold all meetings in public unless there are good reasons for confidentiality and implement a public participation scheme for all committee.

What evidence/assurance is in place?

- Key governance documents, including Standing Orders, are published on website using modern.gov;
- Publishing operational data through our website;
- Documents relating to meetings of the Authority and its Committees are published on the Authority website;
- Provisions in place allowing reporting on meetings and providing an audio webcast of meetings of the Authority and its Committees;
- Publish work programmes for the Authority and its Committees;
- Committee reports containing exempt information are kept to a minimum and where possible an open report is provided to summarise the decision to be made and allow public participation.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Key governance documents, such as Standing Orders are published on the Authority website. During 2015/16 this functionality was extended so that these documents are also available through the modern.gov app.
- Continue to publish documents relating to meetings of the Authority and its Committees on the website. In addition members of the public can use self service functionality to register to receive automated email alerts for specific topics or meetings. Documents are also published through the modern.gov app available for IOS, Android, Blackberry, Kindle Fire and Windows 10 users.
- Feedback on the trial of audio webcasting carried out during 2016/17 has been positive and it has been agreed to continue this provide this service for a further 12 months. Members have agreed that recordings will be held and published for 3 years after the meeting.
- Although we are not required by law to publish a forward plan of decisions, in the spirit of openness and transparency we continue to compile and publish work programmes for the Authority and its Committees to allow members of the public to be aware of forthcoming decisions.

Sub Principle: G(2) Implementing good practice in reporting

We will:

- (3) Prepare, approve and publish annual performance monitoring reports for our:
 - National Park Management Plan
 - Performance and Business Plan
 - Local Plan
- (4) Prepare and publish an Annual Governance Statement which assesses performance against our Code of Corporate Governance and identifies actions for continuous improvement.
- (5) Ensure our Monitoring Officer has independent reporting as necessary to the Chief Executive, Senior Leadership Team and Members even though the post holder sits in the Corporate Strategy and Development directorate.
- (6) Prepare and publish our annual financial statements in accordance with guidance and good practice.

What evidence/assurance is in place?

- Committee approval of year end performance reports and annual accounts;
- Prepare and publish Annual Governance Statement and financial statements in accordance with guidance and best practice;
- Monitoring Officer Protocol.

Review of action and assurances indicating maintenance/improvement to effectiveness

- Reported on progress against the NPMP 2012 – 2017 including against the 5 'signature' programmes; agreed the Annual Monitoring Report and escalations Report 2015-16 and approved the overall progress report on the National Park Management Plan. The report illustrated partners' and the Authority's performance against the plan.
- Feedback from the National Park Management Plan Advisory Group confirmed that over 5 years there had been 585 actions across the four themes with 447 on track or complete, 120 behind schedule and 18 cancelled and that this demonstrated an impressive achievement given the ambitious plan and reducing budgets. The report highlighted issues with the way in which the current Plan had been monitored but confirmed that these would be addressed with the updated National Park Management Plan.
- Members reviewed and approve the audited Annual Governance Statement for 2015/16.

Sub Principle: G(3) Assurance and effective accountability

We will:

- (7) Proactively work with Internal and External Auditors to ensure the good governance of the Authority through:
 - Regular liaison meetings;

- Forward audit plans based on risk;
 - Responding to all recommendations in a timely way.
- (8) Ensure the Internal and External Auditors have direct and unrestricted access to Senior Officers and Members.
- (9) Consider and respond to assurances sought and received on our performance including:
- External audit letter;
 - Internal audit reports;
 - Feedback from those charged with governance including Chief Finance Officer, Monitoring Officer, Chief Executive and Chair of Audit Resources and Performance Committee;
 - Local Government Ombudsman;
 - Planning appeals and inspector reports;
 - Complaints and Freedom of Information/ Environmental Information Regulations enquires;
 - Investors in People assessors;
 - Legal proceedings;
 - National Park peer reviews;
 - Self-assessment processes e.g. against CIPFA's code of practice on managing the Risk of Fraud and Corruption.
- (10) Ensure our risk management policy processes are applied to partnerships and delivery service level agreements.

What evidence/assurance is in place?

- Evidence of positive improvement;
- Compliance with CIPFA's Statement on the Role of the Head of Internal Audit;
- Compliance with Public Sector Internal Audit Standards;
- Evidence in Annual Governance Statement;
- Community Strategy;
- People and Park connected strategy and action plan;
- Audit Plans agreed by Members at ARP;
- Assurances included in the Annual Governance Statement.
- Self Assessment against the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption

Review of action and assurances indicating maintenance/improvement to effectiveness

- Noted our performance on planning appeals. 1156 applications were decided between 01/04/16 – 31/03/17 of which 1017 (88%) were determined under delegated powers. 81% of Planning Applications decided were within the statutory period. 40 appeals were received during 2016/17 of which 6 were still in hand and undetermined on 01/04/17. A total of 40 appeals were decided with 65% (26) being dismissed and 35% (14) allowed with no appeals withdrawn. Each appeal allowed has been analysed by the Director of Conservation and Planning who confirms that none allowed were fundamentally contrary to policy or raised wider policy issues
- Received a positive unqualified opinion on the statement of accounts and a satisfactory conclusion on value for money (following a review of the annual governance statement) from our External Auditors, KPMG.
- Members received and noted the 2016/17 External Audit Plan from our External Auditors, KPMG and agreed fee proposed for the 2016/17 financial year.
- Members considered the 2015/16 Annual Audit Letter which confirmed:
 - an unqualified conclusion on the Authority's arrangements to secure value for money.
 - an unqualified opinion on the financial statements. This means that they believe the financial statements give a true and fair view of the financial position of the Authority and its expenditure and income for the year.
 - the Statement of Accounts was prepared in a timely manner with high quality supporting work papers. There were no uncorrected audit adjustments at the end of the audit process.
 - The External Auditor had reviewed the Annual Governance Statement and concluded that there

are no matters to report and that it was consistent with their understanding.

- Committee received and noted the Local Government Ombudsman (LGO) Annual Review letter for 2015/16.