

Q2 Corporate Objectives **2017/18**

Directional Shift 1: The Place and the Park, on a Landscape Scale

Our Focus:	2017-18 priority actions	Progress (RAG)
1. The Dark Peak	We will define, and have support for, our strategic direction for Stanage North Lees within the wider landscape.	GREEN
2. The SW Peak	We will have secured HLF funding and match funding to start the SW Peak Landscape Partnership Scheme delivery phase plus HLF agreement to a phased approach to future match funding requirements.	GREEN
3. The White Peak	We will know what the opportunities are for the NPA to develop an integrated management project in the public sector across the White Peak.	AMBER
4. The Whole Park	We will be offering an integrated conservation service to land managers.	AMBER

Corporate Indicator	Target 2017-18	Status at Q1
1. Stage of development of Landscape scale partnership programmes a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	Stage of development a) Mature Partnership b) Strategic Plan c) Vision d) Vision	a) achieved b) achieved c) on target d) on target

Overview:

The South West Peak Landscape Partnership is now actively in the delivery stage, with further staff appointments. The White Peak Partnership now has clear governance and has established task and finish groups for key tasks. The Moors for the Future Partnership continues to deliver restoration on the ground and continues programme development with partners and landowners. As in the last quarter, the questions raised following the EU referendum about agri-environment schemes and the wider Rural Development Programme, the EU Environment Programme, EU environmental protection and EU designated sites remain unresolved, with Brexit discussions having commenced. The Authority is actively seeking to influence future policy to support payment for public benefits delivered by the uplands and protected landscapes. The Farmstead Characterisation project was published and workshops held for stakeholders and officers. Work has continued on the development of an integrated conservation service to land managers and communities, albeit at a slower pace than anticipated.

Progress against priority actions/indicator targets:

- Almost 300 people and an estimated 150 members of the public attended BogFest, our first ever festival-style conference celebrating the uplands and peatlands. The 3 day conference was jointly hosted with the IUCN UK Peatland Programme and key speakers included Emma Howard Boyd, Chair of the Environment Agency. MFFP introduced the Blanket Bog Land Management Guidance at BogFest, produced on behalf of the Upland Management Group. We also held a question time session with Angela Smith MP and representatives ranging from land managers, academics and policymakers.

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- MFFP hosted a site visit with the EA Director for Greater Manchester, Merseyside and Cheshire and Director of Sustainability Strategy at Interserve.
- MFFP held weekly public engagement events during the summer holidays at the Moorland Discovery centre at Longshaw.
- Landscape scale projects assigned by agreement holders to the Private Land Project continue to be delivered making use of the economies of scale working alongside ML2020 and the wider Moors for the Future Partnership Programme. The value of live works in this programme currently stands at £4.95m.
- Business development opportunities on the horizon (PR19, New Nature Economy, the remaining time left on EU programmes and Defra's Peatland fund) could offer significant opportunities over the MFFP working area and are being followed up.
- Sheffield Moors Partnership – work has continued with partners on the coordinated management and delivery of the Sheffield Moors Masterplan.
- The Sheffield Wildlife Trust has continued to engage with Authority officers on the “Sheffield Lakeland” Landscape Partnership. Authority Officers are delivering the review of the landscape character assessment for the area.
- Work for the Autumn and Winter work Programme on the treatment of moorland with restoration actions has continued (this quarter is largely taken up by the bird breeding season for which work is largely halted).
- Work on moorland tracks has been the subject of discussions with landowners, Natural England and the Moorland Association, to establish whether planning permission is required and what action is necessary.
- Further discussions following the meeting of the Moorland Association, Authority officers and Natural England officers at Chatsworth in May 2017 have clarified the moorland management issues into four key areas: visitor engagement, moorland fires, sustainable and resilient moorland management and moorland birds. Existing forums have been approached to help in moving forward with these issues.
- The South West Peak HLF-funded Landscape Partnership is well into its first year of delivery and has been promoting its work and objectives, with an article in Parklife, news releases, social media posts and attendance at Manifold and Leek shows.
- Further appointments have been made to posts, both by the Authority and by partners. Eleven of the eighteen projects are now well underway and recruitment has commenced for two more posts based at the Authority.
- The Glorious Grasslands project held a very successful hay meadow restoration event on the Warslow Moors Estate involving three tenant farmers, the estate manager and ranger, one of the Authority ecologists and 12 volunteers.
- An external evaluation consultant has been appointed who will work with the Partnership through the delivery phase to ensure effective delivery of outputs and outcomes and support production of a legacy plan.
- The Programme Board continues to meet to monitor and review progress on individual projects. Work has continued to find additional match-funding to fill the remaining gaps, a contribution of £10,000 has been approved by Historic England and bids for approximately £82,000 have been submitted with decisions expected soon.
- The White Peak Partnership Steering Group has agreed the terms of reference and work plan. A vision task and finish group has developed a draft vision options for which will be shared with the wider partnership at a workshop in early November.
- A Brexit task and finish group has also been established to look at whether the White Peak could be used as an example of how a future support system could address local circumstances whilst operating under a national framework.

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- Natural England has funded initial scoping and mapping of opportunities to focus on key areas of existing species rich habitat and where these could be made bigger, better and more joined up.
- Countryside Stewardship Scheme support has continued and the Higher-Tier application for Authority's North Lees/Stanage Estate has been completed and submitted, 10 Mid-Tier applications have been completed and submitted which if successful will deliver conservation management of around 250 hectares, attract annual payments of £32,000 and capital works grants of £120,000. A further 12 farmers have been assisted with their applications/agreements. The Authority's Farm Advisers continue to act as sub-contractors for the delivery of Countryside Stewardship advice in the Peak District.
- The Farmstead Characterisation project was published and workshops held for stakeholders and officers.
- Work continued on the development of an integrated conservation service, but this is taking longer than anticipated because of other work pressures with key staff.
- The phase 2 Landscape Enhancement Initiative grant application for the Longdendale Valley, subject of a recent Audit, Resource and Performance Committee report, has been successful.
- Officers continue to be involved in discussions with TfN and Highways England on Trans-Pennine road proposals, including a possible tunnel. The Authority is a member of the Project Board, to ensure proper consideration of National Park interests. An objection was submitted on RIS 1 (improvements to the existing A628, including crawler lanes), with the Authority objecting to piecemeal improvements.
- The Pedal Peak for business strand of the European Regional Development Fund (ERDF) funded "Growing and Developing the Visitor Economy Sector within Derbyshire Programme" was successfully launched on the 23 May and attracted over 50 tourism businesses from the Peak District. A cycle tourism toolkit for businesses has been produced and in the last quarter the number of grant enquiries has increased to 51, 7 of which are closed (ineligible) and 3 applications approved.

Issues arising and action to address:

- a) There is ongoing debate about the sustainability of some aspects of grouse moor management including burning on deep peat, birds of prey, wildlife management and new and upgraded moorland tracks. Incidents of alleged persecution continue to highlight these issues. Joint working with the Moorland Association and NE has led to the publication of the Land Management Guidance toolkit.
- b) The Private Land Partnership (MFFP) has faced difficulties in recovering its management fees due to delayed payments to agreement holders from the RPA. Payment plans have been put in place for the outstanding project.
- c) Discussions are taking place with the Environment Agency to determine whether they will contribute to core funds to MFFP, otherwise there is a risk of cuts to the programme team next year. There are also significant opportunities on the horizon which will require Project Manager resource. This includes the DEFRA Peatland Fund bid and PR19 funding with Water Companies, with a manifesto written for the latter.
- d) The Institute for Apprenticeships has re-examined all apprentice standards which they have previously approved for development. The Countryside Worker standard is now no longer approved and work is ongoing to address the issues raised and seek to obtain approval for the standard once again. As this apprentice standard is a key element of the South West Peak Future Custodians project which is planning to employ 6 Countryside Worker apprentices over the next 4 years, contributing to the Authority's commitment under Defra's 8-point plan, this is now a risk for the Authority.
- e) Discussions continue with key partners (Derbyshire Wildlife Trust, Natural England, Environment Agency) on the further development of the White Peak Landscape Partnership.

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- f) Continued uncertainty over the availability and participation in the new national Countryside Stewardship Scheme and what could replace it and the Basic Payment Scheme when the UK leaves the EU. The Authority is actively involved in influencing future policy and support payments to deliver public goods in the uplands and protected landscapes through the NPE 'Future of Farming' group, Stakeholder Groups and events. As noted above, the Authority is actively working with other national parks to influence future policy to support public benefits delivered by the uplands and protected landscapes.
- g) Countryside Stewardship – whilst the 2016 Uplands Review did make improvements to the option availability for the Severely Disadvantaged Areas of the National Park (86%), the application process remains complicated, and delays in agreements and payments being made are not encouraging participation. Many farmers and landowners are waiting for a clearer idea of the Government's future direction post Brexit before deciding whether to commit to a 5 year agreement. Officers have contributed to a further review of the scheme however the outcome of this review is not yet known. We are proactively working with the farming community to encourage their continued engagement with conservation.

Risk implications: Covered in the above commentary.

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Directional Shift 2: Connect people to the place, the park

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support. 2. Improve access to the National Park for less represented audiences, in particular young people under 25. 3. Improve access to the National Park for less represented audiences, in particular people with health inequality. 4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters.	We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one.	AMBER
	We will have identified the best channels through which to engage young people.	GREEN
	We will have identified the best channels through which to engage people living with health inequality and identified funding sources.	RED
	We will have identified the range of volunteering opportunities we need for the Peak District National Park and have systems and resources in place to effectively deliver these volunteer experiences.	AMBER

Corporate Indicator	Target 2017-18	Status at Q2
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	19,846 (+5% vs. 2015-16)	a) 9786
b) people living with health inequality (particularly mental wellbeing)	Baseline	b) No Data
c) volunteers (expressed as volunteer days)	10,003 (+5% vs. 2015-16)	c) 4208

Overview:

The ongoing restructure of the Outreach Service has had an impact on the organisation's ability to achieve targets in this area with some resources inevitably diverted into the restructure consultation and selection process. Our work on engaging people with health inequalities is still at an early stage but will be progressed in Q3.

Progress against priority actions/indicator targets:

- Consultations on the new structure for the Outreach Development team were undertaken as part of the creation of a single Commercial & Outreach Development directorate. Final agreement on the shape of this integration of the former Field Services and Learning & Development teams was made in Q2 and the new team will be in place for the start of Q4.

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- Charity Working Group established in July 2017 and already had two meetings reviewing scope, objectives and work completed. Next meeting scheduled for Nov 2017 to review other NP charity vehicles with guest speakers from South Downs, North York Moors plus input from Dartmoor.
- We continued our exploration of using third party platforms for the promotion of the PDNP and potential recruitment of supporters at the AND Festival in Castleton. This saw a very different profile of visitor accessing the National Park. Although the greater than expected numbers did cause some issues locally.
- Work on developing volunteering is continuing with good progress being made on identifying a volunteer management/CRM system to purchase, building relationships with Derby, Manchester and Sheffield Universities to develop programmes for student volunteering, completing draft Volunteer Role Description templates, a code of conduct, and a standard volunteer process from approach through induction, training, monitoring, supervision and delivery.
- The Outreach team ran several new family engagement programmes over the summer including a regular series of drop in family activities at Castleton visitor centre. At the Moorland Discovery Centre we trialled our partner organisations taking over the centre for one day a week over the holidays. This proved very popular and gave a great range of experiences for our visitors.

Issues arising and action to address:

Focus 1, Priority Action 'We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one' – Amber. **Issue:** Timing. We are (at time of writing) entering Q3 in Y2 of the corporate strategy with no significant change in the methods of stimulating large-scale donations to support our work. **Action:** A Charity Working Group will continue progress towards the target through Q3.

Focus 3, Priority Action 'We will have identified the best channels through which to engage people living with health inequality and identified funding sources' – Red. **Issue:** Scale. The volume of people with health inequalities engaged is low vs. the assumed volume of the audience. The skill and capacity of the PDNPA to impact at significant scale on this social challenge is a challenge. **Action:** A meeting with Public Health England plus potential partners has been organised for Q3 that will inform the best funding channels for any new work with people living with health inequalities.

Focus 4, Priority Action 'We will have identified the range of volunteering opportunities we need for the Peak District National Park and have systems and resources in place to effectively deliver these volunteer experiences' – Amber. **Issue:** Timescale. We do not have the resources in place for effective management yet. **Action:** Several demonstrations are scheduled to consider a volunteer management/CRM system early in Q3. We expect to have decided on and purchased a system by Christmas and develop and implement it in Q4.

Risk implications:

No change.

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Directional shift 3: Visitor experiences that inspire and move

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour. 2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for. 3. Provide quality new experiences that will generate new income to fund the place.	We will have identified key audiences and behaviours that sustain the special qualities of the Peak District National Park and be developing an understanding of what those audiences feel/know about us.	GREEN
	We will have an access service delivering a responsive service and have a programme of: -Site based maintenance and improvements for key visitor locations. -Prioritised action on regulation. -Engagement with people, recognising and valuing access in the Peak District National Park.	GREEN
	We will be maximising the impact of the refresh to all our Visitor Centres to support: -Enhanced customer service engagement. -Income generation. -Fundraising. -Promoting understanding.	AMBER

Corporate Indicator	Target 2017-18	Status at Q2
3. Brand awareness and understanding among existing audiences and potential supporters:		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	a) Research Commissioned	a) Research agency awarded contract
b) % who understand PDNP potential benefits/ services	b) >90%	81%
c) % who feel positive towards the PDNP	c) >90%	99%
d) % who are willing to support the PDNP	d) >90%	74%
4. Customer satisfaction with the PDNP experience	>90%	100%

Overview:

Work initiated in Q1 to gain a better understanding of audiences and their propensity to support the PDNPA is continuing but will not yield results until Q4. An internal review of the relaunch of Castleton Visitor Centre has

been used to inform plans to refresh Bakewell Visitor Centre and a revision the interpretation plan which has slowed progress but should lead to the best outcome for the PDNPA.

Progress against priority actions/indicator targets:

- Brand research brief has been advertised and awarded to a traditional research agency who will support us in understanding visitor, resident, volunteer and key influencers propensity to emotionally engage with the PDNP ultimately leading to a will to support through donations, volunteering. Work with the agency has kicked off in October, with research anticipated November and December. Outputs due Qtr4.
- Discussion are underway with brand research agencies to consider how to incorporate 'The Original' alongside agreeing a consistent brand look and feel and tonality for the PDNP brand across all our infrastructure, merchandise and points of contact.
- Work started on creating a schedule of site-based improvements that will be undertaken by the newly-created CMPT, starting in Q4.

Issues arising and action to address:

Focus 3, Priority Action 'We will be maximising the impact of the refresh to all our Visitor Centres' – Amber.

Issue: Scale & Timing. To maximise the impact of the refresh to all our Visitor Centres requires all updating work centres to be at completion stage. Following completion/evaluation of work on Castleton Visitor Centre, alterations to the brief for Bakewell VC were felt necessary which impacted on the work schedule for other teams and lead to further delays. **Action:** Continue to work through update schedule.

Indicator 3. b) % who understand PDNP potential benefits/ services – Amber. **Issue:** Service User Survey may not be the most representative method of gathering this data. **Action:** Research Agency has been commissioned to write a brief to improve our insight in to audiences and their understanding of the PDNPA. This project will also help the Authority gain insight into the propensity of people to support the place, the authority and a potential charity. Unlikely to see results of this work until Q4.

Indicator 3. d) % who are willing to support the PDNP – Red. **Issue:** Service User Survey may not be the most representative method of gathering this data. **Action:** Research Agency has been commissioned to write a brief to improve our insight in to audiences and their understanding of the PDNPA. This project will also help the Authority gain insight into the propensity of people to support the place, the authority and a potential charity. Unlikely to see results of this work until Q4.

Risk implications:

No change.

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Directional shift 4: Grow income and supporters

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Increase our income from giving.	We will have defined our brand positioning to support our Corporate Strategy on fundraising development, income generation and outreach.	AMBER
2. Achieve our commercial programme income targets.		
3. Develop / establish sponsorship relationships.		
4. Secure external funding for major programme and partnership delivery.	We will have implemented changes to our car park management and effectively communicated them.	AMBER
	We will have approved short and long term plans for Millers Dale.	AMBER

Corporate Indicator	Baseline 2015-16	Target 2017-18	Q2 Status		
5. Amount and proportion of income by source:		5. a) Commercial increase: 5% by 2018-19 5. b i) Donations increase: 50% by 2018-19 2. d iii) Donations increase: 50% by 2018-19	Actual & (Proportion)	vs. last year	vs. plan
a) Commercial	£2,162,394 (17.8%)	No target	£1,372,647 (12.85%)	-13.1%	
i) Conservation & Planning	£362,909	No target	£160,268	13.5%	
ii) Commercial Devpt & Outreach	£1,610,618	£1,664,306	£1,035,430	-21.1%	1.4%
iii) Corporate Strategy & Devpt	£188,867	No target	£173,949	41.3%	
b) Donations	£40,255 (0.3%)	No target	£12,115 (0.15%)	-67.7%	
i) Donations (exc. legacy)	£34,230	£45,640	£12,115	-67.7%	-47.0%
c) External funding*	£3,584,952 (29.5%)	No target	£3,140,735 (44.65%)	6.0%	
d) Defra grant*	£6,364,744 (53.4%)	No target	£4,150,000 (42.35%)	7.5%	
e) Total income	£12,152,345	No target	£8,675,497	6.3%	
2. d) Non-trading income supporters (donors)					
i) Number of donations	Baseline	No target	21		
ii) Average value of donations	Baseline	No target	£202.43		
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually by (17/18)	21		
iv) Average value of donations (exc. legacy)	Baseline	No target	£202.43		

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

Overview:

The ongoing reorganisation of Outreach and Visitor Experience Services has required a considerable staff resource in Q1 and Q2 which has impacted on our ability to deliver against the second and third priority actions. This work is still in progress and should be completed in the current financial year but is currently behind schedule.

Progress against priority actions/indicator targets:

- Further work was carried out to reinforce our brand differentiation around the key 'original' attribute. Work was started on clarifying the brand architecture and narrative for the place, authority and potential charity vehicle.

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- Car park charging and enforcement work with our public sector partners continued. New charges are planned to come into force in Q3 with enforcement beginning in Q1 2018/19.
- Design work and planning has started to move the current maintenance workshop out of Millers Dale to an upgraded Ashford Depot to enable development of a visitor café to begin the generation of income.
- Donations are down vs. last year due largely to the inclusion of the 'Mend Our Mountains' donations in 2016/17 Q1. Performance vs. Plan reflects timing of donations being logged on to the system.
- Average donation values will vary based on the low volume of donors. Key driver of lower value in this quarter vs. last year is the value of the 'Mend Our Mountains' donation.
- Work has continued to strengthen the call to action for donations in all our communications channels.

Issues arising and action to address:

- **Focus 1-3, Priority Actions** 'We will have defined our brand positioning to support our Corporate Strategy on fundraising development, income generation and outreach. We will have implemented changes to our car park management and effectively communicated them. We will have approved short and long term plans for Millers Dale.' – Amber. **Issue:** Timing. Work on brand development, car park charging and Miller's Dale redevelopment not as advanced as planned. **Action:** On brand development we continue to roll out the new positioning in key channels with most impact. On car park charging we will begin the new charges in this year, but move enforcement into next year. On Millers Dale we have agreed work on Ashford Depot to enable movement of assets out of Millers Dale to facilitate near-term development of café/visitor service.
- **Corporate Indicator, 5. b i)** Donations – Red. **Issue:** Value. The lower than planned performance vs. LY is due to the inclusion in Q1 LY of a c£17k donation from our involvement in the BMC Mend Our Mountains campaign. The performance vs. Plan is driven by the difference in the shape and timings of our donations and our lack of active supporter management. **Action:** We have updated our website call-to-action.

Risk implications:

No change.

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Cornerstone 1: Our assets

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Reduce the size of our property portfolio and retain what we need	We will have reviewed, and be on target with, disposals of our woodlands and minor properties.	GREEN
2. Ensure that the Trails, Stange, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts	We will have an up-dated Asset Management Plan which aligns with the Corporate Strategy and sets out the need and scope for improvement in a targeted way.	AMBER
3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective		
4. Increase the value of our brand and its reach		

Corporate Indicator	Target 2017-18	Status at Q2
6. Percentage of assets that meet the standards set for:		
a) Maintenance	Baseline	Not reported at Q2 (annually)
b) Environmental performance	Baseline	Not reported at Q2 (annually)

Overview:

Progress is continuing on our disposals programme, making a significant contribution to capital receipts. The Corporate Property Officer is providing guidance on the most appropriate route to completing an effective asset management plan that will be vital to informing our capital strategy in the future.

Progress against priority actions/indicator targets:

- A decision was made via the consultations process to integrate our estate management resource into one team as part of the final phase of the realignment of teams into one Commercial & Outreach Development Directorate.
- Woodland disposals: disposal process is ongoing and on target.
- The contract for the research project to understand the equity of the brand and its awareness was awarded.
- In terms of media reach, the total number of Twitter followers reached 31.8k, Facebook followers -12K; Instagram followers - 1100. Other work in this area has been the development of closer working relationships with destination marketing organisations and senior visitor economy officers from neighbouring areas. Improving their ability to tell the PDNP story and ensuring our objectives are included in their tourism and inward investment strategies has been the focus of effort to date.

Issues arising and action to address:

- **Focus, Priority Action 2** 'We will have an up-dated Asset Management Plan which aligns with the Corporate Strategy and sets out the need and scope for improvement in a targeted way.' – Amber. **Issue:** Scale & Timing. An asset improvement and disposal programme has been in place and informing activity but the creation of a complete asset management plan cannot be achieved within the timescale. **Action:** With the appointment of a Corporate Property Officer we have embarked on the creation of a comprehensive Asset Management Plan with a long-term horizon matched to our long-term strategic priorities. The CPO will advise SLT in Q3 regarding the most appropriate strategic approach to be consulted with Members at the proposed Forum in Dec 2017.

Risk implications:**NONE**

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Cornerstone 2: Our services

Our Focus:	2017-18 priority actions	Progress (RAG)
4. Deliver our services in a customer focused way	We will have an extended paid-for advice service for conservation.	GREEN
5. Ensure clear policies are in place through facilitated and effective engagement and communication	We will have partners indicating their commitment to Special Qualities.	GREEN
6. Ensure appropriate regulatory action	We will be communicating the clear value of our performance on enforcement.	GREEN

Corporate Indicator	Target 2017-18	Status at Q1
7. Proportion of planning appeals allowed	<30%	50% (1 appeal/split decision)
8. Proportion of planning applications determined in a timely way a) 13 weeks – major b) 8 weeks – minor c) 8 weeks – other d) 13 weeks – county matters	a) >70% b) >70% c) >80% d) >70%	100% 72% 76% 100%
9a Number of enforcement cases resolved	30 per quarter	38
9b % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	80%	79%
10 Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	75%
b) Parish councils	>70%	No Data
c) Residents	38%	47%*
d) Pre-application advice	>75%	65% **
11a Number of complaints received	<20	3
11b % complaints dealt with in accordance with agreed deadlines	90%	100%
11c Satisfaction with first and second lines of enquiry (planning)	baseline	77%

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

** Based on 2016/17 survey

Overview:

Work on Development Management policies has progressed, following a number of Member Steering Group meetings in September. A draft for final consultation and submission is to be considered by Authority in October 2017. The Authority's influencing role has included ongoing dialogue with Constituent Authorities, particularly on housing policy and specific proposals. The NPMP update work is on track, with public

consultation commencing in July at an annual conference/workshop taking place on 4 October at Thornbridge Hall.

Progress against priority actions/indicator targets:

- The update on the National Park Management Plan continues to progress. We undertook a public consultation in June and July on the draft areas of impact and special qualities, and received a total of 219 responses through an online survey, letter and email. 142 responses came from individuals and 77 from organisations. There was widespread support for the special qualities with 68% of respondents believing the special qualities captured what makes the Peak District National Park special for them. There were a lot of proposed word changes for the special qualities, so these changes are being assessed, but do not change the content of the special qualities. There was widespread support for the areas of impact, so we do not intend to change these. We have added some further intentions to some of the areas of impact, and like the special qualities, will be changing some of the wording. Our next step is to hold a workshop with partners in quarter 3 to develop the delivery plan.
- Work on Development Management policies has progressed further, with the Working group of Members considering the responses so that officers can produce a document for submission, to be agreed at the Authority meeting on 6 October.
- Annual Parishes Day took place on 30 September, with 41 parish councillors attending. The main discussion was on special qualities, with further updates on neighbourhood Planning, our offer to communities, Mobile and broadband update, and South West Peak Landscape Partnership
- Performance on planning application determination was slightly below target in the last quarter, but it is still above the figures set by the Government for “under-performing” LPAs. The drop in performance is the result of a number of vacancies and absences through long-term illness in the Development Management service, including the Head of Service. Only one major application was determined. Of 203 planning and listed building applications determined, nearly 90% were approved. In addition to this the Service also dealt with prior notifications, non-material amendments and discharging of conditions.
- 150 Planning Enquiries were completed, of which 55 (36.67%) were completed within 15 working days. This reflects the staffing issues in the teams (vacant posts and absence through illness), with the focus being on processing applications. However, vacant posts have will be filled during Q3 so there will be an improvement in these figures. The 15 day figure does not reflect the fact that some enquiries take longer because of their scale or nature.
- 38 enforcement cases were resolved in the quarter, well over the target of 30 for the quarter. 79% of enforcement enquiries were investigated (with a conclusion on whether there is a breach of planning control) within 30 working days, slightly below the target of 80%.
- Planning appeals: Only 1 appeal was determined in the quarter 2. This was a split decision, so the figure has been recorded as 50%. As with Q1, the low number of appeals makes it difficult to accurately reflect performance based on a % figure.
- The number of formal complaints remains low (2 in Development Management). One Development Management complaint that had progressed to the Ombudsman found no maladministration.
- Work on collecting feedback on the performance of the Planning Service from applicants and agents was delayed or postponed during the quarter because the Planning Liaison Officer left the Authority in May. A replacement has now been appointed and will commence work in October.
- The focus on Community Planning has continued, with further work on the Bakewell NP. A community Facebook page and Community Grant scheme have also been launched.

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- Data on satisfaction with first and second lines of enquiry was collected in quarter 1: 60.47% rate overall advice service as Excellent, 16.28% rate overall advice service as Good, 13.95% rate overall advice service as Fair, and 9.30% rate overall advice service as Poor. This is a drop from the previous quarter and appears to reflect the difficulties in the Development Management service through staff absences and vacancies. These are likely to be resolved in Q3 as posts are filled and staff return to work following illness.

Issues arising and action to address:

- a) **Our services, Indicator 7:** The percentage of appeals allowed is higher than the target, but this is based on a very low number of appeal decisions (1) and an analysis of individual decisions does not give any rise to any significant concerns about challenges to policy. However, officers are aware that this is a measure for “poorly performing” authorities so it will be closely monitored.
- b) **Our services, Indicators 8 and 10d:** Performance on dealing with planning and other applications has dropped slightly but is still generally above government targets. However, staff vacancies and absences have resulted in a poorer performance on dealing with enquiries. The vacant posts are likely to be filled in quarter 3, so this is expected to improve.
- c) **Our services, Indicator 9a:** The number of new enforcement enquiries continues to rise, leading to a build-up in outstanding cases. However, the target for resolving cases was exceeded in Q2. The Action Plan adopted in 2015-16, placing a greater focus on prioritising cases and then dealing with higher priority cases more quickly, is helping to give address the backlog.
- d) **Our services, Indicator 10b:** Officers continue to work with Parishes, either through the PPP Forum or through individual parishes to understand their concerns, but progress on this has been delayed by the departure of the Planning Liaison Officer and the resulting vacancy, which will be filled in October. The annual Parishes Forum on 30 September, focussing on special qualities, was successful and well received.

Risks associated with this objective: None

Cornerstone 3: Our organisation

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Develop and maintain appropriate standards of corporate governance	We will have implemented the new governance framework requirements as a public body.	GREEN
2. Implement our medium term financial plan	We will have clearly communicated the way in which our aspirations for the Peak District National Park, as set out in our Corporate Strategy, will be funded now and in the future.	GREEN
3. Develop key business processes underpinning the Corporate Strategy	We will have a single corporate register of the data we hold across the organisation.	GREEN

Corporate Indicator	Target 2017-18	Status at Q2
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	The External Auditor has confirmed that the Authority's Annual Governance Statement for 2016/17 complies with the guidance issued.

Overview:

During Q2, the Authority's External Auditors have confirmed that the organisation is well managed in terms of compliance with external governance and financial requirements. Reports have been presented to the Audit Resources and Performance Committee on a range of organisational issues, including the Authority's Environmental Management Performance and the Local Government Ombudsman Annual Review of complaints. Good progress continues to be made to achieve the 2017/18 priority actions.

Progress against priority actions/indicator targets:

- During Q1 of 2017/18, an Annual Governance Statement was prepared and a copy provided to KPMG (the Authority's External Auditors) for review. It was reported at the Audit Resources and Performance Committee (ARP) meeting held on 21st July 2017 that KPMG had confirmed that the Authority's Annual Governance Statement for 2016/17 complies with the guidance issued by CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives).
- A report has been prepared which recommends amending the Terms of Reference of the ARP Committee to adopt the latest best practice guidance received from the Chartered Institute of Public Finance and Accountancy (CIPFA). The report was considered by the Authority and approved at a meeting on 7th July 2017.
- The Authority's 2016/17 financial accounts were presented to the ARP committee on 19th May 2017. KPMG have now reviewed the 2016/17 financial accounts and it was reported at the ARP Committee meeting held on 21st July 2017 that the Authority's external auditors had issued an unqualified audit opinion.

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- KPMG have also completed their work to consider whether the Authority has proper arrangements in place to ensure it has taken properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. For 2016/17 they concluded that the Authority had made proper arrangements to secure economy, efficiency and effectiveness in its use of resources and have issued an unqualified value for money opinion. This was reported to the ARP committee on 21st July 2017.
- A report relating to the Authority's Environmental Management Performance was approved by the ARP Committee on 15th September 2017. The Authority's performance continues to improve and a 24.9% reduction in carbon emissions since the 2009/10 baseline year has been achieved. The ARP Committee agreed that new targets will be established for the period from 2019 to 2024.
- Members approved the Authority's 2017/18 Performance and Business Plan on 26th May 2017. The plan was published on the Authority's website prior to the statutory deadline of 30th June 2017 and performance is being monitored quarterly.
- The 2017/18 Internal Audit plan was approved by Members on 19th May 2017. The plan is based upon an assessment of strategic, financial, regularity and operational risks. Internal audit work relating to performance management, procurement and risk management was undertaken in Q2 and the outcome of the work will be reported to the ARP Committee.
- To support the creation of a single register of corporate data, specific officers have been identified in all service areas. These officers are being designated as Information Asset Owners (IAO). Training sessions are being provided and a framework has been developed to capture the data required to construct the corporate data register.
- A Resource Management Meeting held on 19th July 2017 approved a business case to progress a large scale property maintenance programme to address the backlog of works across the Authority's property portfolio. The works will address all of the urgent items arising from condition surveys completed on high priority sites. It is anticipated that the programme will be completed in 2018/19.
- Our Members' Representative Roles have been aligned with the National Parks 8-point plan published by the Department for Environment, Food and Rural Affairs (DEFRA) and were appointed to at the Annual General Meeting (AGM) on 7th July. We also welcomed a new Secretary of State Member to the Authority who has been through our induction programme.
- A Members Appointments Panel process was put in place to assist decision making at the AGM and a review of representation of Members on Outside Bodies was undertaken and approved and these roles were appointed to at the AGM.
- The members Strategic Advisory Group (SAG) was replaced from the 2017 AGM with a Members Forum open to all Members which it is hoped will address a number of issues identified in the 2016 Member Survey.
- A report providing details of the Local Government Ombudsman (LGO) Annual Review of complaints for the period 1 April 2016 to 31 March 2017 was presented to the ARP Committee on 15th September 2017. The report did not raise any concerns about the Authority's performance.

Issues arising and action to address:

- None to report

Risk implications:

- Members approved a report at the ARP Committee on 19th May 2017 which set-out the Authority's Risk Register for 2017/18. The risk register will be reviewed on a regular basis throughout the financial year.

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Cornerstone 4: Our people

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Ensure the Authority shape is fit for the future	We will have a structure in place at all levels that fits our organisational design principles and supports our ability to deliver the Corporate Strategy.	GREEN
2. Retain, develop and recruit the right people in the right place at the right time, with the right resources	We will know the workforce profile in each service against the following areas:- -Skills resilience and gaps -Knowledge resilience and gaps -Hard to fill roles.	GREEN
3. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters	We will have used the staff survey feedback to gauge how well we are doing in living our organisational values and to identify improvements needed.	GREEN

Corporate Indicator	Target 2017 – 18	Status at Q2
13. Employee engagement – based on new Staff Survey	Baseline from Staff Survey in March 2017	64% (survey response)
14. Implement recommendations of the 2016-17 Investors in People assessment	Delivery of Action Plan	Delivered through the "People Matter – Action Plan" September 2017
15. Sickness levels*:		
a) % of total time lost due to sickness	a) 2.3% quarterly 2.15% annually	1.17%
b) Hours per FTE	b) 11.1h quarterly 44.4h annually	5.3 Hours
c i) Absence: sickness frequency rate **	c i) 25% quarterly 100% annually	15.09%
ii) Absence: individual sickness frequency rate (reported at Year-end) ***	ii) No target	12.83%
d) Value of total time lost (expressed as pay cost)	d) £26,750 quarterly £107,000 annually	£14,673.54
16) Staff turnover	ACAS standard to be used (Range 9-15%)	4%

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

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

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

Overview:

During Q2 work has continued to develop new workforce related policies and practices and review existing procedures to bring them up to date with current best practice. To address the issues identified in the 2017 staff survey, a new 'People Matter – Action Plan' has been created jointly with Staff Committee and Unison representatives. Good progress continues to be made to achieve the 2017/18 priority actions.

Q2 Corporate Objectives | 2017/18

Progress against priority actions/indicator targets:

- In June 2017, the Senior Leadership Team approved a framework and related processes for the development of a comprehensive workforce plan. The plan will be developed in conjunction with Heads of Service as part of the Service Planning process for 2018/19.
- Officers are supporting a multi-national park authority benchmarking exercise which is focusing on workforce issues and employment policies and practices. The results are due to be available during October/November 2017. The results will inform the development of the Authority's workforce plan.
- Consultation commenced in May 2017 with employees, Staff Committee and Unison representatives relating to a proposed restructuring within the Commercial Development and Outreach Directorate (CD&O). On 1st August 2017 a Resources Management Meeting (RMM) approved the proposed restructure and staff in the CD&O Directorate, UNISON and Staff Committee representatives were informed. Work is currently underway to populate the new structure.
- Following the 2017 Staff Survey was completed in March 2017, a Working Group with representatives from each Directorate, Staff Committee and Unison was formed to develop an action plan to address the issues identified in the survey. The "People Matter - Action Plan" was agreed with PDNPA Staff Committee and Unison representatives on 6th September and circulated to all staff on 11th September 2017. Work is now underway to ensure that the actions in the plan are fully recognised and communicated to each of the key owners. Progress will be monitored on a regular basis.
- The Local Government Association has been engaged to develop an "Employee Benefits Package" which it is envisaged will support staff retention and future recruitment exercises. As part of this work, a Market Supplement Policy for the Authority has been developed and during Q2 consultation has taken place with the Senior Leadership Team, Operational Leadership Team and the staff who are currently in receipt of a market supplement in addition to Staff Committee and Unison representatives. A report seeking approval to adopt the Policy is due to be considered by the Authority on 6th October 2017.
- During Q2, a review of the Authority's current Disciplinary Processes and related management guidance commenced. Any proposed changes will be the subject of appropriate consultation in due course.
- Resilience Coaching Sessions aimed at supporting individuals through change have been offered to all staff during Q2. The take up has been good and the development sessions will be delivered in Q3.

Issues arising and action to address:

- None to report

Risk implications:

- None to report