

**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	a) We will have reviewed, and be on target with, disposals of our woodlands and minor properties.	GREEN
2. Ensure that the Trails, Stanage, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts	b) We will have an updated 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 Q4
<b>6. Percentage of assets that meet the standards set for:</b> a) <b>Maintenance</b>	Baseline	All high priority condition surveys completed and 17 medium priority completed. Work has begun on implementing works to address the defects recognised in the surveys.  Progress is slightly slower than anticipated due to staff shortages and difficulty in re-recruiting to the post.
b) <b>Environmental performance</b>	Baseline	Data collection will begin in 18/19

**Overview:**

- Brand activity is now moving forward after stalling earlier in 2017-18 while the team underwent staff changes. Brand signage at visitor locations is in need of review, which is now underway; the results will be seen in 2018/19.
- Traditional communications and social media have continued to generate proactive (rather than reactive) and positive content which has been more evident in the later stages of the last operational year.
- Reputational issues are a constant threat with the passion and emotions of anti-grouse shooting groups targeting the PDNPA and PDNP on an almost daily basis.
- Returns from the asset disposals have been good, providing a strong cash flow for the capital fund and enabling investment. The management of estates has also been strong, delivering good conservation, recreational, engagement and income outcomes.

- The long-standing maintenance issues with some of the assets and infrastructure have remained – in particular the Trails. A proposal to generate much needed income (and engagement) through the development of a café/information centre at Millers Dale station for existing users of the Monsal Trail has been approved. This will, however, be a relatively small amount of new funds in relation to the investment required to deal with backlog of work required on such a super-structure to ensure enjoyment, accessibility and ultimately mitigate any health and safety risks.

#### **Progress against priority actions, indicator(s) and focus:**

##### **Priority action a):**

- The woodlands disposal programme is on target with 5 more freeholds going on the market shortly. Bakewell Town Council leased woods were relinquished during Q4 and several other leasehold woods also relinquished, reducing management costs. This programme is now nearing its end. Minor properties disposals have been approved by ARP and high priority sites for disposal have been valued by the District Valuer and will go to market early in 2018/19.

##### **Priority action b):**

- Work continues on the development of a Strategic Asset Management Plan which will align with the 2019-24 Corporate Strategy as per the proposal set out to Members during Q3/Q4. The action is being led in-house by the Corporate Property Officer. This part-time, fixed-term role (sponsored by SLT) was confirmed to remain in place for 2018-19 and will be the key direct contact with the Member Representative for Asset Management.

##### **Service plan actions linked to ‘Our Focus’:**

- 1) The direction of travel regarding disposal is in line with aspirations – see priority action (a) above. The reconfigured approach to the development of a Strategic Asset Management Plan led by the Corporate Property Officer (and fully integrated into the 2019-24 Corporate Plan approach and timetable) will ensure clarity and alignment on retention plans.
- 2) & 3) After a period of considerable change we have recruited to all vacancies at North Lees Estate in order to maintain consistent management of the site in support of our purposes. Warslow Moors Estate continues to perform well from an income and conservation perspective while opportunities remain to boost its impact on our engagement aspirations. The Trails remain critical to delivering engagement numbers, and we have in Q4 moved the maintenance and development of the important Millers Dale station asset on. However, due to a lack of capacity we have been unable to make a start to identified high priority repairs to the Trails structures. Progress should be possible early in 2018/19. This brings with it continued concerns from a health and safety perspective.
- 4) Brand development work is gaining momentum with the three new branded pool cars – creating a professional, highly visible brand presence throughout the PDNP – being delivered in Q4. The PPCV 4x4 vehicle has also been branded, although it is not a new vehicle. As the remaining pool cars arrive on site they will also be liveried in the new brand. Feedback has been positive.
- Work continues to develop the story behind the Peak District National Park brand, ensuring a narrative that makes sense and can reflect across all our touchpoints; signage, merchandise, social media, content and traditional communications. This work will continue into Q1 2018/19.
- ParkLife, the National Park’s magazine has been refreshed and the most recent edition was issued in March. It has a wider distribution base, covering the residences within the National Park, but also significant populations on our borders (including Buxton, Glossop, Matlock, Ashbourne). The magazine is printed on new paper stock, which is FSC approved, giving it a more environmentally friendly and quality feel. The frequency has also been increased from twice a year to three times a year. The next (extra) edition will be published in July.

- Work is underway to develop brand touchpoints at North Lees campsite and Edale Visitor Centre, creating a more welcoming and professional appearance while maintaining the character of, and being sensitive to the audiences at, each site.
- There has been a need to continually address a negative social media campaign directed towards the grouse estates, but targeting the PDNPA. This has run since last summer, and has covered specific instances in the last quarter including the RSPB pulling out of the Birds of Prey Initiative, continued posting of images taken last year by the Hunt Investigation Team, blogs by numerous individuals, calls for rewilding of the Peak District and other national parks, and a petition to ban driven-grouse shooting. Social media is constantly monitored, and reacted to accordingly. The online petition to ban driven grouse shooting closed with too few signatures for it to be debated in Parliament (it achieved c48k and needs 100k for a debate).
- Improvements were carried out to the website to build a frequently asked questions area providing detail on sensitive areas such as recreational vehicle use, Chinese lanterns and drone usage. Ongoing work with the Derbyshire Rural Crime Team and the Police and Crime Commissioner in 2018/19 will allow us to prioritise the issues and the information we can provide in this way.
- There was continued healthy growth in our social media accounts over Q4:
 

○ Total Fans	71,702	6.2%
○ New Twitter Followers	2,139	4.2%
○ New Facebook Fans	1,583	10.2%
○ New Instagram Followers	458	29.6%
<b>Total Fans Gained</b>	<b>4,180</b>	<b>6.2%</b>
- The biggest stories in these channels over the quarter were:
  - Twitter**
  - 23/01/2018 – Whinstone Lee Tor to Cutthroat Bridge, bridleway repair – 252k reach.
  - 15/01/2018 – Feeling Blue? Watch the PDNP videos – 205k reach.
  - 14/03/2018 – Peak Rangers guided walks – 188k reach.
  - 09/02/2018 – Cut Gate Mend our Mountains campaign – 182k reach.
  - 05/03/2018 – Mend our Mountains Sheffield Adventure Film Festival launch – 170k reach.
  - Facebook**
  - 15/01/2018 – Where will your next adventure in the Peak District National Park take you? Video – 48K reach.
  - 09/03/2108 – Visitor centre manager recruitment – 43k reach.
  - 22/02/2018 – BBC Countryfile with Mosaic – 22k reach.
  - 31/01/2018 – Mam Tor has been named as one of the country’s favourite places to explore. Britain's Favourite 100 Walks – 21k reach.
  - 29/01/2018 – Britain's Favourite 100 Walks is on ITV tomorrow night – 20k reach.

### Issues arising and action to address:

#### **Our Focus: 2)**

- a) **RAG Rating:** Amber.
- b) **Issue:** Inability to make headway with maintenance work on significant Trails’ structures.

- c) **Action:** Income generation plans proposed and approved but scale and timing will mean limited impact. Consultant appointed to specify work programme – progress on appointment of contractors and work schedule unclear.

**Risk implications:**

The above risk poses a potential health and safety risk to members of the public and PDNPA staff, which could result in significant financial and reputational damage to the PDNPA.

**Priority Action: b)**

- d) **RAG Rating:** Amber.
- e) **Issue:** Updated Asset Management Plan aligned with 2019-24 corporate strategy.
- f) **Action:** CPO role confirmed for another twelve months; postholder continuing in the role providing continuity and longstanding knowledge of PDNPA asset base; process/timeline in place. Regular review meetings established with SLT sponsor.

**Risk implications:**

Resource match to task – slippage in terms of time.

**Cornerstone 2: Our services**

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

Corporate Indicator	Target 2017-18	Status at Q4
7. Proportion of planning appeals allowed	<30%	0% (9 of 9 dismissed)
8. Proportion of planning applications determined in a timely way		
a) 13 weeks – major	a) >70%	a) 100%
b) 8 weeks – minor	b) >70%	b) 75%
c) 8 weeks – other	c) >80%	c) 85%
d) 13 weeks – county matters	d) >70%	d) 100%
9. a) Number of enforcement cases resolved	30 per quarter	26
9. b) % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	>80%	80%
10. Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	No data
b) Parish councils	>70%	No data
c) Residents	>38%	47%*
d) Pre-application advice	>75%	65% **

11. a) Number of complaints received	<20	5
11. b) % complaints dealt with in accordance with agreed deadlines	>90%	67%
11. c) Satisfaction with first and second lines of enquiry (planning)	75% target	75%

\* Residents' Survey every 3 years (Baseline 2012, data 2016) \*\* Based on 2016/17 survey

### **Overview:**

The examination into the Development Management policies has been set for May 2018. This follows Public consultation on these changes in November, and which finished in January 2018. The Authority has been advised that it may be designated for special measures based on its appeal performance on major developments. The Director of Conservation and Planning has responded. The NPMP update work is on track, with the final consultation having closed in April 2018.

### **Progress against priority actions, indicator(s) and focus:**

**Priority action c):** Charging for advice was extended to Cultural Heritage in April 2017 and work on an integrated conservation advice service progressed during Q4 (see Shift 1).

**Priority action d):** Consultation on the National Park Management Plan commenced in January and finishes in May, following the Authority's approval of a consultation draft. There was widespread support for the special qualities (SQs) and the areas of impact, and we have added some further intentions to some of the areas of impact, with some changes to the wording.

**Priority action e):** 26 enforcement cases were resolved in the quarter, under the target of 30 for the quarter, but 122 were dealt with in the year, exceeding the target of 120. 80% of enforcement enquiries were investigated (with a conclusion on whether there is a breach of planning control) within 30 working days, on the target of 80%.

### **Indicators:**

- Performance on planning application determination was within target in the last quarter, above the figures set by the Government for "under-performing" LPAs. However, the Authority received a letter from the Ministry of Housing Communities and Local Government (MHCLG) advising that the Authority may be at risk of designation because of its performance on major appeals in the qualifying period (2015-2017). The "quality" performance measure is that the Authority must not lose more than 10% of major applications on appeal. During this period the Authority lost 2 major appeals in a total of 4 applications. The Director has responded, as requested, to highlight two factors that should be taken into account. Firstly, the figures only show the "District" function, but omitted the higher number of applications dealt with under the "County" function, as a unitary Authority. Secondly, the overall number of cases is very low so the statistics are not representative of the Authority's overall performance. The figures for the last 2 year period show the Authority falling within the measure.

- Planning appeals: it was a very successful quarter, with 9 appeals determined in Quarter 4, with all 9 dismissed, well within target. An annual report for 2017-18 is being considered at the Planning Committee in May, with the figure for the year as a whole.
- 165 Planning, listed building applications and other applications were dealt with, plus applications for prior notifications, non-material amendments and discharging of conditions determined, with 152 applications dealt with under delegated powers approved. In addition to this, the Service also dealt with 138 planning enquiries, of which 48% were completed within 15 working days; many enquiries are an on-going dialogue and are completed in more than 15 days because of their scale or nature.
- The number of formal complaints has risen in the last quarter to five, four in Development Management, one in Moors for the Future. There have been no cases where the Ombudsman has found maladministration.
- Data on satisfaction with first and second lines of enquiry was collected in Quarter 1: 57% rate overall advice service as Excellent, 17% rate overall advice service as Good, 8% rate overall advice service as Fair, and 17% rate overall advice service as Poor. This is a slight improvement on the previous quarter but still requires improvement.

#### **Service plan actions linked to 'Our Focus':**

- The examination into the Development Management policies has been set for May 2018. This follows Public consultation on these changes in November 2017, and which finished in January 2018. The hearing is scheduled for 4-5 days.
- The Planning Liaison Officer (Fi Todd) organised a successful agents' meeting in February and Parish Council training in March. Planning training was provided to Parish Councils, with training on Cultural Heritage planned for April. A monthly Parish Bulletin is being produced by the Planning Liaison Officer.
- The Policy and Communities team continued to work with communities, particularly Saddleworth, on proposals for a site near Greenfield and the Neighbourhood Plan and with further work on the Bakewell Neighbourhood Plan, which is proceeding to a referendum. The community Facebook page and Community Grant scheme has been launched and is proving to be successful.

#### **Issues arising and action to address:**

- a) The Authority received a letter from the MHCLG advising that the Authority may be at risk of designation because of its performance on major appeals in the qualifying period (2015-2017). The Director has responded to highlight the exceptional factors that should be taken into account.
- b) **Our services, Indicator 7:** The percentage of appeals dismissed was 100% in the last quarter (9 of 9), but for the year as a whole, the performance was around 60 dismissed, 40% allowed, below target.
- c) **Our services, Indicators 8 and 10d:** Performance on dealing with planning and other applications has improved in the quarter and is above government targets. However, staff vacancies and absences in the previous quarters has resulted in a poorer performance on dealing with enquiries. However, the filling of vacant posts and the reduction in absence through long-term illness has resulted in a better performance than the previous quarter.
- d) **Our services, Indicator 9a:** The target for resolving enforcement enquiries cases was exceeded in 2017-18. 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 address the backlog.

- e) **Our services, Indicator 10b:** Officers continue to work with Parishes, either through the PPP Forum or through individual parishes to understand their concerns. The new Planning Liaison Officer has led to progress is being made on liaison with parishes, with regular Bulletins being published and planning training organised for Parish Councils.

**Risks associated with this objective:** None



**Cornerstone 3: Our organisation**

Our Focus:	2017-18 priority actions	Progress (RAG)
8. Develop and maintain appropriate standards of corporate governance	f) We will have implemented the new governance framework requirements as a public body.	GREEN
9. Implement our medium term financial plan	g) 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
10. Develop key business processes underpinning the Corporate Strategy	h) We will have a single corporate register of the data we hold across the organisation.	GREEN

Corporate Indicator	Target 2017-18	Status at Q4
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 the fourth quarter of 2017-18 the essential governance and financial business-as-usual operational activities to ensure the Authority continues to run smoothly were maintained and a great deal of work was undertaken to develop the organisation. This development work included the Peak District National Park Management Plan 2018-23 and initial work on the Authority's Corporate Strategy 2019-24. All the priority actions for 2017-18 were successfully completed and the corporate indicator was achieved.

**Progress against priority actions, indicator(s) and focus:**

**Priority action f):** We will have implemented the new governance framework requirements as a public body.

- During the first quarter of 2017-18, an Annual Governance Statement (AGS) was prepared and provided to KPMG (the Authority's External Auditors) for review. During Quarter 2 it was reported to the Audit Resources and Performance Committee (ARP) on 21st July 2017 that KPMG had confirmed that the Authority's AGS 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 recommending amendments to the ARP Committee's Terms of Reference to adopt the latest best practice governance guidance was considered by the Authority and approved at a meeting on 7th July 2017.

- 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 by 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.
- In November, the ARP committee considered the annual report of the Due Diligence Panel and the items that had been dealt with during the last twelve months were noted.
- The Members' Learning and Development Annual report and programme of events for 2018 was approved by the Authority with a target of 20 hours learning and development activity per Member.

**Priority action g):** 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

- The Authority's 2016/17 financial accounts were presented to the ARP committee on 19th May 2017. KPMG reviewed the accounts and it was reported at the ARP Committee on 21st July 2017 that the Authority's external auditors had issued an unqualified audit opinion.
- KPMG also completed their work to consider whether the Authority has suitable arrangements in place to ensure it takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes. For 2016/17, KPMG concluded that the Authority had arrangements in place to secure economy, efficiency and effectiveness and have issued an unqualified value for money opinion. This was reported to the ARP committee on 21st July 2017.
- 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 was monitored quarterly.
- On 20<sup>th</sup> October, a workshop was held with Members to identify and agree the Authority's Corporate Priorities for 2018/19. The updated Corporate Priorities were shared with Members at a subsequent workshop and Members formally approved the 2018/19 Corporate Strategy Priorities on 16<sup>th</sup> March 2018.
- A member workshop focusing on the financial health of the Authority took place on 24<sup>th</sup> November and covered annual revenue budgeting and large scale capital projects. The associated funding, accounting frameworks, approval processes and reporting timetables were also covered. Members subsequently approved the Authority's 2018/19 Budget on 2<sup>nd</sup> February 2018 and Treasury Management Policy and Investment Strategy on 16<sup>th</sup> March 2018.

**Priority action h):** We will have a single corporate register of the data we hold across the organisation.

- To support the creation of a single register of corporate data, specific officers were identified in all service areas. These officers are being designated as Information Asset Owners (IAO). Training sessions were

provided and a framework was developed to capture the data required to construct the corporate data register. The focus of attention in 2018/19 will be to ensure that the data identified and registered is used effectively to improve service delivery.

- New online courses were created to raise awareness and provide training to employees who capture and process personal or confidential information.
- RMM approved a report and associated action plan which seeks to prepare the Authority to meet the challenges of the forthcoming General Data Protection Regulations (GDPR). The plan includes the assignment of key roles and the provision of training using a new online system called ELMS which is a joint initiative with other national park authorities.

#### **Indicators:**

- Successfully achieved

#### **Service plan actions linked to 'Our Focus':**

- 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 has been achieved since the 2009/10 baseline year. The ARP Committee agreed that new targets will be established for the period from 2019 to 2024.
- The 2017-18 Internal Audit plan was approved by Members on 19th May 2017. The plan was based upon an assessment of strategic, financial, regularity and operational risks. On 19<sup>th</sup> January 2018, the ARP Committee considered a report from the Authority's Internal Auditors on Risk Management. The report considered the arrangements in place for risk identification, monitoring and reporting and the overall conclusion was that the current procedures provided "High Assurance". High Assurance is the highest level of assurance that can be awarded.
- A Resource Management Meeting (RMM) 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.
- On 3<sup>rd</sup> October a workshop to engage partners in the development of the delivery plan for the 2018-2013 National Park Management Plan (NPMP) was held at Thornbridge Hall. An update on the development of the new NPMP, including feedback on the recent consultation exercise was formally provided to the Authority on 6<sup>th</sup> October 2017. On 2<sup>nd</sup> February 2018, the Authority approved the publication of the Peak District NPMP, including the partnership delivery plan, for final consultation.
- RMM approved an updated Business Continuity Plan for the Authority on 17<sup>th</sup> October 2017, which takes into account changes in the organisation's structure and the use of new technology. The new Plan also provides for a PDNPA Emergency Response Team to be temporarily hosted at a neighbouring Authority's offices should access not be possible to Aldern House.
- The heavy snow that fell during February and March 2018 provided an opportunity to test the Authority's updated business continuity arrangements. Following the event, a lessons learnt report was prepared to identify what worked well and what actions could be taken in similar circumstances to improve the Authority's response in order to reduce the impact upon service delivery.

- Following an analysis of the Property Support Team's draft work programme, RMM agreed in December to allocate temporary additional resources to the team in order to support planned development work across the Authority in 2018/19.

**Issues arising and action to address:**

- The Authority approved the appointment of an Independent Person in December 2017 to review the Members' Allowance Scheme. Work on the review commenced in March 2018 and a report will be considered by the Authority prior to the Annual General Meeting in July 2018. The impact of recent HMRC notifications relating to the taxation treatment of mileage and subsistence payments is currently being considered.

### Cornerstone 4: Our people

Our Focus:	2017-18 priority actions	Progress (RAG)
11. Ensure the Authority shape is fit for the future	i) 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
12. Retain, develop and recruit the right people in the right place at the right time, with the right resources	j) 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
13. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters	k) 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 Q4
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	Q4 2.55% Annual 1.34%
b) Hours per FTE	b) 11.1h quarterly 44.4h annually	Q4 12.59h Annual 38.19h
c i) Absence: sickness frequency rate **	c i) 25% quarterly 100% annually	Q4 24.86% Annual 96.66%
ii) Absence: individual sickness frequency rate (reported at Year-end) ***	ii) No target	Q4 21.85% Annual 49.50%
d) Value of total time lost (expressed as pay cost)	d) £26,750 quarterly £107,000 annually	Q4 £30,306 Annual £68,165
16) Staff turnover	ACAS standard to be used (Range 9-15%)	Q4 3% Annual 14%

\* 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 the fourth quarter of 2017-18 progress in implementing the “People Matter – Action Plan” continues to be monitored regularly by the Senior Leadership Team, Staff Committee and Unison representatives. Development work continued during the quarter to produce new and update existing workforce related policies and procedures to bring them up to date with current best practice. All the 2017-18 Corporate Strategy Priority Actions were successfully completed.

### **Progress against priority actions, indicator(s) and focus:**

**Priority action i):** 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

- 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 RMM approved the proposed restructure and staff in the CD&O Directorate, UNISON and Staff Committee representatives were informed. The work to populate the new structure has been completed.
- The Authority’s new organisational structure, comprising three directorates and twelve Heads of Service, is now complete.

**Priority action j):** 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.

- In June 2017, the Senior Leadership Team approved a framework and related processes for the development of a comprehensive workforce plan. The plan is being developed in conjunction with Heads of Service and now forms an integral part of the Authority’s service planning and performance management processes
- On 5th February 2018, a Resource Management Meeting (RMM) approved the adoption of a framework and guidance document relating to the employment of apprentices within the Authority. The opportunity to create an apprenticeship is now considered whenever a vacancy arises and RMM subsequently approved a team restructure that incorporated the creation of a new apprenticeship post.
- In line with the Authority’s updated business planning framework and associated timetable the Joint Performance & Achievement Review (JPAR) process commenced in December 2017. The JPAR

documentation and guidance notes were also revised to collect additional information to support the development of the Authority's workforce plan.

- The Authority's Internal Auditors undertook a review of the JPAR framework and related documentation and their report was presented to the Audit, Resources and Performance (ARP) Committee on 19th January 2018. It was noted that the arrangements for managing risk were good, with few weaknesses identified and a "Substantial Assurance" rating was awarded.
- Officers are supporting a multi-national park authority benchmarking exercise which is focusing on workforce issues and employment policies and practices. The results will inform the continuing development of the Authority's workforce plan.
- 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 took 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. The new policy was approved by the Authority at a meeting held on 6th October 2017.

**Priority action k):** 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.

- Following the 2017 Staff Survey, which 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.
- Joint performance reviews of the People Matter - Action Plan have been undertaken by the Senior Leadership Team and representatives of Unison and Staff Committee. It was noted that overall implementation progress has been good and many new initiatives introduced have proven useful.

**Indicators:**

- Successfully achieved.
- Although performance in the fourth quarter of 2017-18 dipped slightly, it followed a similar pattern to previous years, overall the corporate indicators assigned were achieved.

**Service plan actions linked to 'Our Focus':**

- A review of the Authority's current disciplinary processes and related management guidance has commenced. Any proposed changes will be the subject of appropriate consultation with staff, Staff Committee and Unison representatives in due course.
- Resilience coaching sessions aimed at supporting individuals through change were offered to all staff. The take up has been good and the development sessions were delivered in Quarter 3.
- A review of the Authority's compliance against the Investors in People (IIP) standard was undertaken in Quarter 3. The inspection report subsequently received is very complimentary about the organisation's

general approach and confirmed the Authority's IIP successful reaccreditation against the standard for a further eighteen months.

- The Health and Safety Committee considered changes to the Authority's Health and Safety policy relating to intent, delivery and governance on the 9th October. The new policy seeks to identify all existing health and safety procedures and includes the date of the last review and a nominated individual lead officer. At a meeting of the Local Joint Committee, held on 2nd February 2018, it was agreed to adopt the updated Health and Safety Policy. The Senior Leadership Team agreed the scope of a comprehensive review of the Authority's occupational health and safety arrangements on 19th March
- In order to respond to changes in tax and operational arrangements all staff were informed in December 2017 of proposed changes relating to the use of vehicles and revisions to the Authority's Travel and Subsistence scheme. Following an extensive consultation exercise with staff, Unison and Staff Committee representatives the proposed changes were approved by RMM on 6th March 2018 and implemented at the beginning of April 2018.
- The Local Joint Committee (LJC) provides an important role in the consultation arrangements involving the Authority's Members and employees. The LJC agreed on 2nd February 2018 to review their constitution and functions to encourage greater participation and engagement. A report setting out proposed changes will be considered in 2018/19.

**Issues arising and action to address:**

- No issues arising.



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

Our Focus:	2017-18 priority actions	Progress (RAG)
1. The Dark Peak	l) We will define, and have support for, our strategic direction for Stanage North Lees within the wider landscape.	GREEN
2. The SW Peak	m) 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	n) 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	o) We will be offering an integrated conservation service to land managers.	AMBER

Corporate Indicator	Target 2017-18	Status at Q4
<b>1. Stage of development of Landscape scale partnership programmes</b> a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	<b>Stage of development</b> a) Mature Partnership b) Strategic Plan c) Vision d) Vision	a) achieved b) achieved c) on target d) on target

**Overview:**

The White Peak Partnership has set out a clear governance structure and has established task and finish groups for key tasks. The Moors for the Future Partnership has been successful in a bid to the DEFRA Peatland Fund, being awarded over £3million, and continues to deliver restoration on the ground, working with partners and landowners. The South West Peak Landscape Partnership is now actively in the delivery stage. As in the previous quarters, the questions about agri-environment schemes and the wider Rural Development Programme, the EU Environment Programme, EU environmental protection and EU designated sites remain unresolved. The Government launched its 25 Year Plan to Improve the Environment, which outlines the proposed steps to achieve its ambition to leave the environment in a better state than we found it. The Authority is considering a DEFRA consultation on “The future for food, farming and the environment” , with a May deadline for response and we continue to actively seek to influence future policy and support systems for the delivery of public benefits by the uplands and protected landscapes. Work has continued on the

development of an integrated conservation service for land managers and communities, with a working group established to progress this.

**Progress against priority actions, indicator(s) and focus:**

**Priority action l):** We continue to work with partners on the Sheffield Moors Partnership

**Priority action m):** The South West Peak (SWP) HLF-funded Landscape Partnership is now in its second year of delivery and has been promoting its work and objectives via events, news releases and social media posts. An annual celebration is planned in April. All 18 of the programme's projects have now started and all posts have been filled; this quarter the Cultural Heritage Officer and Youth Engagement Officer have started (the latter is a shared position with MoorLIFE 2020). Two further funding bids totalling £31,400 were submitted, one of which for £4,000 was unsuccessful; the outcome of the other is awaited. The difficulties of partnership working and securing match funding have been highlighted by Cheshire Wildlife Trust (CWT), who are delivering our Slowing the Flow project. Although an additional £100,000 from the Environment Agency's Natural Flood Management Communities Fund has been secured it will not be considered as partnership match funding as it will be delivered separately. Officers of the 3 bodies (NPA, EA and CWT) are meeting in May to discuss this.

**Priority action n):** The White Peak Partnership Steering Group has agreed the terms of reference and work plan. A vision task and finish group developed draft vision options which were shared with the wider partnership at a workshop in November. A final White Peak Vision and supporting summary is due to be launched in the next quarter. Stakeholder project ideas were also shared and prioritised at the White Peak Partnership workshop and were considered further by the Steering Group in Quarter 4. A further task and finish group has been established to develop a strategy and then prioritise proposed projects and funding bids. The Brexit task and finish group has looked at the White Peak as an example of how a future support system could address local circumstances whilst operating under a national framework.

**Indicators:**

See commentary below

**Service plan actions linked to 'Our Focus':**

- The Authority continues to work with partners, including the Moorland Association, to encourage land management and visitor management practices that will help moorland birds, particularly birds of prey. Early reports are that peregrines are nesting in increased numbers in 2018, following the 2016 and 2017 seasons when they failed to breed in the Dark Peak for the first time since they recolonised in 1984.
- Fundraising for the Breeding Bird Survey project has been successful with funding from Natural England and matched funding from project partners to a total value of £140,000. Surveying is due to begin in April.
- Discussions have continued with the Moorland Association, Authority officers and Natural England officers on four key areas: visitor engagement, moorland fires, sustainable and resilient moorland management, and moorland birds. A second event to look at progress on these is planned at Chatsworth for May 2018.
- The MFFP bid to Defra's capital grant scheme for the restoration of peatland was successful and was awarded over £3m for the Moor Carbon project. This will run until 2021 and deliver carbon benefits across the South Pennine and West Pennine Moors.

- The MFFP plan for water in the upper catchments of the South Pennines until 2030 has been sent out to Water Company CEOs, local and Defra MPs in order to secure support for future funding under the water companies price review mechanism (PR19).
- The Moor Business application to Heritage Lottery Fund (HLF) to update business processes was submitted and will go to the HLF committee for consideration in May.
- Capital works to the end of March through MoorLIFE 2020, working with ML2020 partners and through the Private Lands Projects.
- Officers met with the Sheffield Wildlife Trust on the “Sheffield Lakeland” Landscape Partnership to seek clarification over areas of responsibility where the two partnerships overlap. The Authority was invited to become more involved in the Board of the Partnership.
- South West Peak: The Institute for Apprenticeships has re-examined the Countryside Worker standard which has now gained approval. More work is required to agree the funding band for training. The services of an apprentice training provider for the SWPLP Countryside Worker and Farm Worker have been procured and a contract has been entered into with a training provider
- SWP Farm Link Workers have successfully liaised with around 70 landowners to gain access permission for our PhD student to conduct her first season of field survey for our Working for Waders project. Whilst this has been time-consuming, requiring telephone calls and face to face visits, this legwork has had further benefits in engaging with hard to reach farmers, promoting the work of the partnership and discussing conservation issues relating to wading birds.
- SWP are now attracting a significant number of new volunteers and are almost ready to begin using the new Authority Volunteer Impact system. Volunteer figures for the financial year shows that 148 volunteer days have been given (this does not include all figures for the current quarter).
- 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, joined up and more’.
- Officers have been involved in discussions with other national parks and partners to consider a response to the Defra consultation on “The future for food, farming and the environment”, with a May deadline for response and we continue to actively seek to influence future policy and support systems for the delivery of public benefits by the uplands and protected landscapes. The Peak District Land Managers Forum has set up a Brexit sub-group to develop a Peak District Ask consisting of a set of principles and greater detail of how a future Environmental Land Management Scheme might look for the White Peak. This group has worked closely with the White Peak Brexit group.
- Countryside Stewardship Scheme support has continued. The Authority’s Farm Advisers continue to act as sub-contractors for the delivery of nationally procured Countryside Stewardship advice in the Peak District.
- A pilot Traditional Building Restoration grant scheme has been launched by Natural England, Historic England and five upland national parks including the Peak District. The scheme has a limited budget and is only available in the five national parks who have been involved in its development. There has already been significant interest in the Peak District.
- The current Woodland Trust and Peak District National Park Authority Partnership arrangement for small scale woodland creation is in its third and final year; opportunities to extend this arrangement for a further period were considered in Quarter 4, together with a possible HLF-funded scheme for trees outside of woodlands to address the impact of ash dieback in the White Peak.
- The Pedal Peak for Business strand of the European Regional Development Fund (ERDF) funded “Growing and Developing the Visitor Economy Sector within Derbyshire Programme” continues to work with local businesses. After a slow start interest in the business support and Pedal Peak grant is now growing. This

quarter the number of grant enquiries rose to 118 and 7 businesses have now been offered grants. There was more promotion of the scheme and two business workshops on how to attract the cycling market and benefit their business were held.

- Work progressed on the development of an integrated conservation service, with a small project team meeting to set out and progress actions.
- The Authority considered two trans-Pennine proposals. Firstly, the Authority objected to proposals for upgrades to the A628 as they were likely to increase significantly traffic on the A628 and A57, and secondly, we raised concerns over the TfN Strategic Transport Plan as it did not give sufficient assurance that schemes would ensure proper consideration of National Park interests. In December TfN announced that the full Trans-Pennine tunnel was not being progressed due to high costs, and that a shorter tunnel with major upgrades within the National Park is the preferred option; this is likely to result in major development in the National Park, which can only be allowed in exceptional circumstances and if it is to the highest standard of environmental quality and design. Officers continue to work with TfN and Highways England on Trans-Pennine road proposals.

#### **Issues arising and action to address:**

- g) The 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 has continued. The Authority continues to work with partners on this and is supporting the bird survey which is being carried out in Spring 2018. A meeting with partners at Chatsworth in May 2018 will focus on these issues.
- h) Future funding of landscape partnerships is a constant focus for MFF and SWP partnerships. A bid was submitted to the DEFRA Peatland Fund, and a manifesto has been produced for PR19 funding from Water Companies. Further funding bids continue to be made by the SWP team.
- i) The Authority is actively involved in influencing future policy and support payments to deliver public goods in the uplands and protected landscapes through the Defra consultation on "The future for food, farming and the environment" and the NPE 'Future of Farming' group, Stakeholder Groups and events. The Authority is actively working with the Land Manager's Forum and other national parks to influence future policy.
- j) Countryside Stewardship is still not delivering effectively for the Peak District and work will continue to achieve further improvements as this is the only scheme we are likely to have for at least a further 3 years until a new domestic scheme is designed, trailed, tested, piloted and launched.
- k) The Authority has responded to Highways England proposals for upgrades to the A628 and to the TfN Strategic Transport Plan. The possibility of a shorter tunnel with major upgrades to the A628 in the National Park is likely to present a major challenge to Authority's position on road building in the National Park. The Authority has committed to working with TfN and Highways England to ensure that the special qualities of the National Park are protected and that any scheme provides net environmental benefit.

#### **Risk implications:**

Covered in the above commentary.

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

Our Focus:	2017-18 priority actions	Progress (RAG)
18. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support	p) We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one.	AMBER
19. Improve access to the National Park for less represented audiences, in particular young people under 25	q) We will have identified the best channels through which to engage young people.	GREEN
20. Improve access to the National Park for less represented audiences, in particular people with health inequality	r) We will have identified the best channels through which to engage people living with health inequality and identified funding sources.	AMBER
21. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters	s) 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 Q4
<b>2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:</b>		
a) young people under 25	19,846 (+5% vs. 2015-16)	21,798
b) people living with health inequality (particularly mental wellbeing)	Baseline	1,703
c) volunteers (expressed as volunteer days)	10,003 (+5% vs. 2015-16)	6,765

**Overview:**

The new Outreach Team posts below tier 4 commenced in January this year. The team are now settled in the new structure and working on plans to deliver new and refreshed Outreach activities in 2018/19 with greater reach and impact. Our work with schools continues to be strong – in the face of declines nationally and trends away from fieldwork – and is evidence of our long-standing high reputation in this area. We will ensure we maximise this advantage and protect this hard-worn positive perception.

Volunteer numbers are cumulatively strong and good progress has been made on reviewing the approach to this valuable resource including investment in a new management system and a revised policy.

Engaging fully with the 'well-being' agenda has been hard; the benefits of the PDNP are not embedded as an efficient and effective 'treatment' in the minds of policymakers, practitioners and clients. It is not a challenge that the PDNPA can meet on its own – it requires a pan-national park approach with support at central government level to enable us to have impact at scale. We will continue to provide activities at the local level and our engagement this year has seen a doubling of the number of people benefiting from experiences in the PDNP.

Highlight of year was the Play Wild project, an HLF-funded partnership led by Derbyshire Wildlife Trust, providing families with young children from socio-economically deprived areas with the opportunity to take part in activities outdoors. Overall the project indicates that even short, one-shot sessions in nature can support families in gaining skills, information and knowledge about playing outdoors successfully with their families. This has implications for improving people's health and wellbeing and suggests the value of nature-based interventions for families from lower socio-economic backgrounds. The group are meeting in Q1 2018/19 to consider next steps. Further details and the final report can be found here: <https://www.derbyshirewildlifetrust.org.uk/PlayWild>

#### **Progress against priority actions, indicator(s) and focus:**

##### **Priority action p):**

- The Charity Working Group has continued to meet and make progress. The final meeting is scheduled for April 2018 and a proposal will be presented to Authority in May 2018.
- Third party audience research has been presented to the Charity Working Group providing insight into visitor, resident and volunteer understanding and engagement with the Peak District National Park, and propensity to support in the future.

##### **Priority action q):**

- Delivery has started on the Endeavour project, a partnership being led by Endeavour with delivery in the PDNP by the Outreach team. The project will give disadvantaged young people the opportunity to connect with the heritage of local natural and cultural spaces, and to develop an understanding of the importance of these areas and how they are managed.
- Staff from Castleton Visitor Centre, Blueberry Cafe and the Outreach team worked together to support pupils from Chapel-in-le-Frith High School 'take over' the visitor centre for the day. The 'Takeover Challenge' has been developed by DEBP for Special Educational Needs and Disability Learners. The approach supports a group of up to 10 learners to progress through a four-month bespoke programme where the group are matched with a local employer to enhance the students' understanding of the world of work, while increasing their confidence and showcasing their employability skills.

##### **Priority action r):**

- This audience group and outcome remained the most difficult to reach in Q4. The work done continues to be innovative and well received, but not at a scale in line with original aspirations. Conversations have continued to take place with health policymakers and practitioners – on a local and National Parks England

(NPE) level – on the best activities and routes to funding to meeting this objective. This will continue in 2018/19.

**Priority action s):**

- The 'Better Impact' volunteer management system is now being rolled out and is being used by Moors for the Future Partnership (MFFP), South West Peak (SWP) and the Outreach team. The volunteer policy has been updated and new paperwork to support it developed. This includes handbooks for both volunteers and their managers.
- The development of volunteer use on a corporate level is now underway – including the completion of an initial review into potential demand, tasks, value and recruitment. This work will continue in 2018/19 to support the current volunteer priority actions as well as the new 2019-24 corporate plan development.

**Indicators:**

- Young people target is 11% up on last year. This is due to a general increase all round, but we are seeing a very strong secondary demand as a result of changes in curriculum. Nationally, there appears to be a decline in GCSE groups going on field visits, where we are seeing an increase. This decrease has been especially so where visits are part of a residential visit, due to cost. We are one of the few providers offering fieldwork at this level as day visits, which makes them more affordable and accessible.
- Volunteer figures are showing a 19% decrease in the number of volunteer days. This is partly due to changes (improvements) in how we collect data and the poor weather in Q4, which saw a number of events being cancelled.

**Service plan actions linked to 'Our Focus':**

- See the narrative supplied for the individual priority actions.

**Issues arising and action to address:**

**Priority Action: p)**

l) **RAG Rating:** Amber.

m) **Issue:** Lack of charity vehicle to support donations growth.

n) **Action:** The Charity Working Group has now completed its initial work and will be providing its report to the Authority meeting in May.

**Risk implications:**

If the decision is made to not move ahead with the charity, a revised view of the medium to long-term growth in voluntary donations will be required. Steps have been taken to ensure the PDNPA can continue to stimulate and collect donations – and build a supporter database.

**Priority Action: r)**

o) **RAG Rating:** Amber.

p) **Issue:** Relatively low engagement with audiences experiencing health challenges.

q) **Action:** At a local level, partnerships and opportunities are actively sought to engage with this target audience (see year end performance figures +105% vs. last year). Nationally, the PDNPA is working in partnership with other 'northern' national parks to engage with Public Health England.

**Risk implications:**

The volume of interventions will remain relatively low if a national, pan-park, pan-departmental approach to this topic does not materialise. This could also mean PDNPA attempting to solve a problem – and secure an outcome – beyond its scope, expertise and resource, leading to misalignment of effort.

**Priority Action: s)**

- r) **RAG Rating:** Amber.
- s) **Issue:** Systems and processes to support growth of volunteer input into PDNPA work at a corporate scale.
- t) **Action:** A system to support existing volunteers has been procured; training in its use has begun. A wider piece of work to understand the corporate tasks/value of widening the volunteer pool (matched to audience demand) will kick off in Q1.

**Risk implications:**

The inability to recruit (and retain) the volume and quality of volunteer will impact negatively on the PDNPA's ability to deliver its objectives.



**Directional Shift 3: Visitor experiences that inspire and move**

Our Focus:	2017-18 priority actions	Progress (RAG)
22. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour	t) 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
23. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for	u) We will have an access service delivering a responsive service and have a programme of: <ul style="list-style-type: none"> <li>- Site based maintenance and improvements for key visitor locations.</li> <li>- Prioritised action on regulation.</li> <li>- Engagement with people, recognising and valuing access in the Peak District National Park.</li> </ul>	GREEN
24. Provide quality new experiences that will generate new income to fund the place	v) We will be maximising the impact of the refresh to all our Visitor Centres to support: <ul style="list-style-type: none"> <li>- Enhanced customer service engagement.</li> <li>- Income generation.</li> <li>- Fundraising.</li> <li>- Promoting understanding.</li> </ul>	AMBER

Corporate Indicator	Target 2017-18	Status at Q4
<b>3. Brand awareness and understanding among existing audiences and potential supporters:</b>		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	a) Research Commissioned	Completed and findings fed into Charity Working Group and 2019-24 corporate planning process.
b) % who understand PDNP potential benefits/ services	b) >90%	63%
c) % who feel positive towards the PDNP	c) >90%	100%
d) % who are willing to support the PDNP	d) >90%	85%

4. Customer satisfaction with the PDNP experience	>90%	100%
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**Overview:**

The new in-house maintenance team is now fully staffed and we look forward to bring its full suite of skills and effort to bear on our maintenance and development plans for our assets during the final year of this corporate plan period. Audiences continue to provide positive feedback on their encounters with the PDNPA at our assets – reflected in great trading results in the Cycle Hire Service, the food and beverage concession at Castleton and the North Lees campsite. The continued challenge is getting embedded a full understanding of the benefits of the PDNP and the resources required to keep it operating to this standard or increase services and education. We have made improvements in a number of communication channels, we have a fully-staffed outreach team and are increasing our reach through third parties. On the regulatory side, a prioritised improvement programme is in place and Traffic Regulation Orders continue to be deployed appropriately and in line with statutory duties.

**Progress against priority actions, indicator(s) and focus:****Priority action t):**

- The recent audience research exercise – initiated as part of the work to review the potential value of creating a charity to stimulate donations – revealed a range of wider audience insights which will be extremely valuable in developing PDNPA products, services, income streams and communications channels. This insight will be shared with Members as part of the development of the 2019-24 Corporate Strategy.

**Priority action u):**

- The CMPT is now fully staffed with 2 new starters joining our existing team in Q4. This will enable a responsive access service and planned maintenance/improvements to key visitor locations.

**Priority action v):**

- Improvements to our Bakewell Visitor Centre have been completed creating a more welcoming exterior and clearer branding. Anecdotal feedback indicates that this has already resulted in increased footfall. Interpretation will be installed to further improve the visitor experience and promote understanding in Q1 2018/19.
- Bakewell visitor interpretation is signed off and ready for production. Implementation is planned in Qtr1 2018/19. Edale Visitor Centre interpretation refresh is underway and tweaks at Castleton are being finalised, also with a planned implementation of Q1 2018/19.

**Indicators:**

- The audience research – which focused on propensity to support the PDNP through voluntary donations – has been completed and findings have been fed into the Charity Working Group. The insight will also form part of the inputs into the development of the 2019-24 Corporate Strategy.
- The user survey findings indicate continued very high levels of satisfaction. The lower score for understanding suggests improvements are required in our outreach and communications which are now well underway and captured in more detail elsewhere in the performance report. Similarly, translating that satisfaction into active support remains a challenge – reflected in the level of donations. Volunteer retention remains high, but acquisition, particularly from under-represented groups, remains much lower.

**Service plan actions linked to ‘Our Focus’:**

- 22) Significant effort has been made in improving the behavioural messages at assets owned and run by the PDNPA and through its communications channels – digital and traditional. There is still inconsistency in content and standard. This will be addressed through the brand roll out programme which will continue in 2018/19. Elsewhere in the performance report is comprehensive information on some of the activity and its reach and impact.
- 23) and 24) Improvements at our visitor centres have been met with positive responses. Due to resource challenges, we have not progressed all the planned improvements at the ideal pace. The above user survey scores indicate a good level satisfaction.

**Issues arising and action to address:****Priority actions t) and v)**

- **RAG rating:** Amber.
- **Issue:** The pace of improvements to the physical infrastructure is not supporting the aspirations for engagement. While satisfaction rates are high, understanding and willingness to support are not aligned with this positive score.
- **Action:** Improved working practices around the RASCI model have been introduced corporately.

**Risk implications:**

- Lower engagement with audiences and reduced donations.

**Directional Shift 4: Grow income and supporters**

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

Corporate Indicator	Baseline 2015-16	Target 2017-18	Status at Q4		
<b>5. Amount and proportion of income by source:</b>		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
<b>a) Commercial</b>	£2,162,394 (17.8%)	No target	<b>£1,636,646</b>		
i) Conservation & Planning	£362,909	No target	£263,989		
ii) Commercial Dev & Outreach	£1,610,618	£1,664,306	£1,640,780	+5%	-1%
iii) Corporate Strategy & Devpt	£188,867	No target	£64,294		
<b>b) Donations</b>	£40,255 (0.3%)	No target	£24,168		
i) Donations (exc. legacy)	£34,230	£45,640	£24,168	-58%	-47%
<b>c) External funding*</b>	£3,584,952 (29.5%)	No target	<b>£4,232,212</b>		
<b>d) Defra grant*</b>	£6,364,744 (53.4%)	No target	<b>£6,075,000</b>		
<b>e) Total income</b>	£12,152,345	No target	<b>£11,965,416</b>		
<b>2. d) Non-trading income supporters (donors)</b>					
i) Number of donations	Baseline	No target	34		
ii) Average value of donations	Baseline	No target	£68.75		
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually by (17-18)	34		

iv) Average value of donations (exc. legacy)	Baseline	No target	£68.75
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\*Some quarterly distortions will appear for proportions of Defra Grant and External Funding due to accounting process.

### **Overview:**

- The donations and trading income picture is a mixed one. As set out below and in the section on priority actions and indicators, the Authority has experienced growth alongside shortfalls. Some of the contributing factors (good and bad) were in the Authority's control; others were external (exceptional and in line with trends).
- In terms of giving/voluntary donations the most significant amount of resource has been invested in the Charity Working Group. This provided a group comprising four members plus officers from the finance, legal and democratic services teams the space to bring their expertise and scrutiny to bear on a charity vehicle concept proposed, in line with the Giving Strategy approved by the Authority in early 2016, by the Commercial Development & Outreach Directorate. Officers from that directorate have provided a range of inputs including evidence from other national parks, charities and audience research alongside potential investment and governance scenarios for the Working Group to review over the last 12 months. The work was completed in Q4 and the Working Group will meet in Q1 of 2018-19 to finalise the report requested by the Authority for its full meeting in May. The backdrop to this decision is the year-end performance of -47% vs Plan; -49% vs. LY. Cumulatively, however, the picture is better: -16% vs. plan and 2018-19 will include donations from Eroica, Mend our Mountains and, potentially, the property legacy.
- Commercial income is just below (-1%) target for the year (+5% vs. LY), driven largely by the closure of Castleton Visitor Centre to facilitate refurbishment, unavoidable delays with the refurbishment of Bakewell Visitor Centre and the impact of this year's exceptional weather closures. Cycle hire has performed well and exceeded income targets which go some way toward off-setting the Visitor Centre shortfall. Warslow Moors Estate has achieved its budget target for the year but a higher level of income (from rents) could have been achieved if sufficient resource had been available in the Property Support Team. The addition of camping pods has contributed to North Lees Campsite exceeding its income expectations. Income from Surprise View car park and refreshment concession has also exceeded expectations. Income from our other P&D car parks has been below target in general. This is assumed to be due to poor weather over the winter but also as a result of damaged/stolen machines at some sites. Unforeseen delays in implementing our revised parking charges have been disappointing but it is hoped that the planned changes will come onto effect early in 2018/19.

### **Progress against priority actions, indicator(s) and focus:**

#### **Priority action w):**

- The joint fundraising initiative with the fundraising arm of the BMC, Mend our Mountains has the public launch at the Sheffield Adventure film festival in March. The PDNPA and MFF has presence at the event, raising money, increasing engagement, capturing potential supporter data and educating visitors about the National Park and the campaign.

**Priority action x):**

- A Traffic Regulation Order consultation covering our pay and display car park was issued by Derbyshire County Council.

**Priority action y):**

- ARP Committee agreed short and long-term plans to develop Millers Dale Station in 2 phases. Phase 1 is currently underway and will be considered by planning committee in July.

**Indicators:**

- Trading income in the quarter remained below plan for the reasons set out in the overview. We have not been able to clawback all the shortfalls created by closures of key visitor services assets in the quarter. That said, in relation to wider business reporting, this is a robust performance and shows the resilience of the sector. With a full trading year in 2018-19 for all our business, plus planned product and merchandising development we should be able to bring actual back on track. Cumulatively, trading income levels stand at -3% vs. Plan.
- The donations (excluding legacies) are down significantly for the full year versus plan (-47%) and -29% vs. 2014-15 baseline levels. The reason behind this drop is not clear nor whether it represents a trend or one-off. We have not reduced any outbound stimulus (although it must be noted the Authority has never undertaken any significant marketing in this area). The lack of any donor data means we cannot identify trends, however the purchase of a CRM system will allow an effective database and supporter communication plan to begin to be developed in 2018/19. On the plus side we have secured a significant donation (£10,000) stimulated by via the Access and RoW Team from the Ramblers' Association to the Mend our Mountains campaign. Similarly, the significant legacy reported in Q3 is making steady progress through the system and should be realisable as a financial donation (to the capital fund) in the second half of 2018-19.

**Service plan actions linked to 'Our Focus':**

- 25) Fundraising development has been progressing through the Charity Working Group. The report from the Group is scheduled to be presented at the May 2018 Authority meeting. The purchase of a CRM system will allow an effective database and supporter communication plan to be developed in 2018/19.
- 26) Merchandising development opportunities have been delayed due to resource limitations. We will look to move forward with this more actively with new products planned for 2018/19.
- 27) The most significant sponsorship/partnership arrangement for this year and across the corporate plan period to date is the relationship with Columbia Sportswear. This has provided a significant saving in terms of uniforms for staff alongside a cash contribution and marketing opportunities. We continue to have support from Tarmac for our conservation volunteering programme (dialogue has begun with company exploring national partnership opportunities) and enjoy contributions in terms of staff and accommodation costs from utility companies across visitor experience and outreach development. Eroica Britannia this year made the PDNP is official donation partner which means ticket purchasers can make a voluntary contribution at point of sale. To the end of Q4 this has generated c£3k. The final contribution value will be captured in reports for 2018-19. We continue to explore opportunities – large and small – with a range of other third parties including RHS Chatsworth Show, Why Not? Music Festival, Peak Resort and local retailers.

**Issues arising and action to address:**

Focus; 25) and 26); Priority actions: w) and x)

**u) RAG rating:** Amber.

**v) Issue:** The trend in donations to the PDNPA is not increasing. The potential to attract voluntary donations through a charity vehicle, realising the benefits of such an approach. The increased reliance on trading income through channels that have limited growth organic growth prospects or the corporate appetite for development.

**w) Action:** Improved communications and investment on campaign/audience management systems. Charity Working Group completing work and providing Authority with proposal to move ahead. Merchandise review, new locations and very early e-commerce thinking. Car park charge increase and enforcement plan being processed through appropriate third parties.

**Risk implications:**

- Failure to meet income diversification objectives undermining wider engagement and asset development aspirations leading to further decline in income development.