

<b>Cornerstone 1: Our assets</b>		
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 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 year end
<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

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

The management of our assets – within considerable budget constraints – has been very successful. From an income perspective the assets listed above have delivered to targets. The biggest challenge is meeting the maintenance needs and development targets to ensure the assets can continue to deliver the directional shifts. In the case of the Trails, the maintenance gap is now considerable enough for the PDNPA to flag up potential health and safety concerns – for the public and staff. Mitigating actions such as creating an income from Millers Dale Station have been slow and are still not guaranteed. Where there has been success has been in the disposal programme, which has met its targets and delivered significant cash flow into the capital fund.

The brand asset development work has seen a step change in the pace and profile of our roll out. Actions have included revised and improved content (online and offline), significant increases in reach (traditional and new media) and innovative product development. A fully rounded brand narrative to inform our tone of voice, service development, behavioural messaging is yet to be developed.

### **Key achievements include:**

- Woodland and minor property sales in line with plan.
- Increased season at North Lees campsite due to product innovation.
- Continued management excellence at Warslow Moors – income and conservation.
- Social media reach into the millions.
- Approval for the development plan for Millers Dale station buildings.

## Cornerstone 2: Our services

Our Focus:	2017-18 priority actions	Progress (RAG)
5. Deliver our services in a customer focused way	c) We will have an extended paid-for advice service for conservation.	AMBER
6. 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
7. 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 year end
7. Proportion of planning appeals allowed	<30%	35% (20 appeal decisions, 8 allowed, but 2 split decisions)
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%	a) 100% b) 64% c) 73% d) 100%
9. a) Number of enforcement cases resolved	30 per quarter/120 per annum	122
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%	85%
10. Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	Not surveyed in 2017-18
b) Parish councils	>70%	Survey Parish Day
c) Residents	38%	47%*
d) Pre-application advice	>75%	Not Surveyed in 2017-18
11. a) Number of complaints received	<20	14
11. b) % complaints dealt with in accordance with agreed deadlines	90%	92%
11. c) Satisfaction with first and second lines of enquiry (planning)	baseline	75%

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

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

The examination into the Development Management policies starts on 22 May 2018. This follows Public consultation on these changes in November, 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 to say that the figures do not reflect the Authority's performance as they do not include minerals and waste applications and the overall number of applications and appeals is low, so single appeal decisions can significantly change the percentage figure; a reply is awaited. The NPMP update work is on track, with the final consultation having closed in April 2018. The Authority's Monitoring and Enforcement work continues at a high level, but within targets.

**Key achievements include:**

- Charging for advice was extended to cultural heritage in April 2017 and work on an integrated conservation advice service progressed during the year, with the aim of making the Authority's data and information more accessible and usable.
- Performance on the determination of major applications was well above target, but for minor and other applications it was below target.
- 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 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.
- The Planning Liaison Officer 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. A survey of agents and the pre-application advice service is planned for 2018-19.
- The Policy and Communities team continued to work with communities, including 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.
- The target for resolving enforcement enquiries cases was exceeded 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.
- Of the complaints referred to the Ombudsman, no maladministration was found.

### 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 year end
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.

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

During 2017/18 all the essential governance and financial business as usual operational activities to ensure the Authority continues to run smoothly were undertaken in addition to a great deal of work being initiated to develop the organisation. This development work included the Peak District National Park Management Plan 2018/23 and the Authority's Corporate Strategy 2019/24. All the priority actions for 2017/18 were successfully completed and the corporate indicator was achieved.

#### Key achievements include:

- 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 21 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 7 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 7 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.
- The Authority's 2016/17 financial accounts were presented to the ARP committee on 19 May 2017. KPMG reviewed the accounts and it was reported at the ARP Committee on 21 July 2017 that the Authority's external auditors had issued an unqualified audit opinion.
- KPMG have 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 21 July 2017.
- A report relating to the Authority's Environmental Management Performance was approved by the ARP Committee on 15 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.
- Members approved the Authority's 2017/18 Performance and Business Plan on 26 May 2017. The plan was published on the Authority's website prior to the statutory deadline of 30 June 2017 and performance was being monitored quarterly.
- The 2017/18 Internal Audit plan was approved by Members on 19 May 2017. The plan was based upon an assessment of strategic, financial, regularity and operational risks. On 19 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.
- 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. New online courses are being created to raise awareness and provide training to employees who capture and process personal or confidential information.
- A Resource Management Meeting held on 19 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.
- 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 15 September 2017. The report did not raise any concerns about the Authority's performance.
- On 3 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 October 2017. On 2 February 2018, the Authority approved the publication of the Peak District National Park Management Plan, including the partnership delivery plan, for final consultation.
- A Resources Management Meeting (RMM) approved an updated Business Continuity Plan for the Authority on 17 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.
- On 20 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 Priority Activities on 16 March 2018.
- A member workshop focusing on the financial health of the Authority took place on 24 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 February 2018 and Treasury Management Policy and Investment Strategy on 16 March 2018.
- 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 on-line system called ELMS which is a joint initiative with other national park authorities.
- 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.
- 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.
- On 19 January 2018, the ARP Committee approved the External Auditors plan to audit the Authority's 2017/18 financial accounts and produce their value for money assessment. During March 2018 work commenced on the production of the Authority's 2017/18 Annual Governance Statement.
- 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.
- The Authority approved the appointment of an Independent Person in December 2017 to review the Members' Allowance Scheme. The impact of recent HMRC notifications relating to the taxation treatment of mileage and subsistence payments is currently being considered. 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.

## 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 year end
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).

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

Following a comprehensive staff survey the “People Matter – Action Plan” was developed to address the issues that had been identified. Progress in implementing the action plan has been monitored



regularly by the Senior Leadership Team, Staff Committee and Unison representatives. During 2017/18 work continued to develop 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.

**Key achievements include:**

- 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 5 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 which 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 19 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 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 1 August 2017 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, 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 6 September and circulated to all staff on 11 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.
- 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 6 October 2017.

- 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 9 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 2 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 19 March 2018.
- 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 6 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 2 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.

<b>Directional Shift 1: The Place and the Park, on a Landscape Scale</b>		
Our Focus:	2017-18 priority actions	Progress (RAG)
14. The Dark Peak	l) We will define, and have support for, our strategic direction for Stanage North Lees within the wider landscape.	GREEN
15. 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
16. 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
17. The Whole Park	o) We will be offering an integrated conservation service to land managers.	AMBER

Corporate Indicator	Target 2017-18	Status at year end
<b>1. Stage of development of Landscape scale partnership programmes</b> <ul style="list-style-type: none"> <li>a) Moors for the Future</li> <li>b) South West Peak Partnership</li> <li>c) White Peak Delivery Partnership</li> <li>d) Sheffield Moors Partnership</li> </ul>	<b>Stage of development</b> <ul style="list-style-type: none"> <li>a) Mature Partnership</li> <li>b) Strategic Plan</li> <li>c) Vision</li> <li>d) Vision</li> </ul>	<ul style="list-style-type: none"> <li>a) achieved</li> <li>b) achieved</li> <li>c) on target</li> <li>d) on target</li> </ul>

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

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. The White Peak Partnership has set out a clear governance structure and has established task and finish groups for key tasks. 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. DEFRA consulted on "The future for food, farming and the environment"; we continue to actively seek to influence future policy and support systems for the delivery of public benefits by the uplands and protected landscapes.

### **Key achievements include:**

#### **The Dark Peak**

- 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. 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.

- 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 2018.
- The Moors for the Future Partnership 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.

### **South West Peak**

- 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. The Institute for Apprenticeships has re-examined the Countryside Worker standard which has now gained approval and a contract has been entered into with a training provider for the SWPLP Countryside Worker and Farm Worker.
- SWP Farm Link Workers have successfully liaised with around 70 landowners to gain access for a field survey for the Working for Waders project, engaging with farmers, promoting the work of the partnership and discussing conservation issues relating to wading birds.
- The SWP Landscape Partnership is now attracting a significant number of new volunteers.

### **White Peak**

- The White Peak Partnership Steering Group has agreed the terms of reference and work plan. A White Peak Vision and supporting summary is due to be launched in 2018. Stakeholder project ideas were shared and prioritised at the White Peak Partnership workshop in November 2017. A 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.

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

- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan. The HLF funded Sheffield Lakeland Partnership began its development phase in 2017 and expects to move into delivery in October 2018; the Authority supports the Partnership, which largely operates on the fringes of the National Park.

### **Whole National Park**

- 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" 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 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.
- 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.

- 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 Transport for the North (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.

<b>Directional Shift 2: Connect people to the place, the park</b>		
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 year end
<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)	6,795

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

Engaging young people remains a strength for the PDNPA, particularly through formal education channels where we have once again exceeded our target. If the young people accessing PDNPA-owned and managed assets are taken into account, the reach of this particular target audience exceeds 140k.

Reaching large volumes of people experiencing health challenges has been much harder. By its very nature this group is difficult to engage – in fact, the health inequalities are the key driver for this lack of engagement. At the same time, the 'prescription' – proactive and reactive – of time spent in the PDNP is not embedded in the philosophy nor the budgets of practitioners or policymakers. Work has therefore begun on attempting to meet this outcome on a national-scale, engaging public health bodies and central government department with targets on well-being and health. As with young

people, our estimates of the number of people with health inequalities who have accessed PDNPA assets is c100k.

The PDNPA continues to benefit from the support of c600 volunteers of whom c240 are active. This resource continues to enable us to meet our targets in terms of outreach and conversation. The opportunity to widen this impact is being actively pursued including investment in new volunteer management software.

Engaging financial supporters continues at a relatively low level. Donations have equated to c0.2% of total PDNPA income for some years and 2017-18 has seen no increase in this ratio. This year, we have embarked on a joint venture fundraising campaign with the British Mountaineering Council (BMC) using its charitable arm to stimulate donations from two iconic access routes across the PDNP – this following our test of this approach in 2016-17. We have also signed up to be the voluntary donation beneficiary of the Eroica Britannia festival. Work to examine the value of creating our own charity to tackle the stubborn lack of growth in giving has continued throughout the year. The working group, comprising officers and members, set up specifically to test the concept will be presenting its findings and recommendations to the Authority in May.

**Key achievements include:**

- Young people engaged through formal education beat its target.
- Young people engaged at PDNPA assets exceeded 140k.
- Volunteer systems investment secured and implemented; programme to build impact across the organisation underway.
- A £10k donation was secured, largely through the efforts of the Access & Rights of Way team, from the Ramblers Association for the 'Mend our Mountains' joint venture. The money was channelled through the BMC charity to ensure maximum efficiency and value.
- The Charity Working Group completed its work to schedule.

### 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 year end
<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%
<b>4. Customer satisfaction with the PDNP experience</b>	>90%	100%



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

Understanding audience attitudes continues as a key element of our work. Whether this is measured at the point of contact with PDNPA assets or via more traditional market research, the results are similar.

There is a good awareness of the PDNP as a special or designated place, but understanding of its benefits, the role of the Authority and the costs to maintain or enhance its specialness are low. Crucially, this translates into relatively fixed level of voluntary financial support. Similarly, this also means we cannot exploit the PDNP's brand asset value.

The Access & Rights of Way programme – supported through the active engagement of the local access forum – was approved. This includes maintenance, monitoring and, where appropriate, regulation. The skilful handling of Traffic Regulation Orders – in line with statutory powers and best practice consultation – continues to be a key strength. The pressure on resource (alongside reputational and financial risk) that regulatory action places on the Authority requires us to adopt this approach with caution. Continued effort is placed on engaging audiences with voluntary behavioural actions.

The investment programme in our visitor centres is beginning to bear fruit – in terms of income and promoting understanding. The successful completion and launch of the Castleton project boosted corporate confidence in the PDNPA's ability and right to make such improvements. Feedback from a wide range of audiences and stakeholders – including local residents and businesses – has been positive. The lower than planned level of property support resource has meant the refurbishment programme has progressed more slowly than expected.

**Key achievements include:**

- Successful completion and launch of the remodelled Castleton Visitor Centre following a £300k investment.
- Cycle hire service has continued to deliver growth in sales while maintain customer satisfaction levels.
- Overall customer satisfaction levels have remained high.
- Completed first full brand equity research exercise revealing significant opportunities and challenges to realising both the brands full potential and voluntary donation aspirations.

### 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	x) We will have implemented changes to our car park management and effectively communicated them.	AMBER
27. Develop / establish sponsorship relationships	y) We will have approved short and long term plans for Millers Dale.	GREEN
28. Secure external funding for major programme and partnership delivery		

Corporate Indicator	Baseline 2015-16	Target 2017-18	Status at year end		
<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>2,129,405</b>	98%	
i) Conservation & Planning	£362,909	No target	343,223	95%	
ii) Commercial Devpt & Outreach	£1,610,618	£1,664,306	1,640,780	102%	99%
iii) Corporate Strategy & Devpt	£188,867	No target	145,402	77%	
<b>b) Donations</b>	£40,255 (0.3%)	No target	<b>24,168</b>	60%	
i) Donations (exc. legacy)	£34,230	£45,640	24,168	71%	53%
<b>c) External funding*</b>	£3,584,952 (29.5%)	No target	<b>5,361,511</b>	150%	
<b>d) Defra grant*</b>	£6,364,744 (53.4%)	No target	<b>6,474,218</b>	102%	
<b>e) Total income</b>	£12,152,345	No target	<b>13,989,302</b>	115%	
<b>2. d) Non-trading income supporters (donors)</b>					
i) Number of donations	Baseline	No target	107		
ii) Average value of donations	Baseline	No target	£203.74		
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually by (17/18)	<b>107</b>		
iv) Average value of donations (exc. legacy)	Baseline	No target	£203.74		

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

Corporate Indicator	2015-16 (Baseline Actual)	2016-17 (Actual)	2016-17 (Target Income generation Per annum)	2017-18 (Actual)	2017-18 (Target Income generation Per annum)	2018-19 (Target Income generation Per annum)
<b>5. Amount and proportion of income by source:</b>						
<b>a) Commercial Total</b>	£2,162,394	£1,985,213	No Target	£2,129,405	No Target	No Target

<b>a) Commercial</b> i) Conservation & Planning	£362,909	£323,708	<i>No Target</i>	£343,223	<i>No Target</i>	<i>No Target</i>
<b>a) Commercial</b> ii) Commercial Devpt & Outreach	£1,610,618	£1,567,657	£1,637,462	£1,640,780	£1,664,306	£1,691,150*
<b>a) Commercial</b> iii) Corporate Strategy Devpt	£188,867	£93,849	<i>No Target</i>	£145,402	<i>No Target</i>	<i>No Target</i>
<b>b) Donations</b> Total	£40,255	£57,238	<i>No Target</i>	£24,168	<i>No Target</i>	<i>No Target</i>
<b>b) Donations</b> i) Exc Legacy	£34,230	£47,238	£39,935	£24,168	£45,640	£51,345**
<b>c) External Funding</b>	£3,584,952	£5,803,737	<i>No Target</i>	£5,361,511	<i>No Target</i>	<i>No Target</i>
<b>d) DEFRA Grant</b>	£6,364,744	£6,364,744	<i>No Target</i>	£6,474,218	<i>No Target</i>	<i>No Target</i>
<b>e) Total Income</b>	£12,152,345	£14,210,932	<i>No Target</i>	£13,989,302	<i>No Target</i>	<i>No Target</i>

\* (5% from baseline)

\*\* (50% from baseline)

<b>Corporate Indicator</b> 2. d) Non-trading income supporters (donors)	<b>2015-16</b> (Baseline Actual)	<b>2016-17</b> (Actual)	<b>2017-18</b> (Actual)	<b>2017 Vs</b> Last Yr	<b>2018-19</b> (Target per annum)
i) Number of donations	None / new indicator	152	107	70%	<i>No Target</i>

ii) Average value of donations	None / new indicator	£377	£203.74	54%	No Target
iii) Number of donations (exc. legacy)	None / new indicator	151	107	71%	227 (50% from baseline)
iv) Average value of donations (exc. legacy)	None / new indicator	£313	203.74	65%	No Target

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

The donations and trading income picture is a mixed one. 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 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. last year 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 (customer relationship management) 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 in the second half of 2018-19. 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. last year), 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 resources 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 pay and display 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.

Taken in the round, and set against wider business trends, this is a robust performance and shows the resilience of our offer. With a full trading year in 2018-19 for all our businesses, 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.

**Key achievements include:**

- Holding trading income to just -1% vs. Plan and +5% vs last year despite significant challenges.
- Cycle Hire, North Lees Campsite, Warslow Moors continued strong financial performances.
- A CRM system has been procured and will be populated and used to manage relationships in 2018-19.
- ARP Committee agreed short and long-term plans to develop Millers Dale Station. Phase 1 is currently underway and will be considered by planning committee in July.