



**REVIEW OF PROGRESS AGAINST ISSUES IDENTIFIED IN 2016/17 AGS FOR  
 FEEDING INTO THE 2017/18 REVIEW OF PERFORMANCE**

<b>(A) Core Principle</b> <b>Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of Law</b>	
<b>Issues Identified</b>	<b>Action/progress</b>
<p>1. The ability to make sure the organisation's culture/mind-set embeds our values on ways of working:- people matter, performance matters, community matters and everyday matters.</p>	<p>To pick up on these values the SLT leadership development programme has identified, an aspiration to develop the organisation into a coaching/learning organisation. SLT have recognised that we can carry on as we are and things will remain the same, and we will be ok and continue to survive as an organisation, or we can develop the potential of the organisation by developing the potential of the people so that we thrive as an organisation. SLT are focussed on developing the potential of the organisation so that it thrives with the values SLT have set them-selves to be open-minded, active in their listening, respectful and courageous. This has been developed further with the ongoing OLT development programme. During this programme the CEO has set out her expectations with OLT in the following areas:</p> <p><b>Our job is clear</b> – to speak up for and nurture the Peak District National Park for all to enjoy forever.</p> <p><b>Why do we do this</b> – the National Park movement started here. Our core principles about promoting access to and caring for this beautiful landscape are as relevant today. Our history runs deep within our culture, it defines us. Our challenge is not to allow this history to confine us, and instead ask how can our history enable us to stay relevant now. So we continue to be pioneering beyond our boundaries and our time for the Peak District National Park to develop and prosper.</p> <p><b>How we will do this</b> – is about our culture and the capabilities, for the CEO this is about <b>respectfully</b> recognising the contributions we all make, being <b>open-minded</b> so we remain curious and think beyond our brief, to <b>actively listen</b> to seek to understand our own and others motivations, and to have the <b>courage</b> to constructively challenge each other to uphold these values. Underlying this all is <b>trust</b> – as this leads to empowerment to achieve outcomes and moves away from a controlling and constrained environment.</p> <p>As a leader in the Authority the CEO has asked every member of OLT to work across the 4 remits of OLT (lead for the organisation, develop the business, lead</p>

	<p>their people and manage their business and to increase their focus on their contribution to leadership. This is being followed up by Directorate, 1:2 development and mixed Directorate conversations to develop the values.</p> <p>This has also been trailed by the People Matter Action Plan which is a set of actions picking up directly on the results from the staff survey.</p> <p>Further work to refine the values to share with all staff has commenced. .</p>
2. Failure to deliver on Health and Safety Action Plan and ensuring that the Health and Safety Executive and Internal Audit recommendations are completed.	<p>The action plan arising from the Health and Safety Executive's investigation of the Centaur incident has been implemented and the HSE have been notified.</p> <p>In relation to other Health and Safety issues, the Health and Safety Committee continues to meet twice yearly, a major revision of the Authority's Health and Safety Policy and related governance arrangements has been undertaken and is in the process of being implemented. The findings of an Internal Audit review of Health and Safety were reported to the ARP Committee on 19<sup>th</sup> May 2017. The Internal Auditors opinion was that the current procedures provide a "High Assurance" (the top rating) and represent a very good management of risk.</p> <p>The new H&amp;S policy for 2018 was formally adopted by the Local Joint Committee on 2<sup>nd</sup> February 2018. The new policy includes a comprehensive appendix of all H&amp;S policies including the date of last revision and named responsible officers.</p>
<p><b>(B) Core Principle</b>  <b>Making sure of openness and comprehensive stakeholder engagement</b></p>	
<b>Issues Identified</b>	<b>Action/progress</b>
3. Partner organisations fail to engage with consultation on the review of the National Park Management Plan.	<p>Good engagement with partners has been achieved throughout, the process has been achieved through:</p> <ul style="list-style-type: none"> <li>- regular engagement and onwards communications directly and via the NPMP Advisory Group</li> <li>- presentations to key partners on the progress with refreshing the Plan and with clear asks for each partner</li> <li>- letter to partners seeking their support for the delivery plan before the final consultation.</li> </ul>
<p><b>(C) Core Principle</b>  <b>Defining outcomes in terms of sustainable economic, social, and environmental benefits.</b></p>	
<b>Issues Identified</b>	<b>Action/progress</b>
4. Although there is an Asset Management Plan (AMP) in place this needs to be reviewed so it can be used to inform our strategies over acquisition, enhancement and disposal of assets, and guide the Capital Strategy. There are questions about whether the Authority has the resources and expertise in place to complete the AMP review.	<p>The first stage of a review of the Authority's current structures and processes to support a strategic asset management plan has been undertaken. A proposed revised approach and timeframe – tied to the development of the next corporate plan period (2019-24) – has been signed off by Members. This new approach will deliver greater clarity on the alignment of our assets to our objectives/purposes, and in turn on development and disposal decisions. There remains a question about the extent of the Authority's resources currently in place to complete the AMP review. It is the</p>

	<p>opinion of the CPO that the Property Support Team (PST) is currently under-resourced, due to vacancies, to undertake BAU before being asked to contribute to an AMP review. The CPO is supportive of the planned review of the PST's role, functions and resources due to be undertaken in 2018/19. Similarly, CPO time is also limited as the post-holder has a full-time substantive role.</p>
<p><b>(D) Core Principle</b>  <b>Determining the interventions necessary to optimise the achievement of the intended outcomes.</b></p>	
<b>Issues Identified</b>	<b>Action/progress</b>
<p>5. There remains a risk/concern in relation to meeting the corporate objective of diversifying and growing income. Specifically there remains a risk to the scale and speed of diversification and growth. There is a need for the Strategic Commercial and Outreach Development Plan to set out the process, activities, skills and investment required to inspire donations to the Peak District National Park Authority plus the potential returns (scale and timeframe) from the implementation of the Plan.</p>	<p>A plan setting out the culture, skills, activities and activities required to inspire support – and the potential returns – has been completed and shared with Members, SLT, OLT and wider colleagues. Within the plan certain elements are proving slower to implement than desired – decision to establish a charity vehicle,, establishing income generating and engagement facilities at Miller's Dale (a key visitor destination), for example – while others such as revitalised and new content, improved products, and strong estate management are delivering benefits. Similarly, an investment in a refreshed ranger service focused on outreach has been agreed and is being implemented. This will have a positive impact on our ability to engage audiences and stakeholders, a vital first step to building support. The key challenge on income specifically is that the scale of new income from sweating existing assets is limited while potential significant growth could come from 'new' initiatives.</p>
<p>6. A failure to deliver against our Performance and Business Plan in a Time of Change</p>	<p>The PDNPA Performance and Business Plan for 2017/18 was approved by the Authority on 26<sup>th</sup> May 2017.</p> <p>Comprehensive reports highlighting performance against the 2017/18 Business Plan have been provided to the Authority's Audit, Resources and Performance (ARP) Committee at the end of each quarter throughout the financial year.</p> <p>At a Strategic Development Meeting (SDM) held on 22<sup>nd</sup> August 2017 a new framework and associated timetable for the Authority's Performance and Business Planning was approved. The revised framework aims to ensure the alignment of timescales relating to financial planning, staff planning and performance management, so that they are integrated.</p> <p>Improvements to the Authority's performance management processes were also implemented which aim to make them simpler, more user friendly and automated in order to achieve better outcomes and reduce the administrative support required for it to operate.</p>
<p><b>(E) Core Principle</b>  <b>Developing the Authority's capacity including the capability of its leadership and the individuals within it</b></p>	
<b>Issues Identified</b>	<b>Action/progress</b>

7. There still are uncertainties for staff as we continue through a transitional phase during which the leadership structure cascades through the Authority and further restructures take place in line with adopted design principles.	Structural changes are complete.
<b>(F) Core Principle</b> <b>Managing risks and performance through robust internal control and strong public financial management.</b>	
<b>Issues Identified</b>	<b>Action/progress</b>
8. The draft Business Continuity Plan needs to be finalised and agreed.	<p>The draft Business Continuity Plan was updated and presented to a Resources Management Meeting (RMM) on 17<sup>th</sup> October 2017.</p> <p>RMM agreed to approve and adopt the completed Business Continuity Plan which is now used to coordinate the Authority's planning and response in a potential emergency situation.</p> <p>Copies of the Business Continuity Plan have been provided to members of the Senior Leadership Team and the Operational Leadership Team and other key personnel. A copy of the Plan is also available on the Modern.gov system and a hard copy is held in the fire safe located at Aldern House.</p> <p>The Business Continuity Plan will be circulated automatically through the Modern.gov system every six months for review and will be updated as required. The Plan was tested recently when offices and other work bases were closed during a period of adverse weather. This provided an opportunity to reflect on how well the Plan worked and fine tune arrangements.</p>
9. Monitoring the implications of the European Union exit vote and having opportunities to influence how EU legislation is transposed into UK legislation.	Extra resources provided by the 10 English National Parks to support NPE in monitoring of the implications and maximise opportunities to influence. The best example being the collective work of the English National Parks on the future of farming paper and follow up advocacy with policy makers and influencers. Written and oral evidence provided by NPE to select committees on the impact of Brexit.
10.The Corporate Risk Register highlights the need to ensure employees are supported through a time of change.	See 7. Above and in addition resilience training and support has been provided for staff throughout the year and feedback has shown this has been welcomed by staff.
11.The outcome of the June 2017 Parliamentary Election will have an impact on Brexit negotiations and government spending/priorities.	See 9. Above, continued good engagement with Defra by the National Parks collective voice on NPE has resulted in the Government recognising our value as evidenced by the aspirations set out in the Government's Plan on the Environment. This action has been completed.
12.A failure to adopt the General Data Protection Regulations and implement appropriate corporate controls and processes could result in data breaches, loss of reputation and Financial fines from the Information Commissioner's Office.	A detailed report setting out the Authority's response to the introduction of the General Data Protection Regulations (GDPR), which comes into effect on 25 <sup>th</sup> May 2018, was considered by the Resources Management Meeting (RMM) on 5 <sup>th</sup> December 2017.

	<p>RMM approved the recommendations in the report which included assigning the role of Data Protection Officer to the Records and Information Manager post and implementing a series of actions to ensure compliance with the GDPR. These actions include the provision of staff training via a new E-Learning system known as ELMS. Reminders to staff to complete the training by 31<sup>st</sup> March 2018 will be issued.</p>
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It was agreed that a further report, providing an update on progress, would be provided to RMM in May 2018.