

Our Corporate Strategy 2019-2024

Foreword

UK national parks are a breathing space for millions of people, providing countless opportunities for learning, discovery and enjoyment. They were designated as protected areas for their mix of spectacular landscapes, wildlife and cultural heritage. These special qualities continue to make national parks just as important today as when they were first designated.

The Peak District National Park is the UK's original national park. It is a treasured landscape of exceptional natural beauty shaped by the interaction of people and nature over thousands of years. Lying at the heart of the country surrounded by urban areas, it is easily accessed by the 16 million people living within an hour's drive. The Peak District National Park's positive influence extends well beyond its borders, making it of local, national and international importance.

As the Peak District National Park Authority, our job is to speak up for and care for the Peak District National Park for all to enjoy forever. Our corporate strategy for 2019-24 outlines what we want to achieve for the Peak District National Park over this five-year period and provides the framework for us to align our resources to help achieve this. We have been ambitious in setting our desired outcomes, yet realistic in terms of our resources.

We remain mindful of the changing external environment and fresh challenges that could affect us and how we manage the Peak District National Park. In particular, Brexit will present us with both challenges and opportunities. Around 84% of the Peak District is farmed land, so an immediate key challenge is to secure future land management support schemes that help to conserve and enhance the National Park. Consequently, one of the ambitions in this strategy is to influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits.

The National Parks Landscape Review, which will report to government in 2019, is another external issue likely to affect us. During the first year of this corporate strategy, we will continue to influence the review to the benefit of the Peak District National Park. In future years, we will reflect on and react to the conclusions of the review.

This corporate strategy provides a framework for responding to these challenges and any others that may arise over the next five years. It enables us to make the case for the support and resources needed to conserve and enhance the Peak District National Park's special qualities in the face of future challenges. It also provides the flexibility to take advantage of opportunities as they emerge and to continue to speak up for and care for the Peak District National Park for all to enjoy forever.

Sarah Fowler
Chief Executive

Andrew McCloy
Chair

Introduction

National Parks

National parks were designated as protected landscapes because of their natural beauty, wildlife and cultural heritage – the special qualities that make them so important. The purposes of this designation, as outlined in the 1995 Environment Act, are to:

- Conserve and enhance the natural beauty, wildlife and cultural heritage; and
- Promote opportunities for understanding and enjoyment of the special qualities of the area by the public.

If there is a conflict between these two purposes, the Act states that conservation takes priority. It also makes clear that, in carrying out these purposes, the national park authority should seek to foster the economic and social wellbeing of local communities within the national park.

The Peak District National Park

Located at the heart of the country, the Peak District National Park is 555 square miles of accessible, world-class landscapes. It is the first upland reached when travelling from the majority of the South and is the watershed of three of England's major water catchments. It features geological contrasts of white peak limestone plateau and dark peak gritstone outcrops, providing a unique contrast between dramatic upland moors and more gentle lowland grassland, both supporting internationally important habitats and species. This is a landscape shaped by people and industry since prehistoric times, with a wealth of internationally significant historical features and cultural heritage. It is a living park, with 38,000 residents, numerous businesses and around 13.25 million visitor days that generate over £1.5 billion for the economy each year.

The Peak District National Park Authority

The Peak District National Park Authority's mission is to speak up for and care for the Peak District National Park for all to enjoy forever. This role is as important today as in 1951 when the Peak District was designated as a national park. Our knowledge and expertise is respected. We are an independent, reasoned voice caring for the whole of the Peak District National Park and the communities who enjoy, live and work in it. This work is not carried out alone, but in collaboration with partners and local communities to conserve and enhance the special qualities of the National Park. As the UK's original national park, we are pioneering, always seeking to be one step ahead and looking to the future. This helps to build and nurture public support for the Peak District and for our role in working to protect it.

As a national park authority, we make the biggest impact when our three main roles – as regulator, influencer and deliverer – work together. Throughout this corporate strategy period, we will use our mixture of funding to keep these roles in balance. Our government grant underpins our work as an independent statutory local authority with a core planning function and our regulatory work is funded by the Defra grant. We will continue to make the most efficient and effective use of these resources. The Defra grant will still support our influencing and delivery roles, but we will continue our programme of work to resource these roles effectively by securing funding from other sources such as income generation, external funding and donations. This will ensure our government funding will lever at least an equal investment from other sources. Through our active volunteering strategy, we will continue to attract a large volunteer workforce that complements our contracted workforce.

The National Park Management Plan

The National Park Management Plan provides the framework that encourages all Peak District stakeholders to work together to achieve national park purposes. Coordinated by the Authority, it is a partnership plan for the place to conserve and enhance the special qualities. It is the single most important strategic document for the Peak District National Park, outlining the main issues and priorities for the place and setting out how, together, these will be tackled.

Through our corporate strategy, the Authority delivers our contribution to the National Park Management Plan. For this reason, the strategy has been developed following adoption of the National Park Management Plan 2018-23. The outcomes within this strategy align with the focus of the National Park Management Plan and will guide the Authority's work for the next five years.

Our Corporate Strategy

Our corporate strategy is based on the understanding that national park landscapes are hugely important to the nation's health and wellbeing, making a significant contribution to the economy through tourism and farming and providing attractive places for people to live, work, visit and enjoy. National parks are a key mechanism for protecting our UK landscapes. The way that we think about landscape is evolving as we face new societal, environmental and economic threats and opportunities. This strategy recognises the need to respond to such changes. It also recognises that our role as a national park authority remains constant: to speak up for and care for the National Park as environmental pressures grow, and to offer inspiring and enjoyable experiences for the health, wealth and wellbeing of our nation.

Through this strategy, we will deliver our contributions to the National Park Management Plan and work towards achieving our **vision**:

For the Peak District to be loved and understood as the UK's original national park.

This strategy is also key to delivering the Authority's **mission**:

To speak up for and care for the Peak District National Park for all to enjoy forever.

To deliver our strategy, we are developing a culture capable of helping us to meet challenges and grasp opportunities. This will become our way of working, which is guided by the following **integrated values** to help us speak up for and care for the National Park's special qualities:

1. We always start with outcomes
2. We always ask what's possible
3. We always put the public first
4. We always work with efficiency

5. We always act with agility
6. We always value our colleagues
7. We always develop ourselves and others.

Outcomes

The strategy is organised around three outcomes that reflect national park purposes and duty and the National Park Management Plan vision. They should be read as an integrated set, rather than in isolation. The outcomes are:

- **A sustainable landscape that is conserved and enhanced.**
- **A National Park loved and supported by diverse audiences.**
- **Thriving and sustainable communities that are part of this special place.**

We have broken each outcome down to provide a more specific focus for our work over the next five years. Each outcome has a set of strategic interventions that will guide our work. Although the strategic interventions are written in tables for each outcome, a strategic intervention may contribute to more than one outcome, as the outcomes are integrated, and work flows across them. For presentational reasons, these are displayed in the outcome that they contribute the most to. The strategic interventions will be updated and implemented on an annual basis and will be delivered by actions in each service’s annual delivery plan. Our strategic interventions are outlined in tables 1-3. These mainly focus on the first few years of the strategy and will be updated annually. Where a strategic intervention starts in the first year of the strategy, the column ‘Year 1 start’ has been shaded. All other strategic interventions start in future years of the strategy.

Table 1: 5 Year Plan – A sustainable landscape that is conserved and enhanced

Outcome: A sustainable landscape that is conserved and enhanced				
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Responsible	Accountable	Year 1 start
Distinctive landscapes which are sustainably managed, accessible and properly resourced				
KPI: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits	Influence the design of the future post-Brexit scheme for roll out in 2025. Influence and deliver tests, trials and pilots for the new scheme through to 2025	Director of Conservation and Planning	Head of Landscape and Conservation	

<p>2024 target: 10% increase in area of the Peak District National Park in environmental land management schemes</p>	<p>Make the case for and influence the design of transitional arrangements including further improvements to the current Countryside Stewardship scheme</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</p>	
	<p>Continue to support land managers to access current and future schemes</p>	<p>Director of Conservation and Planning</p>	<p>Team Manager – Natural Environment and Rural Economy</p>	
<p>KPI: Natural beauty conserved and enhanced</p> <p>2024 target: Net enhancement as identified by landscape monitoring</p>	<p>Develop methodology for strategic sustainable landscape monitoring with partners, which: identifies interventions required to prevent/reduce/reverse/mitigate negative changes and enhance natural beauty and special qualities; and addresses any issues arising from the climate change vulnerability assessment</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</p>	
	<p>Undertake an initial assessment of net enhancement to include repeating existing detailed vegetation photos, photographing special quality views and sample repeating the 1991 <i>Changes to National Parks Report</i> indicators</p>	<p>Director of Conservation and Planning</p>	<p>Team Manager – Natural Environment and Rural Economy</p>	
	<p>Ensure all planning decisions are in accordance with strategic policy</p>	<p>Director of Conservation and Planning</p>	<p>Head of Development Management</p>	
	<p>Explore and develop community and audience engagement through landscape monitoring including special quality views</p>	<p>Director of Conservation and Planning</p>	<p>Head of Policy and Communities</p>	
<p>KPI: Increase the amount of carbon captured and stored as part of routine land use and management</p> <p>2024 target: 3,650 tonnes net decrease in carbon emissions from moorland</p>	<p>Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of our Peak District moorlands</p>	<p>Director of Conservation and Planning</p>	<p>Head of Programme Delivery (Moors For the Future Partnership) (MFFP)</p>	
	<p>Continue to carry out range of moorland restoration work to revegetate bare peat and reduce carbon emissions</p>	<p>Director of Conservation and Planning</p>	<p>Head of Programme Delivery (MFFP)</p>	
	<p>Expand our work to identify and develop carbon auditing methods for non-moorland land use and management techniques</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</p>	

	Develop our climate change vulnerability assessment	Director of Corporate Strategy and Development	Head of Strategy and Performance	
High quality habitats in better condition, better connected and wildlife rich				
KPI: Area of moorland blanket bog moving towards favourable condition	Continue our restoration activities on degraded blanket bog to move it towards favourable condition with a focus on reducing amount of bare peat in years 1-3	Director of Conservation and Planning	Head of Programme Delivery (MFFP)	
2024 target: Restoration activities on 1,500 hectares of degraded blanket bog	Support the development of a resilient, sustainable moorland management model	Director of Conservation and Planning	Head of Programme Delivery (MFFP)	
KPI: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation	Use and share our data on non-protected species rich (priority habitat) grassland to inform our plans with a view to it becoming publically available and supporting the public payment for public goods approach	Director of Conservation and Planning	Head of Landscape and Conservation	
	Deliver annual assessment of net gain/loss of non-protected, species-rich grassland and use this to influence our future plans	Director of Conservation and Planning	Head of Landscape and Conservation	
2024 target: At least 5,000 hectares				
KPI: Area of new native woodland created	Create an opportunity map for new native woodland including details of the right trees in the right places	Director of Conservation and Planning	Team Manager – Natural Environment and Rural Economy	
	Prioritise new native woodland creation work	Director of Conservation and Planning	Team Manager – Natural Environment and Rural Economy	
2024 target: Create at least 400 hectares new native woodland				
KPI: Maintain and enhance populations of protected and distinctive species	Continue to have a clear voice on the outcomes we expect from our Peak District National Park moorlands	Director of Conservation and Planning	Head of Landscape and Conservation	

2024 target: Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s	Work with moorland owners, land managers and partners to deliver resilient, sustainable moorlands that lead to increased numbers of birds of prey	Director of Conservation and Planning	Team Manager – Natural Environment and Rural Economy	
	Identify future priority species in key areas for enhancement and/or reintroduction	Director of Conservation and Planning	Head of Landscape and Conservation	
Cherished cultural heritage that is better understood and looked after				
KPI: Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes 2024 target: 5% increase in audiences actively engaging with cultural heritage	Deliver baseline survey as part of our wider audience survey	Director of Conservation and Planning	Team Manager – Cultural Heritage	
	Work with partners towards making the Historic Buildings and Scheduled Monuments Record (both designated and undesignated assets) publically available	Director of Conservation and Planning	Team Manager – Cultural Heritage	
	Engage with a range of audiences to increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes	Director of Conservation and Planning	Team Manager – Cultural Heritage	
KPI: Percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced 2024 target: 10%	Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property	Director of Conservation and Planning	Head of Landscape and Conservation	
KPI: Percentage of Conservation Areas conserved and/or enhanced 2024 target: 100% (109) have adopted appraisals	Develop and adopt the remaining six Conservation Area appraisals	Director of Conservation and Planning	Team Manager – Cultural Heritage	
	Further develop the community engagement approach in Conservation Area appraisals	Director of Conservation and Planning	Team Manager – Cultural Heritage	
	Develop and deliver a risk-based, prioritised programme of updating/adopting Conservation Area appraisals, including engagement with communities	Director of Conservation and Planning	Team Manager – Cultural Heritage	

Table 2: 5 Year Plan – A National Park loved and supported by diverse audiences

Outcome: A National Park loved and supported by diverse audiences				
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Responsible	Accountable	Year 1 start
Greater audience reach among under-represented groups				
KPI: Proportion of under-represented groups reached 2024 target: Peak District National Park Authority audience reach that is 30% closer to demographics of those within an hour's travel time of the National Park	Carry out data research to establish baseline audience demographics	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
	Prioritise gaps and establish plans by audience group (digital, supporters, visitors staff, volunteers) to close those gaps	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
	Implement plans to match our offer to audience needs including engagement opportunities for all young people within an hour's travel time of the Peak District National Park, recruiting volunteers from under-represented groups, providing inclusive health, education and accessibility activities and developing digital channels that better align with the audiences we want to reach	Director of Commercial Development and Engagement	Head of Outreach Development	
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
A strong identity and excellent reputation driving positive awareness and engagement				
KPI: Public connection with the Peak District National Park 2024 target: Peak	Use research to develop a plan to increase public connection with the place	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	

District National Park connection is increased by 20%	Implement plans to increase public connection with the place through increasing audience reach (as above), quality touchpoints, encouraging responsible behaviours and growing our sustainable tourism products	Director of Commercial Development and Engagement	Director of Commercial Development and Engagement	
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
KPI: Public awareness of Peak District National Park Authority 2024 target: Peak District National Park Authority awareness is increased by 30%	Use existing research to develop a plan to increase awareness of the work of the Authority	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
	Implement plan to increase awareness of the work of the Authority by telling the story of our special qualities (both officers and Members), establishing a net promoter score (or similar) and applying for external awards for our visitor experience, outreach, volunteering, campaigns and fundraising	Director of Commercial Development and Engagement	Director of Commercial Development and Engagement	
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
Active support through National Park touchpoints to generate sustainable income				
KPI: Amount and sustainability of Peak District National Park Authority's income stream 2024 target: Generate an extra £500,000 sustainable	Implement and continue to develop the plan to maximise income without compromising our special qualities, including car park management, new visitor experiences at Millers Dale and Hulme End, maximising existing income and growing our commercial enterprises	Director of Commercial Development and Engagement	Head of Visitor Experience Development	

gross revenue income	Design and launch fundraising campaign in support of corporate strategy outcomes	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
KPI: Value of Peak District National Park Authority volunteer support	Review management and development of volunteers and roles to create an action plan to target increased volunteer support, diversity and efficiency	Director of Commercial Development and Engagement	Head of Outreach Development	
2024 target: Generate an extra £250,000 in volunteer support across the Peak District National Park Authority	Implement action plan to improve opportunities for volunteering and increase diversity amongst our volunteers	Director of Commercial Development and Engagement	Head of Outreach Development	

Table 3: 5 Year Plan – Thriving and sustainable communities that are part of this special place

Outcome: Thriving and sustainable communities that are part of this special place				
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Responsible	Accountable	Year 1 start
Influencing and shaping the place through strategic and community policy development				
KPI: Number and range of residents and other community stakeholders understanding and engaged in the development of strategic policies 2024 target: 50% increase in number 50% increase in range	Redesign engagement plan to increase number and range of stakeholders involved in Local Plan review. Coordinate with engagement planning work under audience reach strategic interventions	Director of Conservation and Planning	Head of Policy and Communities	
	Review resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Directorates	Director of Conservation and Planning	Head of Policy and Communities	
	Engage 100% of Parishes on audit work to create a comprehensive set of Parish Statements and enable the drafting of a State of Communities Report	Director of Conservation and Planning	Head of Policy and Communities	
KPI: Number of communities shaping the place 2024 target: 20% of Parishes have helped shape their future	Review community initiatives and extend it to provide lighter touch plans/visions	Director of Conservation and Planning	Head of Policy and Communities	
	Review team resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Directorates	Director of Conservation and Planning	Head of Policy and Communities	
Community development through building capacity, skills and engagement in local governance and community				

events				
KPI: Number of Peak District National Park Authority interventions facilitating community development 2024 target: 1,000	Review range and effectiveness of interventions provided and develop an action plan to focus attention on community development and to assist measurement of key performance measures	Director of Conservation and Planning	Head of Policy and Communities	
	Implement the action plan	Director of Conservation and Planning	Head of Policy and Communities	
KPI: Number of individuals and groups actively using Peak District National Park Authority digital channels for community development 2024 target: 100% increase	Develop tools for engaging resident communities using digital media channels towards the promotion of community development (e.g. sharing, promoting local events, commenting on policy development, encouraging and initiating local projects)	Director of Corporate Strategy and Development	Head of Policy and Communities	
	Embed within engagement plan and coordinate with engagement planning work under audience reach strategic interventions	Director of Conservation and Planning	Head of Policy and Communities	
Active participation through sustainable projects that connect people to place				
KPI: Number of residents involved in community life as a result of Peak District National Park Authority grants 2024 target: extra 500 residents involved	Review the outcomes from grant schemes and develop the future role of grants	Director of Conservation and Planning	Head of Policy and Communities	
	Promote and deliver grants	Director of Conservation and Planning	Head of Policy and Communities	

Key Performance Indicators

To track our progress in achieving the outcomes, we have developed a set of ambitious but realistic key performance indicators (KPIs) with 2024 targets. These have been broken down into annual targets that will track our progress each year and allow us to put in place any additional measures or actions needed to meet our 2024 targets.

Our outcomes are long-term aspirations that will remain relevant into the future, as they reflect our ongoing national park purposes and duty. For this reason, we have also set aspirational targets for the year 2040, in line with the 25 Year Environment Plan. This longer-term trajectory of our work is crucial, as many of the challenges we face and much of our future work cannot be addressed or completed within a five year corporate strategy cycle.

Our 2019-24 key performance indicators and targets are outlined in the following tables.

Table 4: Annual KPIs – A sustainable landscape that is conserved and enhanced

Outcome: A sustainable landscape that is conserved and enhanced							
Key Performance Indicator (KPI) and 2024 target	Cumulative or annual target	2019/20	2020/21	2021/22	2022/23	2023/24	2040 target
Distinctive landscapes which are sustainably managed, accessible and properly resourced							
KPI: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits 2024 target: An additional 10% of Peak District National Park in environmental land	Cumulative total area (baseline 45%)	40%	40%	45%	50%	55%	95%

management schemes							
KPI: Natural beauty conserved and enhanced 2024 target: Net enhancement as identified by landscape monitoring	Annual	Develop methodology for strategic sustainable landscape monitoring with partners	Baseline	No target	No target	Net enhancement	Increased net enhancement as identified by landscape monitoring
		100% of planning decisions in accordance with strategic policy	100% of planning decisions in accordance with strategic policy	100% of planning decisions in accordance with strategic policy	100% of planning decisions in accordance with strategic policy	100% of planning decisions in accordance with strategic policy	
KPI: Increase the amount of carbon captured and stored as part of routine land use and management 2024 target: 3,650 tonnes net decrease in carbon emissions from moorland	Cumulative decrease	730 tonnes	1,460 tonnes	2,190 tonnes	2,920 tonnes	3,650 tonnes	Focus on a wider range of habitats to further reduce net carbon emissions and increase carbon storage
High quality habitats in better condition, better connected and wildlife rich							
KPI: Area of moorland blanket bog moving towards favourable condition	Cumulative area	300 hectares (27% of current bare peat)	600 hectares (54% of current bare peat)	900 hectares (81% of current bare peat)	1,200 hectares (90% of current bare peat)	1,500 hectares (90+% of current bare peat)	8,233 hectares (30% active blanket bog)

<p>2024 target: Restoration activities on 1,500 hectares of degraded blanket bog</p>							
<p>KPI: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation</p> <p>2024 target: 5,000 hectares</p>	<p>Cumulative area</p>	<p>5,000 hectares</p>	<p>5,000 hectares</p>	<p>5,000 hectares</p>	<p>5,000 hectares</p>	<p>5,000 hectares</p>	<p>Sustain 10,000 hectares through retention, enhancement and creation</p>
<p>KPI: Area of new native woodland created</p> <p>2024 target: Create 400 hectares new native woodland</p>	<p>Cumulative area</p>	<p>50 hectares</p>	<p>100 hectares</p>	<p>200 hectares</p>	<p>300 hectares</p>	<p>400 hectares</p>	<p>Create 2,000 hectares of new native woodland</p>
<p>KPI: Maintain and enhance populations of protected and distinctive species</p> <p>2024 target: Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late</p>	<p>Annual</p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>Enhance a number of different priority species in key areas</p>

1990s							
Cherished cultural heritage that is better understood and looked after							
KPI: Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes 2024 target: 5% increase in audiences actively engaging with cultural heritage	Cumulative increase	Baseline	No target	2.5%	No target	5%	25% increase in audiences actively engaging with cultural heritage
KPI: Percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced 2024 target: 10%	Cumulative	2% (66)	4% (132)	6% (198)	8% (264)	10% (330)	25% (825)
KPI: % of Conservation Areas conserved and/or enhanced 2024 target: 100% (109) have adopted appraisals	Cumulative	96%	97%	98%	99%	100%	15% (16) of appraisals reviewed and conservation areas enhanced

Table 5: Annual KPIs – A National Park loved and supported by diverse audiences

Outcome: A National Park loved and supported by diverse audiences							
KPI and Y5 target	Cumulative or annual target	2019/20 target	2020/21 target	2021/22 target	2022/23 target	2023/24 target	2040 target
Greater audience reach among under-represented groups							
KPI: Proportion of under-represented groups reached 2024 target: Peak District National Park Authority audience reach that is 30% closer to demographics of those within an hour’s travel time of the National Park	Cumulative closing of gap	Establish baseline demographics of our audience (age, ethnicity and health inequality) and develop activity plan and demographic targets to close baseline gaps in priority areas	Implement the plan	10% closer	20% closer	30% closer	Peak District National Park Authority audience that matches regional demographics
A strong identity and excellent reputation driving positive awareness and engagement							
KPI: Public connection with the Peak District National Park 2024 target: Peak District	Cumulative increase	Using existing research, develop, prioritise and start to implement plan to increase brand awareness, maximising Peak	2%	5%	10%	20%	40% increase in connection to Peak District National Park

National Park connection is increased by 20%		District National Park Authority brand touchpoints Agree survey protocol for following years to measure public connection					
KPI: Public awareness of Peak District National Park Authority 2024 target: Peak District National Park Authority awareness is increased by 30%	Cumulative increase	Using existing research, develop, prioritise and start to implement plan to increase brand awareness, maximising Peak District National Park Authority people and services Agree survey protocol for following years to measure awareness	5%	10%	20%	30%	50% increase in awareness of Peak District National Park Authority
Active support through National Park touchpoints to generate sustainable income							
KPI: Amount and sustainability of Peak District National Park Authority's income stream 2024 target:	Cumulative income	£140,000	£260,000	£390,000	£450,000	£500,000	£1 million

Generate an extra £500,000 sustainable gross revenue income							
<p>KPI: Value of Peak District National Park Authority volunteer support</p> <p>2024 target: Generate an extra £250,000 in volunteer support across the Peak District National Park Authority</p>	Cumulative increase	<p>Review volunteer performance and roles creating action plan to target increased value (money and support)</p> <p>Implement action plan and increase value of volunteer support by £50,000</p>	£100,000	£150,000	£200,000	£250,000	£500,000

Table 6: Annual KPIs – Thriving and sustainable communities that are part of this special place

Outcome: Thriving and sustainable communities that are part of this special place							
KPI and 2024 target	Cumulative or annual target	2019/20 target	2020/21 target	2021/22 target	2022/23 target	2023/24 target	2040 target
Influencing and shaping the place through strategic and community policy development							
KPI: Number and range of residents and other community stakeholders understanding and engaged in the development of strategic policies 2024 target: 50% increase in number 50% increase in range	Cumulative increase	10%	30%	40%	40%	50%	100%
		10%	30%	40%	40%	50%	100%
KPI: Number of communities shaping the place 2024 target: 20% of Parishes have helped shape their future	Cumulative increase	4%	8%	12%	16%	20%	50%

Community development through building capacity, skills and engagement in local governance and community events							
KPI: Number of Peak District National Park Authority interventions facilitating community development 2024 target: 1,000 interventions	Cumulative number	200	400	600	800	1,000	5,000
KPI: Number of individuals and groups actively using Peak District National Park Authority social media channels for community development 2024 target: 100% increase	Cumulative increase	20%	40%	60%	80%	100%	200%
Active participation through sustainable projects that connect people to place							
KPI: Number of residents involved in community life as a result of Peak District National Park Authority grants 2024 target: 500 residents involved	Cumulative number	100	200	300	400	500	2,000

Equality Duty Key Performance Indicators

The public sector Equality Duty came into force in 2011. It means that, as a public body, we have to consider all individuals when carrying out our day to day work – in relation to shaping policy, delivering services and our staff. It also requires us to have due regard to eliminating discrimination, advancing equality of opportunity and fostering good relations between different people when carrying out our activities.

To demonstrate compliance with the Equality Duty and ensure we are improving our performance, we have developed the following equality objectives. Some of these are key performance indicators for this strategy.

Key Performance Indicator: Proportion of under-represented groups reached.

Success factor: Peak District National Park Authority audience reach that is 30% closer to demographics of those within an hour's travel time of the National Park by 2024.

Key Performance Indicator: Number and range of residents and other community stakeholders understanding, and engaged in the development of strategic policies.

Success factors: 50% increase in number by 2024 and 50% increase in range by 2024.

Equality duty objective: Employee age – range and median.

Success factor: We will seek to reduce the median by 2024.

Equality duty objective: Gender pay gap – median.

Success factor: We aim to be closing the gap by 2024.

Resources

An important part of achieving any corporate strategy is ensuring that the right resources are in place. So, for the first year of the strategy, we have aligned our resources to the three outcomes to ensure our finances, people, data, technology and assets are used in the most efficient and effective way. Throughout the life of this strategy, we will at appropriate times bring forward a series of resource strategies and plans to provide the strategic resource framework for this strategy. These strategies include our medium term financial plan, capital strategy, workforce strategy and asset management plan. We also recognise that it may be necessary to develop further resource plans to enable us to guide how we use resources most effectively over the remainder of the strategy period.

Furthermore, we will continue to refine our resources according to the remaining four years of the strategy on an annual basis, so we can take account of progress made and further strategic interventions as they develop.

Our Organisational Performance

Our organisational performance ensures that: The Peak District National Park Authority is an agile and efficient organisation. By efficient we mean to work in a well-organised and competent way in order to achieve the maximum productivity with minimum wasted effort or expense. By agile we mean the ability for the Authority to rapidly respond to changes in our external environment in a productive and cost-effective way, whilst ensuring that the appropriate governance arrangements are in place. Please note that the business as usual / cyclical activity associated with each resource contributes significantly to the achievement of the outcomes identified below. The delivery plans for each service area provide details of these activities.

Table 7: Annual Key Performance Indicators and 5 Year Plan – The Peak District National Park Authority is an agile and efficient organisation

Our organisational performance: The Peak District National Park Authority is an agile and efficient organisation				
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Responsible	Accountable	Year 1 start
Our workforce is more diverse, healthy and highly engaged				
KPI: Maintain low sickness levels 2024 target: Under 6 days per full time equivalent per year	Further develop the Authority’s Workforce Strategy, to address the following key issues: <ul style="list-style-type: none"> • Staff wellbeing (e.g. initiatives such as Mental Health First Aiders) • Talent pipelines (including further development of apprenticeships) • Pay strategy (including a salary grade review and benchmarking) • Employer of choice (employer branding to attract and retain staff) 	Director of Corporate Strategy and Development	Head of Human Resources	
KPI: Increase response rates to workforce surveys (this is a proxy measure for staff engagement) 2024 target: 70% survey response rate (Investors In People /	Seek accreditation for the Authority against the new Investors in People (IIP) (Generation 6) standard	Director of Corporate Strategy and Development	Head of Human Resources	
	Develop a new competency framework that will be applicable to all staff	Director of Corporate Strategy and Development	Head of Human Resources	
	Ensure all our staff and Members understand and live our values	Director of Corporate Strategy and	Head of Human Resources	

staff surveys)		Development		
KPI: Increase the diversity of our workforce (which includes volunteers) 2024 target: Move towards the regional diversity profile	A strategic intervention has been identified in the Audience plan which will help to identify gaps in the diversity of our workforce (including volunteers) and establish plans to close those gaps	Director of Commercial Development and Engagement	Head of Outreach Development	
We are financially resilient and provide value for money				
KPI: To have a medium term financial plan 2024 target: Plan developed in 2019/20 and then monitored and updated	Develop a medium term financial plan (MTFP) that covers years 2-5 of the new Corporate Strategy (Year 1 - 2019/20 falls within the current MTFP)	Director of Corporate Strategy and Development / Chief Finance Officer	Head of Finance	
	Develop a new Capital Programme for the Authority (following the adoption of the corporate Asset Management Plan)	Director of Corporate Strategy and Development / Chief Finance Officer	Head of Finance	
KPI: To have arrangements in place to secure economy, efficiency and effectiveness in all our operations 2024 target: An unqualified value for money opinion (the best result possible) issued by External Audit	Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review	Director of Corporate Strategy and Development	Head of Finance	
	Introduce electronic purchase order, authorisation and invoice scanning and the implementation of an electronic travel and subsistence claims system	Director of Corporate Strategy and Development	Head of Finance	
Our well-maintained assets support the delivery of our landscape, audience and community outcomes				
KPI: To have a corporate Asset Management Plan	Develop a corporate Asset Management Plan	Director of Corporate Strategy and	Corporate Property Officer	

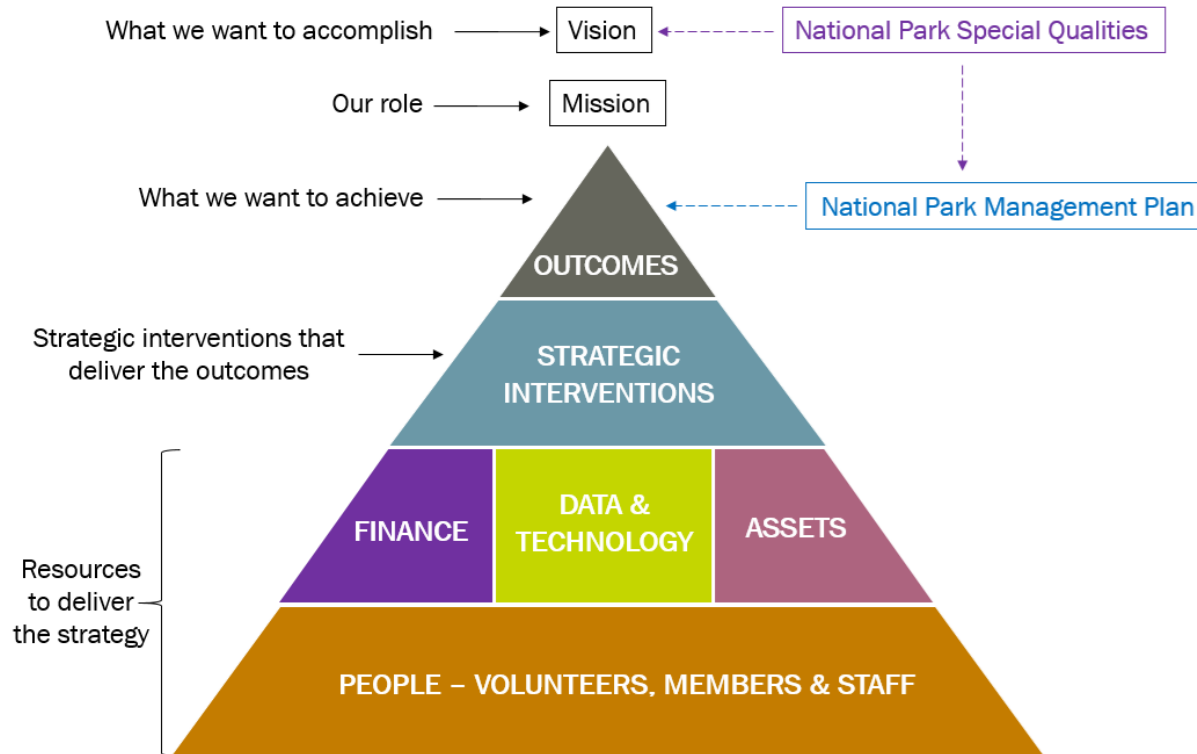
<p>2024 target: Plan to be adopted in 2019/20 and then implemented</p>	<p>Develop and implement a new Carbon Management Plan for the Authority</p>	<p>Development Director of Corporate Strategy and Development</p>	<p>Head of Strategy and Performance</p>	
<p>Our data is high quality, securely managed, and supports decision making and delivery</p>				
<p>KPI: To achieve at least reasonable assurance rating for the way we look after our data in an ever changing environment</p> <p>2024 target: For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports</p>	<p>Ensure security services and control frameworks (e.g. anti-virus, encryption, disaster recovery, business continuity, server and client hardware and software etc.) are fit for purpose and reflect best practice and that staff awareness and preparedness is improved and measured</p>	<p>Director of Corporate Strategy and Development</p>	<p>Head of Information Management</p>	
<p>KPI: More of our data is digitally accessible internally and externally and is used to inform our decision making</p>	<p>Support the work of the Authority-wide group established to develop new and enhance existing services using data</p>	<p>Director of Conservation and Planning</p>	<p>Head of Information Management</p>	
<p>2024 target: All services, capture, store and access data in a consistent and efficient manner</p>	<p>Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)</p>	<p>Director of Corporate Strategy and Development</p>	<p>Head of Information Management</p>	
	<p>Lead business change programmes with internal teams and services to improve efficiency and effectiveness of business processes and associated data management practices to improve data and information availability both internally and externally</p>	<p>Director of Corporate Strategy and Development</p>	<p>Head of Information Management</p>	
	<p>Design and implement (with other NPAs) shared ICT services (including telephony, Active Directory, Exchange, Internet, cyber security, GIS, image/video/content management etc)</p>	<p>Director of Corporate Strategy and Development</p>	<p>Head of Information Management</p>	
<p>The Authority is well managed to achieve its objectives and enhance its performance</p>				
<p>KPI: To have best</p>	<p>Undertake a review of Governance arrangements, including the</p>	<p>Director of Corporate</p>	<p>Head of Law, Legal</p>	

<p>practice governance, risk and performance management arrangements in place</p> <p>2024 target: All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent</p>	delegations to committees and officers	Strategy and Development	and Democratic Services	
	Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff	Director of Corporate Strategy and Development	Head of Law, Legal and Democratic Services	
	Coordinate the delivery of the corporate strategy and drive through delivery and business planning, performance and risk management processes	Director of Corporate Strategy and Development	Head of Strategy and Performance	
	Develop our Corporate Strategy 2025-2030	Director of Corporate Strategy and Development	Head of Strategy and Performance	
<p>KPI: Our Members are more representative of our audiences</p> <p>2024 target: Move towards greater diversity in our Members</p>	Identify and remove barriers that may restrict the appointment of Members from underrepresented groups (e.g. review our meeting format and dates/times of meetings)	Director of Corporate Strategy and Development	Head of Law, Legal and Democratic Services	
To have effective partnership arrangements in place				
<p>KPI: To identify all existing partnership arrangement and review their effectiveness</p> <p>2024 target: Complete review in 2019/20 and monitor effectiveness</p>	Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose	Director of Corporate Strategy and Development	Head of Strategy and Performance	
	Monitor the implementation of the National Park Management Plan 2018-23 delivery plan	Director of Corporate Strategy and Development	Head of Strategy and Performance	
	Coordinate the development of the Peak District National Park Management Plan 2024-2029	Director of Corporate Strategy and Development	Head of Strategy and Performance	

Process for Developing our Corporate Strategy

This corporate strategy was developed using the framework illustrated in diagram 1. We began by defining what we wanted to achieve for the National Park and then streamlined this into three outcomes. We then developed a range of strategic interventions to guide our work against these outcomes and a set of key performance indicators to track our progress in achieving them. Our resources of finance, data, technology, assets and people have been aligned to enable us to deliver the strategic interventions and subsequently achieve the outcomes.

Diagram 1



Reporting on our Corporate Strategy

We will report progress against the corporate strategy on a quarterly basis to our Leadership and Operational Leadership teams, and then Members for approval. Key performance indicators will be reported as part of this. Most will be reported annually, but some will be reported quarterly where appropriate and some will be reported less than annually where changes can only be seen over a longer period of time. Equality Duty key performance indicators will be monitored annually and reported in our Performance and Business Plan.