

A sustainable landscape that is conserved and enhanced



Table 1: A sustainable landscape that is conserved and enhanced

Key: **R** = Rolls forward from 2019/20 **S** = Starts in 2020/21 **W** = Will start in the future

Outcome: A sustainable landscape that is conserved and enhanced				
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Accountable	Responsible	Year 2
Distinctive landscapes that are sustainably managed, accessible and properly resourced				
KPI 1: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits 2024 target: At least an additional 10% of Peak District National Park in environmental land management schemes	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	R
	Make the case for and influence the design of transitional arrangements including further improvements to the current Countryside Stewardship scheme	Director of Conservation and Planning	Head of Landscape and Conservation	R
	Continue to support land managers to access current and future schemes	Director of Conservation and Planning	Head of Landscape and Conservation	R

KPI 2: Natural beauty conserved and enhanced 2024 target: Net enhancement as identified by landscape monitoring	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 addresses any issues arising from the climate change vulnerability assessment of special qualities	Director of Conservation and Planning	Head of Landscape and Conservation	R
	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	Director of Conservation and Planning	Head of Landscape and Conservation	S
	Ensure all planning decisions are in accordance with strategic policy	Director of Conservation and Planning	Head of Development Management	R
	Explore and develop community and audience engagement through landscape monitoring including special quality views	Director of Conservation and Planning	Head of Policy and Communities	S
KPI 3: 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	Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of the Peak District moorlands	Director of Conservation and Planning	Head of Programme Delivery (Moors For the Future Partnership) (MFFP)	S
	Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions	Director of Conservation and Planning	Head of Programme Delivery (MFFP)	S
	Expand our work to identify and develop carbon auditing methods for non-moorland land use and management techniques	Director of Conservation and Planning	Head of Landscape and Conservation	S
	Develop the climate change vulnerability assessment and implement the key outcomes	Director of Corporate Strategy and Development	Head of Strategy and Performance	R

High quality habitats in better condition, better connected and wildlife rich				
KPI 4: Area of moorland blanket bog moving towards favourable condition	Continue restoration activities on degraded blanket bog to move it towards favourable condition with a focus on reducing the amount of bare peat and rewetting as far as possible in years 1-3	Director of Conservation and Planning	Head of Programme Delivery (MFFP)	S
2024 target: Restoration activities on 1,500 hectares of degraded blanket bog	Support the development of and implement a resilient, sustainable moorland management model	Director of Conservation and Planning	Head of Landscape and Conservation	S
KPI 5: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation 2024 target: Sustain at least 5,000 hectares of non-protected, species-rich grassland	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	R
	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	R
KPI 6: Area of new native woodland created 2024 target: Create at least 400 hectares of new native woodland	Create an opportunity map for new native woodland and scrub including details of the right trees in the right places	Director of Conservation and Planning	Head of Landscape and Conservation	S
	Prioritise new native woodland creation work	Director of Conservation and Planning	Head of Landscape and Conservation	R
KPI 7: Maintain and enhance populations of	Continue to have a clear voice on the outcomes we expect from the Peak District National Park moorlands	Director of Conservation and Planning	Head of Landscape and Conservation	R

protected and distinctive species 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	Head of Landscape and Conservation	R
	Identify future priority species in key areas for enhancement and/or reintroduction	Director of Conservation and Planning	Head of Landscape and Conservation	W
Cherished cultural heritage that is better understood and looked after				
KPI 8: Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes 2024 target: 5% increase in audiences actively engaging with 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	Head of Landscape and Conservation	W
	Engage with a range of audiences to promote and increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes	Director of Conservation and Planning	Head of Landscape and Conservation	R
KPI 9: 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	R
KPI 10: Percentage of Conservation Areas conserved and/or enhanced	Develop and adopt the remaining six Conservation Area appraisals	Director of Conservation and Planning	Head of Landscape and Conservation	R

2024 target: 100% (109) have adopted appraisals				
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A National Park loved and supported by diverse audiences



Fundraising for Mend Our Mountains

Table 2: A National Park loved and supported by diverse audiences

Key: **R** = Rolls forward from 2019/20 **S** = Starts in 2020/21 **W** = Will start in the future

Outcome: A National Park loved and supported by diverse audiences				
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Accountable	Responsible	Year 2
Greater audience reach among under-represented groups				
KPI 11: Proportion of under-represented groups reached 2024 target: Peak District National Park audience reach that is 30% closer to demographics of those within an hour's travel time of the National Park	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 Engagement	S
	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	S

A strong identity and excellent reputation driving positive awareness and engagement				
KPI 12: Public connection with the Peak District National Park 2024 target: Peak District National Park connection is increased by 20%	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	R
	Implement plans to increase public connection with the National Park through the development of quality engagement opportunities that encourage responsible behaviours and by growing sustainable tourism products	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	R
	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	S
KPI 13: 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	R
	Implement the plan to increase awareness of the Authority, including but not limited to development of a Net Promotor Score (or similar) and seeking external awards in relation to our work	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	R
	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	S

Active support through National Park points of contact to generate sustainable income				
KPI 14: Amount and sustainability of Peak District National Park Authority's income stream 2024 target: Generate an extra £500,000 sustainable gross revenue income	Implement and continue to develop the plan to maximise income without compromising the special qualities of the National Park, including car park management, new visitor experiences at Millers Dale and Hulme End, maximisation of existing income opportunities and growing our commercial enterprises	Director of Commercial Development and Engagement	Head of Visitor Experience Development	R
	Design and launch fundraising campaign in support of corporate strategy outcomes	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	R
KPI 15: Value of Peak District National Park Authority volunteer support 2024 target: Generate an extra £250,000 in volunteer support across the Peak District National Park Authority	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 Engagement	R
	Implement action plan to improve opportunities for volunteering and increase diversity amongst our volunteers	Director of Commercial Development and Engagement	Head of Engagement	R

Thriving and sustainable communities that are part of this special place



Table 3: Thriving and sustainable communities that are part of this special place

Key: **R** = Rolls forward from 2019/20 **S** = Starts in 2020/21 **W** = Will start in the future

Outcome: Thriving and sustainable communities that are part of this special place				
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Accountable	Responsible	Year 2
Influencing and shaping the place through strategic and community policy development				
KPI 16: 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	R
	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	R
	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	R

KPI 17: Number of communities shaping the place 2024 target: 20% of Parishes have helped shape their future	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	R
Community development through building capacity, skills and engagement in local governance and community events				
KPI 18: Number of Peak District National Park Authority interventions facilitating community development 2024 target: 1,000 interventions	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	S
	Implement the action plan	Director of Conservation and Planning	Head of Policy and Communities	S
KPI 19: 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	S
	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	S
Active participation through sustainable projects that connect people to place				

KPI 20: Number of residents involved in community life as a result of Peak District National Park Authority grants 2024 target: An 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	R
	Promote and deliver grants	Director of Conservation and Planning	Head of Policy and Communities	R

Organisational performance: The PDNPA is an agile and efficient organisation



PDNPA ranger in new Columbia kit

Table 4: The Peak District National Park Authority is an agile and efficient organisation

Key: **R** = Rolls forward from 2019/20 **S** = Starts in 2020/21 **W** = Will start in the future

The Peak District National Park Authority is an agile and efficient organisation				
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Accountable	Responsible	Year 2
Our workforce is more diverse, healthy and highly engaged				
KPI 21: 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	R
				R
				S
				R
KPI 22: Increase response rates to workforce surveys (this	Develop a new competency framework that will be applicable to all staff	Director of Corporate Strategy and Development	Head of Human Resources	R

is a proxy measure for staff engagement) 2024 target: 70% survey response rate (Investors In People / staff surveys)	Ensure all our staff and Members understand and live our values	Director of Corporate Strategy and Development	Head of Human Resources	R
KPI 23: Increase the diversity of our workforce (which includes volunteers) 2024 target: Move towards the demographics of those within an hour's travel time of the National Park	Identify gaps in the diversity of our workforce (including volunteers) and establish plans to close those gaps	Director of Corporate Strategy and Development	Head of Human Resources	S
We are financially resilient and provide value for money				
KPI 24: 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	R
	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	S
KPI 25: To have arrangements in place to secure economy, efficiency and	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	R

effectiveness in all our operations 2024 target: An unqualified value for money opinion (the best result possible) issued by External Audit	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	S
Our well-maintained assets support the delivery of our landscape, audience and community outcomes				
KPI 26: To have a corporate Asset Management Plan	Develop a corporate Asset Management Plan	Director of Corporate Strategy and Development	Corporate Property Officer	R
2024 target: Plan to be adopted in 2019/20 and then implemented	Develop and implement a new Carbon Management Plan for the Authority	Director of Corporate Strategy and Development	Head of Strategy and Performance	R
Our data is high quality, securely managed, and supports decision making and delivery				
KPI 27: To achieve at least reasonable assurance rating for the way we look after our data in an ever changing environment 2024 target: For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports	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	Director of Corporate Strategy and Development	Head of Information Management	R

KPI 28: More of our data is digitally accessible internally and externally and is used to inform our decision making 2024 target: All services capture, store and access data in a consistent and efficient manner	Support the work of the Authority-wide group established to develop new and enhance existing services using data	Director of Conservation and Planning	Head of Information Management	R
	Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)	Director of Corporate Strategy and Development	Head of Information Management	R
	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	Director of Corporate Strategy and Development	Head of Information Management	R
	Design and implement (with other national park authorities) shared ICT services (including telephony, Active Directory, Exchange, Internet, cyber security, GIS, image/video/content management etc)	Director of Corporate Strategy and Development	Head of Information Management	R
The Authority is well managed to achieve its objectives and enhance its performance				
KPI 29: To have best practice governance, risk and performance management arrangements in place 2024 target: All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent	Undertake a review of Governance arrangements, including the delegations to committees and officers	Director of Corporate Strategy and Development	Head of Law, Legal and Democratic Services	R
	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	R
	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	R
	Develop our Corporate Strategy 2025-2030	Director of Corporate Strategy and Development	Head of Strategy and Performance	W

KPI 30: Our Members are more representative of our audiences 2024 target: Move towards greater diversity in our Members	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	R
We have effective partnership arrangements in place				
KPI 31: To identify all existing partnership arrangements and review their effectiveness 2024 target: Complete review in 2019/20 and monitor effectiveness	Monitor the implementation of the National Park Management Plan 2018-23 delivery plan	Director of Corporate Strategy and Development	Head of Strategy and Performance	R
	Coordinate the development of the Peak District National Park Management Plan 2024-2029	Director of Corporate Strategy and Development	Head of Strategy and Performance	S