

Quarter 3 Performance Report for Year 1 of the Corporate Strategy (2019/20)

Q3 overview by Chief Executive

RAG status of strategic interventions: Red = 4, Amber = 13, Green = 40, not reported this quarter = 1

During this quarter, we celebrated the 70th anniversary of the Act of Parliament that created national parks in England, and it is important that we remain as relevant today as we were 70 years ago. With this in mind, it is important we look to the recommendation of the independent review of national landscapes that was published at the start of this quarter. The “Landscapes Review: Final Report” calls on national landscapes to work together to be happier, healthier, greener, more beautiful and open to everyone.

The nine English national park authorities and the Broads Authority, under the auspices of National Parks England, agreed in November to collectively call for change in four areas: for national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and being leaders in tackling the climate change emergency. These all resonate strongly with the goals in the Government’s 25 Year Environment Plan and the recommendations in the Landscapes Review. And they will require a combination of powers, partnerships, pounds and political will. We are already responding to these challenges and opportunities in the Peak District National Park.

On climate change, in October the National Park Management Plan Advisory Group hosted a Climate Change Summit in Buxton and drafted a set of actions to help us make a breakthrough in reducing carbon emissions from transport and agriculture / land management in the National Park. On the future of farming, I’m pleased to report that in Q3 we started the White Peak test of the future environmental land management scheme with Defra and we continue to do what we can to support land managers who are finding the current support system difficult. On being ‘national parks for all’, the independent audience survey report has been delivered, and this combined with other data is providing valuable evidence to help us plan our audience, marketing and communication actions and highlighting how far our resources can go to achieve a shift towards being a national park for all. This plan will be ready in the early part of 2020/21. On nature recovery, Q3 is always one of the busiest delivery quarters for our peatland restoration work and this year is no exception. So far this winter, 5.5ha of bare peat has been re-vegetated, 244ha of Sphagnum planted and 55ha of invasive species control conducted. Additionally, 274ha of non-protected, species-rich grassland has continued to be sustained and 29 ha of new native woodland has been planted/confirmed for planting this winter and spring.

Other highlights this quarter include: the launch of two important books that help us increase public awareness of cultural heritage in the PDNP - “Reading the Peak District Landscape” and “The Land that made us”; completion of a crucial piece of work to assess the state of our communities with all Parish Statements now having been drafted and work beginning to focus on quality of community engagement as well as volume; the Peak District National Park Foundation is over a third of the way to the £70k target; and, in partnership with the National Trust, the Countryside Code revamp is now underway.

The Authority received an unqualified opinion on the financial statements and satisfied the External Auditor that proper arrangements are in place for securing economy, efficiency and effectiveness in our use of resources. However, this does not mean we are complacent. For example, this quarter saw us updating our medium term financial plan and seeking assurances from Defra about the size of next year’s National Park Grant.

Looking ahead, at the end of next quarter we will report our year 1 progress towards the Corporate Strategy Key Performance Indicators, we'll provide an update to Members on the landscape monitoring work, bring forward a refreshed Asset Management Plan and future budget for 2020/21 and share with Members our audience engagement plan.

Index

[1. Landscape overview](#)

[2. Audiences overview](#)

[3. Communities overview](#)

[4. Organisation overview](#)

[5. Finance overview](#)

Outcome: **A sustainable landscape that is conserved and enhanced**

Q3 overview by Director of Conservation and Planning

[\[Back to title page\]](#)

The National Park Management Plan Advisory Group hosted a Climate Change Summit in October, with all key partners in attendance. The summit focussed on agriculture / land management and transport impacts. Following this, the Programmes and Resources Committee has considered a paper on how we respond to the climate change challenge and a working group of Members is being set up to advise on and focus the work programme on this.

The 'Landscapes Review', chaired by Julian Glover, reported in September with some significant recommendations for the conservation and enhancement of National Park landscapes. The report was considered by Members in November 2019. The Government's response to the report is likely to have some significant implications for how our landscapes are managed. During 2020, the Environment Bill and Agriculture Bill are likely to progress through Parliament and become Acts; both will have significant impacts on how the Authority delivers its purposes and duty.

As in previous quarters, we have seen continued uncertainty around a future system of agricultural support. Officers have been working closely with other English national park authorities, National Parks England and Defra to shape and influence the design of a future environmental land management scheme (ELMS) and have been developing tests and trials for a new system. A draft position statement for the Future of Regulation and Enforcement for Farming & Land Management in the English national parks has been drafted for the NPAs' England Agriculture and Rural Development Group.

The Defra contract for the delivery of the White Peak ELMS Phase 1 Test has been signed. This will focus on testing whether National Character Area assessments can be used as a way of prioritising the public goods to be delivered under ELMS and how farmers and land managers can develop land management plans to deliver those public goods. There is continued evidence that land managers are finding the current support system difficult and this is impacting on how the land is managed, despite advice and support from the Authority.

The Authority's work with partners in landscape scale projects continues with the Moors for the Future, South West Peak Landscape and White Peak Partnerships. The Moors for the Future Partnership has been working with consultants on the future structure and governance of the Partnership on the "Moor Business" project. A brief for a strategic approach to wildfire mitigation has been produced and is being developed with partners and other stakeholders. A fire ignition map of the Peak District moors has been produced, which will inform some of this work. The report on the Moorland Birds Survey was launched in October, but it has been withdrawn pending a further analysis of the results. The report on the Birds of Prey Initiative will be published in Q4.

Work has progressed on setting out a brief and methodology for reviewing the Authority's Landscape Strategy and for landscape monitoring; integrating this with the assessment of special qualities. A revised programme was agreed at the Programmes and Resources Committee in October.

In Development Management, a number of long term absences and vacancies are impacting delivery on determination of applications and pre-application advice. This will continue into the next quarter. Consequently, officers are proposing to suspend the pre-application advice service for a period of 6 months. This will inevitably have an impact on the service provided by the Development Management service and on the income generated through pre-application fees. Officers will keep this under review to assess the operational, financial and reputational impacts.

RAG status of strategic interventions: Red = 3, Amber = 5, Green = 13

Outcome: A sustainable landscape that is conserved and enhanced		
Distinctive landscapes that are sustainably managed, accessible and properly resourced		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 1: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits</p> <p>2024 target: At least an additional 10% of Peak District National Park in environmental land management schemes</p> <p>2019/20 target: 40% (cumulative total area)</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>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</p>	<p>PDNPA has continued to represent the English NPAs at the Agri-environment Stakeholder Working Group and Technical Group and External Working Group meetings. A draft position statement for the Future of Regulation and Enforcement for Farming and Land Management in the English National Parks has been drafted for the NPAs' England Agriculture & Rural Development Group. Further webinars have been supported for Future Farm Advice. The Association of Local Government Archaeological Officers and Historic England have commissioned a research project to assess Countryside Stewardship Scheme historic environment outcomes in order to inform new scheme design. However, there has been a slowdown in the number of meetings and information flow from Defra due to purdah and then post-election.</p> <p>The Defra contract for the delivery of the White Peak Environmental Land Management Scheme (ELMS) Phase 1 Test has been signed. This will focus on testing whether National Character Area assessments can be used as a way of prioritising the public goods to be delivered under ELMS and how farmers and land managers can develop land management plans to deliver those public goods. Preparations for 1:many and 1:1 engagement with White Peak farmers & land managers have taken place with the Land Managers' Forum and White Peak Partnership Brexit task & finish groups and will begin in Q4.</p> <p>Issues arising: The issues facing upland farmers and land managers are being assessed by Natural England, but this report will not be shared until Q4. In the meantime, progress is slow and farmers and land managers still face uncertainty around the new support system, future regulation and trade arrangements.</p>

		<p>Actions to address: Continue to seek opportunities to share current Peak District farming and land management issues and potential solutions with Defra. Continue to represent the NPA at stakeholder meetings and deliver the White Peak ELMS Phase 1 test.</p>
	Make the case for and influence the design of transitional arrangements including further improvements to the current Countryside Stewardship scheme	<p>PDNPA has continued to represent the English NPAs at the Agri-environment Stakeholder Technical Group meetings where improvements to Countryside Stewardship are being explored. However, the proposals for changes for the 2020 application window remain modest, as described in Q2. Defra has started to share ideas to more closely align the current Countryside Stewardship Scheme to proposals for ELMS but this is unlikely before 2021 at the earliest. The Natural England report on the issues facing upland farmers and land managers will be influential in informing future changes.</p> <p>Issues arising: The changes proposed for 2020 Countryside Stewardship applications will not address the issues of the scheme for many of our upland farmers and land managers.</p> <p>Actions to address: Continue to represent the English national park authorities and upland issues in particular at various stakeholder events. Also, continue to look for opportunities to work closely with Defra and Natural England.</p>
	Continue to support land managers to access current and future schemes	<p>Farm advisers have continued to support farmers and land managers with accessing the national Countryside Stewardship Scheme and with the Authority's own small-scale Land Management Grant Scheme. The Authority's grant scheme has also been used to support the Traditional Buildings Restoration Pilot Scheme where additional work has been identified late in the process and could not be funded by Natural England e.g. small grants to cover the cost of additional bat surveys and provision of barn owl boxes to displace breeding activity so restoration can take place. The White Peak small-scale practical trials to explore developing nature recovery networks across the agriculturally improved plateau are in progress and are already attracting considerable interest from organisations and farmers. The South West Peak Partnership continues to offer a range of grants for slowing the flow, small farm grants & grassland restoration.</p>
<p>KPI 2A: Natural beauty conserved and enhanced</p> <p>2024 target: Net enhancement as identified by landscape monitoring</p>	Develop methodology for strategic sustainable landscape monitoring with partners, which: identifies interventions required to prevent / reduce / reverse / mitigate negative changes	<p>An update of progress and next steps with Members is scheduled for Q4 via a Members Forum. An update has been drafted to share the draft objectives and progress to date with partners and the NPMP Advisory Group at its January 2020 meeting. Sharing this with partners will be completed in Q4. Work on developing the monitoring methodology for natural beauty has continued including working with Cranfield University for a semi-automated approach to the sample repeat of the Countryside Commission's Monitoring Change in National Parks. The sample repeat Landscape Description Unit photographs have been</p>

<p>2019/20 target: Develop methodology for strategic sustainable landscape monitoring with partners</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>and enhance natural beauty; and addresses any issues arising from the climate change vulnerability assessment of special qualities</p>	<p>assessed and are already beginning to show some interesting changes particularly in tree cover and tree health. Initial work has also taken place to scope out a potential survey of public perceptions of landscapes as part of the special qualities project.</p> <p>Other existing monitoring work has continued. For example, Moors for the Future Partnership's autumn water table campaign completed this quarter with approximately 11,000 measurements during the period. This is a major metric for the health of blanket bog condition. Additionally, Moors for the Future Partnership's summer vegetation campaign was completed this quarter, having run since 2003. This year, over 600 quadrats were visited in which % cover of species was recorded. Quadrats were also photographed each year.</p> <p>Issues arising: The project continues to require new thinking and remains behind the original target.</p> <p>Actions to address: As reported in the previous quarter, the project plan has been revised and the timescale extended for completion in 2020/21.</p>
<p>KPI 2B: Natural beauty conserved and enhanced</p> <p>2024 target: Net enhancement as identified by landscape monitoring</p> <p>2019/20 target: 100% of planning decisions in accordance with strategic policy</p> <p>Responsible officer: Head of Development Management</p>	<p>Ensure all planning decisions are in accordance with strategic policy</p>	<p>There were no decisions in Q3 that were contrary to strategic planning policies. There were a number of decisions that the Planning Committee made contrary to officer recommendation, but none raised strategic planning policy issues. There were no significant appeal decisions in the quarter.</p>
<p>KPI 3: Increase the amount of carbon captured and stored as part of routine land use and management</p>	<p>Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of the Peak District moorlands</p>	<p>Discussions with key partners have continued to facilitate research into the carbon story of the Peak District. Meetings with Natural England and staff at the University of Manchester and Manchester Metropolitan University are steadily progressing the prospect of a project to look at peat depth and existing carbon content across the Peak District. Additionally, meetings with staff at the University of Derby and Manchester Metropolitan University regarding methods to monitor gaseous flux of carbon are helping to focus future project development to address these currently unknown factors. There is also potential to have a PhD student placed with</p>

2024 target: 3,650 tonnes net decrease in carbon emissions from moorland 2019/20 target: 730 tonnes Responsible officer: Head of Programme Delivery (MFFP)		Moors for the Future Partnership during the summer of 2020 looking at preliminary gas flux measurements, although these discussions are currently in the preliminary phase.
	Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions	Restoration work has continued across peatlands of the National Park at excellent pace, helped by the relatively warm, snow-free weather to date.
	Develop the climate change vulnerability assessment and implement the key outcomes Responsible officer: Head of Strategy and Performance	Work has continued to progress the vulnerability assessment on the approved top 25% of features. The assessment has looked at the most up-to-date climate projections (UKCP18) and reviewed all available scientific research on the sensitivity, exposure and adaptive capacity of each feature in the context of predicted climate trends. This approach has used likely trends and processes to assign scores to each variable and has produced an overall score for the vulnerability of each feature. The assessment of each feature has been undertaken and initial draft sections have been shared with internal and external specialists for their feedback.

High quality habitats in better condition, better connected and wildlife rich

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
KPI 4: Area of moorland blanket bog moving towards favourable condition 2024 target: Restoration activities on 1,500 hectares of degraded blanket bog 2019/20 target: 300 hectares (27% of current bare peat) Responsible officer: Head of Programme Delivery (MFFP)	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	<p>Q3 is one of the busiest delivery quarters with (so far this winter) 840 dumpy bags of brash cut transported and spread, over 13km of geotextile laid, 5.5ha of bare peat re-vegetated, 3,650 gully blocks installed, 244ha of Sphagnum planted and 55ha of invasive species control conducted.</p> <p>Figures for all restoration activities (except bare peat, as Q3 falls in the middle of restoration work):</p> <ul style="list-style-type: none"> October to December = 395.6ha for the Partnership, of which 327ha was by MFFP team, and the rest by our partners. 2019/20 year to date = 567ha, of which 388ha was by MFFP team, and the rest by our partners.

		<p>The figures for bare peat re-vegetation are not included this quarter, because the two components of treatment, the brash and the lime, seed and fertiliser (LSF), are usually spread in different years. Estimated figures for bare peat re-vegetation are zero for October to December and 55.5ha for year-to-date.</p> <p>The South West Peak Partnership has delivered 6 hectares of blanket bog diversification (heather cutting by Moors for the Future and sphagnum planting) on Morridge Moor (PDNPA owned and leased to the MOD). Plans for the restoration of the remaining 24ha will be made in Q4 and work completed in 2020/21.</p>
<p>KPI 5: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation</p> <p>2024 target: Sustain at least 5,000 hectares of non-protected, species-rich grassland</p>	<p>Use and share our data on non-protected species rich (priority habitat) grassland to inform our plans with a view to it becoming publicly available and supporting the public payment for public goods approach</p>	<p>Progress continues to be made and the new Data Assistant has made an excellent start to the outstanding data cleansing.</p> <p>Issues arising: Wider internal sharing of the data remains unavailable until the cleansing and sorting process has been completed.</p> <p>Actions to address: Keep progress under review.</p>
<p>2019/20 target: 5,000 hectares</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>Deliver annual assessment of net gain/loss of non-protected, species-rich grassland and use this to influence our future plans</p>	<p>During Q3, farm advisers have continued to work with farmers and land managers with this type of grassland including support with: managing land in national agri-environment schemes; accessing and managing land in the Authority's own small scale Land Management Grant Scheme; conservation advice; and understanding regulations (particularly the Environmental Impact Assessment Regulations). Through South West Peak Partnership projects, 6ha of grassland has been restored (the majority by hand seed collection and spreading by volunteers). The management of Authority-owned grasslands (Warslow Moors and North Lees Estates and minor properties) has also continued. Support to sustain species-rich grassland is usually ongoing for more than one quarter, so the total amount of non-protected, species-rich grassland that has been (and in many cases continues to be) sustained is 274 ha for the year so far.</p> <p>Issues arising: Concern continues that farmers and land managers may seek to improve the agricultural productivity of grassland whilst there is still uncertainty around future support schemes, future regulation and enforcement and the Countryside Stewardship Scheme remains unattractive to many.</p>

		<p>Actions to address: Continue to influence the design of the new ELMS, deliver the White Peak ELMS tests and trials and pursue changes to the current Countryside Stewardship Scheme so that it delivers better for our Peak District farmers and land managers. Guidance on the Environmental Impact Assessment Regulations continues to be provided.</p>
<p>KPI 6: Area of new native woodland created</p> <p>2024 target: Create at least 400 hectares of new native woodland</p> <p>2019/20 target: 50 hectares</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>Prioritise new native woodland creation work</p>	<p>The area of land planted as part of the small woodland creation partnership scheme with the Woodland Trust is now 13 ha with a further 1 ha planned and to be planted in Q4. The South West Peak Partnership is working with the Forestry Commission and Cheshire Wildlife Trust to deliver Slowing the Flow small woodland creation using the Countryside Stewardship Scheme and Water Environment Grant funding and now has 15ha of new native woodland confirmed with planting this winter and next spring.</p> <p>The joint Authority and Forestry Commission Event <i>Delivering the 25 Year Environment Plan: Woodland Creation in Upland Protected Landscapes</i> was oversubscribed with over 40 people attending from key organisations and other northern national parks. The event challenged conventional thinking about woodland creation in the context of the 25 Year Environment Plan target for woodland creation and shared best practice.</p> <p>Issues arising: As one of the larger-scale planting proposals that has been supported has not yet come to fruition, the 50ha target for this year will not be met.</p> <p>Actions to address: Continue to support farmers and land managers to consider woodland creation and carbon storage, particularly in the light of the proposed new ELMS tests and trials and the focus on the delivery of public goods.</p>
<p>KPI 7: 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 1990s</p>	<p>Continue to have a clear voice on the outcomes we expect from the Peak District National Park moorlands</p>	<p>The results of the Moorland Bird Survey 2018 were published in Q3, but they have been withdrawn pending a further assessment of the results.</p> <p>A fire ignition risk map was produced by Moors for the Future in Q3. The work shows that the spatial distribution of wildfires has changed through time. During the period 1976-2003 many fires occurred on high moorland areas such as Kinder and Bleaklow, particularly in areas surrounding the Pennine Way. Since 2009, the majority of fires have occurred in the north west of the study area, particularly on the moorland fringe. The resultant ignition risk map clearly shows this change, with higher risk areas tending to be located in accessible regions on the fringe of the study area. This data is feeding into the work being carried out by the Authority with partners on a strategic approach to managing wildfires.</p>

<p>2019/20 target: 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<div data-bbox="526 164 931 501"></div> <div data-bbox="526 501 931 1007"> <p>Work with moorland owners, land managers and partners to deliver resilient, sustainable moorlands that lead to increased numbers of birds of prey</p> </div>	<p>The Moorland Association and moorland managers have started to engage with the Upland Skies Project.</p> <p>Issues arising: Recent changes to the process for the burning of blanket bog and deep peat has meant a further delay to the production of Long Term Moorland Management Plans between moorland owners/managers and Natural England.</p> <p>Actions to address: Continue to support the ambition for Long Term Moorland Management Plans.</p> <hr/> <p>The draft Birds of Prey Initiative Action Plan has been agreed and will help focus activities for this breeding season. Provision of final bird breeding numbers from the raptor groups has been delayed until Q4. Early indications show good goshawk success, a reduction in wildlife crimes & improving relationships between raptor group workers & gamekeepers. However, the target of reaching the 1990 levels of breeding success is not yet being achieved. The 2019 report and press release will be published in Q4. Feedback from the Peak Park Police Summit held in Q3 suggests that a more proactive publicity approach such as that taking place in Northern Ireland should be followed to deter persecution.</p> <p>Issues arising: The birds of prey targets have not yet been achieved.</p> <p>Actions to address: The Birds of Prey Initiative continues to focus on achieving the target numbers and building on the green shoots of improved relationships between land owners, agents, keepers and raptor groups.</p>
<p>Cherished cultural heritage that is better understood and looked after</p>		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 8: Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes</p>	<p>Deliver baseline survey as part of our wider audience survey</p>	<p>During Q3, the collation of baseline data was completed. The NFP Synergy survey that we commissioned primarily to provide data for several of the audience KPIs, also provides data on engagement with cultural heritage. Within the survey, those who had visited the PDNP in the last two years were asked what they chose to experience during their visit. One of the options was cultural heritage. In this baseline survey, 36% of visitors chose to experience cultural heritage. This is not a low score, but it is significantly lower than some of the others (natural beauty = 59%; nature = 47%) This demonstrates the value of our aim to increase engagement with cultural heritage.</p>

Appendix 1b: Quarter 3 Performance Report for 2019/20

<p>2024 target: 5% increase in audiences actively engaging with cultural heritage</p> <p>2019/20 target: Baseline</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>Engage with a range of audiences to promote and increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes</p>	<p>During Q3, a range of activities have helped to increase public awareness of cultural heritage in the PDNP. "Reading the Peak District Landscape" book was launched and around 400 have been sold. Publicity included a local radio interview. The GUIDELine Project has been supported and commenced in Q3; this is a project funded by HLF and the Arts Council focused on the north western boundary of the National Park particularly to engage young audiences from surrounding towns and cities. The South West Peak Partnership "The land that made us" book was launched and so far around 200 have been sold.</p>
<p>KPI 9: Percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced</p> <p>2024 target: 10%</p> <p>2019/20 target: 2% (66)</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property</p>	<p>A range of activities have continued to deliver the conservation and enhancement of scheduled monuments and listed buildings. Activities range from farm advisers and agri-environment schemes including the Traditional Buildings Restoration Pilot, planning and listed building consents and advice, ranger and conservation volunteers, South West Peak Partnership projects, community grants and work to Authority properties.</p> <p>Recent examples include continuing support to Stanage & North Lees Heritage Action Group (successful £10k Heritage Lottery Award for survey, archives, oral histories and practical works). Four English Heritage guardianship sites (Nine Ladies, Arbor Low, Wet Withens, Hobhursts House) have been reviewed and care of these sites is on-going until the next formal review in 2025. Minor repairs to Throwley Old Hall have been identified and will be commissioned in Q4, South West Peak Partnership grants were awarded for the restoration of 19th century altar frontals at the Grade 2 listed St Luke's Church, Sheen and the completion of 4 traditional building surveys.</p> <p>We have continued to test the recording system and cross team working has continued ready for reporting on progress in Q4.</p>
<p>KPI 10: Percentage of Conservation Areas conserved and/or enhanced</p> <p>2024 target: 100% (109) have adopted appraisals</p> <p>2019/20 target: 95% (104)</p>	<p>Agree methodology for Conservation Area appraisals in line with best practice</p> <p>Develop and adopt the remaining six Conservation Area appraisals</p>	<p>A methodology has been agreed and will be tested in the first Conservation Area Appraisal on the village of Winster. The methodology includes community liaison including the parish council and village school. We are working with Derbyshire Environmental Studies service and PDNPA Ranger service to develop schools' teaching material and to train PDNPA staff to deliver the engagement package in the future. Once the first appraisal has been completed, the methodology will be reviewed and any improvements made.</p> <p>The village of Winster will be the first Conservation Area appraisal to be prepared. Data collection has started and has been used for Member training during Q3. Community liaison has begun, including the local history society and parish council. Further engagement with</p>

Responsible officer: Head of Landscape and Conservation		<p>the parish council and school is planned for Q4. The draft appraisal will be completed in Q4 but formal adoption is unlikely to be delivered until 2020/21.</p> <p>Plans are already in place for the delivery of Longnor Conservation Area appraisal in 2020/21.</p>
	<p>Further develop the community engagement approach in Conservation Area appraisals</p>	<p>A community engagement approach is being taken for the Conservation Area appraisal with input from a number of teams across the Authority. In particular, there will be early engagement with school children for the Winster Conservation Area appraisal.</p>
	<p>Develop and deliver a prioritised programme of updating/adopting Conservation Area appraisals based on risk, including engagement with communities</p>	<p>An assessment of the volume of planning applications in conservation areas has been delivered. Completion of a prioritised list of updating/adopting Conservation Area appraisals is due in Q4.</p>

Outcome: **A National Park loved and supported by diverse audiences**

Q3 overview by Director of Commercial Development and Engagement

This quarter reflects continued positive performance with some notable milestones. Overall 5 KPIs are green, 3 amber and 1 red (income generation).

Our ambition to inspire the next generation continues around the Peak District. We launched and signed up 6 Ambassador Centre partnerships commencing with St Michael's Environmental Education Centre, Hathersage on 1 October. Ambassador Centres work in partnership with PDNPA to inspire young people (10-16 years) to connect and raise awareness about the Peak District National Park's special qualities and how to care for them. We provide the centres with resources and training for their staff to support them to do this.

PDNPA pioneered the first UK national Junior Rangers camp. 46 junior ranger representatives attended from Cairngorms, Loch Lomond and The Trossachs, North York Moors, Pembrokeshire Coast, Peak District National Park and partners. Feedback was very positive with agreement to make it an annual event. In December, over 250 people attended a National Park awareness-raising event at Macclesfield forest (128 children, 123 adults) and over 200 people attended a Longdendale Open Day to celebrate 20 years of working in partnership with United Utilities. 95% of families came specifically to attend the event. 25% of families had never been to Macclesfield Forest before.

The independent audience survey report (NFP Synergy) has been delivered. Combined with the residents survey, STEAM data (tourism) and customer feedback from our visitor touchpoints, this evidence will provide the basis of our plan to drive audience, marketing and communication actions, to increase awareness and connectivity to the National Park and the Authority.

The Foundation (PDNPA's primary fundraising vehicle) has made significant progress and is over a third of the way to the £70k target, with trustees funding wildlife, hedgerow conservation and hydroelectricity projects totalling c£5.5k. Grants ranging from £500 to £2,500 have been distributed to organisations including the PDNPA to deliver community benefits that directly contribute to National Park Management Plan outcomes. The Foundation's new website has been launched and its first raffle with corporate support and prizes from Chatsworth and Losehill House Hotel raised £1,800, increased social media followers, helped build the Foundation brand and engaged volunteers.

Trading for Q3 is comparable to last year which is positive given many retailers struggled over the Christmas period. A new digital campaign on the 12 days to Christmas enabled a more dynamic offer to customers (reaching c100k people).

The Authority had strong coverage (press, peer and industry publications) of the successful planning case against inappropriate damage to a listed building property in Winster. We have also amplified our engagement with Google (where the Park receives over 1m hits per month) by responding to digital reviews and improving content.

Looking forward, Q4 priorities are to produce a joined up audience/communications/marketing plan, champion the Foundation's #70for70 target (a role for Members too) and complete the North Lees Estate consultation.

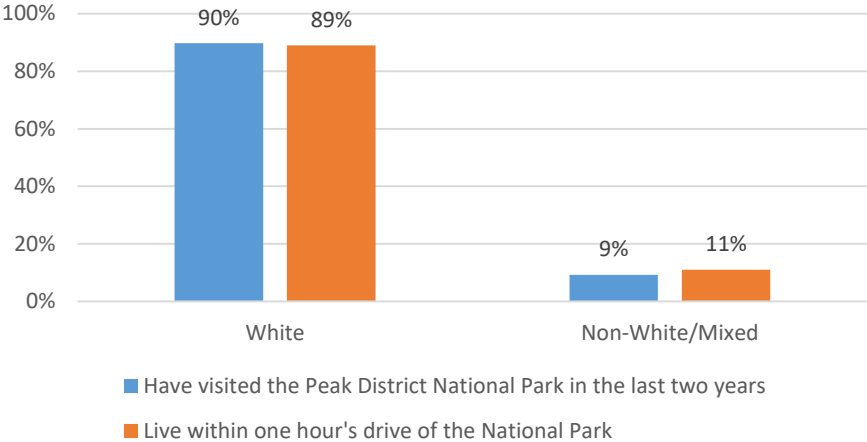
RAG status of strategic interventions: Red = 1, Amber = 3, Green = 5

Outcome: A National Park loved and supported by diverse audiences		
Greater audience reach among under-represented groups		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 11: Proportion of under-represented groups reached</p> <p>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</p> <p>2019/20 target: Establish baseline demographics of our audience (age,</p>	<p>Carry out data research to establish baseline audience demographics</p>	<p>The PDNPA has signed up for ongoing awareness research with NFP Synergy as part of a syndicated survey alongside a large number of other non-profit organisations. Twice a year, a UK-representative sample of 1,000 people will be surveyed by NFP Synergy and answer questions about the PDNPA and the PDNP. In the first survey, 206 of the 1,000 people had visited the PDNP, so these responses have been used to assess our audience demographics and what people experienced during their visit to the PDNP. At present these are the views of a relatively small number of people (206), but once we have carried out repeat surveys, NFP Synergy will be able to collate responses and give us even more robust data. The numbers that we are reporting here are for the smaller sample size, but the number of responses was large enough to be broken down for analysis and gives us a good indication of our current position.</p>

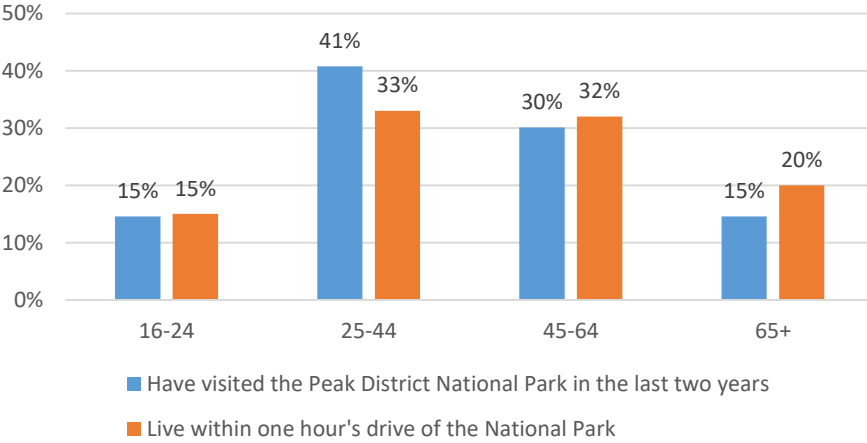
ethnicity and health inequality) and develop activity plan and demographic targets to close baseline gaps in priority areas

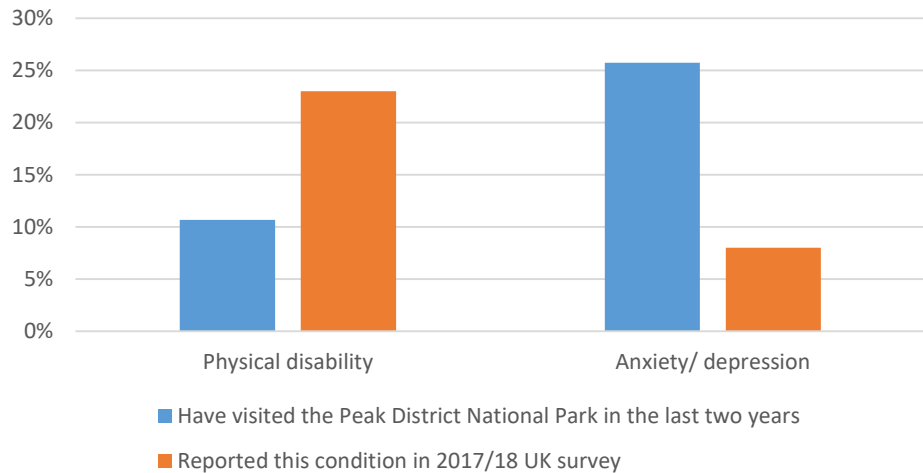
Responsible officer: Head of Marketing and Fundraising Development

PDNP audience reach versus local demographics (ethnicity) (n=206)



PDNP audience reach versus local demographics (age) (n=206)



		<p>PDNP visitors (health) (n=206)</p>  <table><thead><tr><th>Health Condition</th><th>Have visited the Peak District National Park in the last two years</th><th>Reported this condition in 2017/18 UK survey</th></tr></thead><tbody><tr><td>Physical disability</td><td>10%</td><td>23%</td></tr><tr><td>Anxiety/ depression</td><td>25%</td><td>8%</td></tr></tbody></table>	Health Condition	Have visited the Peak District National Park in the last two years	Reported this condition in 2017/18 UK survey	Physical disability	10%	23%	Anxiety/ depression	25%	8%	
Health Condition	Have visited the Peak District National Park in the last two years	Reported this condition in 2017/18 UK survey										
Physical disability	10%	23%										
Anxiety/ depression	25%	8%										
	<p>Prioritise gaps and establish plans by audience group (digital, supporters, visitors staff, volunteers) to close any gaps</p> <p>Responsible officer: Head of Engagement</p>	<p>Now the baseline survey is available, work to finish the plans to work with diverse audiences will be completed in Q4 ready for delivery from April 2020. From the baseline survey (whilst a limited sample), it is clear that our existing interventions, such as our work with young people and supporting BAME groups, are proving successful and should continue as planned.</p> <p>Issues arising: Audience plan not complete due to baseline data not available until December 2019.</p> <p>Actions to address: Audience plan to be completed in Q4. Extra resource has been made available to do this from vacancy savings in the CDE Directorate.</p>										

A strong identity and excellent reputation driving positive awareness and engagement

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 12: Public connection with the Peak District National Park</p> <p>2024 target: Peak District National Park connection is increased by 20%</p> <p>2019/20 target: Using existing research, develop, prioritise and start to implement plan to increase brand awareness, maximising Peak District National Park Authority brand touchpoints</p> <p>Agree survey protocol for following years to measure public connection</p> <p>Responsible officer: Head of Marketing and Fundraising Development</p>	<p>Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park</p>	<p>As per KPI 11, a survey has been completed and a baseline of 24% connection to the National Park established. Data suggests that the most disconnected groups are those within the lower NRS social grade of DE. No further data is required to develop the plan.</p> <p>Issues arising: Capacity to deliver supporting communications and marketing plan.</p> <p>Actions to address: Director to work with Head of Marketing and Fundraising, Head of Engagement and Head of Visitor Experience to clarify process, number of plans and responsibilities to deliver the outcome.</p>
	<p>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</p>	<p>The autumn edition of ParkLife was produced with a saving of £4k on previous delivery costs. Community feedback on a localised delivery strategy has been very positive.</p> <p>In partnership with other services and the National Trust, an agency has been commissioned to deliver the first phase of the Countryside Code revamp and this work is underway. We have amplified our engagement with Google (where the Park receives over 1m hits per month) by claiming our assets, responding to reviews and improving content. This works alongside platform development such as TripAdvisor. We continue to liaise with and support TV production companies for series scheduled for filming in 2020.</p> <p>Overall social media following across all channels rose by 3%, with an increase on Instagram of over 12%. Peak social media post 'reach' topped at 150k, including on issues such as mental health and national parks. Website stats are unavailable due to web access restraints.</p> <p>A new Discover England Fund programme following on from the English National Parks Experience Collection is at the initial planning stages and due for submission in Q4. This is expected to have a more distinct focus on domestic and sustainable transport options.</p>

<p>KPI 13: Public awareness of Peak District National Park Authority</p> <p>2024 target: Peak District National Park Authority awareness is increased by 30%</p> <p>2019/20 target: Using existing research, develop, prioritise and start to implement plan to increase brand awareness, maximising Peak District National Park Authority people and services</p> <p>Agree survey protocol for following years to measure awareness</p> <p>Responsible officer: Head of Marketing and Fundraising Development</p>	<p>Use existing research to develop a plan to increase awareness of the work of the Authority</p> <p>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</p>	<p>Data on Authority awareness within audiences outside the National Park has been assessed through the NFP Synergy survey. In the first survey, 27% of those surveyed were aware of the PDNPA. Data from the 2019 residents survey completed in Q3 indicates that 78% of residents currently agree they are 'informed about the work of the Authority'.</p> <p>Further analysis of preferred means of communication suggests a balanced split between digital (web and social media) and hard-copy (print media, ParkLife magazine). This will underpin communications planning alongside audience development work (KPI 11), and will be continually assessed to guide division of resource between our online and offline communications.</p> <p>Issues arising: Insight from recent surveys suggests that raising awareness percentages can require significant investment (c£1m). Any planned improvements and benefits in this area will need to be carefully assessed and costed. Highly unlikely to increase awareness by 30% without investment. This represents a potentially significant cost burden, which is not factored into the Medium Term Financial Plan.</p> <p>Actions to address: Communications and marketing plan per KPI 12 above. Further analysis and ranking of actions to increase awareness with associated costs and benefits.</p> <p>Work to increase awareness of the PDNPA has included creation of a marketing plan for our commercial assets and launch of a trial digital engagement programme themed on the '12 days of Christmas', which reached 100k people. Highest engagement was across Instagram (over 50%), which also targets some of our youngest audience members. PDNP-led press coverage reached 1.6m people with an AEV value of £67,000. Coverage of the Winster planning case included a number of peer and industry publications such as Professional Builder and Planning.</p> <p>We have continued efficiencies across our digital platform, reducing underperforming website pages resulting in a 25% reduction in page volume. Twitter channels for assets such as cycle hire have been closed and posts will now be directed via our central corporate channel, maximising audience reach and brand awareness.</p>
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Active support through National Park points of contact to generate sustainable income		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 14: Amount and sustainability of Peak District National Park Authority's income stream</p> <p>2024 target: Generate an extra £500,000 sustainable gross revenue income*</p> <p>2019/20 target: £140,000</p> <p>Responsible officer: Head of Visitor Experience Development</p> <p>*This is an aspirational target that will not be built into the baseline budget until it is consistently achievable in a sustained way</p>	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	<p>The main projected components of the 2019/20 income target were the new catering provision at Millers Dale and anticipated income increases from car parks arising from enforcement and tariff changes.</p> <p>Increases in income have been affected by one of the wettest summers on record which will have affected all visitor-related income streams. However, income from North Lees Estate has increased by £21K and smaller increases have been seen in other areas. Car park income has increased by £17K but this is still below the anticipated increase. We are unlikely to achieve the income target this year.</p> <p>Development Control income is £13K below that achieved in Q3 of 18/19. The income from planning application fees is outside the Authority's control but affects the overall income target. However, income from pre-application advice is within our control and some fees have been refunded as reduced capacity has meant we have been unable to deliver this service in the timescales of our customers. Fee income for monitoring minerals and waste sites is also reduced because of vacant posts in that team.</p> <p>Issues arising: Car park income unlikely to achieve expected levels of income increase. Continued issues with staff absences means that we are unlikely to grow minerals and waste site monitoring. In addition to this, as noted previously, officers are proposing to suspend the pre-application advice scheme for 6 months in response to significant staff absences and vacancies.</p> <p>Actions to address: Evaluate the 2019/20 income to assess which aspects of weather, tariff changes and enforcement are differing from expectation. Work to resolve issues relating to staff absence.</p>
	Design and launch fundraising campaign in support of corporate strategy outcomes	<p>The PDNPA fundraising campaign is being delivered via The Peak District National Park Foundation as the charitable fundraising vehicle for the National Park Management Plan. The campaign is #70kfor70 – aiming to raise £70k by April 2021 to celebrate the National Park's 70th anniversary. Actual income to December 2019 is c£30k. The Foundation is ready to fund projects including Year of Green Action Community Activities, Elkstone</p>

		History Project and Fairer for Nature. The annual figures for 2019/2020 will be reported in Q1 once the Foundation has finalised its accounts.
<p>KPI 15: 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> <p>2019/20 target: Review volunteer performance and roles creating action plan to target increased value (money and support). Implement action plan and increase value of volunteer support by £50,000</p> <p>Responsible officer: Head of Engagement</p>	Review management and development of volunteers and roles to create an action plan to target increased volunteer support, diversity and efficiency	Volunteer action plan is now completed and has been shared with volunteers and key stakeholders. The volunteer vision and programme scope was shared and approved by the Programme and Resources Committee.
	Implement action plan to improve opportunities for volunteering and increase diversity amongst our volunteers	<p>Good progress has already been made on implementing the action plan, with a volunteer voice group (20 volunteer representatives from the volunteer hubs) established, two volunteering masterclasses designed and delivered for volunteer managers and supporting documents produced.</p> <p>Issues arising: Work needed to establish and recruit new volunteer roles and skills to match our audience ambitions. This is planned for Q4 taking into consideration the NFP Synergy audience research referred to in KPI 11.</p> <p>Actions to address: New roles to be finalised and new volunteer managers trained. Focus on recruitment from diverse audiences through targeted advertising of roles.</p>

Outcome: **Thriving communities that are part of this special place**

Q3 overview by Director of Conservation and Planning

[\[Back to title page\]](#)

The Authority has continued to work with communities in the National Park, with a strong lead from the Policy and Communities Service working with teams in the Commercial Development and Engagement directorate. The Policy and Community Service has produced a draft Engagement Plan to direct and focus our work with communities. The Plan proposes early engagement on policy issues during 2020/21. Methods will include discussion with parishes and surveys using digital media. Issues will be informed by annual monitoring data, early evidence gathering, Parish Statements and related Statement of Communities report, and the national context.

There is continued engagement with the Peak Park Parishes Forum. The annual meeting took place on 12 October 2019, focussing on visitor management. It was well attended, with several parishes attending for the first time. Work continues on producing Parish Statements to share with parishes. We have now produced a Parish Statement for every parish, and we have consulted parishes on the statements. We have had good initial feedback from around two thirds of parishes and this will help to inform and guide our work on the Local Plan Review, development of our definition and understanding of 'thriving and sustainable communities', and the development of community plans by parishes and communities. Community input is also leading to deeper opportunities for community development e.g. through neighbourhood/community plans and projects.

Feedback has allowed officers to commence drafting our first report on the State of Communities, with potential indicators emerging to assist the development of definitions and policy in later stages of plan making.

A Member Local Plan steering group has been established to work with and assist officers through the process of reviewing the Local Plan. During 2020/21 this will include advising on the issues to be developed for early engagement with communities, partners and the general public. The steering group met in early November.

We continue to work with some parishes on Neighbourhood Plans, with Bakewell now at a relatively advanced stage.

There continues to be a good response to community grants, with our funding helping to 'pump prime' some important local projects. We are in the final year of the committed grant, but funding has been allocated to continue this grant.

We have also continued to work with district councils and housing providers to determine levels of need for affordable housing in communities and to identify potential sites to meet this need. Key meetings have been held in Q3 with Peak District Rural Housing Association and High Peak Borough Council.

RAG status of strategic interventions: Red = 0, Amber = 3, Green = 5

Outcome: Thriving communities that are part of this special place		
Influencing and shaping the place through strategic and community policy development		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 16: Number and range of residents and other community stakeholders understanding and engaged in the development of strategic policies</p> <p>2024 targets: 50% increase in number 50% increase in range</p> <p>2019/20 targets: 10% increase in number 10% increase in range</p> <p>Responsible officer: Head of Policy and Communities</p>	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	An Engagement Plan has been drafted with actions planned for early engagement on policy issues during 2020/21. Methods will include discussion with parishes and surveys using digital media. Issues are to be informed by Annual Monitoring data, early evidence gathering (e.g. population projects), Parish Statements and related Statement of Communities report, and the national context such as the Landscapes Review, the Environment Bill and the 25 Year Environment Plan etc.
<p>KPI 17: Number of communities shaping the place</p> <p>2024 target: 20% of Parishes have helped shape their future</p> <p>2019/20 target: 4%</p>	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	Statements have now been drafted for all parishes, with close engagement and input from around two thirds of all parishes. This enables a greater level of richness and understanding regarding the health and sustainability of our communities. Community input is also leading to deeper opportunities for community development e.g. through neighbourhood/community plans and projects.
	Review the menu of community initiatives and extend it to provide lighter touch plans/visions. Full menu to include neighbourhood plans, neighbourhood development orders, community land trusts,	Menu reviewed and work ongoing to promote the offer.

Responsible officer: Head of Policy and Communities	community plans, community visions, housing enabling plans, and other projects that shape or influence the place	
Community development through building capacity, skills and engagement in local governance and community events		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 18: Number of Peak District National Park Authority interventions facilitating community development</p> <p>2024 target: 1,000 interventions</p> <p>2019/20 target: 200 interventions</p> <p>Responsible officer: Head of Policy and Communities</p>	<p>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</p>	<p>A review of interventions data has been ongoing through Q1-Q3. We now have an improved insight into the scope for interventions to promote community development rather than wider work e.g. promoting understanding of the National Park and special qualities. We have trialled different activities such as the Year Of Green Action (YOGA) event, which proved highly effective.</p> <p>We have achieved greater promotion of our community offer through the parishes bulletin but there is a very low indication of this leading to community development activity. There has typically been a lower number of outcomes achieved via parish engagement.</p> <p>Parish contact has been most effective in generating grant aided projects, promoting Parishes Day and enabling the Parish Statements. The statements could become a useful tool for ongoing parish engagement in the future. Otherwise parishes frequently defer to action groups for projects and proactive delivery work. There has been a growing input to climate change and sustainability groups suggesting this could prove a more effective means of intervention.</p> <p>Issues arising: Overall numbers are likely to be lower than target but with a new aim to target sustainability groups.</p> <p>Actions to address: Production of action plan in Q4 to inform revision of targets for Year 2 by focusing on principles of engagement rather than changing the metric: i.e. quality over quantity.</p>

<p>KPI 19: Number of individuals and groups actively using Peak District National Park Authority social media channels for community development</p> <p>2024 target: 100% increase</p> <p>2019/20 target: 20% increase</p> <p>Responsible officer: Head of Policy and Communities</p>	<p>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)</p>	<p>Membership of the community Facebook page has increased to nearly 800 members. This is a closed group which seeks to promote community development and promote values of the area.</p> <p>Issues arising: Many types of post being observed of which only a proportion actively promote community or the values of the area.</p> <p>Actions to address: Posts continue to be monitored through Year 1. The team are trialling new engagement techniques through consultation on the Stanage Management Plan. This will reveal whether the principles and methodology can be used for strategic policy consultation in following years.</p>
	<p>Embed within engagement plan and coordinate with engagement planning work under audience reach strategic interventions</p>	<p>Use of digital media included in draft engagement plan.</p> <p>Issues arising: Concern over how well we are joined up and effectively coordinating our data across directorates.</p> <p>Actions to address: More dialogue with Commercial Development and Engagement directorate to explore optimum recording of audience reach data i.e. are we counting everything we can?</p>
<p>Active participation through sustainable projects that connect people to place</p>		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 20: Number of residents involved in community life as a result of Peak District National Park Authority grants</p> <p>2024 target: An extra 500 residents involved</p> <p>2019/20 target: 100</p> <p>Responsible officer: Head of Policy and Communities</p>	<p>Review the outcomes from grant schemes and develop the future role of grants</p>	<p>Figures from year one highlight the huge scope and impact on people that our small grants can have. The Policy and Communities service and South West Peak Partnership are coordinating to identify a wide range of benefits to communities which will be reported in full at year end.</p>
	<p>Promote and deliver grants</p>	<p>Both grants are being promoted and take-up is good.</p> <p>Budget now secured to continue communities small grant into 2020/21.</p>

Outcome: **An agile and efficient organisation**

Q3 overview by Director of Corporate Strategy and Development

[\[Back to Title Page\]](#)

During Q3, the Programmes and Resources Committee approved the scope and approach to Member and Officer engagement in relation to four programmes: climate change; volunteering; landscape programmes monitoring/delivery; and recreation hubs and visitor engagement. For climate change, Members requested that a “Climate Change Member Led Task Group” be created. The Programmes and Resources Committee subsequently agreed the draft terms of reference for the Group and Members were appointed. The Group will develop the Authority’s thinking and response to climate change and act as an advisory body to the Programmes and Resources Committee.

Our Occupational Safety and Health Policy is reviewed annually to ensure it is up-to-date and reflects current best practice and legislation. The Programmes and Resources Committee considered the updated policy in December and agreed that it would become policy from 1 January 2020. We provide Occupational Safety and Health services to several other National Park Authorities who have chosen to adopt the style and content of our Occupational Safety and Health Policy (2020) in order to streamline their own occupational safety and health documentation and achieve greater consistency across the NPA family.

The work undertaken by the Authority’s Internal and External Auditors is a key part of our governance and internal control arrangements. As well as helping to monitor and improve our performance, it also provides a level of assurance that the Authority is financially resilient and provides value for money. At a meeting of the Authority, held on 1 November 2019, Members considered the External Auditors Annual Audit Letter relating to the 2018/19 financial year. The Authority achieved an unqualified opinion on the financial statements and satisfied the External Auditor that proper arrangements are in place for securing economy, efficiency and effectiveness in its use of resources. At the same meeting, Members also considered the first three reports provided by the Authority’s Internal Auditors for the 2019/20 financial year. The Internal auditors give an opinion based on five grades of assurance (High / Substantial / Reasonable / Limited / No). Members noted that the three areas audited, Contract Management, Planning and Business Continuity, have been given a High, Substantial and High level of assurance respectively.

On 18 October 2019, a Members workshop took place that focused on the Authority’s financial resources. The objective of the workshop was to inform and engage Members in the development of the 2020/21 revenue budget and the Medium Term Financial Plan (MTFP). The MTFP aims to predict future changes in income and expenditure over the period of the current Corporate Strategy (i.e. 2020/21 to 2023/24). To support the construction of the MTFP, a set of assumptions and scenarios are created and these were discussed with Members during the workshop.

A second Member workshop, focusing on human resource issues, was held on 15 November 2019. The workshop provided Members with an update and an opportunity to ask questions relating to key human resource issues affecting the Authority. These included the current workforce profile, our future workforce plans, using the Investors in People framework, becoming an employer of choice together with reward and pay related issues.

During the next quarter, Members will be asked to consider and approve two strategic reports. The first relates to the Authority’s 2020/21 Revenue Budget and references many of the finance and human resource issues discussed during the Member workshops. The second report will seek approval to adopt a Corporate Asset Management Plan, which relates to the Authority’s considerable, complex and varied property portfolio.

RAG status of strategic interventions: Red = 0, Amber = 2, Green = 17, not reported this quarter = 1

Our organisational performance: **The Peak District National Park Authority is an agile and efficient organisation**

Our workforce is more diverse, healthy and highly engaged

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 21: Maintain low sickness levels</p> <p>2024 target: Under 6 days per full time equivalent per year</p> <p>2019/20 target: Under 6 days per full time equivalent per year</p> <p>Responsible officer: Head of Human Resources</p>	<p>Further develop the Authority's Workforce Plan, to address the following key issues:</p> <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) 	<p>The Workforce Plan to support delivery of the Corporate Strategy 2019-24 is complete and published. The content was shared with Members at a workshop on 15 November.</p> <p>Staff wellbeing: The Leadership Team considered a report on Employee Benefits on 4 October, including benefits relating to wellbeing such as an Employee Assistance Programme.</p> <p>Also this quarter there has been promotion of:</p> <ul style="list-style-type: none"> • World Mental Health Day (10 October) - #Ask Twice • Flu jabs and our £12 contribution to the cost • Movember – to raise awareness of men's health issues • National Stress Awareness day (6 November). <p>From October, Health and Wellbeing became a standing item at the quarterly Health and Safety Committee meetings. The first report to the H&S Committee included a draft action plan based on recommendations from the Investors in People Health and Wellbeing award.</p> <p>Apprenticeships: we have interviewed 3 new South West Peak apprentices. Four of our existing employees have started an apprenticeship in the following:</p> <ul style="list-style-type: none"> • Chartered Town Planner Degree – Level 7 • HR Consultant/Partner – Level 5 • Management – Institute of Leadership and Management – Level 3 • Management – Institute of Leadership and Management – Level 5.

		<p>We are waiting for the National Park Grant and Local Government Pay award in early 2020 before progressing pay modelling options.</p> <p>We moved to a new recruitment system in December, selected for its increased functionality, user friendliness and links to the other national parks (Pembrokeshire, Snowdonia and Yorkshire Dales currently use it or are in the process of implementation).</p> <p>The new system will allow managers to log in and access applications and see where their recruitments and successful candidates are in the process. Candidates will also be able to log in and see where their recruitment is up to at each stage. We will be able to schedule interviews and complete pre-employment checks, send reminders and request information all online; hopefully speeding up the process and providing an enhanced candidate experience.</p> <p>Q3 sickness absence was 1.57 days per full time equivalent. (Q1 was 1.48 and Q2 was 2.0 with the equivalent Q3 last year was 1.43). There are three employees on long term sickness absence (>20 working days).</p> <p>Excluding phased returns, the top reasons for each absence occurrence this quarter are: Coughs, cold and sore throat, 31%; Other, 19%; and Vomiting, diarrhoea, Nausea etc 18%.</p> <p>The types of absence causing the greatest loss of working time are: Other, 26%; Stress, 13%; and Coughs, cold and sore throat, 10%.</p>
<p>KPI 22: Increase response rates to workforce surveys (this is a proxy measure for staff engagement)</p> <p>2024 target: 70% survey response rate (Investors In People / staff surveys)</p> <p>2019/20 target: 70% survey response rate (Investors In People / staff surveys)</p>	<p>Seek accreditation for the Authority against the new Investors in People (IIP) (Generation 6) standard</p>	<p>The three year Investors in People (IIP) Action Plan was finalised and circulated to all staff by the Chief Executive. Actions for completion in 2019/20 financial year were prioritised and highlighted. An IIP Delivery Group has been formed with representatives from each service and chaired by the Chief Executive. The first meeting of the group was held on 26 November with meetings every quarter scheduled.</p>
	<p>Develop a new competency framework that will be applicable to all staff</p>	<p>Identifying values and developing a set of behaviours that underpin the PDNPA purpose and way of working is the number one priority of the IIP Action Plan. The core values will underpin every other action in the plan.</p> <p>Five values were shortlisted at the Employer Branding Workshop on 12 December (see below). Values drive behaviours by acting as a mechanism for illustrating to employees what acceptable behaviour at work looks like. Behaviours drive culture because the collective behaviours of people in an organisation are by definition the culture.</p>

<p>Responsible officer: Head of Human Resources</p>	<p>Ensure all our staff and Members understand and live our values</p>	<p>The volunteer consultative group and Members were surveyed on values. Employees had been surveyed in August.</p> <p>Taking into consideration the findings of the surveys and the recently released National Parks UK values, the IIP Delivery Group shortlisted five values at the Employer Brand workshop on 12 December: <i>Care, Inspiration, Ambitious, Innovate and Enjoy</i>.</p> <p>The draft values and behaviours will be shared with employees, volunteers and Members in early 2020 for comment.</p>
<p>KPI 23: Increase the diversity of our workforce (which includes volunteers)</p> <p>2024 target: Move towards the demographics of those within an hour's travel time of the National Park</p> <p>2019/20 target: Move towards the demographics of those within an hour's travel time of the National Park</p> <p>Responsible officer: Head of Human Resources</p>	<p>Identify gaps in the diversity of our workforce (including volunteers) and establish plans to close those gaps</p>	<p>We are still gathering baseline equality data on our workforce (employees, casual workers, and volunteers).</p> <p>The Workforce Plan outlined equality data in relation to our employees as at 1 April 2019:</p> <ul style="list-style-type: none"> • 53% female and 47% male • Median age of employees is 49 with the age profile ranging from 19 to 72 years • 6% of employees are younger than 30 years and 48.5% are 50 years and older • 98.5% identify themselves as 'white' and 1.5% (4 employees) identify themselves as 'white other' <p>We have limited data on our casual workers and volunteers, but aim to have accurate data by the end of Q4.</p> <p>Direct comparison of the diversity data of workforce and demographic data of those within an hour's travel time of the NP will only consider age, gender and ethnicity. We will not be focusing on disability. In the workplace we measure whether an employee has informed us that they have a disability as opposed to the fact the employee has a disability and therefore our figures may not reflect an accurate picture. Furthermore, relevant data on people within an hour's travel reports those with limitations on their day-to-day activities. The two measurements are not comparable, so we will not be focusing on disability.</p>
<p>We are financially resilient and provide value for money</p>		
<p>KPI and targets</p>	<p>RAG status of strategic intervention</p>	<p>Commentary on strategic intervention and likelihood of meeting target</p>

<p>KPI 24: To have a medium term financial plan</p> <p>2024 target: Plan developed in 2019/20 and then monitored and updated</p> <p>2019/20 target: Plan developed in 2019/20 and then monitored and updated</p> <p>Responsible officer: Head of Finance / Chief Finance Officer</p>	<p>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)</p>	<p>The Medium Term Financial Plan has been developed and proposals for balancing the revenue budget in 2020/21 are in place for approval by Members in February. However, there remains uncertainty over the direction of the National Park Grant in the next Spending Review period which is limiting confidence beyond the 2020/21 financial year, until we have Defra announcements.</p> <p>Issues arising: The inflation protection for National Park Grant recommended as a minimum by the Landscapes Review needs to be put in place for years 2-5 of our Corporate Strategy.</p> <p>Actions to address: The MTFP will be revised to respond to any Defra announcement.</p> <p>[N.B. Financial information relating to the Foundation is reported in KPI 14]</p>
<p>KPI 25: To have arrangements in place to secure economy, efficiency and effectiveness in all our operations</p> <p>2024 target: An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p>2019/20 target: An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p>Responsible officer: Chief Finance Officer</p>	<p>Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review</p>	<p>Financial regulations and Standing Orders are in place and any updates will be considered when recommendations in the governance review are announced.</p>
<p>Our well-maintained assets support the delivery of our landscape, audience and community outcomes</p>		
<p>KPI and targets</p>	<p>RAG status of strategic intervention</p>	<p>Commentary on strategic intervention and likelihood of meeting target</p>
<p>KPI 26: To have a corporate Asset Management Plan</p>	<p>Develop a corporate Asset Management Plan</p>	<p>Internal consultation on the first draft of the Asset Management Plan has been completed and a second draft is being circulated in Q4. It is proposed that the final draft Plan will be</p>

<p>2024 target: Plan to be implemented</p> <p>2019/20 target: Plan to be adopted in 2019/20</p>		<p>submitted to RMM on 21st Jan 2020 with a view to submission to Authority Committee on 14th Feb 2020</p>
<p>Responsible officer: Corporate Property Officer</p>	<p>Develop and implement a new Carbon Management Plan for the Authority</p> <p>Responsible officer: Head of Strategy and Performance</p>	<p>The external consultant has developed an environmental indicator methodology for our built assets. This has been used to begin to assess each asset in our property portfolio to provide an assessment of its current environmental credentials and what potential there is to improve this. An initial draft of the framework of the carbon management plan has been developed, and work continues to shape this.</p>
<p>Our data is high quality, securely managed, and supports decision making and delivery</p>		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 27: 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>2019/20 target: For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports</p> <p>Responsible officer: Head of Information Management</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>Technical security provisions are on track for updates, procurement cycles and implementations. No further audit in Q3.</p>

Appendix 1b: Quarter 3 Performance Report for 2019/20

<p>KPI 28: More of our data is digitally accessible internally and externally and is used to inform our decision making</p> <p>2024 target: All services, capture, store and access data in a consistent and efficient manner</p> <p>2019/20 target: All services, capture, store and access data in a consistent and efficient manner</p> <p>Responsible officer: Head of Information Management</p>	Support the work of the Authority-wide group established to develop new and enhance existing services using data	Process re-engineering to enhance development control data, publishing and reporting capabilities is underway, with new technologies (Assure) implemented alongside production planning system to support this. Enforcement Notice and other legal agreement data is undergoing data cleansing and enhancements in preparation for improved management and ability to publish. Property and tree/woodland data are also undergoing processing to improve internal efficiency, data discoverability and the ability to publish. Ecology data is continuing to be improved and migrated to corporate database systems.
	Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc.)	Beta release of public HUB launched alongside the existing planning search tool on the PDNPA website. Positive feedback received, with some updates already being applied. Full rollout due for Jan 2020, allowing for much more data and information to be accessible online.
	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	First public use of field based data capture tools launched at the end of Q3 in the form of the replacement events notification functions on the PDNPA website.
	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)	See the 2 items above.
		Shared Networks, Exchange and Domain services in place with Lake District National Park Authority. Designs in place to further this work and share hosting and other server resources. Also designing shared security and access control provisions (such as VPN etc) to reduce overall management overhead, service provision costs and increase resilience within the available staff resources managing this environment. During Q4, Dartmoor will be investigating this environment in detail too as a potential additional national park to join the provisions.

The Authority is well managed to achieve its objectives and enhance its performance		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 29: To have best 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> <p>2019/20 target: All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent</p> <p>Responsible officer: Head of Law, Legal and Democratic Services</p>	Undertake a review of Governance arrangements, including the delegations to committees and officers	<p>During Q3, three meetings of the Member-led Governance Review Group have taken place. The outstanding issues being considered in the following order are Delegation to Committees, Officer Delegation Scheme, Codes & Protocols, Member Representative Roles, Appointments to Outside Bodies, Appointment Principles and Encouraging Participation and Reporting Attendance.</p> <p>The Authority's audited Annual Governance Statement and 2018/19 Accounts are now published on the Authority's website confirming that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.</p> <p>During Q2, our Internal Auditors carried out the following three audits which were finalised during Q3 and presented to Authority on 01/11/19. The Auditors rated Business Continuity and Contract Management with High Assurance and the Planning audit with a Substantial Assurance.</p>
	Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff	The In-Tend system is in the process of being tailored and customised to the Authority's requirements. Our website has a notice on the tender page stating that we will be moving to a new method of procurement. When we are ready to launch, a link will be provided to the In-Tend supplier portal. In the New Year, we will be uploading our first procurement – cash collection which is targeted for publication in Q4.
	Coordinate the delivery of the corporate strategy and drive through delivery and business planning, performance and risk management processes	Q3 reporting has been undertaken. We have finalised the Corporate Strategy strategic interventions, delivery plans and service risk registers for the second year (2020/21) of delivery of our Corporate Strategy.
	Responsible officer: Head of Strategy and Performance	

<p>KPI 30: Our Members are more representative of our audiences</p> <p>2024 target: Move towards greater diversity in our Members</p> <p>2019/20 target: Move towards greater diversity in our Members</p> <p>Responsible officer: Head of Law, Legal and Democratic Services</p>	<p>Not reported in Year 1</p>	<p>Not reported in Year 1</p>
<p>We have effective partnership arrangements in place</p>		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 31: To identify all existing partnership arrangements and review their effectiveness</p> <p>2024 target: Complete review in 2019/20 and monitor effectiveness</p> <p>2019/20 target: Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose</p> <p>Responsible officer: Head of Strategy and Performance</p>	<p>Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose</p> <p>Monitor the implementation of the National Park Management Plan 2018-23 delivery plan</p>	<p>We have begun to update the Authority's Partnership Protocol to ensure it is fit for purpose, effective and efficient. Work has continued to update the list of partnerships that the Authority is currently involved with. This will enable us to create a complete list of partnerships and ensure we have all the relevant information on each of these.</p> <p>The National Park Management Plan Advisory Group Summit on climate change was held in October 2019. This focussed on transport and farming/land management, as these are the two biggest emitters of greenhouse gases in the National Park. A summary of the summit was presented to the December Programmes and Resources Committee.</p>

Finance

Q3 overview

Significant capital and externally funded projects are included in the figures below which show higher levels of variability against profile. The Budget Monitoring Group looks at the Q3 figures in more detail and broad analysis at this stage is that:

- Income is generally below profile apart from North Lees, Warslow and Trails properties
- Pay is slightly under profile with some vacancy savings
- Non-pay is above profile but mainly for timing reasons
- Capital and external grant aid projects are proceeding in line with approved budgets
- At midyear stage, forecasts were generally for outturn to be within budget, with some modest midyear virement requests proposed to help support some areas of budget pressure identified by budget holders.

Finance 2019/20					
	Key	Annual Budget	Budget Profile Q3	Actuals Q3	Variance Q3 Adverse = ()
A sustainable landscape that is conserved and enhanced	(Income) Pay Non-Pay Subtotal	(5,610) 2,532 4,757 1,679	(4,900) 2,347 4,703 2,150	(5,024) 2,320 4,914 2,210	124 27 (211) (60)
A National Park loved and supported by diverse audiences	(Income) Pay Non-Pay Subtotal	(2,174) 2,327 2,509 2,662	(1,467) 1,704 2,092 2,329	(1,498) 1,656 2,145 2,303	31 48 (53) 26
Thriving communities that are part of this special place	(Income) Pay Non-Pay Subtotal	(46) 266 197 417	(17) 200 77 260	(4) 199 79 274	(13) 1 (2) (14)
Corporate directorate	(Income) Pay Non-Pay Subtotal	(255) 2,231 1,566 3,542	(176) 1,661 1,025 2,510	(381) 1,601 1,175 2,395	205 60 (150) 115
Total Net Expenditure	Total	8,300	7,249	7,182	67