

Quarter 1 Performance Report for Year 2 of the Corporate Strategy (2020/21)

Quarterly overview by Chief Executive

RAG status of strategic interventions: Red = 9, Amber = 15, Green = 41

Our work in this first quarter of 2020/21 has been during an unprecedented period of restrictions on our daily lives due to the Covid-19 pandemic. Staff have been working tirelessly alongside local partners, businesses and communities to support a safe home for those who live and work in the National Park and a safe welcome for those who have been able to visit.

I am pleased that throughout this period we have been able to maintain important Member oversight, decision-making and engagement, albeit remotely. Covid-19 restrictions on how we work and what we can do has had an inevitable impact on our delivery, as our planned face-to-face audience engagement work had to cease almost overnight and the organisation continued to work from home. This does mean several of our strategic interventions are red or amber – such as volunteering, landscape monitoring, audience engagement and income. We are currently reviewing whether we will be able to get these back on track. We have also seen some great examples of innovation and cross-team working to find solutions to issues; for example, the online shop is now working well and a car park alert status website page has been introduced. In addition, our countryside code campaign #PeakDistrictProud, which we launched with partners on 1 March, has proven its value. We've also broadened out our engagement with communities, Parish Councils and the Peak Park Parishes Forum and have valued their input and support. At the start of this quarter we also delivered on our main priority in our Investors in People action plan, which was to identify our core values – care, enjoy, pioneer – which I shared with Members and staff in early April.

The easing of lockdown restrictions and calls for a move to a green recovery has shown the importance of our four strategic programmes of the Programme and Resources Committee: climate change; volunteering; landscape programmes monitoring and delivery; recreation hubs and visitor engagement. This quarter, we have seen great team working across the Authority to develop these programmes. National parks have been at the heart of the nation's recovery from lockdown as we have welcomed back those who last set foot amongst our dales and uplands months ago and we are seeing many new visitors seeking sanctuary in our landscapes and in nature for the first time. I'd like to thank those people who have looked after our National Park alongside us and to those who have slowly returned and shown respect and care for the land, its wildlife and our communities. A key #PeakDistrictProud message has been to ask people to plan ahead and be flexible to avoid busy hotspots, take litter home, leave BBQs at home and stick to social distancing. Our national parks can be the roots to a positive post-Covid-19 landscape, where wellbeing and our impact on the planet go hand-in-hand with our working and home lives under a 'new normal'. We have been supporting this through offers made nationally to Defra from the 10 English national parks and the recovery groups under the Local Resilience Fora.

We have seen a significant impact on our income this quarter. We have been able to mitigate this in-year through our reserves, use of government support and working hard to get some of our income streams operating again. There will be impacts of this, with some work now not being able to progress, and while the level of our future National Park Grant remains uncertain we have to plan now for a reasonable worst case scenario. This work begins in Quarter 2, as we review what our resources will enable us to do.

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

Q1 overview by Director of Conservation and Planning

The work of the Conservation and Planning Directorate largely continued during the period of lockdown, albeit with some significant changes, which will inevitably have an impact on performance and outcomes. During Quarter 1, we have managed to make progress in most of our areas of work after the initial period of lockdown, with meetings being held virtually where appropriate. Nearly all site-based work was suspended until later in the quarter and only then when it could be carried out safely. The Development Management Service continued to deliver a Planning service, as requested by MHCLG, but with limitations on site visits. There were no Planning Committees during the quarter, with decisions being made under the emergency delegation scheme or the standard delegation scheme. However, it was not possible to determine some applications because of constraints on staff and site visits.

Due to Covid-19, the Environmental Land Management Policy Discussion Document consultation has been paused, with the revised timescale for responses extended to 31 July. Officers continue to work closely with other English national park authorities, National Parks England (NPE) and Defra to shape and influence the design of a future environmental land management scheme (ELMS). Our Head of Landscape and Conservation is leading on this for NPE and has represented NPE on a number of the Working and Technical Groups. The White Peak ELMS Phase 1 Test continued, albeit in a more limited way because of Covid-19 restrictions. This focuses on testing whether National Character Area assessments can be used to prioritise public goods to be delivered under ELMS and how farmers and land managers can develop land management plans to deliver those public goods.

The Authority's partner work on landscape-scale projects continues with the Moors for the Future, South West Peak Landscape and White Peak partnerships. Covid-19 meant that the delivery of some projects was brought forward at the end of the quarter, but most projects have been delivered, as they were due to be completed by the start of the bird nesting season anyway. Other projects will either be postponed or redesigned in consultation with partners and funders. Discussions have been taking place with Defra and other stakeholders about a Great North Bog initiative, linking the Pennine peatlands together to focus on carbon, flood management and biodiversity. A virtual legacy workshop to consider the future of the South West Peak Partnership and its work was held in April.

Discussions are taking place with the consultants who produced the Moorland Birds Survey report, which launched in October, but was withdrawn pending a further analysis of the results. Early indications are that birds of prey are having a slightly better season in 2020. Officers continue to work with moorland interests on moorland management, including wildfire mitigation and wildlife protection. There have been regular virtual meetings with moorland managers, but this year's meeting at Chatsworth was postponed.

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, but it has been delayed to some extent by Covid-19 restrictions. However, Cranfield University is exploring a semi-automated approach to the sample repeat of the Countryside Commission's *Monitoring Change in National Parks*.

RAG status of strategic interventions: Red = 3, Amber = 5, Green = 14

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>2020/21 target: At least 40% of Peak District National Park in environmental land management schemes</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 continued to represent the English NPAs at the Agri-Environment Stakeholder Working and Technical Groups, External Working Group and more recently the Industry Stakeholder Emergency Covid-19 Group meetings. All meetings have been virtual.</p> <p>The Environmental Land Management (ELM) Policy Discussion Document consultation was paused due to Covid-19 and has now reopened with a deadline of 31 July. A National Parks England (NPE) response has been prepared by our Head of Landscape and Conservation. This will be submitted after final editing at the start of Q2. A more local response from the Peak District Land Managers Forum will be explored in Q2.</p> <p>The White Peak (WP) ELM test has continued despite Covid-19. The test is looking at: 1) whether a National Character Area (NCA) assessment can prioritise delivery of public goods; and 2) how farmers and land managers can develop land management plans to deliver public goods. The third 1:many workshop was delivered virtually albeit with fewer numbers, split into two sessions and with training on the virtual system. 1:1s continued virtually, but at a slower pace and with greater Farm Adviser support. The WP test is still on target for completion in Q3. The proposed WP Budget Ready Reckoner has been created with support from the Peak District Land Managers Forum Brexit sub-group and is now being tested. It has recently been agreed with Defra that the next two NCAs to be considered will be the Dark and South West Peak. The exact approach is likely to be amended in light of Covid-19 implications.</p>
	<p>Make the case for and influence the design of</p>	<p>Representation for the English NPAs at stakeholder meetings and workshops has continued virtually. Transitional arrangements including improvements to the</p>

	<p>transitional arrangements including further improvements to the current Countryside Stewardship scheme</p>	<p>current Countryside Stewardship Scheme (CSS) continue to be explored but have slowed due to Covid-19 and staff capacity. While there have been industry calls for timescale extensions for transitional arrangements, particularly the start of the phased reduction of the Basic Payment Scheme (BPS), the Government has so far said the current timetable should remain.</p> <p>Issues arising: While there is growing recognition of upland issues during transition, there is as yet no clear road map though this period. The risk is that many of our upland farmers and land managers will be left with no option but to intensify their agricultural activities (with potential resulting losses of natural and cultural assets) or go out of business. Q1 has seen an increase in actions such as wall removal and scrub burning, largely on land outside current agri-environment schemes. ELM will need to be sufficiently attractive to encourage a high level of participation and to properly reward participants for continuing to deliver public goods in the longer term. The ELM National Pilot will be crucial for ensuring farmers and land managers want to engage in ELM.</p> <p>Actions to address: Continue to highlight the upland transitional issues and press for further improvements to the current CSS at stakeholder meetings. A position statement around the transitional issues for the English National Parks is being prepared and will be completed in Q2. The ELM test is supporting farmers and land managers to explore the implications of the loss of Basic Payment Scheme and the start of ELM. It is hoped that the WP Budget Ready Reckoner will help farmers and land managers consider their options before making any business decisions and help highlight the level of ELM payments that may be necessary to attract participation.</p>
	<p>Continue to support land managers to access current and future schemes</p>	<p>Authority Farm Advisers have continued to support farmers and land managers remotely. However, delivery has been slower due firstly to no site visits and then intensive support for virtual meetings, claims and applications. Helping farmers and land managers access the national CSS and understand regulation is key. A range of habitat management and conservation works have continued to be supported by the Authority's own small scale Land Management Grant Scheme filling some of the gaps from the national scheme and encouraging farmers and land managers to remain engaged in conservation. The small scale practical trials exploring techniques to develop nature recovery networks across the agriculturally-improved WP plateau have stimulated interest in nature recovery and techniques new to the Peak District.</p>

		<p>The South West Peak Landscape Partnership has also continued to provide a range of grants to improve water quality, 'slow the flow', restore grassland and wader habitat. Moors for the Future Partnership has continued to work with Natural England and landowners to provide complex surveys to support stewardship applications across the South Pennine Moorlands Special Area of Conservation. Three major schemes are presently in consideration. The first year of Nature for Climate funding is being applied for to subsidise the more expensive items which are difficult for farm-scale cash flow to engage with.</p>
<p>KPI 2A: Natural beauty conserved and enhanced</p> <p>2024 target: Net enhancement as identified by landscape monitoring</p> <p>2020/21 target: Baseline carried out for strategic sustainable landscape monitoring</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>Develop methodology for strategic sustainable landscape monitoring with partners, which: identifies interventions required to prevent / reduce / reverse / mitigate negative changes and enhance natural beauty; and addresses any issues arising from the climate change vulnerability assessment of special qualities</p>	<p>Covid-19 has impacted partner availability and prevented site visits until the latter part of Q1. This has resulted in no further progress on agreeing methodology.</p> <p>Issues arising: While it is hoped that completion of a landscape monitoring methodology by the end of Q4 will be achieved, this will depend on the continuing impacts of Covid-19 and partner availability.</p> <p>Actions to address: Keep progress and timescale for completion under review.</p>
	<p>Undertake an initial assessment of net enhancement to include repeating existing detailed vegetation photos, photographing special quality views and sample repeating the 1991 <i>Changes to National Parks Report</i> indicators</p>	<p>Progress has been made despite Covid-19, but has been slower than planned due to staff capacity and no site visits for most of Q1.</p> <p>Following completion of the sample Landscape Description Unit (LDU) photos in 2019/20, the proposed methodology for assessing changes will be agreed internally in Q2. Further repeat LDU photos will be taken in Q2 and Q3.</p> <p>Cranfield University's project exploring a semi-automated approach to the repeat sampling of the 1991 Changes to National Parks Report had to be completed by students without site visits or access to all University facilities. The results were not as complete as hoped. Further funding has been acquired by the University to enable the lecturers to complete the work in Q2.</p>
	<p>Explore and develop community and audience engagement through</p>	<p>As this is part of the landscape monitoring methodology, this strategic intervention is likely to be delayed. Exploring and developing community and audience</p>

	<p>landscape monitoring including special quality views</p> <p>Responsible officer: Head of Policy and Communities</p>	<p>engagement with special quality view monitoring was planned for Q1 but this has now been delayed due to funding issues within the Authority.</p> <p>Issues arising: This work has not begun due to funding issues.</p> <p>Actions to address: Explore and develop community and audience engagement with special quality view monitoring as part of the overall landscape monitoring methodology. Review timescale for delivery in light of Covid-19 impacts. Seek clarity on funding.</p>
<p>KPI 2B: Natural beauty conserved and enhanced</p> <p>2024 target: Net enhancement as identified by landscape monitoring</p> <p>2020/21 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>No decisions in Q1 were contrary to strategic planning policies.</p> <p>Due to Covid-19 restrictions, there were no Planning Committees in Q1, with decisions being made under either emergency delegation by the Director in consultation with the Chair of Planning and Chair of the Authority, or through standard delegation powers.</p> <p>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>2024 target: 3,650 tonnes net decrease in carbon emissions from moorland</p> <p>2020/21 target: 1,460 tonnes net decrease in carbon emissions from moorland</p>	<p>Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of the Peak District moorlands</p>	<p>The Moor Green Investment project will start in July following successful conclusion of contractual agreement with the funders. This project will be MFFP's main source of insight and new approach into taking advantage of the carbon and other ecosystem resources to drive investment.</p> <p>Interest and resource opportunity has developed in Q1 to better baseline and present the metrics of the peatland resource and the trajectory of restoration progress. This has been promoted through interest from the new National Trust/Yorkshire Water Partnership, the data requirements of the emerging Great North Bog initiative and requirements from Natural England for emerging moorland management plans. The challenge of resourcing this will continue into Q2.</p>

<p>Responsible officer: Head of Programme Delivery (MFFP)</p>	<p>Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions</p>	<p>From April through to the end of July, practical works on site are halted for the Bird Breeding season; therefore, there has been no practical restoration in Q1. This is normal at this time of year and progress remains on track.</p> <p>During Q1, there have been increased habitat regulation concerns due to the increasing quality of the habitat, which means new processes and resources are needed to meet consent requirements for project work. MFFP staff are working closely with NE staff to achieve this over the 40-60 project sites this restoration season.</p> <p>The range of moorland restoration work has broadened this quarter with local authorities engaging with MFFP and with the Leeds city region enterprise partnership regarding moorland resource potential for contributing towards climate emergency targets. Delivery of the research portion of the Building Blocks project has provided a good evidence base which has captured Environment Agency accelerated flood funding.</p> <p>SSSI consent has been received for the Warslow Moors Estate Swallowmoss re-wetting project and work is due to start in Q2.</p>
	<p>Expand our work to identify and develop carbon auditing methods for non-moorland land use and management techniques</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>The ELM White Peak habitat carbon ready reckoner has been tested with farmers, land managers and advisers as part of the WP ELM test. The ready reckoner has proved helpful in stimulating interest in and discussion about the carbon picture of habitats other than moorland, such as different types of grasslands and woodlands. There is clearly an appetite for the ready reckoner to be more widely available for farmers and land managers in the WP. Other national park authorities and Defra have also shown interest. The ready reckoner uses data drawn from the full Peak Carbon Tool, which was last updated in 2014/15. As there have been changes in carbon data since then, a further update has progressed during Q1 and will be signed off in Q2.</p> <p>Further versions of the habitat carbon ready reckoner are planned as part of the ELM test for the Dark and South West Peak National Character Areas.</p>
	<p>Develop the climate change vulnerability assessment and implement the key outcomes</p> <p>Responsible officer: Head of Strategy and Performance</p>	<p>A full draft of the climate change vulnerability assessment report has been written. The introductory sections have been finalised. We are continuing to fine tune the recommendations with internal specialists.</p>

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
<p>KPI 4: Area of moorland blanket bog moving towards favourable condition</p> <p>2024 target: Restoration activities on 1,500 hectares of degraded blanket bog</p> <p>2020/21 target: Restoration activities on 600 hectares of degraded blanket bog</p> <p>Responsible officer: Head of Programme Delivery (MFFP)</p>	<p>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>	<p>From April through to the end of July, practical works on site are halted for the bird breeding season; therefore, there has been no practical restoration in Q1. This is normal at this time of year and progress remains on track.</p> <p>The Covid-19 crisis has coincided with the bird breeding season so, with the exception of some plant material losses, this has not been a major issue to delivery. Tendering and planning for the 2020/21 season has progressed as normal with a robust Covid-19-safe site visit authorisation in place. This will bring a similar number of 2020/21 projects into live delivery as the 45 projects over 65 sites delivered in 2019/20.</p> <p>Discussions have begun on a very large opportunity of funding from various sources such as those attached to the first year of the Nature for Climate fund and the accelerated flood funding. This will increase the reach of current projects within their spending authority ceilings.</p>
	<p>Support the development of and implement a resilient, sustainable moorland management model</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>The Draft England Peat Strategy was drafted by Defra with input from many organisations involved in peat restoration work. This has been opened for a final targeted consultation with a number of organisations involved in its original drafting. The deadline for response is in Q2. The Authority will be feeding in to an ENPA/NPE response and MFFP are consulting with partners on a response from the Partnership.</p> <p>Through work with Defra on an application for the first year of Nature for Climate funds, a MFFP Moor Carbon Project bid was made for assistance with vegetation management to reduce our unique fire risk. Although this part of the bid failed in Q1 for not fitting the current project criteria, Defra are open to discuss this with the Partnership through the bidding process for the remaining 4 years of the Nature for Climate fund over Q2 and Q3.</p> <p>The Chatsworth moorland group has discussed how to achieve resilient, sustainable moorlands. Natural England acknowledged that Peak District heather growth is uniquely greater than on other moors due to the damaged peatland</p>

		<p>habitat and that fire is a legitimate land management technique, but only in exceptional circumstances. The focus is on fixing the hydrology to achieve blanket bog restoration and provide greater benefits around peat stabilisation, carbon loss and run-off. Natural England has continued discussions with estates to complete Long Term Management Plans - two more are close to being finalised and signed off, bringing the total to 13.</p> <p>The development of The Great North Bog developed by MFFP staff gained traction in Q1. This will cover 92% of all the upland peat in England between Edale and Scotland involving 4 national parks, 3 AONBs and the new South Pennine Park. It will drive a strategic ambition making the case for restoration locally more pertinent.</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>2020/21 target: Sustain at least 5,000 hectares of non-protected, species-rich grassland</p> <p>Responsible officer: Head of Landscape and Conservation</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>Deliver annual assessment of net gain/loss of non-protected, species-rich grassland and use this to influence our future plans</p>	<p>Further progress has been made cleansing the ecological data during Q1: over half of the 2,000 ecological datasets have been either migrated, checked or deleted. Completion of the cleansing and sorting of the ecological data is on target for Q4.</p> <p>Compilation of the metadata report is roughly 50% complete and will be produced in a similar layout to the Natural Capital Atlases to enable it to be used as a foundation for Natural Capital Assessment etc. This will help with planning for sharing the data externally.</p> <p>Active engagement with farmers and land managers through the Authority's farm advisers, WP ELM test and the SWPLP's Glorious Grasslands project has continued, albeit with some delay due to Covid-19 affecting site visits and the need for virtual working.</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>2020/21 target: Create at least 100 hectares of new native woodland</p>	<p>Prioritise new native woodland creation work</p>	<p>The Authority's Farm Advisers continue to explore native woodland creation opportunities with farmers and land managers through the Countryside Stewardship Scheme. The Authority and Woodland Trust partnership for the creation of small scale woodlands will continue for a further year with planting taking place in Q3 and Q4. In addition, further 'slowing the flow' tree planting is planned in a SWPLP project. The WP ELM test results collated in Q1 show that WP farmers and land managers are aware of and keen to do their bit to support the public's wish to see more trees for carbon management and climate change reasons.</p>

<p>Responsible officer: Head of Landscape and Conservation</p>	<p></p>	<p>MFFP are continuing to pursue re-funding the very successful Clough Woodland project and are in regular contact with the Northern Forest Project staff. A firm connection has been made this quarter, with a commitment to develop any joint opportunities where bog restoration and woodland creation opportunities coincide in the same catchment.</p> <p>Issues arising: Covid-19 may continue to impact partner availability and farmers' and land managers' willingness and ability to prioritise woodland creation. Transition issues and concerns around the final design, payment levels and governance of ELM may also impact on business decisions for more woodland creation. White Peak ELM test learnings show a lack of clear, simple information about trees and carbon e.g. the role of species-rich grassland in carbon storage, the importance of the right tree in the right place for the right reason and the need to balance and integrate public good delivery.</p> <p>Actions to address: Continue to prioritise new native woodland creation. Explore the continuation of the Woodland Trust partnership beyond March 2021 (subject to funding). Explore updating the White Peak ELM test carbon ready reckoner and develop new versions for the Dark Peak and South West Peak in Q3. Develop a Treescapes Action Plan to further inform the opportunity map in Q2 for sharing with external partners and Members in Q3.</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>Create an opportunity map for new native woodland and scrub including details of the right trees in the right places</p> <p>Continue to have a clear voice on the outcomes we expect from the Peak District National Park moorlands</p>	<p>The Authority's approach to more trees and native woodland creation has been further refined and will be tested with members in Q2. A Future Treescapes Ask, building on and refining the new opportunity map for new native woodland and scrub will also be prepared.</p> <p>The interim report of the Birds of Prey Initiative's 2020 season will be published in Q2. This recent breeding season has once again shown the green shoots of recovery continue to grow, with species such as peregrine and goshawk in the Dark Peak nesting successfully across multiple locations. Yet, we still have some way to go to achieve the targets.</p> <p>Wildlife crime remains a factor in this progress, not only in our Bird of Prey Initiative study area (the moorlands of the Dark Peak) but elsewhere in the National Park, where police and others continue to work on tackling criminality impacting our raptors.</p>

2020/21 target: 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier

Responsible officer: Head of Landscape and Conservation

Wildfire risk was heightened in Q1, as visitor numbers remained high and the weather warm and dry. A campaign to encourage local retailers not to stock disposable BBQs had some success. The Authority, partners and major land owners also agreed a press release advising that land owners had not given permission for any fires to be lit on private land.

Site visits to take forward land management concerns with two landowners are planned for Q2 but depend on Natural England's approach to Covid-19 and whether they allow staff site visits. Meeting outcomes will be shared with the Sustainable Moorland Management Group.

NE are applying for funding to complete the environmental features map that is critical to explain and show how much progress has been made in moorland restoration over the last 25 years.

The England Peatland Strategy has been launched by DEFRA and a National Parks England response is being prepared for completion in Q2.

The original results of the Moorland Breeding Bird Survey are still suspended while a way forward is decided. Through discussions with the consultants, it has been confirmed there are two elements that need resolving before the data is comparable to previous surveys.

Issues arising: Changes to blanket bog burning and deep peat process continue to delay Long Term Moorland Management Plans between moorland owners/managers and NE. Continued suspension of Moorland Bird Survey results.

Actions to address: Continue to support the ambition for Long Term Moorland Management Plans. Regarding the Moorland Breeding Birds Survey, a meeting of the project steering group is planned in Q2 to move the situation forward. Wildlife crime continues to be a factor across the National Park and elsewhere and we continue to work with the police to support their work tackling illegal activity.

Work with moorland owners, land managers and partners to deliver resilient, sustainable moorlands that

Despite a late start due to Covid-19, monitoring work has taken place. There are mixed reports with success in some areas but concerns in others. Work is in progress to develop a protocol for keepers and raptor workers to improve

	lead to increased numbers of birds of prey	<p>understanding and communication. Final results will be available at the end of Q2 and the annual report will be prepared in Q3.</p> <p>The Upland Skies project led by the RSPB and supported by the Authority has been largely paused due to Covid-19.</p> <p>Issues arising: Breeding pairs of birds of prey in the moorlands have not yet reached the levels present in the late 1990s.</p> <p>Actions to address: Continue to work with moorland owners, managers, gamekeepers and partners to restore breeding pairs of birds of prey in the moorlands and develop trusted relationships.</p>
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Cherished cultural heritage that is better understood and looked after

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>2024 target: 5% increase in audiences actively engaging with cultural heritage</p> <p>2020/21 target: Baseline determined for audiences actively engaging with cultural heritage</p> <p>Responsible officer: Head of Landscape and Conservation</p>	Engage with a range of audiences to promote and increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes	<p>Covid-19 has prevented the majority of planned engagement interventions to date. A move to a digital approach is being explored where possible for use in Q2. Operationally, essential site visits and some volunteering opportunities under South West Peak Landscape Partnership projects recommenced with full social distancing and following government guidance towards the end of Q1.</p> <p>Issues arising: Covid-19 continues to impact on the type and range of engagements and is likely to impact on target delivery.</p> <p>Actions to address: Explore and deliver digital and virtual engagement where possible. Keep progress under review.</p>
<p>KPI 9: Percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced</p>	Conservation and enhancement of scheduled monuments and listed buildings through our	Specialist input to development management has continued as normal but remotely. Over 115 new cases and many previous ones are still ongoing, 103 cases have received archaeological support.

<p>2024 target: 10% of scheduled monuments and listed buildings conserved and/or enhanced</p> <p>2020/21 target: 4% of scheduled monuments and listed buildings conserved and/or enhanced</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>regulatory, advisory and partnership roles and our own property</p>	<p>Through the SHINE portal, 14 Countryside Stewardship Higher Tier (3,280 hectares) and 13 Mid Tier (at least 1,367 hectares) cultural heritage consultation responses have been provided. In addition, 37 other archaeology consultations for countryside-related work (farm advisors, woodland creation, SWPLP projects, RSPB etc) have been delivered.</p> <p>The CSS Traditional Barn Restoration Pilot includes 8 listed buildings and 1 scheduled monument.</p> <p>Enhanced support was provided for summer solstice at Stanton Moor and the Nine Ladies stone circle including a police operation. We are monitoring damage to Nine Ladies & Doll Tor, Dennis Knoll & Carl Wark from trial bike riding, illegal camping fires and moving stones. There is a dramatic increase in the number of cases of damage to Scheduled Monuments, potentially linked to Covid-19 post lockdown and new audiences.</p> <p>A scheduled barrow on the Heritage at Risk register at Stanshope has received conservation support through the farm advice service. Derbyshire County Council has been encouraged to apply for Covid-19 grant funding to repair the scheduled Watchman's Hut on Baslow Bridge. 6 Scheduled Monuments in total for Q1.</p> <p>No SWPLP community grants have been awarded this quarter due to Covid-19 and loss of project staff.</p>
<p>KPI 10: Percentage of Conservation Areas conserved and/or enhanced</p> <p>2024 target: 100% (109) have adopted appraisals</p> <p>2020/21 target: 97% of Conservation Areas have adopted appraisals</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>Develop and adopt the remaining six Conservation Area appraisals</p>	<p>Further development of the draft Conservation Area Appraisal (CAA) for Winster has continued but at a slower pace than expected due to the continued level of development management casework and remote working taking longer than normal. Longnor CAA has not yet been progressed due to lack of staff capacity and budget implications of Covid-19.</p> <p>Issues arising: Covid-19 has impacted on progressing these CAAs.</p> <p>Actions to address: Review timescales in Q2.</p>

Outcome: A National Park loved and supported by diverse audiences

Q1 overview by Director of Commercial Development and Engagement

This quarter has been extraordinary because of Covid-19. Visitor-facing operations closed during lockdown with only essential activities (litter collection, building checks, ranger patrols) continuing. All Commercial Development and Engagement staff moved to working from home, with 50 staff furloughed and many juggling work with caring responsibilities. The whole team has responded to the challenge with spirit and professionalism. Commercial trading including car parks, toilets, visitor centres, concessions, cycle hire and North Lees campsite suffered complete loss of income during lockdown. Staff have worked tirelessly and with agility to reopen at the earliest opportunity. With the closure of schools, income to support learning and discovery for young audiences stopped. Looking forward, footfall will be reduced for the foreseeable future in order to comply with government guidance, but we are seeing evidence of pent-up demand for services. Officers have responded to the income challenge with innovations introducing new offers including cycle sales, repairs and a bigger and better revamped online shop providing an enhanced, mobile-friendly customer experience. Income from other sources such as our estate tenancies and countryside stewardship schemes has largely been maintained.

High visitor numbers and new audiences have been evident following the easing of movement restrictions. This increased enjoyment and widespread benefit of the National Park at a time of national crisis is to be celebrated, notwithstanding the ongoing work with partners on the issues caused by a minority. There has been a huge increase in interest and focus on cycling and physical activity in general. Our cycle hire centres and multi-user trails provide an excellent introduction for those who are new to cycling, with the added value of experienced and knowledgeable staff being on hand to ensure that the Park is enjoyed in a sustainable manner. Officers are playing a key role at all levels in Derbyshire's Strategic Covid-19 Recovery, focussing on the leisure, culture and heritage offer of the county to drive a green economic recovery. To understand our new audiences better, we joined with Cambridge University on a European National Parks project to gain a deeper insight of resident experiences to better target communications, training and resources. Our rangers also conducted surveys of visitors at our hotspots with the data to be reported in Q2.

The current pandemic has inevitably slowed the Foundation's progress and impacted income. Despite this, the supporter base and social media reach continues to grow, raising £5k (Fire Fund and Spin & Bin) and increased regular donors. The Foundation completed their first annual report (<https://www.peakdistrictfoundation.org.uk/our-annual-report-2019-2020>) and held their first AGM.

"Every day is like a bank holiday" is how Engagement Rangers have described the weeks since lockdown restrictions eased. Rangers undertook 250 patrols supporting the police and have dealt with orders of magnitude increases in litter, anti-social behaviour, illegal parking, wild camping and open fires/BBQs. In addition, the unseasonably dry months of April and May contributed to higher than average numbers of moorland fire responses. Volunteering activity was suspended, although is now re-opening in line with government guidance (fire watch and honeypot litter collection are priority activities). A range of digital content, campaigns and consistent messaging on Covid-19 under the banner of #PeakDistrictProud led to a doubling of our social media engagement as compared with Q1 2019-20, with a further 12.8m people reached via the press.

Underlying our recovery, vital work has quietly and effectively progressed on our green lanes action plan, Millers Dale Good shed project, Pump House farm development and commencement of high priority maintenance works on our trails tunnels. As a consequence of prioritising Covid-19 recovery, some corporate strategy interventions have been delayed, including: Brunts Barn development application; North Lees options appraisal; and the Visitor Experience and Recreation Hub programme brief and vision workshop. Looking ahead to Q2, the primary focus will remain Covid-19 recovery, including supporting staff returning to 'normal' ways of working and re-profiling corporate strategy interventions against KPIs 12,13,14 and 15.

RAG status of strategic interventions: Red = 4, Amber = 4, Green = 4

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>2020/21 target: Plan implemented for closing gaps in PDNP audience demographics</p> <p>Responsible officer: Head of Marketing and Fundraising Development</p>	<p>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</p> <p>Responsible officer: Head of Engagement</p>	<p>Work has been done to develop national Covid-19 recovery plans. The Engagement team have been involved in developing the health and wellbeing offer: restoring health and wellbeing through experiences in nature for essential workers, those disproportionately affected by lockdown, vulnerable people and those with disabilities, and their families. They have also developed the education and outreach offer: developing resilience through engagement and education of children and new visitors with nature. We are now building this work into our delivery as much as possible with current resources.</p> <p>We have also developed a survey to build our understanding of our new audiences, what their motivations for visiting are and how they found out where to visit. This will enable us to effectively target them with information about the National Park and encourage positive visitor behaviour.</p> <p>Issues arising: Due to Covid-19, no direct delivery to target audiences has been carried out and limited volunteering activities have taken place. Where staff salary is related to income, staff have been furloughed, which has limited our capacity to develop new offers.</p> <p>Actions to address: We have been engaging with the many visitors to the National Park as lockdown eased and encouraging positive visitor behaviour. We have also developed our online offer for young people and schools, with a new web page and webinars and online video conferencing for schools unable to visit.</p>
	<p>Repeat data research in year 3 and year 5 to monitor against</p>	<p>The NFP Synergy survey is being carried out every 6 months throughout the Corporate Strategy period.</p>

outcome and adjust plan as required

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>2020/21 target: Peak District National Park connection is increased by 2%</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>Following Covid-19, a number of UK national parks have undertaken 'snapshot' surveys to understand the new audiences visiting and their key triggers and sources of information. This remains ongoing work and is being shared. As described above, Marketing and Communications (MarComms) insight is an integral part of the PDNP survey currently underway. The Audience Development plan was also completed for submission to P&R Committee.</p> <p>Issues arising: Research remains ongoing, so no plans have been developed.</p> <p>Actions to address: Develop delivery plans as a result of insights gathered from the above activities.</p>
<p>Responsible officer: Head of Marketing and Fundraising Development</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>A multi-national park re-submission to the Discover England Fund (DEF) was prepared by end of Q1 (submission beginning Q2). This will have a key focus on the domestic 'staycation' market as a result of Covid-19 implications on the sector.</p> <p>Covid-19 engagement otherwise dominated MarComms output during Q1, comprising around 80% of capacity. This included:</p> <ul style="list-style-type: none"> - Reactionary and pro-active media statements, online content, public information across social media and physical collateral such as signage for our own locations (and communities) and regular partner liaison - Covid-19-related video content/advice and graphics were viewed over 184,000 times across Facebook and Twitter, with our initial lockdown video attracting over 30k views - Our social media engagement and impressions (people exposed to and reacting to our messages) doubled by trend comparison with Q1 2019/20. For 'engagements' the increase was +160% - Almost 60,000 people visited our Covid-19 page on advice and responsibilities and 54,000 visited our car park alerts page

		<ul style="list-style-type: none"> - Proactive delivery included the development of ‘stay at home’ challenges, plus video diary tips from rangers - New audiences photography portfolios commissioned and undertaken - #PeakDistrictProud pilot launched just before Covid-19 lockdown has been amplified by many partners during Q1 in parallel with Coronavirus messaging, including with communities requesting materials to display <p>Issues arising: In-train projects such as Millers Dale Goods Shed interpretation and 70th Anniversary development plans paused.</p> <p>Actions to address: #PeakDistrictProud partners and Parishes survey in Q2, to determine ongoing delivery in Q2 and Q3 as Covid-19 restrictions continue to lift.</p>
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	The NFP Synergy survey is being carried out every 6 months throughout the Corporate Strategy period.
<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>2020/21 target: Peak District National Park Authority awareness is increased by 5%</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 Promoter Score (or similar) and seeking external awards in relation to our work</p>	<p>The Audience Plan as presented to the P&R Committee identifies four key audience groups: BAME, those under 25, socially disadvantaged communities and those with health challenges. Cross-cutting these groups is our MarComms delivery and volunteering. The groups have been highlighted following insights from NFP Synergy and supporting research. A list of 5 ‘key principles’ have been set out in the plan, with each delivery area – including MarComms – focusing on 3 core actions. The activity in support of these principles is set out as a cascade of delivery approaches set beneath each core action (‘3x3 matrix’).</p> <p>Issues arising: The Audience Development plan has not yet been approved.</p> <p>Actions to address: Seek approval of the Audience Development plan.</p> <p>Covid-19 provided an opportunity for the Authority to demonstrate a proactive approach to our response to the many issues arising out of the pandemic and lockdown scenarios:</p> <ul style="list-style-type: none"> - Covid-related print media featuring statements or quotes from the Authority reached 12.8m people - Our social media audience grew 12% in Q1; more than 20% for Facebook (aligning with the importance placed on this channel for information as shown in recent Reuters insights). Our total audience is now over 92k

		<ul style="list-style-type: none"> - From Q4 to Q1, our inbound direct messages via social media increased by two thirds - Doubling of online views of ParkLife to almost 5,000 views of summer 2020 edition - Over 70 inbound media queries received, 50 actioned (e.g. TV/radio interviews), and the remainder redirected to more appropriate bodies or managed in terms of reputation. <p>Issues arising: Limited opportunities to progress signage, interpretation and 70th anniversary proposals due to dominance of Covid-19 delivery.</p> <p>Actions to address: Progress 70th anniversary proposals.</p>
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	The NFP Synergy survey is being carried out every 6 months throughout the Corporate Strategy period.

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>2020/21 target: Generate an extra £260,000 sustainable gross revenue income</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>Not only has Covid-19 impacted the implementation of plans to increase income due to additional demands on the visitor experience development service, it has also drastically reduced the expected (baseline) income where this is reliant on visitors (pay and display, visitor centres, cycle hire, North Lees and Field Head campsites, refreshment concessions/cafes). Income targets will not be achieved this year.</p> <p>Issues arising: Every effort has been made to ensure the Authority benefits from the Government Job Retention Scheme where service costs are normally supported by income. It is not possible to predict what the long-term impact of Covid-19 will be on visitor-facing activities but it is likely to be significant and sustained. Restrictions are still in effect to protect both staff and customers, meaning that we will be unable to service the level of footfall expected in a normal year.</p> <p>Actions to address: Significant work has gone into resumption of income-generating activities at the earliest date possible (in line with the lifting of</p>

<p>Responsible officer: Head of Visitor Experience Development</p>		<p>Government restrictions) and also to support local businesses to resume trading at PDNPA properties.</p>
	<p>Design and launch fundraising campaign in support of corporate strategy outcomes</p> <p>Responsible officer: Head of Marketing and Fundraising Development</p>	<p>70kfor70 campaign launched via the Foundation. Fundraising plan in place and £88k income secured to date. Further information included in Foundation annual report: https://www.peakdistrictfoundation.org.uk/our-annual-report-2019-2020/.</p>
<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>2020/21 target: Generate an extra £100,000 in volunteer support across the Peak District National Park Authority</p> <p>Responsible officer: Head of Engagement</p>	<p>Review management and development of volunteers and roles to create an action plan to target increased volunteer support, diversity and efficiency</p> <p>Implement action plan to improve opportunities for volunteering and increase diversity amongst our volunteers</p>	<p>Volunteer ranger training has been moved online and will commence in Q2 with 20 new volunteers. New volunteer roles such as the Hotspot and fire watch volunteers have been created to support the current issues of high volumes of visitors to the PDNP. These roles have been offered to existing volunteer rangers rather than their normal opportunities.</p> <p>Issues arising: Due to Covid-19 restrictions, no new volunteers have been recruited or new volunteer roles recruited to.</p> <p>Actions to address: New timings for new volunteer roles such as at visitor centres and for the Foundation will be made as Covid-19 restrictions allow. Dates for other actions will also be amended as restrictions allow.</p> <p>There has been limited volunteer activity due to Covid-19. We have provided some online training and volunteers are now being offered access to online ELMS courses.</p> <p>Issues arising: It is now clear that we will not be able to meet the value of volunteering target for 2020/21 and suggest this is amended. In Q1, we only achieved 14.5% of our target: volunteering value in Q1 was £30,740 against a target of £210,663.</p> <p>Actions to address: Volunteering activities will start as Covid-19 restrictions allow and as they are assessed and amended to ensure the safety of our volunteers and staff. New opportunities for existing volunteers are being explored.</p>

Outcome: Thriving communities that are part of this special place

Q1 overview by Director of Conservation and Planning

Policy and Communities staff are working from home and their work is largely able to continue without significant disruption. There are some difficulties in lodging documents for public consultation, as libraries and other public places are closed. The Hope Valley Explorer, which was initiated and managed by this service, has been cancelled for the 2020 season. 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 P&C Service has also led on engagement with Parishes during lockdown and the subsequent relaxation, focussing on visitor and traffic management issues. The Directorates have also been working together on visitor management and recreational hubs, with an increased focus following the post-Covid relaxations on the impact of visitor pressure on our communities. The Parishes Bulletin has been broadened in its scope from a largely Planning focussed document to a wider communications tool. There have also been teleconferences with the Peak Park Parishes Forum and with a range of Parishes.

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. We have now produced a Parish Statement for every parish in the National Park, and we have consulted parishes on the statements. Over half have contributed positively to this process adding greater richness, accuracy and further detail about the place, leading in several cases to the creation of new community visions directly shaping the future of these special places. 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.

There continues to be a good response to community grants, with our funding helping to 'pump prime' some important local projects. Funding has been allocated to continue this grant in 2020/21.

A Member Local Plan steering group has been established to work with and assist officers through the process of reviewing the Local Plan and will meet to focus on issues for early engagement with communities, partners and the general public. Positive partnership working on programmes such as Thriving and Sustainable Communities, Recreation Hubs and Visitor Management, Landscape Monitoring, and Low Carbon Transport will inform the Local Plan review process and will enable survey questions to be generated for planned engagement in Q3.

We continue to work with some parishes on Neighbourhood Plans, with Leekfrith and Bakewell now at a relatively advanced stage. 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. Sites were under construction at the start of lockdown in Bakewell, Bradwell, Winster and Hartington to deliver 50 affordable local needs housing; work has recommenced on these. A number of privately built local needs houses are also under construction units. Four units at Taddington are now occupied.

RAG status of strategic interventions: Red = 0, Amber = 3, Green = 7

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>2020/21 target: 30% increase in number 30% increase in range</p> <p>Responsible officer: Head of Policy and Communities</p>	<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</p>	<p>While KPI data reveals no direct numbers for strategic plan review at this stage, wider engagement work is positive. Our Engagement Plan is in place with a plan to grow stakeholders throughout the Local Plan review process. The first formal stage is now planned for Q3; however, early work and commitment to Parish Statements, Parish Bulletins and teleconferences is generating a positive communication base giving confidence that formal consultation stages will see positive engagement.</p> <p>Positive partnership working on programmes such as Thriving and Sustainable Communities, Recreation Hubs and Visitor Management, Landscape Monitoring, and Low Carbon Transport will all inform the Local Plan review process and will enable survey questions to be generated for planned engagement in Q3.</p> <p>These early engagement methods have also provided an opportunity for close working with the Commercial Development & Engagement (CD&E) teams looking to understand wider audience reach. Anticipated surveys have also been shared and discussed to draw out responses that understand the relationships between visitor behaviours and community sustainability.</p>
	<p>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</p>	<p>Despite lockdown and some loss of staff, we have managed to refill key posts and create development opportunities for internal staff to support our commitments to the Local Plan review and community development.</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	The first version of parish statements is now completed and has been used to prepare a first report. The report has now been shared with PPPF as part of NPMP commitment to agree a definition of Thriving and Sustainable Communities by the end of 2020. The data along with other datasets will be used in preparing a holistic review of the State of Communities.
<p>KPI 17: Number of communities shaping the place</p> <p>2024 target: 20% of Parishes have helped shape their future</p> <p>2020/21 target: 8% of Parishes have helped shape their future</p> <p>Responsible officer: Head of Policy and Communities</p>	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	Despite lockdown and some loss of staff, we have managed to refill key posts and create development opportunities for internal staff to support our commitments to plan review and community development.
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>2020/21 target: 400 interventions</p> <p>Responsible officer: Head of Policy and Communities</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>Learning and experience from the 2019/20 period (such as YOGA event) has informed the environmental focus for community work going forward. At the beginning of the year, a commitment was made to devote resources to community climate action groups in Hope Valley and Dane Valley. Lockdown has prevented close working to the degree anticipated, but the team has continued to support these groups where possible, e.g. through grants, advice and by attending teleconferences.</p> <p>The community-focussed pages of the website have been updated accordingly with the new menu of support.</p> <p>Issues arising: An inability to engage face to face with community groups (owing to Coronavirus) has hampered progress. This is likely to continue through summer with the loss of community events, parish meetings, summer shows etc.</p>

		<p>Actions to address: It is important to maintain support and adapt to circumstances. Focus on parish bulletins, teleconferences and grants has been appreciated by communities. The team is still keen to maintain focus going forward and adapt towards the support of longer term community resilience and to reflect the NPMP aim of Thriving and Sustainable Community.</p>
	Implement the action plan	As above
<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>2020/21 target: 40% 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>Experience from the North Lees Estate consultation process has enabled the development of survey tools which the team now intend to employ on the Local Plan Review. Alongside this, the extended use of bulletins, social media and teleconferences has enhanced the team's skills and tools in readiness for more formal and structured consultation events for the Local Plan review.</p> <p>Issues arising: We have growing confidence in our ability to increase the numbers engaged via social media, but we need to remain flexible for those with unreliable technology and those who do not have the skills to operate this way.</p> <p>Actions to address: Government guidance is likely to enable greater use of digital technology but some stakeholders continue to require paper or seek face to face contact. We may need to explore limited contact via Aldern House using appointment based systems.</p>
	<p>Embed within engagement plan and coordinate with engagement planning work under audience reach strategic interventions</p>	<p>The digital media campaign is embedded within the engagement plan. Moreover, the lockdown and easing processes have enabled close working with the CD&E team on Parish Bulletins, web presence and conducting teleconference forums. This learning provides a solid basis for formal consultation events later in the year.</p> <p>The teams are also liaising on surveys aiming to capture intelligence on visitor behaviour and impacts on local communities (both negative and resilience).</p>

Active participation through sustainable projects that connect people to place

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>2020/21: An extra 200 residents involved</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> <hr/> <p>Promote and deliver grants</p>	<p>Ongoing project with no issues arising.</p> <hr/> <p>New grants are still being delivered during lockdown with regular requests. For instance, Butterton notice board and the Voices of the Peak projects were supported during Q1.</p>

An agile and efficient organisation

Q1 overview by Director of Corporate Strategy and Development

The first quarter of every financial year is always busy and Quarter 1 (Q1) of 2020/21 was no exception. In addition, this year the Directorate and the Authority had to respond to the numerous impacts of the Covid-19 pandemic. To ensure the Authority continues to operate efficiently and effectively, there are a variety of essential governance, finance and performance related activities that needed to be undertaken in Q1. I am pleased to report that during Q1 the production of the Authority's Financial Accounts for 2019/20, our Annual Governance Statement and our Performance and Business Plan were all completed and published in line with the statutory deadlines. In addition, the Head of Internal Audit reported to Members that in his opinion the framework of governance, risk management and control operating in the Authority during 2019/20 provided a substantial level of assurance.

Under the Chief Executive's Emergency Delegation, the Director of Conservation & Planning in consultation with the Chair of Planning and the Chair of the Authority considered nineteen planning applications. To support effective governance during the pandemic, on 22nd May 2020, the Authority approved temporary amendments to Standing Orders to facilitate virtual meetings of the Authority and its Standing Committees. At the same meeting, the Authority approved the sixteen recommendations contained within the second report of the Member led Governance Review Working Group.

A priority in the development and implementation of all aspects of our response to the pandemic has been the health and well-being of our staff. In approving the Occupational Safety and Health Annual Report, on 15th May 2020, the Programmes and Resources Committee noted the Authority's actions undertaken to date to mitigate the effects of the pandemic and to comply with Government guidance. Throughout Q1 regular contact was maintained with staff, providing information updates and signposting access to resources to promote health and well-being. Comprehensive risk assessments relating to the provision of services and the use of facilities have been developed and towards the end of Q1 some public facing operations began to reopen. The Democratic & Legal Support Team also welcomed the Authority's newest business apprentice who has been fully inducted online and has been set up to work remotely.

As the teams within the Directorate have diverted resources, in order to respond to the pandemic either directly or to support colleagues throughout the Authority, inevitably some development work planned to be undertaken during Q1 has been affected. Where this relates to a strategic intervention or key performance indicator the impact is described in the performance report. However, it has been possible to undertake development work on some key priorities. For example, with the support of the newly created Climate Change Member Task Group the Authority's second Carbon Management Plan has been developed. It is hoped to seek formal Member approval to adopt this key Management Plan early in Quarter 2.

The pandemic has had a significant impact upon the Authority's current year (2020/21) financial position. In addition to seeking financial assistance from government support packages, such as the Job Retention Scheme and business rates relief initiative, the Authority approved the creation of a Coronavirus Contingency Reserve on 22nd May 2020. The on-going financial situation will continue to be monitored and Members will be updated during Quarter 2.

RAG status of strategic interventions: Red = 2, Amber = 3, Green = 16

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>2020/21target: 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>Staff wellbeing has been high priority during Q1. Lockdown due to Covid-19 has led to vulnerable staff shielding and all others working from home, where possible. Guidance and Q&As on sickness reporting, flexi-time, caring leave and homeworking refreshed and published on website to account for impact of lockdown on staff. Weekly all staff wellbeing emails from HR on topics such as exercise, home workstations, mindfulness, and kindness. Counselling and coaching offered throughout.</p> <p>Development work on Talent pipeline, Pay strategy, and Employer of Choice were paused.</p> <p>Sickness: Days lost per full time equivalent (FTE) in Q1 is 0.8 (1.48 in same quarter in 2019-20). A significant drop from Q4 at 2.6 days. There were 52 absence occurrences. Top 3 reasons:</p> <ul style="list-style-type: none"> • Phased return • COVID-19 sickness/symptoms • Other (things in the other category include aches and pains, hay fever symptoms, and involvement in RTA). <p>Absence reasons that lost the most hours:</p> <ul style="list-style-type: none"> • Covid-19 sickness/symptoms • Pregnancy related • Covid-19 shielding.

<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>2020/21 target: 70% survey response rate (Investors In People / staff surveys)</p> <p>Responsible officer: Head of Human Resources</p>	<p>Develop a new competency framework that will be applicable to all staff</p> <p>Ensure all our staff and Members understand and live our values</p>	<p>The new values are Care, Enjoy, Pioneer. They are supported by a definition and set of behaviours. They are being incorporated into each roles person specification and will be used in the recruitment process.</p> <p>The Chief Executive Officer shared our new values with the workforce and Members on 6 April. Staff and Members previously had opportunity through surveys to comment on their development.</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>2020/21 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>Work on this strategic intervention has not progressed as planned due to Covid-19.</p> <p>Issues arising: As a result of lockdown, recruitment and volunteer activity was paused. Additionally, there was no time or opportunity available for collaboration between HR, Volunteer Co-ordinator and Strategy Officers.</p> <p>Actions to address: Recruitment and volunteer activity has recommenced. Recruitment process is being reviewed and will promote equality, diversity and inclusion.</p>

We are **financially resilient** and provide value for money

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<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>2020/21 target: Plan monitored and updated</p> <p>Responsible officer: Head of Finance</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 updated based on the 2020-21 baseline approved budget and estimated key assumptions for the Spending Review period.</p> <p>Issues arising: The principal material uncertainty in the plan is the absence of a National Park Grant allocation for 2021-2024, together with uncertainty over the longevity of a newly demarcated “biodiversity” allocation in the 2020-21 National Park Grant allocation; planning assumptions therefore have to prepare for the eventuality of a poor settlement for the current Spending Review period.</p> <p>Actions to address: SLT and Members are working on proposals in Summer and Autumn of 2020 to balance the 2021-2024 budget with the impacts on National Park purposes clearly understood</p>
	<p>Develop a new Capital Programme for the Authority (following the adoption of the corporate Asset Management Plan)</p>	<p>This work is deferred until the National Park Grant position is better understood, in order to protect capital resources and to allow for the support of capital investment for assets and services which will be decided.</p> <p>Issues arising: Lack of clarity around the National Park Grant position.</p> <p>Actions to address: Seek to gain clarity before developing Capital Programme.</p>
<p>KPI 25: To have arrangements in place to secure economy, efficiency and effectiveness in all our operations</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 up to date.</p>

<p>2024 target: An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p>2020/21 target: An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p>Responsible officer: Head of Finance</p>	<p>Introduce electronic purchase order, authorisation and invoice scanning and the implementation of an electronic travel and subsistence claims system</p>	<p>The Exchequer accounting system has been upgraded to allow purchase order authorisation via the email system integrated with the accounting package and pilot testing will start in the later months of 2020. The system is also capable of travel and subsistence claims processing. Invoice scanning will follow in 2021.</p>
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Our **well-maintained assets** support the delivery of our landscape, audience and community outcomes

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p>KPI 26: To have a corporate Asset Management Plan</p> <p>2024 target: Plan to be implemented</p> <p>2020/21 target: Plan implemented</p> <p>Responsible officer: Corporate Property Officer</p>	<p>Develop a corporate Asset Management Plan</p> <hr/> <p>Develop and implement a new Carbon Management Plan for the Authority</p> <p>Responsible officer: Head of Strategy and Performance</p>	<p>The Corporate Property Management Plan was approved by Authority in the last financial year. Work to refresh the Action Plan timetable is ongoing in the light of the pandemic situation.</p> <hr/> <p>We finished developing Carbon Management Plan and will be seeking approval for it from the July Programmes and Resources Committee.</p>

Our **data** is high quality, securely managed, and supports decision making and delivery

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</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>Firewall rules maintained, and replacement firewalls scoped and designed. Antivirus extended to mobile devices with greater visibility of installed apps, forced encryption and greater remote support capabilities. Measures put in place to safely (during Covid-19 situation) continue replacement cycles of other end user equipment to maintain supported and secure devices.</p>

<p>least reasonable assurance in all Audit reports</p> <p>2020/21 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>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>Support the work of the Authority-wide group established to develop new and enhance existing services using data</p>	<p>Web mapping and field based data capture roll out continues well, with MFFP in particular capturing data and imagery in the field with automated synchronisation of that data back to Authority systems, removing duplication of effort and improving quality and discoverability of data.</p>
<p>2020/21 target: All services capture, store and access data in a consistent and efficient manner</p>	<p>Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)</p>	<p>Q1 included the release of soil compaction survey apps for SWP volunteers, Development Management Plan interactive maps and Landscape Character Type mapping (supporting the landscape strategy) as well as a number of internal changes to allow quicker rollout of future web apps.</p>
<p>Responsible officer: Head of Information Management</p>	<p>Lead business change programmes with internal teams and services to improve efficiency and effectiveness of business processes and associated data management practices to improve data and information availability both internally and externally</p>	<p>Q1 focused largely on improving stability and resilience for staff working remotely (i.e. a much higher volume and for much longer unbroken time periods than we have serviced before). Whilst this has been successful, it has had a knock on impact on the amount of resource available to continue driving business change initiatives forward.</p> <p>Issues arising: The rollout of an improved Planning System interface has again been delayed, but will progress during Q2. Improved documentation (customer contact forms etc) and some improved internal planning administrative processes will be included with the launch of this updated interface.</p> <p>Actions to address: Continuation of existing project plan and actions.</p>

	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)	The PDNPA has completed migration to the shared Exchange and shared domain. LDNPA has completed implementation of network connectivity with both the PDNPA and our infrastructure providers. PDNPA will be sharing this networking infrastructure during Q2 to bring additional sites into our network in a cost effective way that shares equipment, services and management overhead with LDNPA.
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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>2020/21 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>The Governance Working Group presented its second report to the May 2020 virtual Authority meeting which approved the 16 recommendations set out in the report including approving the Appointment Principles, the Member Appointment Process Panel, the annual report on Member attendance, the terms of reference of the Programmes & Resources Committee, the amendments to the Scheme of Delegation to the Chief Executive, quarterly meetings of the Local Joint Committee, and making no changes to the existing arrangements for Member Scrutiny as well as agreeing to have no Member representation on the Health & Safety Committee. Appointment to the Governance Review Working Group at the 2020 AGM was agreed with a view to carry out a 6 month review of the impact of the changes introduced</p> <p>At the May virtual Authority meeting, the Internal Audit Report 19/20 stated that there were no special investigations during the year and the overall opinion on the framework of governance, risk management and control operating in the Authority was that it provided Substantial Assurance. A qualification was added in light of the current COVID-19 pandemic which had occurred at the end of the year but no specific concerns had been raised regarding the Authority's approach.</p>

	<p>Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff</p>	<p>Further roll out of the online procurement portal In-Tend has not occurred as planned due to Covid-19 and remote working. However procurement in line with our standing orders has continued throughout this quarter.</p> <p>Issues arising: The In-Tend system has been tailored and customised to the Authority's requirements and the cash collection contract was procured and awarded through the portal in the last quarter.</p> <p>Actions to address: The next stage is to undertake the evaluation training so that evaluations can be carried out online. The Authority has banked 4 training days which can be rolled out to support further training when lockdown restrictions have eased.</p>
	<p>Coordinate the delivery of the corporate strategy and drive through delivery and business planning, performance and risk management processes</p> <p>Responsible officer: Head of Strategy and Performance</p>	<p>The 2019/20 Quarter 4 report and corporate risk register were approved by the May Authority meeting. At the same meeting, approval was given to the 2019/20 Performance and Business Plan and the 2020/21 corporate risk register.</p>
<p>KPI 30: Our Members are more representative of our audiences</p> <p>2024 target: Move towards greater diversity in our Members</p> <p>2020/21 target: Move towards greater diversity in our Members</p> <p>Responsible officer: Head of Law, Legal and Democratic Services</p>	<p>Identify and remove barriers that may restrict the appointment of Members from underrepresented groups (e.g. review our meeting format and dates/times of meetings)</p>	<p>Currently 63% (81% in 2018/19) of Members are male and 37% are female (19% in 18/19).</p> <p>93% are white and 7% are BME (96% and 4% in 2018/19).</p> <p>3% have a disability (3% in 2018/19).</p> <p>Of the key roles 83% are held by men and 17% by Women (100% Male in 2018/19). 83% are white and 17% BME (83% and 17% in 2018/19).</p> <p>Of the Member Champions 71% are women (27% in 2018/19) 14% are BME (9% in 2018/19) 14% have a disability (9% in 2018/19).</p>

We have **effective partnership arrangements** in place

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>2020/21 target: Monitor effectiveness partnership arrangements</p> <p>Responsible officer: Head of Strategy and Performance</p>	<p>Monitor the implementation of the National Park Management Plan 2018-23 delivery plan</p> <p>Coordinate the development of the Peak District National Park Management Plan 2024-2029</p>	<p>The National Park Management Plan Advisory Group has continued to oversee good progress with implementation of the plan. The 2019/20 Annual Monitoring Report has been developed and will be taken to the July Authority meeting for approval.</p> <p>We have started to think about some key pieces of information and decisions that we will need to make in order to begin to project plan development of the next National Park Management Plan.</p>