

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

Quarterly overview by Chief Executive

RAG status of strategic interventions: Red = 2, Amber = 23, Green = 34

Working with Covid-19 restrictions is becoming the new normal, with a combination of staff working at home and returning to the office, our centres across the Park and site-based work. Member oversight has continued throughout via virtual means. We have welcomed back volunteers; however, we are managing this with a slow return to ensure we support safe working and volunteering practices. This quarter saw a huge return of visitors to the National Park and we continue to work with local communities, partners and the diversity of people coming to enjoy the National Park to celebrate and emphasise responsible enjoyment of the special qualities.

I am impressed, and grateful for, the flexibility shown by volunteers, staff and members in these times of restrictions and in responding to the budget pressures this year and for the foreseeable future. This quarter, the Senior Leadership Team, working with Heads of Service, began to plan our response to future budget pressures from 2021/22 onwards – looking at a phased approach across a number of years considering function, form, support services, income and efficiencies.

In Q2, we continued to deliver well on our outcomes: our development management service continues to operate well with no decline seen in number of planning application being submitted to us for decision. We aim to bring back the paused pre-application service in a phased way later this year. We've been shaping national agendas, for example through work on the future of farming and nature recovery. We've engaged with communities, landowners and farmers to inform future transition to a new farm support scheme post-Brexit and to amplify our on #PeakDistrictProud messages and activity to support a safe home whilst providing a warm welcome to those coming to spend time in the National Park. Some of our KPIs have proven challenging to deliver, for example delivery of the Diverse Audience Plan, landscape monitoring and income targets and with the budgetary pressures we have been reviewing our KPI and strategic interventions for next year onwards (reported on in a separate paper).

Looking ahead, Q3 will be a key quarter turning our planning into decision-making on our strategic focus, our key activities and KPIs and future organisational form to be ready for 2021/22 - responding to external challenges and opportunities. Difficult choices are having to be made in securing savings and I am seeking to do this in a way that minimises redundancies and the impact on frontline delivery. We are living in rapidly changing times and these decisions are about supporting a resilient organisation and team based on the information we have available. What is clear is that we continue to have a clear role supporting a healthy nation connecting and caring for natural and cultural heritage and the beauty of our landscapes – in other words our special qualities – and this role is as important now as it ever was.

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

Q2 overview by Director of Conservation and Planning

The work of the Conservation and Planning Directorate largely continued in Q2 following the relaxation of lockdown, albeit with some significant changes and restrictions in working practices remaining from Q1. These restrictions will inevitably have an impact on performance and outcomes, but overall the teams have been able to increase their level of work, particularly on site. Most staff are still working from home, with some using the office in a limited way and with meetings being held virtually where appropriate. Some site-based work has recommenced but only when it can be carried out safely. The Development Management Service continued to deliver a planning service, as requested by MHCLG, but with some limitations on site visits, particularly if meeting applicants or agents. In July, we successfully moved to virtual Planning Committees and an additional meeting was held in August to pick up some of the backlog, but the pre-application service remained in suspension because of the need to prioritise applications and the difficulties in arranging site visits.

Officers are increasingly involved in developing a response to Nature Recovery Strategies and Nature Recovery Networks with Defra and other national park authorities. The Head of Landscape and Conservation was closely involved in the NPE response to the Environmental Land Management Policy Discussion Document consultation. 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). The White Peak ELMS Phase 1 Test continued, albeit in a more limited way because of Covid 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 initially meant that the delivery of some projects was either postponed or redesigned in consultation with partners and funders. Discussions have continued with Defra and other stakeholders about the Great North Bog initiative, linking the Pennine peatlands together to focus on carbon, flood management and biodiversity. The Moors for the Future Partnership has also secured a grant from the Environment Agency, submitted a bid to Defra for the GNB and been successful in the Green Recovery Challenge Fund for the deep peat project.

Further discussions have taken place with the consultants who produced the Moorland Birds Survey report, which launched in October 2019, but was withdrawn pending a further analysis of the results. The project board met to discuss options for resolving this. The Birds of Prey Initiative report showed that most species 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 has been postponed to November, when it will be held as a virtual meeting.

RAG status of strategic interventions: Red = 1, Amber = 7, Green = 11

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 various stakeholder meetings as reported in Q1, including supporting the lead National Park Officer for Environmental Land Management (ELM) at Defra Director meetings.</p> <p>A National Parks England (NPE) response prepared by our Head of Landscape and Conservation with support and input from all ten English National Parks was submitted during Q2. The key asks were that: ELM should focus on the delivery of a full integrated range of public good outcomes; nature recovery should be at the heart of ELM, enabling a natural approach to climate change adaptation and mitigation to create resilient landscapes; ELM local priorities should be set at a national landscape level through the management plan process; ELM needs to be attractive and incentivise participation by providing sufficient funding to deliver ambitious land use change and scheme delivery; national landscapes should be key priority areas for ELM investment; clear and effective regulatory baseline that protects natural and cultural assets is needed; ELM will be an important tool to deliver the Government's environmental objectives and an important economic driver in rural areas; a clear road map for the transition period from Basic Payment and Countryside Stewardship schemes to ELM is crucial to ensure resilient rural economies and local communities and that natural and cultural assets and rural skills are not lost.</p>

		<p>A more local response from the Peak District Land Managers Forum Brexit Sub-group was also submitted in Q2 with Member support. A ministerial statement about the ELM consultation response, the ELM Tier 1 national pilot and transitional arrangements is expected in November.</p> <p>The White Peak (WP) ELM test has continued with farmer and land manager engagement being completed, albeit with slightly lower numbers than originally planned due to ways of working necessitated by Covid-19. The findings are being analysed and the final report will be completed and submitted to Defra in Q3. The WP test was one of 5 ELM tests selected for a “deep dive” set of interviews in Q2.</p> <p>Proposals for the continuation of the test for the Dark and South West Peak National Character Areas (NCAs) will be finalised and begin in Q3.</p>
	<p>Make the case for and influence the design of transitional arrangements including further improvements to the current Countryside Stewardship scheme</p>	<p>As in Q1, representation for the English NPAs at various stakeholder meetings has continued virtually. Transitional arrangements including improvements to the current Countryside Stewardship Scheme (CSS) continue to be explored. As commented above, a Ministerial statement covering transitional arrangements is expected in Q3.</p> <p>Proposals for the ELM National Pilot are currently for around 1,000 farmers for Tier 1 only to begin in Q4. Tier 2 is expected to be piloted in Q3 next year with proposals for Tier 3 (large landscape scale change) as yet unknown. The possibility of a Sustainable Farming Incentive as part of the Tier 1 proposals has been mentioned, but again details are currently unknown.</p> <p>The preparation of a paper on transitional issues for the English National Parks and particularly the uplands was mentioned in Q1. However, accessing data from Defra and Natural England (NE) has proved difficult and so the paper will now not be completed until Q3.</p> <p>Issues arising: Whilst there is now recognition of upland issues during transition, there is still no clear road map though this period. So the risk of further agricultural intensification with potential consequential losses of natural and cultural assets remains. ELM will need to be sufficiently</p>

		<p>attractive to encourage a high level of participation and to properly reward participants for continuing to deliver public goods in the longer term.</p> <p>Actions to address: Continue to highlight the upland transitional issues, press for improvements to the current CSS and for ELM National Pilot opportunities. Deliver the ELM test in the Dark and South West Peak NCAs. Complete the proposed transitional issues paper including possible solutions.</p>
	Continue to support land managers to access current and future schemes	<p>Authority Farm Advisers have continued to support farmers and land managers remotely. A range of habitat management and conservation works have continued to be supported by the Authority's own small-scale Land Management Grant Scheme. The small-scale practical trials exploring techniques to develop nature recovery networks across the agriculturally-improved WP plateau have continued to stimulate interest in nature recovery and techniques new to the Peak District including a visit from the Chair of NE during Q2.</p> <p>The South West Peak Landscape Partnership (SWPLP) has also continued to provide a range of grants to improve water quality, 'slow the flow', restore grassland, wader and white clawed cray fish habitats.</p> <p>Moors for the Future Partnership have delivered PA2 Countryside Stewardship Feasibility Studies on key landholding which have resulted in successful Countryside Stewardship applications. MFFP have also developed complementary match funding opportunities for restoration on these sites for wider multiple benefits.</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 and enhance natural beauty; and addresses any issues arising from the climate change vulnerability assessment of special qualities	<p>Covid-19 continued to impact on capacity and partner availability. This has resulted in limited further progress on agreeing a methodology. Plans are in place for updating and consulting key partners on the proposed methodology in Q3.</p> <p>Issues arising: The revised timescale for agreeing a landscape monitoring methodology by the end of Q4 was shared in Q1. This will depend on the continuing impacts of Covid-19 and partner availability.</p>

<p>2020/21 target: Baseline carried out for strategic sustainable landscape monitoring</p> <p>Responsible officer: Head of Landscape and Conservation</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 continued to be made despite Covid-19. The proposed methodology for assessing changes in the sample Landscape Description Unit (LDU) repeat photos will be agreed internally in Q3.</p> <p>The exploration of a semi-automated approach to the repeat sampling of the 1991 Changes to National Parks Report has continued with Cranfield University. The Authority supported a successful University funding bid to develop a 'Random Forrest Machine Learning' classifier to monitor landscape features and habitats across 4 sample areas in the Peak District. This object-oriented classification worked better than expected, both in terms of accuracy and delineation of areas showing more than 75% accuracy in the first test with an expected end result of more than 90% accuracy. This level of accuracy would be at least equal to or greater than the manual visual interpretation (by hand) in the 1991 version.</p> <p>Issues arising: Further funding will be required to develop, then extrapolate the classification and change detection methodology across all of the Peak District.</p> <p>Actions to address: Explore sources of funding.</p>
	<p>Explore and develop community and audience engagement through landscape monitoring including special quality views</p> <p>Responsible officer: Head of Policy and Communities</p>	<p>As reported in Q1, this is part of the landscape monitoring methodology so is likely to be delayed. Exploring and developing community and audience engagement with special quality view monitoring was planned for Q1, but remains 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>There were no decisions in Q2 that were contrary to strategic planning policies.</p> <p>Due to Covid-19 restrictions, Planning Committees in Q2 were held as virtual meetings and additional meetings were added to deal with additional workload.</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>Responsible officer: Head of Programme Delivery (MFFP)</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>Through restoration works we have secured 246 tonnes of avoided carbon loss so far in the 2020/21 works season.</p> <p>The Moor Green investment project has started and a Great North Bog application has been made to Defra to kick start the project. An expression of interest has been submitted to the Green Recovery Fund for the DEEP Peat Project to quantify carbon across the Great Northern Bog area. The Peat Depth project has commenced and will provide carbon quantification in the Bamford catchment.</p>
	<p>Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions</p>	<p>Works resumed in July and are now progressing well, due to good weather and Covid-19 systems being in place.</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 carbon data that sits behind the full Peak Carbon Tool has been updated and will be tested in Q3. Further versions of the habitat carbon ready reckoner are planned as part of the ELM test for the Dark and South West Peak NCAs. Interest from the Environment Agency may also support the development of an additional soil health element of the</p>

		carbon ready reckoner. These ready reckoners will be created in Q3. Testing with farmers and land managers begins in Q4.
	Develop the climate change vulnerability assessment and implement the key outcomes Responsible officer: Head of Strategy and Performance	The internal quality assurance process on the draft climate change vulnerability assessment has been completed.

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>	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>The 2020/21 capital works season is well underway, with restoration activities completed over 131.3ha so far. A plan of works over 45 sites covering 11 project themes for the 2020/21 season is available and will be shared with SLT / OLT.</p> <p>The annual 2020 vegetation and photographic survey campaign over the Dark Peak was completed safely within Covid-19 restrictions and added to this long and valuable data set. The annual water table monitoring campaign was started in Q2. Both carried out largely by volunteers.</p>
	Support the development of and implement a resilient, sustainable moorland management model Responsible officer: Head of Landscape and Conservation	<p>This season the number of wildfires has been low thanks mainly to the weather and also the constant vigilance of land managers. Several wildfires were caught early and thus major fires were prevented. Work to encourage supermarkets to not stock disposable BBQs has helped, but there is still more to do to manage public expectations and understanding.</p> <p>Two case study site visits have now been undertaken and discussions are ongoing to resolve local issues. Reporting back to the Sustainable Moorland Management sub-group will be delayed until these discussions have been concluded.</p>

		<p>The England Peat Restoration Fund team is now in place and there a series of meetings will agree how the funding will be allocated and what delivery partners need to do to receive funding going forward.</p> <p>The Chatsworth moorland group has continued to discuss how to achieve resilient, sustainable moorlands. NE has continued discussions with estates to complete Long Term Management Plans – two more are now with NE's legal team for sign off and, once completed, will bring the total to 13.</p> <p>The annual Chatsworth Moorland Manager's meeting was not held in Q1 due to Covid-19, but an update was provided in Q2. A virtual meeting to foster further discussion on resilient, sustainable moorland management has been arranged for November.</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>	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	Progress has continued on cleansing and sorting the ecological data during Q2 and the work is on target for completion in Q4. SWPLP data from project officers and volunteers through the Glorious Grasslands and wax cap fungi project is now being incorporated into the Authority's ecological data layer.
	Deliver annual assessment of net gain/loss of non-protected, species-rich grassland and use this to influence our future plans	Active engagement with farmers and land managers through the Authority's Farm Advisers and the WP ELM test has continued. The SWPLP's Glorious Grasslands project has continued and a further 18 hectares of hay meadows have been restored, with more restoration scheduled for Q3. The conservation agreements securing the conservation management of these sites are now being drawn up by the Farm Advisers. Covid-19 continues to affect methods of working and is likely to impact more in the next two quarters.
KPI 6: Area of new native woodland created	Prioritise new native woodland creation work	The Authority's Farm Advisers have continued to explore native woodland creation opportunities with farmers and land managers through the national Countryside Stewardship Scheme. The Authority

<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>Responsible officer: Head of Landscape and Conservation</p>		<p>and Woodland Trust partnership for the creation of small-scale woodlands will continue for a final third year, with the planting of around 12 hectares taking place in Q3 and Q4. Further ‘slowing the flow’ tree planting is planned in a SWPLP project.</p> <p>The trees and woodland element of the “light touch” review of the Peak District Landscape Strategy has been developed ahead of the full review due to the interest and pressure for more trees across the National Park. This document, which has the working title of “Wooded Landscape Plan”, is now drafted and will be shared with key partners in Q3. The aim is to set out a nuanced approach to more trees, scrub, wood pasture and woodland in the landscape whilst enhancing the special qualities.</p> <p>Issues arising: Covid-19 may still 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 remain a concern.</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. Complete consultation on draft “Wooded Landscape Plan” in Q3 and deliver final plan in Q4.</p>
	<p>Create an opportunity map for new native woodland and scrub including details of the right trees in the right places</p>	<p>The Future Treescapes Ask, building on and refining the new opportunity map for new native woodland and scrub, has been further developed into the draft “Wooded Landscape Plan” referred to above.</p>
<p>KPI 7: Maintain and enhance populations of protected and distinctive species</p> <p>2024 target: Restore breeding pairs of birds of</p>	<p>Continue to have a clear voice on the outcomes we expect from the Peak District National Park moorlands</p>	<p>The Authority continues to have a clear voice through the work on resilient and sustainable moorlands.</p> <p>The Breeding Bird Survey project board have given a direction on the way forward to resolve the issues around the survey and negotiations are underway with the consultant. The target for resolving the issue or moving to a legal process is the end of December.</p>

<p>prey in the moorlands to at least the levels present in the late 1990s</p> <p>2020/21 target: 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p> <p>Responsible officer: Head of Landscape and Conservation</p>	<p>Work with moorland owners, land managers and partners to deliver resilient, sustainable moorlands that lead to increased numbers of birds of prey</p>	<p>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.</p> <p>Actions to address: Continue to support the ambition for Long Term Moorland Management Plans and resolve the issues related to the Moorland Bird Survey.</p> <p>The interim Bird of Prey Initiative report for 2019/20 was published in Q2. The figures show that 2020 has been a relatively good year, with the general decline in birds of prey numbers having stopped and the positive trend continued, particularly for breeding success rate. The lack of Hen Harriers and poor Short-Eared Owl numbers is disappointing, but not unexpected in a poor vole year in the Peak District.</p> <p>Issues arising: Breeding pairs of birds of prey in the moorlands have not yet reached the levels present in the late 1990s. Wildlife crime remains a factor in this, not only in our Bird of Prey Initiative study area (the moorlands of the Dark and South West Peak) but elsewhere in the National Park, where police and others continue to work on tackling criminality impacting our raptors.</p> <p>Actions to address: Continue to work with moorland owners, managers, gamekeepers, the police and partners to restore breeding pairs of birds of prey in the moorlands and develop trusted relationships.</p>
<p>Cherished cultural heritage that is better understood and looked after</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 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>	<p>Engage with a range of audiences to promote and increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes</p>	<p>Covid-19 has continued to prevent the majority of planned face to face engagement interventions. However the transition to more virtual engagement has continued in Q2.</p> <p>A StoryMap (which is a virtual way of telling the story about a place) was created for Cracken Edge by one of the Masters student placements, launched in the festival of archaeology and received over 145,000 social media hits. Work with the University of Sheffield for the Festival of the Mind included an exhibition in Sheffield with a podcast and short film based on Gardom's Edge. Moors for the Future was supported to deliver Europarc's webinar on the heritage of Peaklands to an audience of 107. Further virtual techniques are being explored for Q3 and Q4.</p>
<p>KPI 9: Percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced</p> <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>Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property</p>	<p>Specialist input to development management has continued remotely. The impact of the temporary cessation of the pre-application service is apparent in terms of the quality of many of the current applications. There have been 74 new archaeology consultations and 166 new listed building/conservation area consultations/enquiries/enforcement contacts. Other existing casework is continuing. There can be several consultations for one property, so the actual number of individual buildings 'conserved' will be fewer than this for the quarter when the final figures are calculated at the end of Q4.</p> <p>Cross team working has resulted in bracken management at Callow Bank Scheduled Monument on the Authority's North Lees Estate. SWPLP data collected via project officers and volunteers is now being incorporated into the Authority's data sets. 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>A flow chart summarising the methodology for Conservation Area Appraisals including enhanced engagement with the local community has been completed and includes Covid-19 safe virtual consultation methods. Some progress has been made for the appraisal of Winster including drafting the chapter on the development and dating of the village, which is now nearly complete. There was also positive feedback from the school engagement day last year.</p> <p>Issues arising: Progress remains slow.</p> <p>Actions to address: Proposals to amend the timeline for completion of these appraisals will be shared with members in Q3.</p>
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Outcome: A National Park loved and supported by diverse audiences

Q2 overview by Director of Commercial Development and Engagement

We achieved a major milestone this quarter with social media hitting 100,000 followers, putting us in the top 4 UK national parks. We had a 40% increase on Instagram, which meets our new audience ambition with 62% of users between 17-34 years. We continue to shift and align our digital footprint to welcoming our target audiences, delivering a 'performance art' video with the BAME community on litter reaching 50k via Facebook, over 45k views for visitor management video content including 33k visits to dedicated Covid pages, and 45k to car park status over the summer. MarComms continue to work with staff and volunteers to search out creative, innovative content to celebrate and emphasise responsible enjoyment of the special qualities.

Whilst lost income will not recover to meet targets this year, there are some encouraging signs with teams working extremely hard to return to 'normal' trading and search out new opportunities. Q2 results compared with last year show a slight increase. Visitor-facing services had an encouraging jump in income since lockdown was released, e.g. Bakewell Visitor Centre spend has risen 28% to £2.21 per head. The revamped online shop is also showing strong sales growth. Both stock products promoting our new values. Staff continue to take opportunities to secure funding, with the Access and Rights of Way team securing £8k from a filming company to fund improvements to a Miles Without Stiles route at Mam Tor. The trails and North Lees estate have welcomed unprecedented numbers. Our Estates Teams/CMPT have successfully managed their impact alongside planned work to maximise benefits for wildlife through agri-environment agreements. Callow Bank prehistoric field system on North Lees Estate has just been removed from the Heritage at Risk register (Historic England) because of the bracken management plan now in place as part of the CS agreement.

The Peak District Foundation, our primary fundraising vehicle, held a fundraising strategy day with SLT / Heads of Service and trustees to outline a 5 year fundraising plan. The projects identified in the plan will be promoted to business, sponsors and visitors. Defra released the Green Recovery programme in September and PDNPA were involved in four bids with partners (access for all; cycling; Stanage recovery; Great North Bog peat depth analysis). Q2 also saw the publication of National Parks Partnership 'net zero with nature' prospectus, which has attracted the Palladium group to work with national parks attracting private and public finance at scale. This approach has been mirrored locally with a 'Peak partner' offer via The Foundation to appeal to small and medium sized business and sponsors in the Peak District.

Many engagement activities are still limited or greatly reduced with no recovery forecast in schools income until 2021 at the earliest. This is impacting staff, with two remaining on furlough and the process started on making 8 part time Learning and Discovery leaders redundant. Responding to the need for online outdoor learning, the engagement team have worked with South West Peak Partnership to launch 'Wild about your School', which has been very successful. The Park continues to be very busy especially on weekends with good weather. Because of this, the Engagement Service focus has remained on visitor management, with targeted activities (especially litter picking) for volunteer rangers (on the increase) in support. Early conclusions from visitor and resident surveys conducted over summer by staff, volunteers and Cambridge university highlighted that the majority of visitors / residents (>70%) do know how to act responsibly and want to do the right thing. We are analysing all available visitor information and will work with a sub group of partners in Q3 and Q4 to develop improvements for next season.

Q3 forward look: This will be dominated by the managing change process to deliver form and functional savings. There are a number of decisions to be made including in principle next steps with Brosterfield, trails inspections contract award, car park management changes and progress with green recovery bids. PDNPA are jointly hosting a webinar with the N8 group of Northern Universities to promote net zero with nature to business. We will also be supporting the Stanage Forum to hold its annual open meeting in an alternative format. The long-awaited revamp of the Bakewell Visitor Centre will start in Q3.

RAG status of strategic interventions: Red = 0, Amber = 8, 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>The Diverse Audience Plan (DAP) has now been reviewed and approved by the P&R committee. It is still in a draft form, but with the strategic direction approved. Further detail will be brought to the P&R committee in December. The plan was shared widely across the authority in Q2.</p> <p>Issues arising: Due to Covid-19, delivery of the DAP has been limited, but we have been working to improve our online offer.</p> <p>Actions to address: In Q3, strategic interventions will be confirmed and added to the DAP ready for P&R in December.</p>
	<p>Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required</p>	<p>The next wave of research is due to be carried out in October, with results to follow mid-November. The questions have already been agreed in advance of the survey and the results will be reported in Q3.</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
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<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>MarComms proposals and strategic direction have been integrated into the Diverse Audience Plan (DAP). Social media ‘listening’ research undertaken to better understand our audiences, how they engage with us digitally and through which channels. This will be cross-referenced with national insights to create a picture of our operating space (in particular post-Covid-19) to be shared by end of Q3.</p> <p>Issues arising: Expected changes to functional budgets from 2021 will see a required greater shift in emphasis to digital engagement.</p> <p>Actions to address: Share infographic of current digital audience picture by Q3.</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>Q2 saw continued amplification and exposure of #PeakDistrictProud as the leading multi-stakeholder tool to embed improved visitor behaviours, in line with the Management Plan action to refresh the ‘Countryside Code’. Key social media advocates included the National Trust and Marketing Peak District & Derbyshire.</p> <ul style="list-style-type: none"> - PDNP social media followers reached 100,000 in Q2, benchmarking within the top 4 UK NPs on a 9% increase by trend to Q1. - 40% individual increase on Instagram; this channel meets our new audience ambition with 62% of users between 17-34 yrs. - ‘Impressions’ – those exposed to our messages – are key during Covid-19 recovery and increased by 18%. - We have continued to share visitor engagement material across multiple channels post-lockdown, including 45k views of visitor behaviour videos (litter, fly-camping), 33k visits to dedicated Covid-19 webpage, and 45k visits to the ‘car park alert’ pages. - A reach of 50k was achieved through the use of ‘performance art’ video on the issue of litter across social media. #PeakDistrictProud imagery will also be integrated into fleet vehicles based on the trails. <p>A multi-national park second bid to the Discover England Fund (following on from the ‘English National Parks Experience Collection’) has been accepted at £158,000, and will undertake delivery for completion by end Q4. Focus will be on sustainable, domestic market interest and post-Covid industry support.</p>

		<p>Issues arising: Capacity and Covid-19 limitations have impacted on ability to progress some physical roll-out of #PeakDistrictProud at touch points (e.g. cafes, shops, accommodation etc).</p> <p>Actions to address: Reconvene #PDP steering group during Q3/4 and agree actions for Q1 2021/22.</p>
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	The next wave of research is due to be carried out in October, with results to follow mid-November. The questions have already been agreed in advance of the survey and the results will be reported in Q3.
<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>	Use existing research to develop a plan to increase awareness of the work of the Authority	<p>Current research is unable to provide accurate/confident representation of distinct Authority awareness vs general awareness of the National Park or 'place'.</p> <p>Issues arising: Challenges remain over accuracy and necessity of measuring distinct Authority awareness.</p> <p>Actions to address: Rationale for removal of KPI presented at Members workshop.</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>Authority awareness continues to be embedded into our overall MarComms output. Website users doubled (+108%) including 90% increase in pages viewed. 7.5m people were reached via press statements or quotes from PDNP in Q2.</p> <p>Issues arising: Challenges remain over accuracy and necessity of measuring distinct Authority awareness.</p> <p>Actions to address: Discuss potential in-house analysis of Authority-specific reputation, services and delivery, in lieu of Residents Survey (not expected to be undertaken again before end of Strategy period).</p>
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	The next wave of research is due to be carried out in October, with results to follow mid-November. The questions have already been agreed in advance of the survey and the results will be reported in Q3.
<p>Active support through National Park points of contact to generate sustainable income</p>		

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> <p>Responsible officer: Head of Visitor Experience Development</p>	<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>	<p>Plans were delayed due to Covid-19 restrictions and safety measures being implemented plus a vacancy in a key role. However, a temporary resource has been recruited to progress plans in relation to car park management. Millers Dale development is underway, albeit with an amended completion date, and plans for the North Lees Estate are progressing steadily in consultation with the Stanage Forum Steering Group. Existing income opportunities have been maximised through increased promotion of retail and cycle hire services, which has contributed to increased average spend per head at visitor centres and unprecedented demand for bike hire. We will not meet the 2020/21 target due to losing commercial income for all of Q1 and progress delays on new initiatives as a result of the vacancy.</p> <p>Issues arising: Progress against target will be delayed.</p> <p>Actions to address: Temporary additional resource recruited utilising in-service vacancy saving to progress priority projects.</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>Fundraising campaign designed and launched. Delivered by the Foundation as the fundraising vehicle for the Park with their 70kfor70 campaign funding mostly Authority projects.</p> <p>The 70kfor70 campaign is just £4k off its £70k target and will be met this financial year.</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>Review management and development of volunteers and roles to create an action plan to target increased volunteer support, diversity and efficiency</p>	<p>Due to Covid-19 restrictions, recruitment to new volunteer roles has been delayed. However, roles to support visitor centres, Peak District Foundation and practical work on the trails are ready to be recruited to with role descriptions and training packages ready.</p> <p>Issues arising: Covid-19 restrictions have meant very restricted volunteer opportunities. This enforced pause in volunteering may see a decrease in numbers going forward, as some volunteers may not return.</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>Actions to address: The Volunteer Action Plan has been updated and actions now need to be implemented as above.</p>
	<p>Implement action plan to improve opportunities for volunteering and increase diversity amongst our volunteers</p>	<p>The action plan is being reviewed in light of the Diverse Audience Plan (DAP) and additional actions have been included. Our website is in the process of being updated to support recruitment of diverse volunteers.</p> <p>Issues arising: Covid-19 restrictions have meant very restricted volunteer opportunities.</p> <p>Actions to address: Complete website update. Finalise strategic interventions for inclusion in DAP.</p>

Outcome: Thriving communities that are part of this special place

Q2 overview by Director of Conservation and Planning

Policy and Communities staff continue to work from home and their work is largely able to continue without significant disruption. 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 Communities Service led on engagement with parishes during lockdown and the subsequent relaxation, focussing on visitor and traffic management issues. 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 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. A workshop on visitor management and recreation hubs is scheduled for October, involving partners such as the water companies, the National Trust and major landowners.

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. Active planning for the first stage of the engagement process on the Local Plan has taken place with designs for Parklife magazine and the website taking place. 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. A statutory consultation has been sent out on the Bakewell Neighbourhood Plan, which is 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, with Eyam being the latest focus. Sites were under construction at the start of lockdown in Bakewell, Bradwell, Winster and Hartington to deliver 50 affordable local needs housing and a similar number of open market units; work has recommenced on these. A number of privately-built local needs houses are also under construction.

RAG status of strategic interventions: Red = 0, Amber = 5, 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>2020/21 target: 30% increase in number 30% 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	<p>The engagement plan was redesigned at the start of the year and the team are acting upon it. Better awareness of the diverse audience engagement plan is allowing the Policy and Communities team to consider means of accessing these groups. There has also been good close working between the teams in preparing Parish Bulletins throughout the summer period.</p> <p>Active planning for first stage engagement process on Local Plan has taken place with designs for Parklife and the website taking place.</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>Not considered through this quarter.</p> <p>Issues arising: Bringing forward this consideration as part of review of form and function.</p> <p>Actions to address: Considering ways to support continuity of this statutory process as part of the organisational change process.</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	<p>All parishes now consulted on first draft of statements which has allowed drafting of state communities report to commence. Stage one report on the findings of the parish statements has been shared with Peak Park Parishes Forum for discussion and cross directorate dialogue taking place on what we need to complete a full State of Communities report.</p> <p>Issues arising: Not all Parishes responded.</p>

		Actions to address: Statements now uploaded to website and described as a dynamic process allowing officers to update and re-engage parishes as new data emerges.
KPI 17: Number of communities shaping the place 2024 target: 20% of Parishes have helped shape their future 2020/21 target: 8% of Parishes have helped shape their future Responsible officer: Head of Policy and Communities	Review team resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Directorates	Not considered through this quarter. Issues arising: Bringing forward this consideration as part of review of form and function. . Actions to address: Considering ways to support continuity of this statutory process as part of the organisational change process.
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
KPI 18: Number of Peak District National Park Authority interventions facilitating community development 2024 target: 1,000 interventions 2020/21 target: 400 interventions Responsible officer: Head of Policy and Communities	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	The team has reviewed our approach to focussing our interventions, continuing thinking from last year (Year of Green Action) which highlighted the benefits of a greater focus on environmental outcomes. The team have engaged closely with Parishes throughout this period through parish bulletins and teleconferences, but the overall number of interventions was much lower than anticipated in KPIs, partly resulting from lockdown but also difficulties in recognising all the work leading up to the headline intervention e.g. leading to a bulletin or teleconference. This requires a huge amount of preparatory work across directorates and coordinating content, but is not easy to show as individual interventions. Issues arising As per notes above, this has meant that it has proved much harder to achieve the numbers of interventions anticipated. Actions to address: Review KPI

	Implement the action plan	<p>In practice this has already begun, with awareness that the team is not achieving the targets as originally set out.</p> <p>Issues arising: As above</p> <p>Actions to address: As above</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>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>Through lockdown there has been a much greater reliance on digital engagement, which has worked well for broader National Park management content and for running our parish teleconferences.</p> <p>Issues arising: Over the past few quarters, the Facebook page has become heavily dominated by photographic posts and other non-community content. Once a person has been approved to the site, it is impossible to control content (other than to block inappropriate material). It is very difficult to encourage parishes to take it up for their use. In fact, it is almost 100% non-parish related material.</p> <p>Officers are investigating other more direct means of engaging parishes e.g. through their own websites and magazines.</p> <p>Actions to address: The review of strategic interventions offers the opportunity to rationalise the existing KPIs and consider incorporating social media into the general approach to engaging communities, rather than it being a separate target. Its potential is massive, but needs a lot of focus. The emphasis should be on digital tools and media as opposed to social media per se. Ultimately, it is too fluid to attempt to control and use for pure community development work.</p>
	Embed within engagement plan and coordinate with engagement planning work under audience reach strategic interventions	Done and discussions ongoing.
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>	<p>The team continues to review the outcomes and scope of the grant and are always keen to encourage a spread of its take up geographically, to focus on benefits to the National Park communities (as opposed to those on its fringes) and to focus where possible on environmental outcomes.</p>
	<p>Promote and deliver grants</p>	<p>Projects supported as follows.</p> <p>The Willow Project. £725 granted to the Nightingales Centre for the delivery of willow-work sculpture with volunteers and users of the centre. Part of a bigger project to engage young people in growing and harvesting food with the following outcomes:</p> <ul style="list-style-type: none"> • Engaging 300 young people that visit the centre to experience and think about how food is grown • 20 volunteers (and staff) from the local community engaging with visitors using the centre, often those with mental health or social well-being issues <p>The Butterton Board project included £540 to Butterton Church Council. The Church requires a board to keep the community informed on updates, particularly at the present time as the church is in a period of interregnum (i.e. without a Vicar). Funding led to the following outcomes:</p> <ul style="list-style-type: none"> • Providing a notice board at the Church in the village, which has never had one in the past • This will keep the community updated with information at the Church, contributing to a thriving community • The notice board will also contain information for residents which could contribute to the visitor management and/or economy of the area • The grant money will allow a high quality notice board to be fitted, therefore a suitable design to complement the cultural heritage of the area. <p>Voices of the Peak, £350 for audio recording with the following outcomes:</p> <ul style="list-style-type: none"> • Continuation of Chapter 1 of already completed audio-artwork exploring different areas of the Peak District and different landscapes and communities

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| | | <ul style="list-style-type: none">• Audio art-work to be available on PDNP website for the public to listen to• Allowing communities to learn and be proud of the history of the Peak District, creating a sense of place• The material is accessible for all, and is even more important and valued during the unusually isolating period of the current coronavirus pandemic. |
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An agile and efficient organisation

Q2 overview by Director of Corporate Strategy and Development

Although some operations began to return to normal, following the implementation of Covid-secure health and safety measures and risk assessments, the majority of staff continued to work from home during Quarter 2 and the Directorate was focused on continuing to facilitate and support staff to work remotely.

The Annual General Meeting (AGM) was held on 3rd July 2020 and the new Members who joined the Authority completed their initial induction during Quarter 2. Reports from Members appointed to outside bodies and the calendar of meetings for 2021 were agreed at the AGM.

At the Programmes and Resources Committee meeting, held on 17th July 2020, Members approved the Authority's second Carbon Management Plan. The document sets out the Authority's ambitions and plans relating to reducing carbon emissions and its development was supported by the Climate Change Member Task Group.

Members approved the Authority's 2020/21 Internal Audit Plan at a meeting on 24th July 2020. The plan sought to take into consideration the risks associated with changes to key financial systems introduced to respond to the impact of the pandemic. At the Authority meeting held on 4th September 2020, Members discussed and agreed several key reports and related documents including the Authority's Statement of Accounts for 2019/20, the 2019/20 Annual Governance Statement and the External Auditors 2019/20 Annual Report. The External Auditors did not highlight any issues relating to the Authority's general control regime and provided an unqualified audit opinion on the 2019/20 Financial Statements and issued an unqualified value for money conclusion.

The impact of potential changes in income levels and likely cost increases on the Authority's current and future financial position was considered in more detail during Quarter 2. On 4th September 2020, Members agreed to re-allocate a further £605k to the Covid-19 Emergency Reserve to mitigate the loss of income during the current financial year. Further financial planning work to ensure the Authority can maintain a balanced budget during the period 2021-2024 took place and a workshop with Members was held on 18th September 2020.

Our latest Investors in People (IIP) assessment report was received in Quarter 2 and rated the work that had gone into addressing the original recommendations from the IIP assessor as 'highly commendable'. The report goes on to say, 'the volume of work, commitment and effort from everyone in the organisation is extremely impressive'. The results from the latest staff wellbeing and IIP survey are equally positive and will be shared with Members in Quarter 3. Also in Quarter 3, there will be two further Members workshops on 16th October and 20th November 2020, which will consider proposed changes to the Authority's Corporate Strategy 2019-24 and the Authority's financial position respectively.

RAG status of strategic interventions: Red = 1, Amber = 3, Green = 14

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>2020/21 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>Staff well-being continued to be a high priority during Q2. Fortnightly meetings between Unison/Staff Committee representatives and management were held to ensure regular sharing of information. A second staff survey was held in August/September when concerns were raised about staff wellbeing and communications. The wellbeing statements used in May were repeated to enable benchmarking of workforce mind-set.</p> <p>Development work remains paused.</p> <p>Sickness: Days lost per full time equivalent (fte) in Q2 is 0.54 (2.0 in the same quarter in 2019/20). There were 28 absence occurrences. In Q1 this year it was 0.8 (52 occurrences). It appears low sickness absence is related to home working during the pandemic.</p> <p>Top 3 reasons:</p> <ul style="list-style-type: none"> • Vomiting, Diarrhoea & Nausea, • Headaches/Migraine • Operations & Recovery <p>Absence reasons which lost the most hours:</p> <ul style="list-style-type: none"> • Self-isolating (Unable to work) • Stress and Vomiting

		<ul style="list-style-type: none"> • Diarrhoea & Nausea <p>On long term absence: 2 employees</p> <p>COVID related: Actual sickness – 0 Covid caring – 23 days Isolating and unable to work – 49 days</p>
<p>KPI 22: Increase response rates to workforce surveys (this is a proxy measure for staff engagement)</p>	Develop a new competency framework that will be applicable to all staff	New values and behaviours were shared in April this year. A choice of design options are being developed for a final decision by the Investors in People Delivery Group in early October
<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>	Ensure all our staff and Members understand and live our values	All staff email from the Chief Executive on 7 August promoted the Values and Behaviours and launched the Wellbeing staff survey. The survey was extended to 11 September. The response rate was 83%.
<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>	Identify gaps in the diversity of our workforce (including volunteers) and establish plans to close those gaps	<p>Work on this strategic intervention was paused with the impact of Covid-19.</p> <p>Issues arising: The demographic criteria collated within an hour's travel time of the National Park does not align with the diversity data collated from our staff and volunteers.</p> <p>Actions to address: Revise the KPI and strategic intervention to focus on developing an inclusive working environment for employees, casual workers and volunteers.</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 continue to work on proposals through Autumn 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: The position surrounding the National Park Grant remains uncertain beyond 2020/21.</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 planning is being undertaken to test the system then roll out to the wider Authority towards the end of the year. 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>	<p>Action Plan revision and update completed. Final plan and appendices have been sent to Legal, Sarah Fowler and Andrew McCloy for final sign off.</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 Carbon Management Plan was approved by 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>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</p>	<p>Security services and business continuity provisions are in place and up to date.</p>

<p>2024 target: For data controls and security arrangements to be rated at 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>practice and that staff awareness and preparedness is improved and measured</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>2020/21 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>Good progress continues to be made regarding the rollout of bespoke applications (based on the Arc platform) for managing volatile data – this includes MFFP and SWP in particular in the last quarter. These applications are both improving operational efficiency as well as providing structured data thereafter for use in future projects, reporting and analysis.</p>
<p>Responsible officer: Head of Information Management</p>	<p>Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)</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>No action was planned for this quarter in this area.</p> <p>The Q2 2020/21 update includes the annual data metrics. The summary here is that although the organisation's data continues to grow at a substantial rate, that growth is now primarily focused in the right areas, as more areas of the Authority move away from purely document and flat file based operations. There is still a lot of work in this area to go, but the first year shows good progress in switching types of data held.</p> <p>In addition, the metrics show a large overall increase in data, though in reality 5TB of this is due to the last remaining separate storage pools (i.e. remote storage devices still in use by individual teams) which have been migrated into the core infrastructure, providing greater security, resilience/protection and availability/discoverability</p>

		for all relevant teams. The metrics also show good progress with cleaning up old data, such as old accounts etc that were well beyond the retention schedules.
	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)	During Q2, we successfully connected the Ashford Store site to the wider PDNPA network utilising shared infrastructure with the LDNPA. This first site included the setup and configurations required to connect a number of other remote offices and operational sites throughout the Park – making those transitions easier as their current contracts reach expiration. These shared services will both reduce overall administrative overheads between the two NPA IT teams, as well as reduce our costs for providing connectivity to circa 11 of our remote sites.

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>Delegations to Committees and Officers are up to date. Appointment to the Governance Working Group at the July AGM was agreed with a view to carry out a 6 month review of the impact of the changes introduced as a result of its second report to the May 2020 Authority meeting.</p> <p>The External Auditors reported to September Authority meeting an unqualified Value for Money conclusion and a satisfactory Annual Governance Statement conclusion with no issues highlighted resulting in the audited AGS being approved by Authority and published on the website along with the Code of Corporate Governance evidence base and Action Plan to ensure effectiveness for 2020/21.</p> <p>The External Auditor also gave an unqualified audit opinion of the 2019/20 financial statements at the same meeting. Although their work is ongoing, no material errors or adjustments had been identified.</p>

		The Internal Audit Plan for 2020/21 was approved by Authority, with remote audits taking place during the autumn due to the Covid-19 situation and additional planned audit work taking place in the new year in line with current restrictions.
	Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff	<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 advance of the lockdown.</p> <p>Actions to address: The next stage is to undertake the evaluation training so that this element can also be carried out online. The Authority have 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 2020/21 Quarter 1 report and corporate risk register were approved by the September Authority meeting. Work has started to update our Corporate Strategy to take account of the Landscapes Review, green recovery and budget reductions.</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>This quarter, the Authority have 30 Members of which:</p> <ul style="list-style-type: none"> 63% (81% in 2018/19) are male and 37% are female (19% in 18/19). 93% are white and 7% are BME (96% and 4% in 2018/19). 3% have a disability (the same as in 2018/19) <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 (the same as in 2018/19).</p> <p>Of the Member Champions:</p> <ul style="list-style-type: none"> 71% are women (27% in 2018/19) 14% are BME (9% in 2018/19) 14% have a disability (9% in 2018/19).
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 was approved at the July Authority meeting.</p> <p>We have started to think about the scope of the review in order to begin to project plan development of the next National Park Management Plan.</p>

People

Q2 overview

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People			
Current headcount: 271 (average over Q2)	Current FTE: 201.53 (average over Q2; this is actual time being worked including temporary additional hours to contracts)	No. of vacancies as at 30 September: 22.08 FTE (this includes 22 vacant posts and hours temporarily unused as part of work life balance arrangements)	Budget value: 219.23 (this is no. of FTE established posts as at 30 September; includes vacancies and additional fixed term posts – it doesn't include post holders working additional hours)
Employee engagement and culture			
Indicator	Quarterly commentary	Issues arising	Actions to address
Employer Brand – net promoter score for starters and leavers 2024 target: Baseline from first year	<p>A Net Promoter Score NPS is a management tool that can be used to gauge the engagement of employees with an organisation.</p> <p>NPS is based on the answers given by employees in the survey to one question on a scale of 0 to 10, 'How likely is it that you would recommend PDNPA as an employer to a friend or colleague?'</p> <p>Employees who score 9 or 10 are called 'Promoters'. Those who score 7 or 8 are 'Passives' while any employee who gives a score of 6 or below is a 'Detractor'.</p> <p>Employee Net Promoter Score (eNPS) = % of Promoters minus % of Detractors.</p> <p>Theoretically an eNPS can range from as low as -100 (every respondent is a "Detractor") or as high as +100 (every respondent is a "Promoter").</p>	The numbers previously have been limited.	Now consider the data collated in the previous rolling 12 months

	Responses received from new starters give a 28.4% net promoter score. Data on leavers gives an -6% net promoter score.	Data from 17 exit interviews	eEndeavour to achieve 100% exit interviews
Appraisals – no. and % completed 2024 target: 100%	This will be reported in Q4		
Staff training cost – spend/headcount 2024 target: £144/head from LGA workforce survey	£104 per head	No classroom learning taking place. Some virtual learning and conferences. Likely not all attendance is captured	Remind employees to complete HR training form for attendance at virtual learning events
Workforce profile			
Indicator	Quarterly commentary	Issues arising	Actions to address
Staff turnover: percentage 2024 target: 13.4%	Employee turnover in the rolling 12 month period is 10% Number of Starters: 18 Number of Leavers: 31	Percentage of turnover is relatively low. This could be a result of lockdown during the pandemic. Recruitment has slowed. Introduction of vacancy control prior to organisational change.	
Staff turnover: no. of leavers in first 2 years 2024 target: baseline from first year	2.86% (or 8 employees) (figure based on voluntary leavers only)		Aim for 100% exit interviews for better understanding
Recruitment: no. of days from close of advert to hire (Benchmark HR metric – Time to Hire) 2024 target: baseline from first year	On average 30.8 calendar days (6 weeks) The following steps included during this time: <ul style="list-style-type: none"> • Shortlist applications • Interview candidates • HR08 – submit instruction to appoint 	This is date from closing to point of contract issued (hired). We are now counting working days only as this	New Webrecruit system introduces a number of automatic steps in the process which should

	<ul style="list-style-type: none"> • Ask for and receive two references • Conduct pre-employment checks 	<p>better reflects external benchmarking statistics.</p> <p>Low turnover and vacancy control leads to less recruitment undertaken</p>	<p>reduce no of days from advert to hire</p> <p>This data is an important indicator of our processing times and will highlight potential issues. If the length of time is too long we could potentially lose applicants.</p>
<p>Recruitment: average no. of applications per position (applicants/no. of vacancies)</p> <p>2024 target: 13 or more (aim to increase)</p>	<p>On average 27 applications per vacancy advertised. There were 7 external adverts.</p> <p>This is vacancies which closed within the six month period.</p> <p>This information is drawn from external advertisements. Internal not counted as we are measuring the effectiveness of our attraction of external applicants.</p>		
<p>Apprentices – no. and % age</p> <p>2024 target: Public Sector target 2.3% of workforce</p>	<p>This will be reported in Q4</p>		
<p>Gender pay gap – median</p> <p>2024 target: no gap</p>	<p>This will be reported in Q4</p>		
<p>Facility time – %</p> <p>2024 target: tbc</p>	<p>This will be reported in Q4</p>		
<p>Additional resources – Casual hours and cost</p> <p><i>For Information Only</i></p>	<p>Conservation and Planning: 2,140 hours costing £22,214.70</p> <p>Commercial Development and Engagement: 2,251 hours costing £21,847.25</p> <p>Corporate Strategy and Development: 192 hours costing £1,816.76</p> <p>From 1 April to 30 September which include the months they were paid – i.e. could be pay for work outside the reporting period.</p> <p>CDE casual workers furlough payment = £30,633.36 (80% claimed through the Coronavirus Job Retention Scheme)</p>		

Additional resources – Additional hours and cost (plain time rate) <i>For Information Only</i>	Conservation and Planning: 146 hours costing £2,057.63 Commercial Development and Engagement: 232 hours costing £2,282.83 Corporate Strategy and Development: 291 hours costing £5,501.87 From 1 October to 31 December which include the months they were paid – i.e. could be pay for work outside the reporting period.
Additional resources – Overtime hours and cost (enhanced rate) <i>For Information Only</i>	Conservation and Planning: no overtime Commercial Development and Engagement: no overtime Corporate Strategy and Development: 21 hours costing £439.56 From 1 April to 30 September which include the months they were paid – i.e. could be pay for work outside the reporting period. Employees on Grade H and above do not receive enhanced pay rates.

Health and safety in the workplace

Indicator	Quarterly commentary	Issues arising	Actions to address
OSH training All senior managers (SLT and Heads of Service) complete IOSH <i>Leading Safely</i> within recent 3 years All designated managers (Team Managers and similar) complete IOSH <i>Managing Safely</i> within recent 3 years All staff (and relevant others) have completed <i>ELMS Introduction to Health and Safety</i>	Senior managers: Q2 overall performance 87% 100% of initial target audience completed training. No further training anticipated ahead of management review/restructure. Senior Manager training target to be reviewed on completion. Designated managers: Q2 overall performance 84% 84% of target audience have completed IOSH <i>Managing Safely</i> within last 3 years. A new IOSH accredited <i>Managing Safely for National Parks</i> will be delivered to a new audience within 2020-2021. All staff: Q2 performance 86% At the last report 86% of staff have completed the ELMS module <i>Introduction to Health and Safety</i> . A review of other H&S related ELMS modules and target audiences will be completed within 2020-2021.	Response to impact of Covid-19 has been the main priority of the OSH Advisor with little or no time for development work	OSH Advisor working additional hours with administrative support in HR

2024 target: 100% of staff completing H&S training			
Incident reporting Suitable levels of incident/near-miss reporting and for follow-up investigation/action 2024 target: At least 50% of all incident reports received could be classified as near-misses	Q2 figure is 18% of reports received are near misses (target is 50%).	Incident reporting is generally down - many operations are not currently up and running so this is understandable. Exception is cycle hire for which there is likely an increase in incidents reported (visitor accidents).	Highlight low incident reporting at Health and Safety Committee, cascade awareness to every service.
Risk assessments The provision and availability of a set of generic risk assessments for all identified NPA priority OSH matters 2024 target: 100% of the number available	100% available (as previous)		