Corporate Strategy 2019-24 Updates

Appendix 1

Changes

- The following colours have been used to indicate changes.
  - Red - Indicates a KPI or intervention that is proposed to be removed.
  - Blue – Indicates a KPI or intervention that is proposed to be amended or added in.
  - Black – Indicates no change.

- Grey - Indicates there are no proposed changes to either the KPI or the interventions associated with this.

A sustainable landscape that is conserved and enhanced

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 1: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits **2024 target:** At least an additional 10% of Peak District National Park in environmental land management schemes	Head of Landscape and Conservation	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. Make the case for and influence the design of transitional arrangements	Head of Landscape and Conservation
		Continue to support land managers to access current and future schemes	Head of Landscape and Conservation

Annual KPI Targets

40% 2019/20	40% 2020/21	45% 2021/22	50% 2022/23	55% 2023/24

KPI 2: Response to Member Feedback

This is the target that 100% of planning decisions are in accordance with strategic policy.

- This is a difficult KPI to monitor. It applies to all decisions - both planning committee and delegated (around 80% of applications are delegated). Therefore, this is not just focussed on Members, but also (more so in fact) a measure for officers who determine most planning applications.

- The KPI is reviewed through the Annual Monitoring Report process and an assessment is made of decisions which haven't addressed the key issues set out in the report and where conservation and enhancement of the National Park has not been prioritised over other considerations (as required by the Sandford Principle).

- The measure is an indication of whether there are issues to resolve around policies, report writing and presentation and/or member training.

- The law requires that we make decisions in line with adopted policy unless other material considerations dictate otherwise.

- The Core Strategy and Development Management Policies are our adopted policy documents, agreed by Members and a Local Plan Inquiry led by an independent planning inspector. These policies are adopted to deliver our purposes.

KPI 2: Response to Member Feedback

- Making decisions in line with policies is the best way to ensure our decision making is robust and consistent. It is also the best way of ensuring that we deliver the National Park purposes and Management Plan objectives

- The indicator sets out that <u>all</u> decisions should be in line with strategic policies. This is because it is essential that all decisions deliver the National Park purposes and Management Plan objectives.

- Strategic policies are undefined in the indicator. This is because each application has different key aspects. To define strategic policies (GSP1, GSP2 etc) would exclude other policies, where in the case of a particular development, some other matter might be the key strategic issue. Every planning committee report sets out the key issues and also the relevant policies.

- Members or Officers making delegated decisions are free in reaching a decision to give more weight to a particular policy or material consideration as long as they follow the NPPF guidance in doing so.

- If Members are giving insufficient weight and this is a risk to strategic policy and National Park purposes then officers can have items withdrawn from the agenda and return with a fuller explanation of the issues and risks.

- Planning decisions are one of the biggest ways in which we shape change in the National Park. It is right that we continue to reflect on our planning decision making to ensure that we are all doing the best job that we can to deliver National Park Management Plan outcomes and National Park purposes through this mechanism. This indicator allows us to formally consider the decisions we make, be accountable and to pick up issues that may arise and require addressing.

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 2: Natural beauty conserved and enhanced **2024 target**: Assessment of landscape changes net enhancement	Head of Landscape and Conservation	Develop methodology for strategic sustainable landscape monitoring with partners, and assess whether the changes conserve and enhance natural beauty. undertake an assessment of net enhancement 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	Head of Landscape and Conservation
		Identify interventions to address any negative changes and further enhance natural beauty. Undertake an initial assessment of net enhancement	As above
100% of planning decisions in accordance with strategic policy	Head of Development Management	Ensure all planning decisions are in accordance with strategic policy	Head of Development Management
		Explore and develop community and audience engagement through landscape monitoring including special quality views (Intervention captured in the above)	As above

KPI 2 Annual Targets

2019/20	2020/21	2021/22	2022/23	2023/24
Initial scoping	Develop methodology	Gather and assess data	Gather and assess data	Assessment of landscape changes
Develop methodology	Baseline	No target	No target	Net enhancement

KPI 2 Annual Targets

100% of planning decisions in accordance with strategic policy 2019/20	100% of planning decisions in accordance with strategic policy 2020/21	100% of planning decisions in accordance with strategic policy 2021/22	100% of planning decisions in accordance with strategic policy 2022/23	100% of planning decisions in accordance with strategic policy 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 3: Increase the amount of carbon captured and stored as part of routine land use and management **2024 target:** 3,650 tonnes net decrease in carbon emissions from moorland	Head of Programme Delivery (Moors For the Future Partnership) (MFFP)	Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of the Peak District moorlands	Head of Programme Delivery (MFFP)
		Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions	Head of Programme Delivery (MFFP)
		Expand our work to identify and develop carbon auditing methods for non-moorland land use and management techniques	Head of Landscape and Conservation
		Develop the climate change vulnerability assessment and implement the key outcomes	Head of Strategy and Performance

Annual KPI Targets

730 tonnes 2019/20	1,460 tonnes 2020/21	2,190 tonnes 2021/22	2,920 tonnes 2022/23	3,650 tonnes 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 4: Area of moorland blanket bog moving towards favourable condition **2024 target:** Restoration activities on 1,500 hectares of degraded blanket bog	Head of Programme Delivery (Moors For the Future Partnership) (MFFP)	Continue to have a clear voice on the outcomes we expect to see from moorlands. Support the development of and implement a resilient, sustainable moorland management model	Head of Landscape and Conservation
		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	Head of Programme Delivery (MFFP)
		Use the new FCERM (Flood and Coastal Erosion Risk Management) strategy and water companies AMP7 programme to support our moorland restoration work	Head of Programme Delivery (MFFP)

Annual KPI Targets

300 hectares 2019/20	600 hectares 2020/21	900 hectares 2021/22	1,200 hectares 2022/23	1,500 hectares 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 5: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation **2024 target:** Sustain at least 5,000 hectares of non-protected, species-rich grassland	Head of Landscape and Conservation	Use and share our data on non-protected species rich (priority habitat) grassland to inform our plans with a view to it becoming publically available and supporting the public payment for public goods approach. Including an annual assessment of net gain/loss.	Head of Landscape and Conservation

Annual KPI Targets

5,000 hectares 2019/20	5,000 hectares 2020/21	5,000 hectares 2021/22	5,000 hectares 2022/23	5,000 hectares 2023/24

KPI 6: Response to Member Feedback

- Target remains as woodland creation rather than also including better management of existing woodlands and trees for the following reasons.
  - The current target is taken from the Government targets for new woodland creation in the 25 Year Environment Plan.
  - Opportunities for new woodlands and trees need to conserve and enhance the special qualities with a more nuanced approach .
  - The need to respond to the pressure for more woodlands and trees.
  - Whilst existing woodlands are not always well managed there should be increasing scope for support to help farmers and land managers with this through the new Environmental Land Management scheme.

Proposed change in outcome detail:
High quality habitats in better condition, better connected and wildlife rich through nature recovery networks

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 6: Area of new native woodland created **2024 target:** Create at least 400 hectares of new native woodland	Head of Landscape and Conservation	Identify opportunities for new native woodland, scrub, wood pasture, small plantings and individual trees based on the approach of the right trees in the right places for the right reasons	Head of Landscape and Conservation
		Create an opportunity map for new native woodland and scrub including details of the right trees in the right places (Intervention captured in the above)	As above
		Prioritise new native woodland creation work (Intervention captured in the above)	As above

Annual KPI Targets

50 hectares 2019/20	**100 hectares** 2020/21	**200 hectares** 2021/22	**300 hectares** 2022/23	**400 hectares** 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 7: Maintain and enhance populations of protected and distinctive species **2024 target:** Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s	Head of Landscape and Conservation	Continue to have a clear voice on the outcomes we expect from the Peak District National Park moorlands (Intervention remains in KPI 4)	Head of Landscape and Conservation
		Work with moorland owners, land managers and partners to deliver resilient, sustainable moorlands that lead to increased numbers of birds of prey	Head of Landscape and Conservation
		Identify future priority species in key areas for enhancement and/or reintroduction	Head of Landscape and Conservation

Annual KPI Targets

17 Peregrine, **25** Short-eared owl, **37** Merlin, **5** Hen harrier 2019/20	**17** Peregrine, **25** Short-eared owl, **37** Merlin, **5** Hen harrier 2020/21	**17** Peregrine, **25** Short-eared owl, **37** Merlin, **5** Hen harrier 2021/22	**17** Peregrine, **25** Short-eared owl, **37** Merlin, **5** Hen harrier 2022/23	**17** Peregrine, **25** Short-eared owl, **37** Merlin, **5** Hen harrier 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 8: Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes **2024 target:** 5% increase in audiences actively engaging with cultural heritage	Head of Landscape and Conservation	Engage with a range of audiences to promote and increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes, and improve public access to data.	Head of Landscape and Conservation

Annual KPI Targets				
Baseline 2019/20	No target 2020/21	2.5% 2021/22	No target 2022/23	5% 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 9: Percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced **2024 target:** 10%	Head of Landscape and Conservation	Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property	Head of Landscape and Conservation

Annual KPI Targets

2% 2019/20	**4%** 2020/21	**6%** 2021/22	**8%** 2022/23	**10%** 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 10: Percentage of Conservation Areas conserved and/or enhanced **2024 target:** 96% (105/109) have adopted appraisals 100% (109)	Head of Landscape and Conservation	Continue to develop and adopt the remaining six Conservation Area appraisals to raise awareness, understanding and support for the conservation and enhancement of these areas	Head of Landscape and Conservation

Annual KPI Targets				
94% (actual achieved) 2019/20	**94%** 2020/21	**95%** 2021/22	**95%** 2022/23	**96%** 2023/24
96% 2019/20	**97%** 2020/21	**98%** 2021/22	**99%** 2022/23	**100%** 2023/24

A National Park loved and supported by diverse audiences

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 11: Proportion of under-represented groups reached **2024 target**: Peak District National Park audience reach that is 30% closer to demographics of those within an hour's travel time of the National Park	Head of Engagement	Implement our diverse audience plan providing inclusive health, education and accessibility activities, and modernising digital channels that better align with the audiences we want to reach	Head of Engagement
		Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Head of Engagement Head of Marketing and Fundraising Development

Annual KPI Targets

Baseline 2019/20	Implement the plan 2020/21	10% closer 2021/22	20% closer 2022/23	30% closer 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 12: Public connection with the Peak District National Park **2024 target**: Peak District National Park connection is increased by 20%	Head of Marketing and Fundraising Development	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park	Head of Marketing and Fundraising Development
		Encourage responsible visitor behaviours through Park-wide, stakeholder-supported strategies that reflect care and respect of 'the place', such as #PeakDistrictProud. Use local research to inform understanding of visitor segments and their needs. Grow sustainable tourism products, including encouraging extended stays, where external funding exists to support this.	As above
		Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	As above
		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	As above

Annual KPI Targets

Implement the plan 2019/20	**2%** 2020/21	**5%** 2021/22	**10%** 2022/23	**20%** 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 13: Public awareness of Peak District National Park Authority **2024 target**: Peak District National Park Authority awareness is increased by 30%	Head of Marketing and Fundraising Development	Use existing research to develop a plan to increase awareness of the work of the Authority	Head of Marketing and Fundraising Development
		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	Head of Marketing and Fundraising Development
		Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Head of Marketing and Fundraising Development

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 14: Amount and sustainability of Peak District National Park Authority's income stream **2024 target**: Generate an extra £75,000 sustainable gross revenue income £500,000	Head of Visitor Experience Development	Implement and continue to develop the plan to maximise income without compromising the special qualities of the National Park or exposing staff and visitors to unnecessary risk of Covid-19 transmission, including car park management, new visitor experiences at Millers Dale and Hulme End, maximisation of existing income opportunities and growing our commercial enterprises	Head of Visitor Experience Development
		Continue to fundraise for the National Park Management Plan and Corporate Strategy Outcomes using the National Park Foundation as the vehicle	Head of Marketing and Fundraising Development
		Design and launch fundraising campaign in support of corporate strategy outcomes	As above

Annual KPI Targets

	2019/20	2020/21	2021/22	2022/23	2023/24
Proposed targets		No target	£90,000 [£0 Authority] [£90,000 Foundation]	£210,000 [£75,000 Authority] [£135,000 Foundation]	£255,000 [£75,000 Authority] [£180,000 Foundation]
Original cumulative targets	£140,000	£260,000	£390,000	£450,000	£500,000

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 15: Value of Peak District National Park Authority volunteer support	Head of Engagement	Review management and development of volunteers and roles to create an action plan to target increased volunteer support, diversity and efficiency	Head of Engagement
2024 target: Ensure volunteer support across the Peak District National Park Authority is returned to £750,000 per annum Generate an extra £250,000 in volunteer support across the PDNPA		Implement volunteer action plan to better align opportunities for volunteering with PDNPA outcomes and increase diversity amongst our volunteers	Head of Engagement

Annual KPI Targets

- 2019/20	- 2020/21	£500,000 2021/22	£650,000 2022/23	£750,000 2023/24
Implement plan 2019/20	**Extra £100k** 2020/21	**Extra £150k** 2021/22	**Extra £200k** 2022/23	**Extra £250k** 2023/24

Thriving and sustainable communities that are part of this special place

KPI 16: Response to Member Feedback

- We are using this KPI to gain a better understanding of the groups that we already engage with.

- This will allow us to better target and increase the numbers of stakeholders engaging on policy development.

- Our proposal is to focus our efforts on increasing the number of residents and community stakeholders responding to our consultations.

- We will remove the element of the KPI relating to range at this stage, as our baseline data is less clear.

- We will use the early engagement stages for the Local Plan to gain a better understanding of who the various stakeholder groups are and how we can engage with a better range of these in the future, i.e. beyond 2021.

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 16: Number and range of residents and other community stakeholders understanding and engaged in the development of strategic policies **2024 target:** 50% increase in number 50% increase in range	Head of Policy and Communities	Develop tools for engaging resident communities using digital media channels to promote and engage residents on policy development	Head of Policy and Communities
		Review resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Authority	Head of Policy and Communities
		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	Head of Policy and Communities
		Engage 100% of Parishes on audit work to create a comprehensive set of Parish Statements and enable the drafting of a State of Communities Report	Head of Policy and Communities

Annual KPI Targets

10% 2019/20	30% 2020/21	40% 2021/22	40% 2022/23	50% 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 17: Number of communities shaping the place **2024 target:** 40% of Parishes have helped shape their future 20%	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 Authority	Head of Policy and Communities
		Undertake biannual updates and promotion of Parish Statements to encourage a dynamic approach to keeping them up to date and developed by the community as far as possible	Head of Policy and Communities
		Ensure a comprehensive review is undertaken of Parish Statements to take account of a new Census in 2021	Head of Policy and Communities

Annual KPI Targets

4% 2019/20	**16%** 2020/21	**24%** 2021/22	**32%** 2022/23	**40%** 2023/24
4% 2019/20	**8%** 2020/21	**12%** 2021/22	**16%** 2022/23	**20%** 2023/24

Proposed Change in Outcome Detail

Thriving and sustainable communities that are part of this special place

- Influencing and shaping the place through strategic and community policy development

- Community development through building capacity, skills and engagement in local governance and community events

- Active participation through sustainable projects that connect people to place

To:

- Influencing and shaping the place through strategic and community policy development

- Community development connecting people to place through active participation, events and sustainable projects

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 18: Number of PDNPA interventions that help parish councils, community groups and residents to care for the National Park's special qualities Number of Peak District National Park Authority interventions facilitating community development **2024 target:** 100 interventions 1,000	Head of Policy and Communities	Continue dialogue across Authority to make this happen, e.g. with Engagement Service to connect with diverse audience plan (young, health issues etc), and with Landscape Service to ensure connection with projects linked to ecology and cultural heritage	Head of Policy and Communities
		Develop tools for engaging resident communities using digital media channels towards the promotion of community development (e.g. sharing, promoting local events, encouraging and initiating local projects). In particular seek to maintain the parish bulletin via email (and hosted on PPPF website) and parish meetings via teleconference	As above
		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	As above
		Implement the action plan	As above

Annual KPI Targets

20 2019/20	40 2020/21	60 2021/22	80 2022/23	100 2023/24
200 2019/20	**400** 2020/21	**600** 2021/22	**800** 2022/23	**1,000** 2023/24

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 19: Number of individuals and groups actively using Peak District National Park Authority digital channels for community development **2024 target:** 100% increase	Head of Policy and Communities	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)	Head of Policy and Communities
		Embed within engagement plan and coordinate with engagement planning work under audience reach strategic interventions	Head of Policy and Communities

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 20: Number of residents involved in community life as a result of Peak District National Park Authority grants **2024 target:** An extra 500 residents involved	Head of Policy and Communities	Review the outcomes from grant schemes and develop the future role of grants	Head of Policy and Communities
		Promote and deliver grants	Head of Policy and Communities

Organisational performance: The PDNPA is an agile and efficient organisation

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 21: Maintain low sickness levels **2024 target**: Under 6 days per full time equivalent per year	Head of Human Resources	Create wellbeing at work to include: • Maintain (and improve upon level of) IIP Health and Well Being Award in 2022 • Enhance our safety culture by raising awareness, developing competence, and improving compliance • Systematic review of relevant policies (such as Absence Management Policy, Well Being at work policy, Grievance Policy and Harassment in the workplace Statement).	Head of Human Resources
		Further develop the Authority's Workforce Strategy, to address the following key issues: • 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)	Head of Human Resources

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 22: Create an highly engaged workforce Increase response rates to workforce surveys (this is a proxy measure for staff engagement) **2024 targets**: 70% response rate to online Investors in People questionnaire / staff surveys Maintain and improve Investors in People assessment in 2022	Head of Human Resources	Create values based environment to attract and retain top talent	Head of Human Resources
		Deliver the actions in the IIP Action plan (identified from the IIP online report and assessor recommendations)	Head of Human Resources
		Management demonstrate responses in regular short snap surveys on key and current topics are used to inform decisions	Head of Human Resources
		Develop a new competency framework that will be applicable to all staff	Head of Human Resources
		Ensure all our staff and Members understand and live our values	Head of Human Resources

KPI 23: Response to Member Feedback

- As outlined at the Members workshop, the existing KPI and Strategic Intervention have proven difficult to progress.

- Although we gather equality monitoring data from our employees, it is not mandatory that they provide us with details of their protected characteristics.

- Protected Characteristic under the Equality Act 2010 are:
  - Age
  - Disability
  - Gender reassignment
  - Marriage or civil partnership
  - Pregnancy and maternity
  - Race
  - Religion or belief
  - Sex
  - Sexual orientation

- As part of the Equality Duty, we are required to publish our equality information annually. We report on the protected characteristics of sex, disability, race and age (working population) in our Performance and Business Plan. It is not mandatory for employees to disclose protected characteristic information. The limited data we do publish is unlikely to be accurate on disability.

KPI 23: Response to Member Feedback

- For an employee to provide us with personal data we need to create a trust based culture where employee's know their data is secure and will only be used for the purpose of understanding our diversity profile and creating an inclusive working environment.

- If we create an inclusive workplace we are more likely to attract and retain a diverse range of applicants/employees.

- Current thinking by the Chartered Institute of Personnel and Development (CIPD) on equality recommends working towards creating an inclusive working environment in which everyone feels that they belong without having to conform, that their contribution matters and they are able to perform to their full potential, no matter their background, identify or circumstances. Inclusion is where people's differences are valued and used to enable everyone to thrive at work.

- The data gathered in relation to demographics of those living within an hour's travel of the National Park is
  - Age (from birth to death)
  - Health
  - Deprivation (Socio –economic status)
  - Ethnicity

- This criteria is not comparable to monitoring data collated from our workforce and therefore encounter difficulties in creating and measuring a hard target.

- The aim of updating the Corporate Strategy and reviewing the KPIs is to ensure it is achievable and delivers what is required. This KPI not achievable in its current guise and unlikely to deliver what is required. Our aim should be to prioritise an inclusive working environment.

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 23: Foster an inclusive working environment in which everyone feels that they belong Increase the diversity of our workforce (which includes volunteers) **2024 target**: A workforce profile proportionately representative of national protected characteristics Move towards the demographics of those within an hour's travel time of the National Park	Head of Human Resources	Develop Equality, Diversity and Inclusion strategy to foster an inclusive workplace by: • Involving all workforce in inclusion • Developing line manager capability • Building senior management commitment to inclusion • Evaluating policies and practices • Examining organisational culture, climate and values	Head of Human Resources
		• Identify gaps in the diversity of our workforce (including volunteers) and establish plans to close those gaps	Head of Human Resources

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 24: To have a medium term financial plan **2024 target:** Plan developed in 2019/20 and then monitored and updated	Head of Finance	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)	Head of Finance
		Develop a new Capital Programme for the Authority (following the adoption of the corporate Asset Management Plan)	Head of Finance

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 25: To have arrangements in place to secure economy, efficiency and effectiveness in all our operations **2024 target:** An unqualified value for money opinion (the best result possible) issued by External Audit	Head of Finance	Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review	Head of Finance
		Introduce electronic purchase order, authorisation and invoice scanning and the implementation of an electronic travel and subsistence claims system	Head of Finance

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 26: To have a corporate Asset Management Plan **2024 target:** Plan to be adopted in 2019/20 and then implemented	Head of Strategy and Performance	Develop a corporate Asset Management Plan	Corporate Property Officer
		Develop and implement a new Carbon Management Plan for the Authority	Head of Strategy and Performance

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 27: To achieve at least reasonable assurance rating for the way we look after our data in an ever changing environment **2024 target:** For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports	Head of Information Management	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	Head of Information Management

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 28: More of our data is digitally accessible internally and externally and is used to inform our decision making **2024 target:** All services capture, store and access data in a consistent and efficient manner	Head of Information Management	Support the work of the Authority-wide group established to develop new and enhance existing services using data	Head of Information Management
		Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)	Head of Information Management
		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	Head of Information Management
		Design and implement with other landscape organisations shared ICT systems and services and explore/utilise joint procurement opportunities	Head of Information Management

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 29: To have best practice governance, risk and performance management arrangements in place **2024 target:** All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent	Head of Law, Legal and Democratic Services	Undertake a review of Governance arrangements, including the delegations to committees and officers	Head of Law, Legal and Democratic Services
		Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff	Head of Law, Legal and Democratic Services
		Coordinate the delivery of the corporate strategy and drive through delivery and business planning, performance and risk management processes	Head of Law, Legal and Democratic Services
		Develop our Corporate Strategy 2025-2030	Head of Law, Legal and Democratic Services

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 30: Our Members are more representative of our audiences **2024 target:** Move towards greater diversity in our Members	Head of Law, Legal and Democratic Services	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)	Head of Law, Legal and Democratic Services

KPI and 2024 Target	KPI Responsible Officer	Strategic Interventions	Intervention Responsible Officer
KPI 31: To identify all existing partnership arrangements and review their effectiveness **2024 target:** Complete review in 2019/20 and monitor effectiveness	Head of Strategy and Performance	Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose	Head of Strategy and Performance
		Monitor the implementation of the National Park Management Plan 2018-23 delivery plan	Head of Strategy and Performance
		Coordinate the development of the Peak District National Park Management Plan 2024-2029	Head of Strategy and Performance