

## **Quarter 4 Performance Report for Year 2 of the Corporate Strategy (2020/21)**

Appendix 1

### **Quarterly overview by Chief Executive**

RAG status of strategic interventions: Red = 6, Green = 49, Not reported this year = 1

RAG status of KPIs: Red = 7, Green = 18, Not reported this year = 4

Work has largely continued throughout the year despite Covid-19, albeit with some significant changes and restrictions in working practices. These restrictions have inevitably impacted on methods of delivery, performance and outcomes, but overall the teams have continued to deliver. Most staff are still working from home, with some using the office in a limited way. Meetings have been held virtually with Covid-secure site meetings where appropriate. The important Member decision making has continued. Staff have worked well throughout the year, but the more restricted ways of working in a pandemic has impacted our productivity and this is reflected in several reds on our end of year performance. Staff, volunteers and casual workers have been brilliant in these times, and I pay tribute to them for their resilience in changing circumstances, their ability to identify new ways of working and for always looking out for each other.

While our finances have been impacted by the pandemic, we have been able to mitigate these impacts. However, our future government grant has not supported the increase in budget pressures we are experiencing and so, during the year, a review of our Medium Term Financial plan resulted in making savings to ensure a balanced baseline budget for 2021/22. Alongside this, Members approved an amended Corporate Strategy, which can be seen at <https://www.peakdistrict.gov.uk/corporatestrategy>, and reporting on delivery now takes place on a six-monthly basis. From 1 January 2021, our teams transitioned to the new management structure approved by the Authority in December 2020. This new management structure was fully operational from 1 April 2021, with nine Heads of Service reporting to the CEO.

We have continued to follow government guidance about working during the pandemic and have responded to the easing of lockdown restrictions in England. We have been working closely with a wide range of partners to collaborate in preparing across the National Park for the easing of the lockdown restrictions, taking a cross-Park approach, as well as an area management approach in particularly critical areas requiring a multi-agency approach.

Working nationally has continued well in the year. Last Autumn saw the new National Parks UK website go live: <https://www.nationalparks.uk/>. This will become the foundation for our joint communications and campaigning efforts and has been worked on by the new UK communications team working alongside the Heads of Communications in each Authority. England's nine national park authorities and the Broads Authority have come together and agreed four collective priorities that will guide our work as a family of national parks, and in partnership with many others. Our vision is for national parks to be national beacons for a sustainable future, where nature and people flourish. To help us get there, we have developed four Delivery Plans, covering: Wildlife and Nature Recovery, see [here](#); Climate Leadership, see [here](#); Sustainable Farming and Land Management, see [here](#); and Landscapes for Everyone, see [here](#).

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# Outcome: A sustainable landscape that is conserved and enhanced

## Q4 overview by Head of Landscape

A National Parks England response to the Environmental Land Management (ELM) policy consultation was submitted in Q2 in addition to a Peak District Land Manager's Forum version. Whilst uncertainty around a future system of agricultural support has continued, "The Path to Sustainable Farming: An Agricultural Transition Plan 2021 to 2024" was published in Q3. This explains the approach to upcoming changes and their impact on farmers and land managers. A total spend of £2.4 billion/year (2021/22 to 2024/25) in England is expected and will pay for environmental outcomes and animal welfare (increasing from 23% of total support funds in 21/22 to 57% in 24/25), improving farm prosperity (9% in 21/22 and 22/23, 10% in 2022/23 and 9% in 24/25) and direct payments (decreasing from 68% in 21/22 to 34% in 24/25). Environmental outcomes funding includes a 3-year Farming in Protected Landscapes (FiPL) programme where farmers and land managers work in partnership with protected landscapes to deliver bigger and better outcomes for the environment for people and place. Close working with other English NPAs, AONBs, National Parks England (NPE) and Defra continues to shape and influence ELM, changes to the existing Countryside Stewardship scheme and the FiPL Programme.

The Government's response to the ELM policy discussion document has been published. The design of the future ELM approach continues and now includes three schemes: the Sustainable Farm Incentive; Local Nature Recovery; and Landscape Recovery. Phase 1 of the Sustainable Farm Incentive national pilot has been launched with an invitation for farmers and land managers to make expressions of interest in participating in Q1.

The White Peak ELM Phase 1 Test is complete and the final report shared with Defra and other stakeholders showed that National Character Area (NCA) assessments are useful for prioritising public goods and helping farmers and land managers develop land management plans to deliver them. Revised proposals to continue the test in the Dark and South West Peak were agreed with Defra in Q3 2020/21, delivery started in Q4 and will continue until Q3 2021/22.

The Agriculture Bill became law in Q3 and sets out how farmers and land managers in England will be rewarded in future with public money for public goods. The Environment Bill will introduce a process for "Biodiversity Net Gain" into the planning system. This Bill is expected to progress through Parliament and become an Act later in 2021/22. Officers have continued to support the Greater Manchester Combined Authority Local Nature Recovery Strategy National Pilot and the development of a Nature Recovery Prospectus for the Peak District as part of NPE's Delivery Plan for Nature Recovery.

Our partner work on landscape scale projects continues with Moors for the Future, South West Peak Landscape and White Peak partnerships. Covid-19 initially meant that some delivery was either postponed or redesigned. Despite the restrictions of the pandemic, the Moors for the Future Partnership has had one of its most successful delivery years, investing over £5m in one delivery season. This has involved a raft of science communications and conservation work, including over 20,000 blocks in eroding gullies between the Roaches and Ilkley Moor and the planting of over 12km<sup>2</sup> of Sphagnum moss. The new initiative to set up a Great North Bog covering the 7,000 km of upland peat across the North of England is now formed. It includes six partnerships, one being the Moors for the Future Partnership, and will be instrumental in bidding for funding from the peatland Capital Grant scheme within the Nature for Climate Fund. A short extension into 2022/23 for key South West Peak Landscape Programme staff has been agreed with partners and

fundes to ensure that programme outputs and outcomes are delivered and that its legacy is secured. New sources of funding to further deliver on the agreed vision beyond Q3 in 2021/22 are being explored, but no funding has yet been secured.

The difficult work to address data issues within the Breeding Bird Survey has now been completed. Diverse interests across the project board have worked together to confirm the trends and produce robust results. The Birds of Prey Initiative report showed that most species had 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 including the annual meeting held virtually and hosted by Chatsworth.

RAG status of strategic interventions:

Red = 3, Green = 15

RAG status of KPIs:

Red = 3, Green = 7, Not reported this year = 1

## 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	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 1:</b> Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits</p> <p><b>2024 target:</b> At least an additional 10% of Peak District National Park in environmental land management schemes : At least an additional 10% of Peak District National Park in environmental land management schemes</p> <p><b>2020/21 target:</b> 40% (cumulative total area)</p> <p><b>Responsible officer:</b> Head of Landscape</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. Make the case for and influence the design of transitional arrangements</p>	<p>PDNPA has continued to represent the English NPAs at the Agri-Environment Stakeholder Working and Technical Groups, External Working Group, Industry Stakeholder Group meetings and a variety of Environmental Land Management (ELM) design sub-groups.</p> <p>Delivery of the Defra ELM Test and Trial testing the use of a National Character Area (NCA) assessment as a way of prioritising public goods to be delivered and how farmers and land managers can develop land management plans to deliver those public goods has been completed in the White Peak. The final report was well received by Defra and concluded that the NCA approach is an effective tool for ELM. The test has been extended</p>	<p><b>2020/21 target:</b> 40% (cumulative total area)</p> <p><b>Year end result:</b> 52% (cumulative total area) (final figure is still TBC)</p>	<p>Data for this KPI has not been readily available, especially to meet the reporting timescale. This year, a revised approach to collating this information has been developed but it currently includes land not in a land management option where traditional boundaries are being restored. So the reported result will be slightly enhanced. However, there is an increase in the area of land in environmental land management schemes, which is an encouraging step forward.</p>

		<p>to the Dark and South West Peak and four virtual workshops with 27 farmers and land managers have been held. Further one to one engagement will continue.</p> <p>A paper on transitional issues for all ten National Parks was prepared for National Parks England (NPE) and has been shared with Defra and other stakeholders.</p>		
	<p>Continue to support land managers to access current and future schemes</p>	<p>Authority farm advisers have continued to support farmers and land managers to access the Countryside Stewardship Scheme (CSS) and understand regulation. The Authority's Land Management Grant Scheme continued to support small-scale practical trials with 6 farmers exploring techniques to develop nature recovery networks across the agriculturally-improved White Peak plateau.</p> <p>The South West Peak Landscape Partnership (SWPLP) continued to provide support and grants to improve water quality, "slow the flow" and restore grassland and wader habitat.</p>		
<p><b>KPI 2a:</b> Natural beauty conserved and enhanced</p>	<p>Develop methodology for strategic sustainable landscape monitoring with partners, and assess</p>	<p>Two of the sample repeat assessments have been progressed. Cranfield University completed the initial (slightly</p>	<p><b>2020/21 target:</b> Develop methodology</p> <p><b>Year end result:</b></p>	<p>The development of the methodology for strategic sustainable landscape</p>

<p><b>2024 target:</b> Assessment of landscape changes achieved</p> <p><b>2020/21 target:</b> Develop methodology</p> <p><b>Responsible officer:</b> Head of Landscape</p>	<p>whether the changes conserve and enhance natural beauty</p>	<p>revised due to Covid-19 restrictions) semi-automated approach to the sample repeat of the Countryside Commission's Monitoring Change in National Parks. The University is now seeking funding for a wider application of the approach.</p> <p>Methodology for the interpretation of the sample repeat Landscape Description Unit photographs has been drafted and will be tested with key partners in 21/22.</p> <p><b>Issues arising:</b> Covid-19 and capacity issues have impacted methodology development with partners. The proposed update and ask for key partner comments has not been shared, due to a rapid increase of focus on Nature Recovery Networks by the Authority and many partners, which needs to be incorporated into the proposed methodology.</p> <p>Funding not yet secured by Cranfield University for further development and wider application of their initial project.</p> <p>Development of audience and community engagement in special quality view monitoring remains delayed due to capacity and funding issues.</p>	<p>Methodology not yet developed. The timescale for the development of the monitoring methodology is to be extended to the end of 21/22.</p>	<p>monitoring with partners has not been completed.</p> <p><b>Issues arising:</b> The impacts of Covid-19, capacity and the rapid evolution of Nature Recovery Networks requiring further new thinking has resulted in the need for a further extension to the timescale.</p> <p><b>Actions to address:</b> Revise timescale for completion of the methodology to the end of 21/22.</p>
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		<p><b>Actions to address:</b> Share an update and ask for key partner comments on the proposed methodology. Continue to support Cranfield University to source funding. Extend project timeline if necessary.</p>		
<p><b>KPI 2b:</b> Natural beauty conserved and enhanced</p> <p><b>2024 target:</b> Assessment of landscape changes achieved</p> <p><b>2020/21 target:</b> 100% of planning decisions in accordance with strategic policy</p> <p><b>Responsible officer:</b> Head of Planning</p>	<p>Ensure all planning decisions are in accordance with strategic policy</p>	<p>We made no decisions that went contrary to strategic policy in 2020/21.</p> <p>One issue raised where a case had gone to appeal. It was refused at planning committee but overturned on appeal. This went beyond the terms of our spatial strategy, being new development in open countryside.</p>	<p><b>2020/21 target:</b> 100% of planning decisions in accordance with strategic policy</p> <p><b>Year end result:</b> 100%</p>	<p>There were no cases that went contrary to strategic policy in 2020/21.</p>
<p><b>KPI 3:</b> Increase the amount of carbon captured and stored as part of routine land use and management</p> <p><b>2024 target:</b> 3,650 tonnes net decrease in carbon emissions from moorland</p>	<p>Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of the Peak District</p>	<p>Following peat depth mapping in the Bamford catchment in 2012, a carbon content study of the catchment began in 2020/21, with reporting due in Q1 of 2021/22. This should inform our understanding of the amount of carbon held in the catchment, and may allow extrapolation to provide a more accurate estimate of the carbon content stored across the</p>	<p><b>2020/21 target:</b> 1,460 tonnes</p> <p><b>Year end result:</b> In 2020/21, our restoration activities resulted in a calculated 1,526 tonnes decrease in carbon emissions</p>	<p>This KPI is being achieved, and becoming even more relevant to wider discussions with stakeholders, as the importance of carbon capture and sequestration catches the public and policy eye.</p>



<p><b>2020/21 target:</b> 1,460 tonnes</p> <p><b>Responsible officer:</b> Head of Moors for the Future Partnership</p>		<p>Peak District and South Pennines peatlands.</p> <p>The carbon data behind the Peak Carbon Tool has been updated and used to update the ELM Test White Peak Carbon Ready Reckoner. New versions for the Dark and South West Peak have been created and are being tested with farmers and land managers. The South West Peak version is being further developed to include soil carbon as an indicator of soil health where land managers can input actual soil test results. This is being funded by the Authority, Defra and the EA.</p>		
	<p>Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions</p>	<p>Moors for the Future Partnership has delivered an extensive programme of moorland restoration including revegetation, gully blocking, and more novel approaches such as bunding.</p> <p>So far, for 2021/22 we have plans to restore some 625 hectares of degraded blanket bog throughout 2021-22. This would result in an approximately 820 tonne decrease in carbon emissions.</p> <p>Further restoration activities are likely to come online through 2021/22.</p>		

	<p>Develop the climate change vulnerability assessment and implement the key outcomes</p> <p><b>Responsible officer:</b> Head of Information and Performance Management</p>	<p>The Peak District Climate Change Vulnerability Assessment has been completed and was adopted by the Authority's Programme and Resources Committee in December 2020. Work has begun to develop a fully accessible version of the assessment on the Authority's website.</p>		
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**High quality habitats** in better condition, better connected and wildlife rich through nature recovery networks

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 4:</b> Increase the area of moorland blanket bog moving towards favourable condition</p> <p><b>2024 target:</b> Restoration activities on 1,500 hectares of degraded blanket bog completed</p> <p><b>2020/21 target:</b> 600 hectares (54% of current bare peat)</p> <p><b>Responsible officer:</b> Head of Moors for the Future Partnership</p>	<p>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</p> <p><b>Responsible officer:</b> Head of Landscape</p>	<p>A virtual Moorland Managers Liaison meeting was held with the support of Chatsworth. Wildfire prevention and mitigation and visitor management were seen as key issues for 2021/22.</p> <p>Wildfire risk and mitigation remains a critical issue especially following increased visitor numbers and new audiences post lockdown. Encouraging supermarkets to not stock disposable BBQs has helped, but there is more to do to manage public expectations and understanding. Further work has been undertaken on the Wildfire Risk Management activity. A template Wildfire Plan approach is being developed and, with support</p>	<p><b>2020/21 target:</b> 600 hectares (54% of current bare peat)</p> <p><b>Year end result:</b> We carried out restoration activities on 891 hectares of degraded blanket bog</p>	<p>Despite the Covid-19 pandemic, restoration works were able to continue well through the year.</p>

		<p>from a private land manager, the plans will be tested using a risk model to see if they are fit for purpose. This work will be fed into Defra's thinking.</p> <p>Restriction on burning blanket bog habitat is being addressed through the Defra's requirement for estates to apply for a Burning Licence. All partners are feeding into this process. Two case study site visits have been undertaken and discussions are on-going to resolve local issues. The moorland restoration map is near to completion for the first phase showing what work has been completed where and over what timescale.</p>		
	<p>Continue restoration activities on degraded blanket bog to move it towards favourable condition with a focus on reducing the amount of bare peat and rewetting as far as possible in years 1-3</p>	<p>2020/21 work has now been completed, other than approximately 500m rights of way work on the Great Ridge.</p> <p>In addition, restoration activities on Authority-owned Warslow Moors Estate have included: restoring wildfire damage at Merrryton Low including stabilisation of two scheduled Bronze Age barrows and vegetation and further barrow restoration (£56k partnership funding from the Ministry of Defence and EA): Bareleg Hill and</p>		

		<p>Middlehills, where EA funds are also contributing to peat dams and hydrological survey; test bed trialling rewetting works on wet heath at Swallowmoss, where 15km of hydrological works will slow the flow of water, enhance wet heath habitat, rewet and encourage sphagnum spread, reduce fire risk, improve and enhance habitat and carbon resilience (£574k).</p>		
	<p>Use the new FCERM (Flood and Coastal Erosion Risk Management) strategy and water companies AMP7 programme to support our moorland restoration work</p>	<p>Severn Trent Water AMP7 funding will provide 613 hectares of restoration work over (2020-2025). Ten hectares already been completed in Q3 2020/21. In 2021/22, MFFP aim to restore 265 ha under this funding.</p> <p>Yorkshire Water Services funding will allow a comprehensive survey of owned and non-owned catchment during 2021/22. This will inform works plans for the remainder of the AMP7 period and also potentially for AMP8.</p> <p>MFFP have also presented works proposals for United Utilities funding in 2023 and 2024.</p>		
<p><b>KPI 5:</b> Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation</p>	<p>Use and share our data on non-protected species rich (priority habitat) grassland to inform our plans with a view</p>	<p>Excellent progress. All priority ecological data cleansed and transferred to the new mapping system or deleted. 75% of all data</p>	<p><b>2020/21 target:</b> 5,000 hectares</p>	<p>5,000 hectares of non-protected species-rich grassland has been sustained through the work</p>

<p><b>2024 target:</b> Sustain at least 5,000 hectares of non-protected, species-rich grassland</p> <p><b>2020/21 target:</b> 5,000 hectares</p> <p><b>Responsible officer:</b> Head of Landscape</p>	<p>to it becoming publically available and supporting the public payment for public goods approach. Including an annual assessment of net gain/loss</p>	<p>held by the Authority has been reassessed and will form part of the mapping for a Peak District Nature Recovery Network (NRN) Plan. Natural England (NE) funding secured, enabling additional updating of internal and external data for grasslands, fungi sites outside protected sites and wader data. This additional work has slightly delayed the sorting of the remaining 275 priority 2 data sets. However, the cleansing and sorting of this remaining data is on target for completion early 21/22. Overall, there has been a further small increase in the area of non-protected, species-rich grassland that the Authority has records for.</p> <p>Discussions with Derbyshire County Council regarding a Derbyshire natural capital assessment and action plan. Habitat and species data will be shared next year. Discussions highlighted need to liaise with all constituent authorities over natural capital assessments and NRNs to explore one Peak District NRN Plan.</p>	<p><b>Year end result:</b> 5,000 hectares of non-protected, species-rich grassland sustained</p>	<p>of the Authority's farm advisers, management of the Authority's own grasslands and the work of the SWPLP.</p> <p>Active Authority engagement with farmers and land managers on 227 hectares of non-protected species-rich grassland. 170 hectares have been retained, 52 hectares enhanced and 5 hectares have been created. 4 ha of purple moor grassland lost.</p>
<p><b>KPI 6:</b> Increase the area of new native woodland created</p>	<p>Identify opportunities for new native woodland, scrub, wood pasture, small</p>	<p>A Wooded Landscape Plan has been drafted as a standalone plan to be incorporated into the</p>	<p><b>2020/21 target:</b> 100 hectares</p>	<p>Whilst 19.27 hectares of new native woodland creation is a slight increase on the 16.65</p>

<p><b>2024 target:</b> Create at least 400 hectares of new native woodland</p> <p><b>2020/21 target:</b> 100 hectares</p> <p><b>Responsible officer:</b> Head of Landscape</p>	<p>plantings and individual trees based on the approach of the right trees in the right places for the right reasons</p>	<p>Landscape Strategy and Action Plan in 2021/22. Partners and stakeholders have commented on the draft and an amended version has been prepared, to be shared in 2021/22.</p> <p>Woodland creation has continued to be prioritised. 19.27 hectares of new native woodland has been created through the Authority's own Land Management Scheme, the partnership with the Woodland Trust (WT), CSS and the SWPLP Slowing the Flow project. Plans for a further 17 hectares were developed, but are not now progressing due to difficulties in amending an existing agri-environment scheme agreement. 12 ha of non-native woodland have been converted or restored to native woodland.</p> <p>Plans for 192 ha of woodland creation.</p>	<p><b>Year end result:</b> A further 19.27 hectares of new native woodland has been created this year making the cumulative total of 35.92 hectares created</p>	<p>hectares created last year, it is still behind target. However, plans are supported for a further 192 hectares.</p> <p><b>Issues arising:</b> Whilst larger-scale planting proposals have been supported, they have not yet come to fruition. In some cases, existing agri-environment scheme agreements can act as a barrier, as amendments are difficult to obtain and can involve payment reclaims. The increasing numbers of funding sources for tree planting can be confusing.</p> <p><b>Actions to address:</b> Continue to support farmers and land managers to create woodlands and plant trees on the basis of the right tree in the right place for the right reason. Discussions in progress with the WT for a Nature for Climate fund bid for woodland creation as a possible replacement for the current partnership scheme. Removing the barrier of existing agri-environment</p>
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				scheme agreements will be further explored.
<p><b>KPI 7:</b> Maintain and enhance populations of protected and distinctive species</p> <p><b>2024 target:</b> Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s</p> <p><b>2020/21 target:</b> 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p> <p><b>Responsible officer:</b> Head of Landscape</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>The 2018 moorland bird survey's data issues are resolved and data has been reprocessed. A new version of the basic data report will be available early in 21/22. Fundraising is underway to replace the more in depth BTO analysis.</p> <p>The final Bird of Prey Initiative report for 2020 was published in Q4, showing a relatively good year. Where birds of prey nested and laid eggs, breeding success in terms of young fledged was good. Most notable was the successful fledging of young from all 6 known nesting attempts by peregrine.</p> <p>Relationships between moorland managers and raptor workers continue to improve. However, there were mixed fortunes for different species and six incidents of illegal bird of prey persecution were confirmed by the police. The Initiative continues to be dependent for monitoring data on the local raptor groups, partner staff and volunteers, and on those gamekeepers who report sightings to the raptor groups. The Initiative would like to record its thanks for the hard work this involves.</p>	<p><b>2020/21 target:</b> 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p> <p><b>Year end result:</b> 6 Peregrine, 1 to 3 Short-eared owl, 16 Merlin, 0 Hen harrier</p>	<p>Target not achieved.</p> <p><b>Issues arising:</b> Breeding pairs of birds of prey in the moorlands have not yet been restored to at least the levels present in the 1990s.</p> <p><b>Actions to address:</b> Continue to work with moorland owners, managers, gamekeepers and partners to deliver the target number of breeding birds of prey.</p>

## Cherished cultural heritage that is better understood and looked after

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 8:</b> Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes</p> <p><b>2024 target:</b> 5% increase in audiences actively engaging with cultural heritage</p> <p><b>2020/21 target:</b> No target</p> <p><b>Responsible officer:</b> Head of Landscape</p>	<p>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</p>	<p>PDNPA virtual engagements with cultural heritage include a StoryMap (virtual way of telling the story about a place) for Cracken Edge (145,000 social media hits); Festival of the Mind exhibition in Sheffield with a podcast and short film based on Gardom's Edge; support for Moors for the Future to deliver Europarc's webinar on the heritage of Peaklands (107 attendees); the Annual Derbyshire Archaeology Day delivered with DCC (382 attendees on the first half day and 342 on the second, 1,314 views of the recorded sessions in 2 months); a 200th Bateman anniversary project with Sheffield and Manchester Universities developed with over £2.8k raised; GUIDELINE project engaging schools around Easter; ACID Magazine published (5000 copies and available online).</p> <p>The SWPLP has also delivered interventions including plans for the Manifold Academy to trial the Warslow barn trail; 6 training days in heritage skills (archiving, historic building recording, level 1 building</p>	<p><b>2020/21 target:</b> No target</p>	<p>The NFP Synergy survey provides data on engagement with cultural heritage and the baseline data was established in 2019/20. Those who had visited the PDNP in the last two years were asked what they chose to experience during their visit (36% of visitors chose to experience cultural heritage, 59% natural beauty and 47% nature).</p> <p>On average, 36% of people reported choosing to experience cultural heritage during their visit to the Peak District from our two NFP Synergy surveys in April and November 2020. This represents no increase on the baseline of 36% to date.</p>



		<p>&amp; landscape survey); 36 new assets recorded, 39 records updated, adoption of 4 assets planned; 4 'friends of' groups established (lime kilns, trig points, post boxes, milestones). A cultural heritage asset report produced for a landowner; filming of barn restoration and the development of a project plan and funding bid for limekiln consolidation.</p>		
<p><b>KPI 9:</b> Increase the percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced</p> <p><b>2024 target:</b> 10%</p> <p><b>2020/21 target:</b> 4% (132)</p> <p><b>Responsible officer:</b> Head of Landscape</p>	<p>Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property</p>	<p>Interventions have been delivered to conserve and/or enhance the Scheduled Monuments and Listed Buildings e.g. ramped up multi-agency approach to Stanton Moor solstice planning, monitoring of 4x4 off-roading damage at Pindale, continuing input to the national Traditional Buildings Restoration pilot (8 listed buildings and 1 scheduled monument) and the Scheduled Monument at Callow Bank - removed from Heritage at Risk register due to an agri-environment scheme with a bracken management plan.</p> <p>18 Scheduled Monuments have been conserved or enhanced (advice provided, works done and assessed with repairs being identified/delivered; unusually this year 4 cases of damage reported). Over 600 Listed Buildings have</p>	<p><b>2020/21 target:</b> 4% (132)</p> <p><b>Year end result:</b> 6% (214) The cumulative total is 18% (612) so well above the target of 4% (132).</p>	<p>Overall, the target has been substantially exceeded.</p> <p>There has been a substantial increase in the number of planning and listed building cases this year even with the impact of Covid-19. It is not yet clear if this is a one-off or a permanent trend so this will need to be kept under review.</p>

		<p>been conserved and/or enhanced (advice provided, planning permission and/or Listed Building consent granted), 25% more than last year. These figures don't include ongoing projects started in the previous year, planning consent discharges or multiple interventions for the same building. The temporary cessation of the pre-application service has impacted the quality of many applications.</p>		
<p><b>KPI 10:</b> Increase the percentage of Conservation Areas conserved and/or enhanced</p> <p><b>2024 target:</b> 96% (105/109) have adopted appraisals</p> <p><b>2020/21 target:</b> 94%</p> <p><b>Responsible officer:</b> Head of Landscape</p>	<p>Continue to develop and adopt the remaining Conservation Area appraisals to raise awareness, understanding and support for the conservation and enhancement of these areas</p>	<p>The Conservation Area appraisal for Winster has been drafted but little additional progress has been made. Covid-19 impacts, increased development management workload and a reduction in funding for additional capacity were taken into account when the timescale for the completion of one Conservation Area appraisal was amended in Q3.</p>	<p><b>2020/21 target:</b> 94%</p> <p><b>Year end result:</b> 94% have adopted appraisals.</p>	<p>The Conservation Area appraisal for Winster has been drafted but has not yet been completed. Additional capacity is likely to be needed if the appraisal is to be completed and adopted in 2021/22.</p>

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

## Q4 overview by Head of Engagement

The end of 2020/21 has brought challenges and hope, as restrictions start to ease and opportunities open up. We continue to work to ensure the National Park is open to all, providing breathing spaces and a place for quiet recreation that supports people's physical and mental wellbeing. Due to Covid-19 restrictions, most engagement activities were greatly impacted, paused or ceased in 2020/21, impacting income generation and programmes of work. Some affected activities include: limited opening of visitor centres, ceasing of guided walks, reduction in volunteering, limited junior ranger groups and ceasing all school visits. Major public events on Authority land continue to be postponed until at least 1 May and will resume on a case by case basis with restrictions of numbers, locations and dates. However, there have been some positive impacts. We have switched some activities to new online methods of delivery, which will now form part of our permanent offer. During Covid-19 closures, we have been able to complete the refurbishment at Bakewell and Upper Derwent Visitor centres, which has greatly improved our visitor offer. We are now able to promote our revised activity programme for 2021/22 and will actively market this as restrictions allow.

Our ranger teams have focused on patrolling and encouraging responsible visiting, including sharing information and intelligence with the police and partners, working particularly closely with the National Trust, water companies and other major land owners. Visitor numbers have remained consistently high during all periods of permitted travel to the area and also despite Covid-19 restrictions in some instances. Q4 saw a seasonal uptick in issues such as BBQs, litter and inappropriate parking, which has been mitigated by interventions from partners such as double-yellow lines and fines. Diverse audiences continue to be present across the National Park on a regular basis. We continue to act in partnership with United Utilities, Severn Trent Water and Yorkshire Water where focus has been on visitor management and catchment monitoring as a number of visitor hotspots are within our joint partnership areas. Within these partnerships, rangers contribute significantly to the organisation's objectives and business plans, not least the engagement of volunteers, and the water companies provide significant income to the Engagement Service budget.

Volunteering continued to be a vital component of our public engagement throughout 2020/21 and, despite restrictions on our ability to host volunteers for extended periods, they still provided more than 12,000 hours of support at the equivalent of more than £216,000 to the Authority. In particular, this has focused on 'hotspot' areas with litter picking and engaging with the public over concerns such as BBQs.

A range of communications were made available across Q4 to support the National Park's 70<sup>th</sup> birthday including an online media pack, the launching of a digital campaign '70 people for 70 years' and a celebratory edition of ParkLife magazine. The team have also led on the convening of the first 'Peak District Communicators Forum', now providing a secretariat for conferencing and cloud-based sharing of campaigns and coordinated approaches to working with more than 50 key contacts. This has already had success regarding post-lockdown visitor messaging at the end of March. The impacts of the pandemic – and the Authority's associated digital output – has seen a significant trend change across our social media. This includes a 42% increase (around twice that of previous years) in overall audience to c.120,000 followers with 70% and 160% upward trends in Facebook and Instagram respectively. Video content engagement has uplifted by 250%, often boosted by content provided to support visitors returning to the Park safely. As a result of this

digital shift, dedicated web pages on car parking updates and Covid-19 updates each saw visits in excess of 100,000 across 2020/21. Our 1:1 online engagement also meant we received 65% more social media messages across the last year.

We undertook a further two NFP Synergy audience surveys that established that targets for visitor connection with the PDNP had been exceeded with an increase of 27% in connection, above our target of 24.5%.

The Foundation continues to grow its reach, with increasing social media followers, Peak Partners and regular donors. Despite lockdowns having a significant impact on capacity, coupled with the inability to hold face to face meetings and events, Q4 for the Foundation has seen income of over £30,000 – and a first major gift of £16,000 plus gift aid. The £70k target by the 70<sup>th</sup> anniversary has been exceeded with over £130,000 raised and £90,000 granted to projects including Moors for the Future, Stanage North Lees, Trails, South West Peak, Miles Without Stiles, Peak District Mosaic, Fit for Work and Accessible Derbyshire. There has been significant development work on the fundraising strategy and future fundraising priorities and a strengthening of the Foundation and Authority partnership approach, with a strong plan and shared ambition for 2021/22 onwards.

RAG status of strategic interventions:

Red = 2, Green = 6

RAG status of KPIs:

Red = 1, Green = 1, Not reported this year = 2

## 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	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 11:</b> Increase the proportion of under-represented groups reached</p> <p><b>2024 target:</b> Peak District National Park audience reach that is 30% closer to the demographics of those within an hour's travel time of the National Park</p> <p><b>2020/21 target:</b> Implement the plan</p> <p><b>Responsible officer:</b> Head of Engagement</p>	<p>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</p>	<p>Implementation of the Diverse Audience Plan (DAP) will begin during 21/22 as part of the revised Engagement Manager role. This will run in parallel with Green Recovery Fund projects also taking place to deliver for younger audiences.</p> <p>A range of online activities to encourage activity at home/locally were offered. 'Walks Around' guides were developed with a refreshed offer that reflects the range of new audiences the Park is experiencing.</p> <p><b>Issues arising:</b> Due to Covid-19 restrictions, no face-to-face activities such as health walks, education or accessibility could take place during the reporting period.</p>	<p><b>2020/21 target:</b> Implement the plan</p> <p><b>Year end result:</b> Plan complete but not implemented due to Covid-19 limitations</p>	<p>The DAP is now complete and will be implemented from 21/22.</p> <p>Restrictions have hampered any organised, large-scale face-to-face events with our audiences across the last year and, therefore, the overall delivery of the plan.</p> <p><b>Issues arising:</b> Any continued Covid-19 restrictions on face-to-face activity during 21/22 may further delay the overall implementation of the DAP.</p> <p><b>Actions to address:</b> Start implementation as soon as</p>

		<b>Actions to address:</b> Continue with the above in line with government guidelines.		possible in line with government guidelines.
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Surveys were undertaken via NFP Synergy in April and Nov 2020. Results were within 1-2% of previous data, with slightly greater drops in the 45-64 age group (c.5%). Our reach remains comparable to those communities within one-hour's drive, including ethnicity and young people.		

## 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	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<b>KPI 12:</b> Increase public connection with the Peak District National Park  <b>2024 target:</b> Peak District National Park connection is increased by 20%  <b>2020/21 target:</b> 2% increase  <b>Responsible officer:</b> Head of Engagement	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park	Alongside NFP Synergy research, our rangers undertook 'snapshot' surveys across key visitor locations. This is already informing areas of work including Walks Around Guides and a new 'visiting' section of the website. The new Peak District Communicators Forum is also bringing together insight on user groups from across the range of stakeholders.	<b>2020/21 target:</b> 2% increase (24.5%)  <b>Year end result:</b> 27%	Target exceeded.
	Encourage responsible visitor behaviours through Park-wide, stakeholder-	With the revised Countryside Code only arriving at the very end of Q4, much of our visitor messaging has		

	<p>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</p>	<p>focused on #PeakDistrictProud during 2020/21, predominantly digital-based due to absence of outlets to showcase hard-copy materials.</p> <p>The impacts of the pandemic – and the Authority's associated digital output – has seen a significant trend change across our social media. This includes a 42% increase (around twice that of previous years) in overall audience to c.120,000 followers with 70% and 160% upward trends in Facebook and Instagram respectively</p> <p>We have led on two partnership groups, visitor management and the first 'Peak District Communicators Forum'. These have supported sharing best practice and coordinated approaches to working, such as shared campaigns with more than 50 key contacts.</p> <p>The Discover England Fund (DEF) Phase 2 programme has concluded its period of funding at the end of Q4. A range of activities have been undertaken including local business online networking, training, marketing support and the launch of a new, searchable consumer-facing website promoting National Park Experiences and bookings and an</p>		
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		updated trade brochure. International trade promotion has been paused due to Covid-19 impacts in Europe. Legacy work continues through linked projects via local DMOs.		
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Surveys were undertaken via NFP Synergy in both April and Nov 2020. Connection of 27% exceeded our target of 24.5.		

### Active support through National Park points of contact to generate sustainable income

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 13:</b> Increase the National Park Authority's sustainable income stream</p> <p><b>2024 target:</b> Generate an extra £225,000 sustainable gross revenue income</p> <p><b>2020/21 target:</b> No target</p> <p><b>Responsible officer:</b> Head of Asset Management</p>	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	<p>The impact of Covid-19 restrictions on trading activities has been significant, but mitigated by the Covid Reserve. Significant work has taken place on a key project to review car park management arrangements and this will be presented to P&amp;R Committee in May 2021.</p> <p>Refurbishment of the Bakewell and Upper Derwent visitor centres to create improved visitor experiences and maximise income from retail will be completed next financial year, in readiness for the anticipated high visitor numbers. Millers Dale project</p>	<b>2020/21 target:</b> No target	No target for this year, due to circumstances that were very difficult to mitigate.



		<p>is behind schedule but close to completion and this is anticipated early in 21/22.</p>		
	<p>Continue to fundraise for the National Park Management Plan and Corporate Strategy Outcomes using the National Park Foundation as the vehicle</p> <p><b>Responsible officer:</b> Head of Engagement</p>	<p>Despite lockdowns having a significant impact on capacity, Q4 for the Foundation has seen income of over £30,000 – and a first major gift of £16,00 plus gift aid. However, we are still awaiting final outturn for 20/21 and final Q4 figures. The £70k target by the 70<sup>th</sup> anniversary has been exceeded, with over £130,000 raised since May 2019 (when the Foundation bank account opened). This income has come from donations (£41k), Peak Partners (12k), grant income (£15k), dormant funds (£62k) plus gift aid. The Foundation now has 16 regular donors and 15 Peak Partners.</p> <p>£90,000 has been granted to projects including moors for the future, Stanage, Trails, South West Peak, Miles Without Stiles, Peak District Mosaic, Fit for Work, Accessible Derbyshire. There has been significant development work on the fundraising strategy and future fundraising priorities beyond £70kfor70 and a strengthening of the Foundation and Authority partnership approach, with a strong plan and shared ambition for 21/22 onwards.</p>		

<p><b>KPI 14:</b> Rebuild the value of National Park Authority volunteer support</p> <p><b>2024 target:</b> Volunteer support across the National Park Authority is returned to pre-Covid value of £750,000 per annum</p> <p><b>2020/21 target:</b> No target</p> <p><b>Responsible officer:</b> Head of People Management</p>	<p>Implement volunteer action plan to better align opportunities for volunteering with PDNPA outcomes and increase diversity amongst our volunteers</p>	<p>Despite the pandemic's massive impact on volunteering, a great deal has been achieved. The focus in the last year has been keeping volunteers safe and this has taken time and resilience.</p> <p><i>Investing in our people</i> - Improved training for volunteers (launched ELMS for volunteers) and relaunch of the Ranger training programme. Volunteer engagement and communications plan to support volunteers to return to volunteering.</p> <p><i>Resource and infrastructure</i> - Reviewed and refreshed website launched. Further 5 years funding secured from TARMAC for volunteering. Volunteer action plan reviewed to support the Diverse Audience Plan.</p> <p><i>Systems and processes</i> - During the pandemic we found new ways of working e.g. volunteer expenses processed online, better use of online training and technology.</p> <p><i>Volunteering development</i> - New roles created in the Foundation and trails teams.</p> <p><b>Issues arising:</b> The changes in government guidelines and subsequent lockdowns have made</p>	<p><b>2020/21 target:</b> No target</p>	<p>Volunteer hours have been low due to the pandemic; running at about 25% of 2019/20 hours. Total volunteer hours in 2020/21 were 12,064.</p>
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		management of the volunteer programme extremely difficult.		
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**Actions to address:** New KPI to reflect this downturn in volunteering activity.

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

## Q4 overview by Head of Planning

Despite the challenges due to Covid-19, this year has seen us reaching wider audiences through our positive engagement plan. Past engagement has shown that residents do not stay engaged with the plan-making process, and that engagement by other stakeholder groups is dominated by those that represent big business interests or our statutory duty, rather than our purposes. We were also aware that we needed to adapt what we do for a younger audience. A recent stakeholder analysis concluded that the planning decisions we make have most impact on residents and small businesses, but these groups have little knowledge about the policy-making process that underpins such decisions. Our newly developed engagement plan addresses these issues and is dynamic, continually updated and amended to take in new information and the changing opportunities for virtual or face to face meetings.

Although we have not been able to run conventional workshops, our virtual conferences with parishes and community groups have been successful. Nine hundred people took part in our first online survey and our young people's survey is ongoing. The parishes bulletin continues to be well-received. A series of online workshops for residents and other stakeholders is being planned to run throughout the summer. If possible, we will run face-to-face events in the autumn.

We continue to offer our 'community planning menu' and, with this, give significant support to any community wishing to write a statutory neighbourhood plan or non-statutory village plan to undertake community-led projects that deliver national park purposes, or develop local needs or community-led housing. Three neighbourhood plans have undertaken successful examinations during 20/21 (Leekfrith, Bakewell, Dore) and one (Holmfirth) is currently being examined. The parish statements have been completed and we have agreed a definition of a 'thriving and sustainable community' by working with the parish forum and other stakeholders. We are working with partners and residents in Eyam and Youlgrave to scope the potential for local needs housing.

Our Communities Small Grant (CSG) and the South West Peak Project community grant continue to be important interventions. Despite a reduced budget (£5k) and Covid-19 restrictions, we supported 7 community projects including Voices From the Peak, willow sculpture at the Nightingale Centre and Hope Valley Climate Action's virtual supermarket.

RAG status of strategic interventions: Red = 0, Green = 7  
 RAG status of KPIs: Red = 2, Green = 1

## 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	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 15:</b> Increase the number of residents and other community stakeholders understanding and engaged in the development of strategic policies</p> <p><b>2024 target:</b> 50% increase in number</p> <p><b>2020/21 targets:</b> 30% increase in number</p> <p><b>Responsible officer:</b> Head of Planning</p>	<p>Develop tools for engaging resident communities using digital media channels to promote and engage residents on policy development</p>	<p>Developed a new survey tool, run throughout the winter and continuing into spring. Early survey work into Plan review issues.</p> <p>Used Facebook page to promote the above. Follow up use of our planning bulletin, which we've emailed to all Parishes. Community group (Hope Valley Climate Action) had a follow up series of conference calls with us on these issues. Led to bigger ongoing debate. Follow up youth survey based on the initial survey.</p> <p>Developing a more complete engagement plan for 2021/22, which will carry on online, issues-based video conferences and move to face-to-face if possible.</p>	<p><b>2020/21 target:</b> 30% increase in number</p> <p><b>Year end result:</b> 38% decrease in number</p>	<p>Engaged with 510 residents and 384 other stakeholders via an online survey, and 65 parish and community representatives via various online forums throughout the year, but this is still below the baseline.</p> <p><b>Issues arising:</b> Pleased with the response to our online survey, which has generated useful data, but the overall numbers engaging are less than if public meetings had been possible. The baselines were derived from engagement activity undertaken in the early stages of core strategy, and are high because they include large public events such as</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 Authority	Ongoing review of progress against resources taking place. Aware that by the end of 2021/22 we will have less resource due to end of a fixed term post and loss of transport policy officer post. Decision needed regarding further temporary resources by end 2021/22. Interviews for Policy and Communities Manager role upcoming.		shows and public forums. A 30% increase on this baseline was ambitious but achievable in normal circumstances.  <b>Actions to address:</b> An online survey for older children and young people is ongoing. Online workshops and forums will take place over the spring and summer, face to face in the autumn if possible.
<p><b>KPI 16:</b> Increase the number of communities involved in shaping the place</p> <p><b>2024 target:</b> 40% of Parishes have helped shape their future</p> <p><b>2020/21 target:</b> 16%</p> <p><b>Responsible officer:</b> Head of Planning</p>	Review team resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Authority	As above	<p><b>2020/21 target:</b> 16%</p> <p><b>Year end result:</b> 40%</p>	<p>The cumulative number of communities shaping the place is 49 villages (40%), made up of communities engaged in neighbourhood planning, village planning, parish statements and housing enabling.</p> <p>We have been actively engaged in an additional 2 villages (Eyam and Youlgrave), undertaking community-led housing enabling and site search work with partners.</p>
	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	Version one completed in 2020/21. All available online. Monitoring will be ongoing. Due to be formally reviewed in 2022/23.		
	Ensure a comprehensive review is undertaken of Parish Statements to take	When the Census is available, we will be able to carry out a full review of Parish Statements.		

account of a new Census in 2021

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

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 17:</b> Increase the number of PDNPA interventions that help parish councils, community groups and residents to care for the National Park’s special qualities</p> <p><b>2024 target:</b> 100 interventions</p> <p><b>2020/21 target:</b> 40 interventions</p> <p><b>Responsible officer:</b> Head of Planning</p>	<p>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</p>	<p>Dialogue taking place. Youth Officer helped reshape the local plan survey to target a youth audience. Working with Engagement team on health issues. Both linked with integrated care forums across Derbyshire regarding planning and health. Making sure our interventions are relevant to health e.g. grants based on Year of Green Action, links with biodiversity, health walks and healthy activities encouraged through our work.</p> <p>Some interventions didn’t happen due to Covid-19 e.g. summer shows, planned events.</p>	<p><b>2020/21 target:</b> 40 interventions</p> <p><b>Year end result:</b> 25 interventions</p>	<p>This records the projects taking place as a result of the Communities Small Grant, and the significant help given by Cultural Heritage Team to community projects in Parwich and Middleton. The low figure is a reflection of the curtailment of community activity during the pandemic.</p> <p><b>Issues arising:</b> Our offer is sound but we need to market this via the parish bulletin ready for when community life gets back to normal.</p> <p><b>Actions to address:</b> Market via the parish bulletin.</p>
<p>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</p>	<p>As KPI 15.</p> <p>The Planning Bulletin has become the Parishes Bulletin: a cross-Authority piece discussing wider parish issues e.g. Covid-19 issues, lockdown easing, visitor management etc. Content from across the Authority e.g. NPMP, Moors for the Future, Engagement team, planning issues. It</p>			

	<p>the parish bulletin via email (and hosted on PPPF website) and parish meetings via teleconference</p>	<p>has become a really good engagement piece. Planning to do more parish-style conferences.</p> <p>People are aware that we are available and we are getting more requests to join video conference calls e.g. Stanton Moor Minerals Liaison Group, Hope Valley Climate Change Action, Parish meetings.</p>		
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# An agile and efficient organisation

## Q4 overview by Head of Information and Performance Management

Although 2020/21 saw some operations begin 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. Despite this, a great deal was achieved during the year. To ensure the Authority continues to operate effectively, a variety of essential governance, finance and performance related activities are undertaken in Q1. Our Financial Accounts for 2019/20, Annual Governance Statement and Performance and Business Plan were all completed by the statutory deadlines.

Our August 2020 Investors in People (IIP) assessment report rated the work that had gone into addressing the original recommendations from the IIP assessor as 'highly commendable'. As a result of Covid-19, our priority was the safety, health and well-being of our workforce. We have undertaken regular staff surveys to monitor well-being and provide specific individual support, provided a series of emotional resilience webinars to all workforce and supported individual referrals for coaching/counselling. We continue to have an engaged workforce, with 70% responding to the IIP survey.

The July 2020 Programmes and Resources Committee meeting approved the Authority's second Carbon Management Plan, which sets out the Authority's ambitions and plans relating to reducing carbon emissions. The Climate Change Member Task Group had a successful first year, meeting regularly and group members developed a greater collective knowledge and understanding of climate change and its impact on the National Park.

The November 2020 Authority meeting approved the updated Corporate Strategy 2019-24, which sets out our outcomes for the National Park and a framework to align our resources to assist us in achieving this. Our information technology services continue to support home working and our people have received training on phishing and data protection and security.

The Authority's Annual General Meeting was held on 3rd July 2020 and the new Members who joined the Authority completed their initial induction during Q2. When Covid-19 prevented face to face meetings, initially the Chief Executive's emergency delegation was used to make decisions until the transition to virtual meetings to allow Member decision making with public participation was permitted, following changes to legislation.

The work undertaken by the Authority's Internal and External Auditors is a key part of our governance arrangements. The Authority achieved an unqualified opinion from our External Auditor, who confirmed that proper arrangements are in place for value for money and the 2019/20 financial statements. Members also considered three Internal Audit reports all of which provided a substantial level of assurance.

The pandemic has had a significant impact on the 2020/21 financial position. In addition to seeking financial assistance from government support packages, such as the Job Retention Scheme and business rates relief initiative, the Authority approved the creation of a Coronavirus Contingency Reserve in May 2020. Further funds were reallocated to the reserve in September 2020 to mitigate the loss of income during the financial year. Further financial planning work to ensure the Authority maintains a balanced budget during the period 2021-2024 took place and a workshop with Members was held in September 2020. Members approved the Authority's Revenue Budget for 2021/22 in February 2021.

RAG status of strategic interventions: Red = 1, Green = 21, Not reported this year = 1  
 RAG status of KPIs: Red = 1, Green = 9, Not reported this year = 1

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

### Our workforce is more diverse, healthy and highly engaged

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 18:</b> Maintain low sickness levels</p> <p><b>2024 target:</b> Under 6 days per full time equivalent per year</p> <p><b>2020/21 target:</b> Under 6 days per full time equivalent per year</p> <p><b>Responsible officer:</b> Head of People Management</p>	<p>Create wellbeing at work to include:</p> <ul style="list-style-type: none"> <li>Maintain (and improve upon level of) Investors in People Health and Wellbeing Award in 2022</li> <li>Enhance our safety culture by raising awareness, developing competence and improving compliance</li> <li>Systematic review of relevant policies (such as Absence Management Policy, Wellbeing at Work Policy, Grievance Policy and Harassment</li> </ul>	<p>Main focus on safety, health and well-being of our workforce as a direct result of Covid-19.</p> <p>Regular staff surveys to monitor wellbeing and provide specific individual support.</p> <p>Provision of a series of 6 emotional resilience webinars to all workforce.</p> <p>Approx £7,200 committed to individual referrals for coaching/counselling.</p> <p>Covid-19 had a serious effect on the normal operation and staffing of the PDNPA. During this time, the profile of Occupational Safety and Health (OSH) and in particular risk assessment has been raised significantly.</p>	<p><b>2020/21 target:</b> Under 6 days per full time equivalent per year</p> <p><b>Year end result</b>            Total is 3.88 days lost per fte (7.65 days lost in 2019/20)            Q1: 0.83            Q2: 0.58            Q3: 1.57            Q4: 0.9 (2.6 days in same quarter 2019/20)</p>	<p>There were 232 absence occurrences (374 last year).</p> <p>Top reasons for occurrences</p> <ul style="list-style-type: none"> <li>Anxiety: 90 (39%)</li> <li>Other: 19 (8%)</li> <li>Covid-19: 19 (8%)</li> </ul> <p>Absence reasons that lost the most hours:</p> <ul style="list-style-type: none"> <li>Stress (20%)</li> <li>Operations and recovery (14%)</li> <li>Self-isolation (unable to work) (12%)</li> </ul> <p>Covid-19:            2020/21 sickness: 88.96 days total = 0.43 days/fte            657.6h lost (11% of all time lost to sickness absence)</p>

	in the Workplace Statement			
<p><b>KPI 19:</b> Create a highly engaged workforce</p> <p><b>2024 target:</b> 70% response rate to online Investors in People questionnaire</p> <p><b>2020/21 target:</b> 70% response rate to online Investors in People questionnaire</p> <p><b>Responsible officer:</b> Head of People Management</p>	<p>Create values based environment to attract and retain top talent</p>	<p>Core values revealed: Care, enjoy and pioneer. Incorporated into recruitment and selection and provides framework for new appraisal process.</p>	<p><b>2020/21 target:</b> 70% response rate to online Investors in People questionnaire</p> <p><b>Year end result:</b> 70% (185/265)</p>	<p>Survey response rate: 70%</p>
	<p>Deliver the actions in the Investors in People Action plan (identified from the Investors in People online report and assessor recommendations)</p>	<p>12 month assessment completed satisfactorily. Online questionnaire completed in Sept 2019. IIP Action Plan amended to reflect survey results and priorities by IIP Delivery Group.</p> <p>3 priority project areas identified:</p> <ol style="list-style-type: none"> <li>1. Communications – embed the values</li> <li>2. Recognition and reward</li> <li>3. Equality, diversity and inclusion</li> </ol>		
	<p>Management demonstrate responses in regular short snap surveys on key and current topics are used to inform decisions</p>	<p>Results from the three staff surveys on impact of Covid-19 and staff well-being have influenced management and operational decisions.</p>		
<p><b>KPI 20:</b> Foster an inclusive working environment in which everyone feels that they belong</p> <p><b>2024 target:</b> A workforce profile proportionately</p>	<p>Develop Equality, Diversity and Inclusion plan to foster an inclusive workplace by:</p> <ul style="list-style-type: none"> <li>• Involving all workforce in inclusion</li> </ul>	<p>An Equality, Diversity and Inclusion (EDI) project sub-group of the Investors in People delivery group has been formed. The group consists of a cross section of the</p>	<p><b>2020/21 target:</b> A workforce profile proportionately representative of national protected characteristics in order</p>	<p>This target was not met.</p> <p><b>Issues arising:</b> The information held on the workforce (employees, casual workers, and</p>

<p>representative of national protected characteristics in order to attract and retain diverse talent</p> <p><b>2020/21 target:</b> Move towards the demographics of those within an hour's travel time of the National Park</p> <p><b>Responsible officer:</b> Head of People Management</p>	<ul style="list-style-type: none"> <li>• Developing line manager capability</li> <li>• Building senior management commitment to inclusion</li> <li>• Evaluating policies and practices</li> <li>• Examining organisational culture, climate and values</li> </ul>	<p>organisation and includes the Volunteer Co-ordinator.</p> <p>Work on a revised Equality Policy is in its second draft after useful feedback in particular from two Members and the CEO. Policy to be finalised in Q1.</p> <p>The group have assessed a number of online training modules and have selected a module to be mandatory to all workforce in Q1. A management workshop to develop the EDI framework is scheduled for Q2.</p>	<p>to attract and retain diverse talent</p> <p><b>Year end result:</b>  Sex:  44% male  56% female</p> <p>Age range:  21-71 years old</p> <p>Ethnicity:  100% white british</p> <p>Disability: 0% (as reported by employees)</p>	<p>volunteers) is limited and unlikely to be accurate (it is not mandatory for individuals to provide personal information).</p> <p>The accuracy and level of completeness is likely to improve with trust and better understanding of why we are collating the information.</p> <p><b>Actions to address:</b> Raise profile of EDI as part of our values work. Ensure ease of access to self-serve HR and volunteer database. Annual audit of data. New 2021 census data for future comparison.</p>
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We are **financially resilient** and provide value for money

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 21:</b> To have a medium term financial plan</p> <p><b>2024 target:</b> Plan developed in 2020/21 and then monitored and updated</p>	<p>Develop a medium term financial plan (MTFP) that covers years 2-5 of the new Corporate Strategy (Year 1 - 2020/21 falls within the current MTFP)</p>	<p>The Medium Term Financial Plan has been developed and the required savings have been included in the 2021/22 budget.</p>	<p><b>2020/21 target:</b> Plan developed in 2020/21 and then monitored and updated</p>	<p>The formal notification of the National Park Grant (NPG) for 2021/22 was delayed, so the MTFP was provisionally updated in February 2020, with a further review required</p>

<p><b>2020/21 target:</b> Plan developed in 2020/21 and then monitored and updated</p> <p><b>Responsible officer:</b> Head of Finance</p>	<p>Develop a new Capital Programme for the Authority (following the adoption of the corporate Asset Management Plan)</p>	<p>Delayed until 2021/22 following the completion of the management restructure. The Head of Asset Management role in the new management structure is a key role in developing the capital programme. This was finalised in January 2021, the capital programme has been delayed to allow for the transition to the new management structure and work will start in June 2021.</p>	<p><b>Year end result:</b> The MTFP was agreed in February 2021 and is currently being reviewed.</p>	<p>once the final NPG position is confirmed. The Covid-19 reserve remains sufficient to cover the extended impacts into 2021/22 at present in line with the Government roadmap, and this continues to be monitored.</p>
<p><b>KPI 22:</b> To have arrangements in place to secure economy, efficiency and effectiveness in all our operations</p> <p><b>2024 target:</b> An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p><b>2020/21 target:</b> An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p><b>Responsible officer:</b> Head of Finance</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 continue to be in place. Financial processes were updated following the move to homeworking due to the coronavirus pandemic. Changes to financial processes received high assurance from internal audit this year.</p>	<p><b>2020/21 target:</b> An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p><b>Year end result:</b> On track. There are new external audit requirements and the final outcome will not be known until August 2021.</p>	<p>Updates will be considered as part of the external audit process should any weaknesses or issues be highlighted.</p>
<p>Introduce electronic purchase order, authorisation and invoice scanning and the implementation of an electronic travel and subsistence claims system</p>	<p>Delayed by Covid-19 pandemic initially and further delayed by introduction of a new Head of Finance. Carried forward to 2021/22 delivery plan. Rollout of exchequer mobile delayed until after year end. Electronic travel and subsistence claims to be included as part of financial systems review in 2021.</p>	<p>Our <b>well-maintained assets</b> support the delivery of our landscape, audience and community outcomes</p>		

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 23:</b> To have a corporate Asset Management Plan</p> <p><b>2024 target:</b> Plan to be implemented</p> <p><b>2020/21 target:</b> Plan to be adopted in 2020/21</p> <p><b>Responsible officer:</b> Head of Asset Management</p>	<p>Develop a corporate Asset Management Plan</p> <p>Develop and implement a new Carbon Management Plan for the Authority</p>	<p>Asset Management Plan approved by Authority in February 2020.</p> <p>Carbon Management plan 2020-2050 approved in July 2020.</p>	<p><b>2020/21 target:</b> Plan to be adopted in 2020/21</p> <p><b>Year end result:</b> Plan adopted</p>	<p>The approved asset management plan has been approved and will be implemented during the Corporate Strategy period.</p>
<p><b>Our data</b> is high quality, securely managed, and supports decision making and delivery</p>				
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 24:</b> To achieve at least reasonable assurance rating for the way we look after our data in an ever changing environment</p> <p><b>2024 target:</b> For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports</p> <p><b>2020/21 target:</b> For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports</p>	<p>Ensure security services and control frameworks (e.g. anti-virus, encryption, disaster recovery, business continuity, server and client hardware and software etc) are fit for purpose and reflect best practice and that staff awareness and preparedness is improved and measured</p>	<p>Security controls, disaster recovery, end point encryption and business continuity provisions have been well managed through the year and kept up to date. This is an ongoing management requirement and will continue into 2021/22.</p>	<p><b>2020/21 target:</b> For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports</p> <p><b>Year end result:</b> Target met</p>	<p>Targets met for 2020-21.</p> <p>The infrastructure, connectivity solutions and security products that have been implemented, updated or replaced in the last year (and recent years before that) have continued to enable the high volumes of remote working.</p>

<p><b>Responsible officer:</b> Head of Information and Performance Management</p>				
<p><b>KPI 25:</b> More of our data is digitally accessible internally and externally and is used to inform our decision making</p> <p><b>2024 target:</b> All services, capture, store and access data in a consistent and efficient manner</p> <p><b>2020/21 target:</b> 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 on the rollout of bespoke applications (based on the Arc platform) for managing volatile data. In particular, over the last six months the continuation of work with Moors for the Future and the Cultural Heritage Team on tree management. These applications are improving operational efficiency and providing structured data thereafter for use in future projects, reporting and analysis.</p>	<p><b>2020/21 target:</b> All services, capture, store and access data in a consistent and efficient manner</p> <p><b>Year end result:</b> Target met</p>	<p>2020-21 has seen good progress towards this target. The fundamentals are in place to enable this, and they have continued to be rolled out to key functions. This will be continued for other teams and other functions within teams during 2021/22.</p>
<p><b>Responsible officer:</b> Head of Information and Performance Management</p>	<p>Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)</p>	<p>We have introduced further self-serving capabilities in three areas on the Authority's website. Customers can use a search facility on our website to see if a property is in a conservation area. There is an interactive map of development management policies on the planning page of our website. Finally, an interactive map of the landscape Character Areas has been developed on the Landscape Strategy page of our website.</p>		
	<p>Lead business change programmes with internal teams and services to</p>	<p>Data storage continues to grow; however, there is now significant buy-in from staff when specific time</p>		

	<p>improve efficiency and effectiveness of business processes and associated data management practices to improve data and information availability both internally and externally</p>	<p>is allocated to actively managing data. The “October Tidy” is clearly visible in the storage data metrics. Data relating to file age and file duplication has been captured for benchmarking. Work is ongoing with data asset owners and staff to develop a culture of continual data management. Mandated data security and data protection training courses were delivered to all staff. This training underpins data management best practices.</p>		
	<p>Design and implement with other landscape organisations shared ICT systems and services and explore/utilise joint procurement opportunities</p>	<p>Working with Severn Trent Water, work is progressing to deliver significantly improved network services to Upper Derwent Visitor Centre, Cycle Hire and Engagement Office. Joint procurement opportunities through the National Parks Partnership include video conferencing and collaboration, website security and accessibility tools.</p> <p>The planned closer integration with the Lake District National Park Authority has not progressed as envisaged due to a strategic shift at the Lake District National Park Authority, with their focus no longer on a shared hosted solution with the Peak District National Park Authority.</p>		



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	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 26:</b> To have best practice governance, risk and performance management arrangements in place</p> <p><b>2024 target:</b> All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent</p> <p><b>2020/21 target:</b> All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent</p> <p><b>Responsible officer:</b> Head of Law</p>	<p>Undertake a review of Governance arrangements, including the delegations to committees and officers</p>	<p>Delegations to Committees and Officers are up to date. Initially the Chief Executive’s emergency delegation was used until the transition to virtual meetings to allow Member decision making with public participation was permitted following changes to legislation.</p> <p>Appointment at the AGM to the Governance Working Group was agreed with a view to carry out a review of the impact of changes introduced, as a result of all recommendations contained within the Group’s second report being approved in full.</p>	<p><b>2020/21 target:</b> All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent</p> <p><b>Year end result:</b> Achieved</p>	<p>External Audit reported an unqualified Value for Money conclusion and a satisfactory AGS conclusion with no issues highlighted as well as reporting an unqualified audit opinion on the 19/20 financial statements with their final report to the Authority in February 2021 giving a ‘clean bill of health’.</p> <p>The Internal Audit Plan for 20/21 was approved by Authority with remote audits taking place during Q3 &amp; 4 in line with current restrictions. In March 2021, Substantial Assurance was given with no management actions required in the areas of Payroll, Creditors &amp; Information Governance.</p>
	<p>Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff</p>	<p>Further rollout 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 continues.</p> <p><b>Issues arising:</b> The In-Tend system has been tailored &amp; customised to the Authority’s requirements and the cash-collection contract was procured</p>		

		<p>and awarded through the portal in the main in advance of lockdown.</p> <p><b>Actions to address:</b> The next stage is to undertake the evaluation training so that this element can ultimately be carried out online. The Authority have banked 4 training days which can be rolled out to support further training when lockdown restrictions have been eased.</p>		
	<p>Coordinate the delivery of the corporate strategy and drive through delivery and business planning, performance and risk management processes</p> <p><b>Responsible officer:</b> Head of Information and Performance Management</p>	<p>The Authority's updated Corporate Strategy 2019-24 was adopted at the November 2020 Authority meeting. Updates were made in three areas – to ensure strategic interventions remain deliverable, that Key Performance Indicator targets remain achievable and the impact of the budget reduction is taken into account.</p>		
<p><b>KPI 37:</b> Our Members are more representative of our audiences</p> <p><b>2024 target:</b> Move towards greater diversity in our Members</p> <p><b>2020/21 target:</b> Move towards greater diversity in our Members</p>	<p><b>Not reported in Year 2</b></p>	<p><b>Not reported in Year 2</b></p>		

<b>Responsible officer:</b> Head of Law				
We have <b>effective partnership arrangements</b> in place				
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention	RAG status of 2020/21 KPI target	Commentary on 2020/21 KPI target
<p><b>KPI 38:</b> To identify all existing partnership arrangements and review their effectiveness</p> <p><b>2024 target:</b> Complete review in 2020/21 and monitor effectiveness</p> <p><b>2020/21 target:</b> Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose</p> <p><b>Responsible officer:</b> Head of Information and Performance Management</p>	Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose	The Authority's partnership protocol was reviewed and updated in 2019-20.	<p><b>2020/21 target:</b> Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose</p> <p><b>Year end result:</b> Partnership protocol reviewed and updated. Started to identify key partners.</p>	The Authority's partnership protocol was reviewed and updated in 2019-20. As part of the National Park Management Plan, we have started to identify key partners that can help shape the strategy and deliver the actions associated with this.
	Monitor the implementation of the National Park Management Plan 2018-23 delivery plan	The National Park Management Plan Advisory Group has continued to oversee good progress with implementation of the plan. At the January 2021 meeting, the Advisory Group considered the Authority's approach to audience development.		
	Coordinate the development of the Peak District National Park Management Plan 2024-2029	At the January 2021 meeting, the Advisory Group agreed some principles of how the review of the current National Park Management Plan would be undertaken. This will enable the Authority to further develop a project plan for the development of the next National Park Management Plan.		

# People

## Q4 and full year overview

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People			
<p>Current headcount: 249</p> <p>(as at 31 Mar 2021)</p>	<p>Current FTE: 198.81</p> <p>(average over year; this actual time being worked including temporary additional hours to contracts)</p>	<p>No. of vacancies as at 31 Mar 2021: 26.2 FTE</p> <p>(this includes 18 vacant posts and hours temporarily unused as part of work life balance arrangements)</p>	<p>Budget value: 228.15</p> <p>(this is no. of FTE established posts as at 31.03.21; includes vacancies and additional fixed term posts/contractual hours – it doesn't include post holders working additional hours)</p>
Employee engagement and culture			
Indicator	Quarterly commentary	Issues arising	Actions to address
<p>Employer Brand – net promoter score for starters and leavers</p> <p><b>2024 target:</b> Baseline from first year</p>	<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>There were 5 external new starters that would have been asked to complete in the reporting period, 4 completed the survey. Recruitment has been low over the last 12 months due to COVID and we have been running a vacancy control process. A number of vacancies have been recruited internally. This is a very low number of starters to give an adequate view of performance.</p>	<p>To enhance our employee engagement two sub groups of the Investors in People Delivery Group will focus on communications to embed our values and recognition and reward</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> <p>Responses received from new starters give a <b>50%</b> net promoter score.</p> <p>Data on leavers gives a <b>0%</b> net promoter score.</p>	Slight improvement at year end for leavers which is probably due to high scores from Directors.	
<p>Appraisals – no. and % completed</p> <p><b>2024 target:</b> 100%</p>	95%		
<p>Staff training cost – spend/headcount</p> <p><b>2024 target:</b> £144/head from LGA workforce survey</p>	£162 per head	<p>Despite training spend per fte being down 45% on last year it remains higher than our target.</p> <p>Opportunities for learning and development, both internally and externally, have been affected by the pandemic.</p> <p>Focus for the corporate training budget has been on health and wellbeing initiatives, employer branding linked to the Investors in People action plan and the leadership development programme following the management restructure in Q4.</p>	
<b>Workforce profile</b>			
<b>Indicator</b>	<b>Quarterly commentary</b>	<b>Issues arising</b>	<b>Actions to address</b>

<p>Staff turnover: percentage <b>2024 target:</b> 13.4%</p>	<p>Cumulative for the year our turnover is at 10%. Number of Starters: 18 Number of Leavers: 31</p>	<p>No issues.</p>	
<p>Staff turnover: no. of leavers in first 2 years <b>2024 target:</b> baseline from first year (3.5%)</p>	<p>2.86% (figure based on voluntary leavers only)</p>	<p>No issues.</p>	
<p>Recruitment: no. of days from close of advert to hire <b>2024 target:</b> baseline from first year</p>	<p>On average 131 calendar days (18.7 weeks) The following steps included during this time:</p> <ul style="list-style-type: none"> <li>• Shortlist applications</li> <li>• Interview candidates</li> <li>• HR08 – submit instruction to appoint</li> <li>• Ask for and receive two references</li> <li>• Conduct pre-employment checks</li> </ul>	<p>The increase in the overall time to hire figure has been significantly affected by a number of recruitments being put on hold due to COVID.</p>	
<p>Recruitment: average no. of applications per position (applicants/no. of vacancies) <i>For Information Only</i></p>	<p>On average 47.2 applications per vacancy advertised. This is vacancies which closed within the six month period. This information is drawn from external advertisements only.</p>		
<p>Apprentices – no. and % age <b>2024 target:</b> Public Sector target 2.3% of workforce</p>	<p>The target equates to 6/7 new apprentice starts a year (i.e. excludes existing employee apprenticeships) In 2020/21 we had 2 new apprentices start (1 existing staff member and a new member of the Democratic Services Team)</p> <ul style="list-style-type: none"> <li>• Associate project manager, Level: 4</li> <li>• Business and Administration, Level: 2</li> </ul> <p>Managers in 2 areas are considering appointing apprentices.</p>		

Gender pay gap – median <b>2024 target:</b> no gap	The median gender pay gap is 9.5% (9.4% in 31 March 2020). The distribution of staff by grade shows that all employees in our lowest paid grade, grade A, are women and c 60% of grade G or below are female. Only 34% of H or above are female. We continue to review and monitor the gender pay gap action plan.
Additional resources – Casual hours and cost <i>For Information Only</i>	Total spend: 2020/2021 9,037.06 hours and £135,211.06 cost (hours don't include furlough)  (A significant proportion of this has been claimed back from the HMRC as part of the Coronavirus Job Retention Scheme) (2019/20 48,707 hours and £272,205.8 cost)
Additional resources – Additional hours and cost (plain time rate) <i>For Information Only</i>	Total spend: 2020/2021 1,989 hours and £26,779.97 cost (2019/2020 5,267 hours and £59,591.79 cost)
Additional resources – Overtime hours and cost (enhanced rate) <i>For Information Only</i>	Total Spend: 2020/21 60.5 hours and £1,270.05 cost (2019/20 70.75 hours and £1,279.27 cost)  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
<b>OSH training</b>  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	Senior managers: Q4 overall performance 87%  Designated managers: Q4 overall performance 84%  PDNPA has developed a course specifically for NPAs. First delivered in February 2020.  Since the delivery of the first IOSH Managing Safely for NPAs course, live at the Yorkshire Dales NPA in February 2020 the programme has been held up by COVID. A new remote 'live' version of the course is now prepared for delivery in 2021.	Impact of Covid-19	A new Safety Leadership course is being promoted for all NPAs for delivery in 2021

<p>All staff (and relevant others) have completed <i>ELMS Introduction to Health and Safety</i></p> <p><b>2024 target:</b> 100% all measures</p>	<p>All staff: 86%</p> <p>Further OSH Elearning courses were added in 2020 including for fire safety, work at height and manual handling.</p>		
<p><b>Incident reporting</b></p> <p>Suitable levels of incident/near-miss reporting and for follow-up investigation/action</p> <p><b>2024 target:</b> At least 50% of all incident reports received could be classified as near-misses</p>	<p>There were 11 accidents reported by staff and 2 by volunteers. This target was exceeded in 2019 but for 2020 has dropped to 24%.</p>	<p>It is difficult to be sure of the reasons for this but this may have been, at least in part, because many staff have been working from home for long periods during 2020.</p>	<p>The target will remain at 50% and near-miss reporting will continue to be encouraged.</p>
<p><b>Risk assessments</b></p> <p>The provision and availability of a set of generic risk assessments for all identified NPA priority OSH matters</p> <p><b>2024 target:</b> 100%</p>	<p>Q4 performance: 100%</p> <p>The list of 'key NPA OSH matters' will be annually reviewed and agreed</p>		



# People

## Q4 and full year overview

The outturn for 2020/21 has shown a very high level of underspend in the year. Before capital, slippage and reserves, the Authority budget is £1.449m underspent at the end of 2020/21. The coronavirus pandemic has had a significant impact on service delivery; therefore, there is a high level of requests for slippage and appropriations (additions) to reserves as a result. After accounting for these requests, the under spend for the Authority is £275k and, if approved by members, will be appropriated to a new resilience reserve. The full details are in the Outturn Report 21<sup>st</sup> May 2021.

<u>Extract From Outturn Report</u> <u>2020-21 Appendix A</u>	(Overspend) in 000s	Underspend in 000s	Capital - (overspend) underspend in 000s	Slippage requests in 000s	Appropriations (to) from reserves in 000s	Final Surplus (Deficit) in 000s
Conservation and Planning	(4)	286	0	(269)	8	<b>21</b>
Commercial Development & Outreach	(108)	435	(459)	(118)	289	<b>40</b>
Corporate Strategy & Development	(58)	601	137	(504)	(52)	<b>124</b>
Projects - externally funded	(61)	292	0	(161)	63	<b>134</b>
<b>Sub-Total</b>	<b>(232)</b>	<b>1,614</b>	<b>(321)</b>	<b>(1,051)</b>	<b>309</b>	<b>319</b>
Unallocated contingency	0	119			(110)	<b>9</b>
Investment interest receipts	(52)					<b>(52)</b>
Transfer to Reserve					(275)	<b>(275)</b>
<b>Sub-Total</b>	<b>(52)</b>	<b>119</b>	<b>0</b>	<b>0</b>	<b>(385)</b>	<b>(318)</b>
<b>Authority Total for 2020/21</b>	<b>(284)</b>	<b>1,733</b>	<b>(321)</b>	<b>(1,051)</b>	<b>(76)</b>	<b>1</b>