

## **Quarter 2 Performance Report for Year 3 of the Corporate Strategy (2021/22)**

### **Q2 overview by Chief Executive**

RAG status of strategic interventions: Red = 3, Amber = 11, Green = 39

In the past six months, we have celebrated our 70<sup>th</sup> Birthday, the country has stepped out of many of the COVID restrictions that have been in place and, as an organisation, the management team restructure and functional savings have taken effect. In addition, we have:

- embraced delivery of new programmes – leading for national parks on Generation Green and picking up a new farming transition scheme: the Farming in Protected Landscapes programme;
- continued delivery on large scale programmes in the South West Peak and Moors for the Future;
- our engagement work across the Park and at our visitor centres, cycle hire services and other visitor services have returned in full scale, recovering income profiles and providing benefits to an increased number of people staycationing;
- our planning service continues to receive unprecedented number of planning applications and we have increased the number of cases determined/month, as well as dealing with a major enforcement case at Thornbridge Hall and a major development application at Swellands reservoir;
- we've continued/started major development works on our assets at Millers Dale and at Cattiside Cottage on the Stanage North Lees Estate, as well as continuing investment dealing with a backlog of maintenance of our assets;
- our volunteers have returned and we've been able to broaden the volunteering offer and diversity of people engaging with us in volunteering;
- we received a commendable report at our Investors in People interim assessment in implementing our action plan;
- continued our review of the Local Plan and kicked off a reset of our National Park Management Plan and Corporate Strategy;
- all while maintaining a sound and solid foundation of good governance and strong financial management framework and offering a valued customer support service.

All of this has been delivered by an organisation with a public sector budget that is the size of a small secondary school during a period of a pandemic and whilst we await the Government's response to the Landscape Review. We are amber in a number of areas, and red in 3 areas at this half year time; we won't be able to make some of this up and so will be reviewing what is possible for us in the next six months. It has been a tough six months, as we have delivered this whilst navigating a new management structure, a reduced capacity and increased workload that the pandemic have presented to us and every organisation. I have been incredibly impressed by the resilience, agility, hard work and compassion of every individual, team and service of our volunteers and members during this time. My thanks to all

our staff, casual workers, volunteers and members. During my “I’m listening” sessions, staff and volunteers have gone out of their way to recognise and thank other teams for their work and contribution.

It is clear to me that we cannot continue in this vein of intense delivery, whilst caring for our people and having space and capacity to pioneer and enjoy our work. This is why it is important now to make use of next six months as we review the National Park Management Plan, and our own delivery of this, to reset and focus our work on doing fewer things really well for the 5 years from 2023 onwards. This focus will not be easy for staff, members and volunteers who have so much passion for doing as much as possible for the place and its many communities, but it is necessary if we are to do justice to our role. You will hear more on this over the next six months.

## **Index**

[1. Landscape overview](#)

[2. Audiences overview](#)

[3. Communities overview](#)

[4. Organisation overview](#)

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

Close working with other English National Park Authorities (NPAs), Areas of Outstanding Natural Beauty (AONBs), National Parks England (NPE) and Defra continues to shape and influence the Environmental Land Management (ELM) approach, changes to the existing Countryside Stewardship Scheme (CSS) and the design and delivery of the new Farming in Protected Landscapes (FiPL) Programme.

The detailed design of the future ELM approach continues for the three schemes: Sustainable Farm Incentive (SFI); Local Nature Recovery; and Landscape Recovery. Phase 1 of the SFI national pilot is in progress with additional standards including one for upland habitats such as moorlands in development. The ELM Phase 2 Test building on the results of the Phase 1 White Peak Test continues to explore the use of National Character Area (NCA) assessments as a tool for prioritising public goods and helping farmers and land managers develop land management plans in the Dark and South West Peak. There is a stronger focus on working with the hard to reach and on what the land management plans need to include if they are to work from the farmer and land manager perspective as well as for integrated public good delivery. The test is due to be completed at the end of Q3.

Defra continues to seek to improve the current CSS with further simplification proposed and a review of option payment levels on-going. It is expected that many option payment levels will be increased from 1 January 2022. The Authority, on behalf of the other NPAs and increasingly AONBs, continues to provide evidence on the real cost of certain works such as fencing to facilitate this payment review.

FiPL was launched and the application window opened in July. Almost 150 enquiries from farmers and land managers so far indicates healthy interest and a wide range of project ideas. Additional capacity to deliver the programme will be in place at the start of Q3; meanwhile, existing Authority capacity has been prioritised for the delivery of FiPL to get processes in place, establish the Local Assessment Panel and help farmers and land managers develop priority projects. Discussions with Defra to reprofile some of the provisional year 1 project funding allocation (circa £1.2 million) into years 2 and 3 have continued. Recent indications are positive that at least some of the funding will be able to be moved into later years but this will not be finalised until Q3.

The Peak District Nature Recovery Prospectus developed as part of NPE's Delivery Plan for Nature Recovery has been shared with key partners and will be shared further with farmers and land managers in Q3. A draft plan for the development of one Nature Recovery Plan for the Peak District has been drafted and will be developed with partners in Q3 for delivery over the next twelve months.

Our partner work on landscape scale projects continues to deliver well despite the on-going impacts and mitigation required due to Covid-19. Q1 and Q2 involved little site work for Moors for the Future Partnership (as is normal) due to bird breeding season. Instead, it involved a concentrated effort in business development due to the new N4C fund and funds associated with the Great North Bog and AMP7. We await the results of other bidding for over £10m of funding to 2025. We are planning for the next delivery season monitoring work with volunteers and communications, including 24 occasions of media coverage. This is the final delivery year for MoorLIFE2020 among other projects and the first delivery year of AMP7: the most critical delivery season of the last 5 years. The South West Peak Landscape Programme (SWPLP) continues to deliver exceptionally well with one field barn restoration completed, minor barn repairs grant scheme underway, consolidation of degraded limekiln completed with volunteers and Buxton Wild Week set to become an annual event. High praise has been received for the SWPLP volunteering offer from external consultants employed to assess the

offer. Future project plans and funding applications are being developed with partners but full cost recovery from funders like the National Lottery remains an issue for the Authority.

RAG status of strategic interventions: Red = 1, Amber = 3, Green = 12

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

### Distinctive landscapes that are sustainably managed, accessible and properly resourced

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p><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</p> <p><b>2021/22 target:</b> 45% (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, a variety of Environmental Land Management (ELM) design sub-groups and the Farming in Protected Landscapes Programme Core Working Group.</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 continued in the Dark and South West Peak. Early learnings include strong feedback that those who are already delivering public goods should be rewarded more so than those who have not retained nature habitats; whilst there is interest in trees and carbon management there is a lack of clear and simple information around carbon. Further one to one engagement has continued with the hard to reach, as has a closer look at what needs to be included in land management plans. The test will be completed in Q3. A recent Ministerial visit included learning more about the PD test.</p> <p>Opportunities to improve the current Countryside Stewardship</p>

		<p>(CS) Scheme for the transition period continue to be explored. A review of CS option payments is taking place and is due to take effect early in Q4. Further simplification is also being considered.</p> <p>The Government's Agricultural Transition Plan announced the Farming in Protected Landscapes Programme (FiPL). The programme was launched at the end of June 2021 with the application window opening on the 1 July 2021. The three fte FiPL officers will be in post at the start of Q3. Existing Authority capacity has been prioritised for FiPL in order to help farmers/land managers develop projects for delivery in 2021/22 and for the remaining 2 years. Discussions with Defra have continued concerning some of the provisional allocation for project funding in year 1 being moved into years 2 and 3 of the programme (circa £1.2 million for the PD). Recent indications are positive that at least some of the funding will be able to be moved into later years. This will not be finalised until Q3.</p>
	Continue to support land managers to access current and future schemes	<p>Authority farm advisers have continued to support farmers and land managers to access CSS, understand regulation and have promoted and started to help develop projects for FiPL applications. The Authority's Land Management Grant Scheme has continued to support small-scale practical trials and the 6 farmers exploring techniques to develop nature recovery networks across the agriculturally-improved White Peak plateau. The South West Peak Landscape Partnership (SWPLP) has continued to provide support and grants to restore cultural heritage features, 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><b>2024 target:</b> Assessment of landscape changes achieved</p> <p><b>2021/22 target:</b> Develop methodology</p>	Develop methodology for strategic sustainable landscape monitoring with partners, and assess whether the changes conserve and enhance natural beauty	<p>The sample LDU photograph repeat has been completed and an assessment process developed. The repeat photographs will continue to be taken and assessed during Q3 and Q4.</p> <p><b>Issues arising:</b> Whilst the timescale for completion of the methodology was extended to Q4 2021/22 at the end of last year, the development and delivery of FiPL has further impacted</p>

<p><b>Responsible officer:</b> Head of Landscape</p>		<p>on capacity to progress the landscape monitoring.</p> <p><b>Actions to address:</b> The timescale for completion of the methodology will need to be kept under review depending on progress with FiPL.</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>2021/22 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><b>Issues arising:</b> 2 cases referred back to Planning Committee in September with special reports were approved by the Committee contrary to strategic policy, namely:</p> <ul style="list-style-type: none"> <li>• DS1 – development strategy</li> <li>• L3 – Cultural heritage assets of archaeological, architectural, artistic or historic significance</li> <li>• HC1 – new housing.</li> </ul> <p><b>Actions to address:</b> Members Planning Training to re-emphasise special nature of National Park planning processes and role Members play in this. A discussion forum proposed by the Chair of Planning Committee at a future planning committee for members of the committee and senior officers to consider and address these issues.</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 tonnes net decrease in carbon emissions from moorland</p> <p><b>2021/22 target:</b> 1,460 tonnes</p> <p><b>Responsible officer:</b> Head of Moors for the Future Partnership</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>As usual, the early part of the financial year has had minimal capital works owing to the Bird Breeding Season. So far, over 600 gully blocks and 7 hectares of Sphagnum planting have taken place across the working area, equating to approximately 10 tonnes of avoided carbon loss. As works are currently building up for the winter works season, it is anticipated that this will increase sharply over the coming months.</p> <p>An analysis of carbon content in the Bamford catchment has been completed, estimating nearly 9 million tonnes of carbon stored within the peat of that catchment alone. This is a position of scientific evidence and is fundamentally important in providing a factual foundation for natural capital finance in this catchment.</p> <p>Media coverage of climate change and carbon and the testing of the ELM Test carbon ready reckoners have helped build interest</p>

		in carbon management. The value of permanent and species rich grassland as well as moorland, woodland and trees for carbon storage has also been highlighted. FiPL climate outcomes provide new opportunities for farmers and land managers to engage with carbon. So far 2 estates and 1 facilitated farmer group have expressed interest in making applications for funding to deliver carbon assessments.
	Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions	Over this winter period (from now up until April) we are currently planning to deliver 609 ha of restoration works (of which 428 ha will be within the PDNP), plus 2,602 gully blocks (of which 1,238 will be within the PDNP). The majority of these interventions will comprise sphagnum introduction (558 ha, of which 398 will be within the PDNP). The figures also include the re-vegetation of 7.35 ha bare peat on Wessenden Head (near Holme Moss), one of the few remaining large-scale areas of bare peat within our sphere of influence.
	Develop the climate change vulnerability assessment and implement the key outcomes  <b>Responsible officer:</b> Head of Information and Performance Management	The adopted vulnerability assessment has been made available online so that it is fully accessible and easier to navigate. The report recommendations form an integral part of the evidence base for the review of the National Park Management Plan and Corporate Strategy.

## 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 and likelihood of meeting target
<b>KPI 4:</b> Increase the area of moorland blanket bog moving towards favourable condition  <b>2024 target:</b> Restoration activities on 1,500 hectares of degraded blanket bog	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	Liaison with moorland managers has continued with the focus on wildfire prevention and mitigation and visitor management.  Phase 1 of fire modelling and matrix work has been completed largely led and delivered by the private sector. Phase 2 for developing the model further has been developed for which an



<p>completed</p> <p><b>2021/22 target:</b> 600 hectares (54% of current bare peat)</p> <p><b>Responsible officer:</b> Head of Moors for the Future Partnership</p>	<p><b>Responsible officer:</b> Head of Landscape</p>	<p>application for FiPL funding is expected in Q3. NE are also looking to provide further financial and staff time into the project so that there is a Peak District-wide view of fire risk and then possible intervention and restoration.</p> <p>The Countryside Code has now been revamped and released. It has been recorded in 21 different languages and will enable it to be available and useful to Peak District communities and those surrounding the National Park. Peak District Proud messages have been updated and multi lingual versions have been produced. Further consideration is being given as to what happens next on raising awareness and tackling key issues such as BBQs and dogs under control.</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>The 2021/22 capital works season is underway, with significant works planning being completed through Q2 in preparation for the winter works season.</p> <p>The test bed trialling rewetting works on wet heath at Swallowmoss, on the Authority's Warslow Moors Estate involving 15 km of hydrological works has been completed. These 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.</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>All three water companies are now engaged in resourcing moorland restoration work through both AMP7 programme work (2020 – 2025) in addition to AMP8 work (2025 – 2030) which has been brought forward for earlier delivery. This has made it possible (supply of match funds) for a significant N4C fund application to now be submitted. Large scale opportunity mapping for NFM funded by EA is now in delivery and will influence future resources across the landscape.</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 to it becoming</p>	<p>All priority ecological data has been cleansed and transferred to the new mapping system or deleted. A new Nature Recovery post for 1 year has been created and the new officer will start</p>

<p><b>2024 target:</b> Sustain at least 5,000 hectares of non-protected, species-rich grassland</p> <p><b>2021/22 target:</b> 5,000 hectares</p> <p><b>Responsible officer:</b> Head of Landscape</p>	<p>publically available and supporting the public payment for public goods approach. Including an annual assessment of net gain/loss</p>	<p>early in Q3. The proposal is to use the ecological data held by the Authority and its partners to develop one nature recovery plan for the place building on the Nature Recovery Prospectus developed through National Park England's Nature Recovery Delivery Plan.</p> <p>Derbyshire County Council's (DCC) contract for the development of a Derbyshire natural capital assessment and action plan has been let. The Authority is a partner in this project and the outputs will link in with the Peak District Nature Recovery Plan.</p>
<p><b>KPI 6:</b> Increase the area of new native woodland created</p> <p><b>2024 target:</b> Create at least 400 hectares of new native woodland</p> <p><b>2021/22 target:</b> 100 hectares</p> <p><b>Responsible officer:</b> Head of Landscape</p>	<p>Identify opportunities for new native woodland, scrub, wood pasture, small plantings and individual trees based on the approach of the right trees in the right places for the right reasons</p>	<p>The draft Wooded Landscape Plan has been amended following a range of helpful comments from partners. The final draft will be shared with Members for approval late in Q3.</p> <p>Woodland creation has continued to be prioritised through the work of the Authority's farm advisers using both national and local funding opportunities; and through the SWPLP's Slowing the Flow project. A new national scheme – the England Woodland Creation Offer – has also been launched.</p> <p>A new partnership arrangement between the Authority and the Woodland Trust (WT) for the creation of small-scale woodlands is being developed with proposals likely to be shared with Members late in Q3. FiPL also provides opportunities for small woodlands, shelter belts and individual trees.</p> <p>The Authority is working in partnership with DCC and other partners who made a successful bid for £300k to the Local Authorities Treescapes Fund. This will fund up to £50k for the planting and maintenance of new trees on Authority owned land.</p> <p><b>Issues arising:</b> Existing agri-environment scheme agreements can still act as a barrier, as amendments are difficult to obtain and can involve payment reclaims especially where agreements remain on European terms. Increasing numbers of funding sources for tree planting continue to be confusing for farmers</p>

		<p>and land owners.</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. A new partnership with the WT using Nature for Climate funds for woodland creation is planned. Removing the barrier of existing agri-environment scheme agreements continues to be explored.</p>
<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>2021/22 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>Liaison with moorland owns, land managers, gamekeepers and partners has continued. Early indications are that bird of prey breeding success will be similar to last year; however, final numbers are awaited and the annual Birds of Prey Initiative report will be produced in Q4.</p>
<p><b>Cherished cultural heritage</b> that is better understood and looked after</p>		
<b>KPI and targets</b>	<b>RAG status of strategic intervention</b>	<b>Commentary on strategic intervention and likelihood of meeting target</b>
<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>2021/22 target:</b> No target</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>Cultural heritage engagements include talks delivered to Stumperlowe Probus Club, guided walk for Derbyshire Archaeology Society (Cracken Edge), GUIDeline activities including public art walks, schools engagements and pop up exhibitions, poetry workshops delivered with Manchester University. Support is ongoing for the parish to restore gate and railings around Bateman's tomb. Links with Universities continue to strengthen for example the facilitation of the University of Sheffield Masters survey training (Haddon, North Lees or Winster).</p>

<p><b>Responsible officer:</b> Head of Landscape</p>		<p>Support for the CSS Traditional Building Restoration Pilot has continued with the largest project (the restoration of a major listed traditional building complex of barns) nearing completion.</p> <p>The Conversion of Historic Buildings SPD has been completed and put to public consultation.</p> <p>The SWPLP has also delivered interventions including the consolidation of Gradbach limekiln with a £6,500 grant from the Association for Industrial Archaeology and involving 12 volunteers. Two training sessions have also been delivered.</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>2021/22 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>Advice and support for listed buildings, scheduled monuments and other non-designated assets has continued through the development management and CSS process. FiPL is providing additional opportunities for enhancement; for example, applications for the restoration of the recently collapsed listed Minninglow limekiln and the Ecton Balance cone are being developed.</p> <p>SWPLP funding has recently completed the restoration Hobcroft Field Barn on the Authority's Warslow Moors Estate including a 3D visualisation of the project.</p> <p>Scheduled monument monitoring training has also been delivered for Rangers and Volunteer Rangers.</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>2021/22 target:</b> 94%</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>No further progress with the drafting of the Conservation Area Appraisal for Winster has yet been made, although the timescale for completion was extended to the end of Q4 last year. However, the brief for an external consultant to draft the Conservation Area Appraisal for Butterton has been drafted.</p> <p><b>Issues arising:</b> Covid-19 and the increased number of planning and listed building consent applications continue to impact on</p>

<b>Responsible officer:</b> Head of Landscape		capacity to complete the Winster Conservation Area Appraisal.  <b>Actions to address:</b> The drafting of the Conservation Area Appraisal for Butterton by external consultants is being explored. The work required to complete the Winster appraisal will ideally be delivered by Authority staff, as it is one of the larger villages and work has already started. This will be kept under review.
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# Outcome: A National Park loved and supported by diverse audiences

Much of the work around this outcome has been affected by the pandemic. The focus has been supporting new audiences to understand us better, working to mitigate the numbers of visitors and adapting to new issues of audience behaviour. Our direct delivery services have also been affected by Covid-19 restrictions, although cycle hire and visitor centres slowly opened up in Q1 and school visits, PPCV and guided walks are slowly returning to new patterns of delivery in Q1 and Q2. Work with young people continues to be impacted by Covid-19 restrictions and school confidence during the first 6 months of this financial year.

The Green Recovery Funded Project Generation Green has made great progress and we continue to lead this across all English national parks. In the Peak District, this project saw several new staff start, including the Generation Green Assistant Engagement Ranger and 16 new volunteers. Delivery of work with young people has started with Junior Rangers+ Ecology Green Careers Skills, 1st Green Career Skills – youth individuals 'micro volunteering', ecological skills, weekly summer Youth Action programme, nature connection and exploration.

Our digital presence continues to grow, including our social media audience although not at the same rate we saw during the height of the pandemic. We continue to work to capitalise on this and spread our reach into new audiences and promote our services such as the Hope Valley Explorer. We have successfully used digital visitor information to encourage responsible visiting focusing on #PeakDistrictProud, updating and including topics such as wild swimming and online delivery ahead of Stanton Moor summer solstice. Multi-lingual visitor information has been piloted across both hard-copy signage (Blore Pastures, test site) and visitor hand-outs available in visitor centres and with rangers.

Income generation has made a great recovery and the Peak District Foundation continues to raise funds and give out grants. Visitor centres, cycle hire and merchandise teams exceeded all expectations throughout Q1&2 working under difficult circumstances as a result of recruitment and a significant reduction in staffing levels due to staff availability/illness, resuming centre operations including gallery and museum reopening. Car park income is performing £20k above budget and following approval in Q1 as new tariffs are introduced this will rise further. Proposals to generate additional income at the North Lees Estate whilst protecting special qualities were approved in Q1 and commercial holiday letting is on course to start in January 2022.

The pandemic continues to cause issues especially around supplies of retail and merchandise products – bike parts and bikes is an ongoing issue affecting trading and hire income. Our new tender process has confirmed a heavily reduced supply of bikes for next season 2022/23.

Volunteer activities are slowly rebuilding post lockdown, with some new volunteer opportunities such as the welcome volunteer role at visitor centres, trails volunteers, 16 new youth engagement volunteers as part of the Generation Green project and the launch of the Peak District Proud Ambassadors' litter picking kit loan scheme. We are also very active in the launch of 'Look Wild', working with National Parks UK <https://www.nationalparks.uk/look-wild/>.

The one team approach is embedding across the Authority with the strengthening of the volunteer VOICE and inclusion of a volunteer from this group attending quarterly meetings with the management team alongside employee representatives.

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

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

### Greater audience reach among under-represented groups

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p><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>2021/22 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>As lock down has eased, we have re-started direct delivery and re-connected with partners. We continue to work with the green prescribing test and learn pilots, are delivering the Generation Green project and re-started direct delivery of school visits post Covid-19.</p> <p>Highlights include 18 sessions delivered with 115 adults and 380 young people involved including from New Beginnings (a Sheffield charity working with refugees). An additional 73 participants from diverse audiences took part in training sessions such as Hill Skills training and support for MOSAIC.</p> <p>The re-opening of our health and wellbeing offer has been successful, with health walks and dementia walks restarting. New wellbeing sessions to support post-Covid recovery started at Longdendale Environmental Centre and a new art wellbeing session in Edale.</p> <p>There has been a lot of improvement on the website and outreach offer, with improvements to self-led school visits, health and wellbeing and the launch of Ambassador Schools at the end of September. Promotion on social media of our Carbon and Water Field Work this winter had 29,460 impressions and 859 engagements.</p>
	<p>Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required</p>	<p>The most recent survey was carried out in Q1 and gives demographic information on PDNP visitors. The key trends found are:</p> <ul style="list-style-type: none"> <li>The <b>gender and ethnicity of visitors is broadly in line</b> with the demographics of those within an hour's travel of the PDNP.</li> </ul>

		<ul style="list-style-type: none"> <li>• Those living in the <b>nearest regions are most likely to have visited</b> in the last two years.</li> <li>• The <b>visitor age profile varies</b> from the local population, with a higher proportion of those in the 25-34 age category visiting and lower proportions of older people visiting.</li> <li>• The <b>highest social grade (AB) is over-represented</b> among PDNP visitors, whereas the lowest social grade (DE) is under-represented.</li> <li>• The health of visitors appears to differ from the UK trend data, but more research is needed to support this due to concerns regarding comparability of data.</li> </ul> <p>The biggest gaps in our audience reach are now those with physical disabilities and from lower socioeconomic groups. These groups are the focus of our work with the Green social prescribing networks and Miles without Stiles project.</p> <p>The detailed report can be found here:  <a href="#">\\flagg\departments\Policy\R&amp;M\Projects\Audience research 2019\Results\Report\NFP report.docx</a> </p>
<b>A strong identity</b> 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
<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%	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park	The NFP Survey continues to be undertaken and used to inform the Diverse Audience Plan.



<p><b>2021/22 target:</b> 2% increase</p> <p><b>Responsible officer:</b> Head of Engagement</p>	<p>Encourage responsible visitor behaviours through Park-wide, stakeholder-supported strategies that reflect care and respect of 'the place', such as #PeakDistrictProud. Use local research to inform understanding of visitor segments and their needs. Grow sustainable tourism products, including encouraging extended stays, where external funding exists to support this</p> <p>Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required</p>	<p>#PDP (Peak District Proud) messages have been updated via the Peak District Comms group. Multi lingual versions have been produced and are available through rangers and Visitor Centres. A pilot scheme for on-site signage has been launched at Blore Pastures. Community litter picking has been supported with equipment loan and H&amp;S advice. Advice has been posted on our website to support pop up campsites.</p> <p>Social media continued to be our strongest vehicle for engagement, with a 6.3% rise in followers during the reporting period to over 125,000 current followers across our primary platforms. Facebook continues to dominate engagement, with a 180% increase in views of video content across visitor management, merchandising and projects such as the Hope Valley Explorer. 'Engagement' with our posts also saw an uplift of over 25%.</p> <p>Digital visitor information has been updated and improved across a range of topics including wild swimming and online delivery ahead of Stanton Moor summer solstice.</p> <p>The survey shows that 29% of the UK public felt a connection to the PDNP in April 2021, which is higher than the 20% of the UK public who have visited the PDNP in the last two years. It appears as though connection to the PDNP has risen across the waves of the survey.</p>
<p><b>Active support</b> through National Park points of contact to generate sustainable income</p>		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p><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>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</p>	<p>Covid-19 continues to impact on our delivery of this KPI for most of our commercial enterprises. However, visitor centres and cycle hire have shown great resilience and, for Visitor Services, the Q2 retail income at £157.8k is +10% vs. 2019/20.</p> <p>Notable uplift in commercial film, TV and photography requests; generating around £6,250 during the reporting period.</p>

<p><b>2021/22 target:</b> No target</p> <p><b>Responsible officer:</b> Head of Engagement</p>	<p>management, new visitor experiences at Millers Dale and Hulme End, maximisation of existing income opportunities and growing our commercial enterprises</p>	<p>Bakewell Visitor Centre achieved excellent trading results during Q2 (+23% on 2019/20) following its £54k refurbishment. Cycle Hire income was above profile and +28% compared to 2019/20, despite bike servicing being currently limited and sales of ex-hire bikes on hold due to global supply chain disruption.</p> <p>North Lees Campsite is performing well (on budget) and car park income is £20K above 2019/20 baseline.</p> <p>Proposals to change the car park tariff and scope of charges were approved by P&amp;R Committee in Q1 and processes are in train to implement changes. Projected gross additional revenue income: £214k p.a.</p> <p>Proposals to generate additional income from the North Lees Estate whilst protecting Special Qualities were approved in Q1 and commercial holiday letting is on course to start in January 2022 with projected gross income of £17,440p.a.</p> <p><b>Issues arising:</b> School visit income in Q1 was only 47% of target and in Q2 80%, so slowly recovering, but leaving a shortfall of just over £10k in target income. Uncertainty continue over any future Covid restrictions into the winter.</p> <p><b>Actions to address:</b> Mitigating actions will include careful monitoring of school income. Marketing of new offers and reduction in spending in other areas.</p>
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	Continue to fundraise for the National Park Management Plan and Corporate Strategy Outcomes using the National Park Foundation as the vehicle	<p>The Foundation's 2020/21 AGM took place on 23/9/21 and the annual report was circulated to members.</p> <p>Q1 income was £32,176. Grants to projects: £4,000 to PPCV £296 to Access Fund, £500 to Peak District Proud Ambassadors and £19,475 to Moors for the Future.</p> <p>Q2 saw 3 bids submitted to:</p> <ul style="list-style-type: none"> <li>Hydroflask Parks for All Grant \$20,749 to support Ambassador Schools.</li> <li>The North Face Preserving our Outdoor Playgrounds Fund £27,170 for PDP Fund and Ambassador School.</li> <li>Partnership bid with SOAR for £10k for green social prescribing connecting urban communities in Sheffield to the PDNP.</li> </ul>
<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>2021/22 target:</b> No target</p> <p><b>Responsible officer:</b> Head of People Management</p>	Implement volunteer action plan to better align opportunities for volunteering with PDNPA outcomes and increase diversity amongst our volunteers	<p>Q1 - total hours is 10,456 and volunteer value = £170,550 Q2 - total hours is 9,685 and volunteer value = £153,000 (This will rise with full SWP data).</p> <ul style="list-style-type: none"> <li>Volunteer activities slowly rebuilding post Covid lockdowns</li> <li>All Ranger bases and PDNPA now open for volunteers to access in line with our risk assessments</li> <li>New Trails Volunteer Coordinator recruited to support delivery</li> <li>Recruiting for volunteer roles in Visitor Centres</li> <li>Recruiting for new intake of Volunteer Engagement Rangers</li> <li>14 new Youth Engagement Volunteers active as part of the Generation Green Project</li> <li>Peak District Proud Ambassadors and litter picking kit loan scheme launched</li> <li>Look Wild launch and active project</li> <li>Refreshed volunteer management training offer including master classes to engage the team in the benefits of volunteers.</li> </ul>

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

The pandemic has inevitably meant that some of the planned interventions that encourage community development and integration and also those that promote contact with nature and heritage have been restricted.

Despite the limitations and constraints imposed by lockdown, the Policy and Communities Team have sought to prioritise their activities towards the review of the Local Plan. Q1 saw the Policy and Communities Team continue a successful period of early engagement into the Local Plan Review through online surveys which were aimed at the general public and also, through a refined survey, younger audiences. The focus for Q2 was to use the evidence and views gathered so far to begin a programme of more focussed topic based discussions. All this work and ongoing liaison with our constituent authorities allows officers to start compiling an early set of core issues and options which will form of the basis of formal consultation as we move into Q3 and Q4.

Corporately we have continued to deliver our parish bulletins offering news and updates on our varied work across the Authority and always trying to focus on those aspects that impact most on local residents.

We managed to hold our annual Parishes Day, again as an online event. Some 20 parishes joined us for a shared conversation about future strategy. As part of the day, we heard feedback on the way we engage and ideas to improve the way we share documents like our newsletter and consultations to make them easier to receive, understand and disseminate.

The pressures on the Planning Service over the past 18 months have impacted the Policy and Communities Team, with staff vacancies also leaving significant gaps in the knowledge and experience in key areas. During Q2, we have been rebuilding our capacity to fulfil our KPI commitments. A deeper review of resources and priorities must now take place to ensure momentum on the Local Plan Review can continue.

Our review of strategies is strengthened by the recent approval of our definition for Thriving and Sustainable Communities following lengthy consultation with parishes, local councils and Members. We hope this will begin to steer future policy and community work as we look forward to the review of both the Local plan and our National Park Management Plan.

RAG status of strategic interventions: Red = 2, Amber = 4, Green = 0

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

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

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p><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>2021/22 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>Positive work through the summer by the Policy and Communities Team to undertake broad public surveys and then follow with topic based video conferences, attracting good numbers of participants. Parish Bulletins continued to be released through the summer and Parishes Day used to listen and receive feedback on their impact.</p> <p><b>Issues arising:</b> Concerns raised about circulation and focus on parish clerks and good suggestions made regarding the need to widen circulation to other community groups and for NPA to be more proactive in increasing and reaching wider audiences.</p> <p>Suggestions also regarding making content more engaging and trying more bite sized approaches rather than lengthy newsletters.</p> <p><b>Actions to address:</b> Note from Parishes Day to feed into Policy and Communities Team and Communications Teams for discussions on how to improve engagement based on feedback.</p>
	<p>Review resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Authority</p>	<p>The pressures on the Planning Service over the past 18 months have impacted the Policy and Communities Team, with staff vacancies also leaving significant gaps in the knowledge and experience in key areas. During Q2, we have been rebuilding our capacity to fulfil our KPI commitments.</p> <p><b>Issues arising:</b> Concerns raised due to loss of team members through organisational changes and subsequent resignations.</p> <p><b>Actions to address:</b> Immediate focus on refilling established posts and understanding the project plan for remainder of Local Plan Review. Outstanding need</p>

		to review overall team resources and identify and specialist or fixed term support.
<b>KPI 16:</b> Increase the number of communities involved in shaping the place  <b>2024 target:</b> 40% of Parishes have helped shape their future  <b>2021/22 target:</b> 16%  <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</p> <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</p>	<p>As above.</p> <p>Positive work in the first half of the Corporate Strategy period means most parishes now have a parish statement in place.</p> <p><b>Issues arising:</b> However, concerns as raised above as to future team resources may impact on future ability to update statements as planned.</p> <p><b>Actions to address:</b> Review team resources and consider ability to maintain updating of parish statements. Possibly consider temporary pause to allow for Local Plan Review as priority.</p>
<b>Community development</b> connecting people to place through active participation, events and sustainable projects		
<b>KPI and targets</b>	<b>RAG status of strategic intervention</b>	<b>Commentary on strategic intervention and likelihood of meeting target</b>
<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  <b>2024 target:</b> 100	<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>This KPI has proved particularly difficult to develop during the lockdown period as opportunities for engagement have inevitably diminished. As a result focus has necessarily switched to the visitor and recovery issues arising through the lockdown easing phase and on Local Plan review with contacts focussed on parishes and formal partners rather than wider community groups.</p> <p>Nevertheless good progress has been made with the farming community on the development of the Farming in Protected Landscapes (FiPL) programme, our Engagement team have maintained contact with the community and a more joined up approach to our Parish Bulletins have sought to improve our communications overall.</p>

<p>interventions</p> <p><b>2021/22 target:</b> 40 interventions</p> <p><b>Responsible officer:</b> Head of Planning</p>		<p>Local Plan surveys themselves have engaged a wider spectrum of the public which has proved very positive, but the virtual nature of these interventions mean that direct contact with the National Park's special qualities has not been the focus of our work.</p> <p><b>Issues arising:</b> Impact of the pandemic on engagement.</p> <p><b>Actions to address:</b> Review resources and consider scope to re-plan our approach to engagement working with our wider services. Our Communications Team are developing ideas in a new Plan to address our approach to communications with the community going forward.</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 the parish bulletin via email (and hosted on PPPF website) and parish meetings via teleconference</p>	<p>Useful feedback from Annual Parishes Day regarding the need to widen the focus of engagement beyond parish clerks and continue to build a database of wider community groups and finds means of accessing community websites, and social media. Newsletters and video conferences ok and valued to some degree but could do more engaging bite sized approaches that are easier to receive, understand and disseminate.</p> <p><b>Issues arising:</b> Some positive work here focussed on the Local Plan review but still to develop thinking on how we engage with wider community.</p> <p><b>Actions to address:</b> Note from Parishes Day to feed into Policy and Communities Team and Communications Teams for discussions on how to improve engagement based on feedback. Specific response on the new style Parish Bulletins suggests we still need to engage wider than traditional Parish Council contacts and find ways to make our news items smarter, and more engaging.</p>

# An agile and efficient organisation

The Covid-19 pandemic continues to impact on the way we deliver our services. The regulations that allowed virtual committee meetings ended in Q1, resulting in a return to face to face Member meetings. These have been held at external venues, as our meeting rooms are not large enough to allow Covid-safe meetings to take place. However, the end of Q2 saw the return of the Programmes and Resources Committee to Aldern House, which will also be the venue for Planning Committee moving forward. The full Authority meeting will remain off-site for the rest of this year. The Annual General Meeting (AGM) was held in July and the Authority welcomed 5 new Local Authority Members who started their induction during Q2.

As the work at home restrictions were lifted by government in Q1, we began to plan for the phased return of the workforce who were able to work at home to their workplace. A set of principles guide our return to the workplace, which set out our trial for a blended approach of home working and workplace working for appropriate roles over the next year. Managers have undertaken discussions with their teams to take account of their views in advance of the workforce being asked to return to the workplace in October. Successful completion of Business Level 2 apprenticeship led to our Democratic and Legal Support Team apprentice securing a permanent position outside the Authority. Following a recruitment process, we welcome our third apprentice to this post and a new apprentice to the Customer Services and Business Support Team early in Q3.

The impact of Covid-19 on our workforce continues and is reflected in time lost due to anxiety and depression. Current figures show an increase in sickness absence overall on last year, with 3.09 days per full time equivalent cumulatively in Q1 and 2. If this rate of sickness absence continues, we will not reach our target in KPI 18 of less than 6 days. To address anxiety around returning to the workplace, we are undertaking robust risk assessments for each workplace and individual risk assessments when requested. Where appropriate, we continue to refer individuals to our emotional resilience provider. Our Investors in People 24 month assessment of accreditation was held in May. The assessor's comment was *'The work and effort that has gone into not only supporting the workforce with dealing with COVID, but also addressing many of the recommendations from the original assessment is extremely commendable'*.

We have begun to develop a medium term financial plan, which was presented to Members at a workshop in September, and will be on the agenda for further workshops in Q3. We have continued to make good progress implementing our Carbon Management Plan and reducing the Authority's emissions, with the annual report being presented to Members at the October Programmes and Resources Committee.

Joint working between Finance and IT is improving budget monitoring with real time access to financial data via a new Finance Data Dashboard. The April 2021 Cyber Security Internal Audit Report gave Substantial Assurance to the Authority. We have implemented cyber security training, which continues to show improvements in staff understanding and actions in regards to phishing threats.

The May 2021 Authority meeting approved the 2020/21 annual monitoring report of the National Park Management Plan. This acknowledged that with resources directed to dealing with the pandemic and facilities closed, many work programmes had been put on hold. However, despite these constrained times essential work has also gone on undeterred. We have started to review the National Park Management Plan and our Corporate Strategy. The Member Task and Finish Group for the review has been established and currently meets on a monthly basis to ensure the review continues at the required pace. A successful visioning session with leaders of key delivery body partners was held in July.



RAG status of strategic interventions: Red = 0, Amber = 3, Green = 20

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

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

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p><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>2021/22 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 in the Workplace Statement</li> </ul>	<p>Current figures are showing an increase in sickness absence overall on last year, with 3.09 days per fte cumulatively in Q1 and Q2. If this rate of sickness absence continues, we will not reach our target of less than 6 days. For the whole of 2020/21, the outturn was 3.88 days per fte.</p> <p>Long term sicknesses in the Q1 and Q2 period total 7:</p> <ul style="list-style-type: none"> <li>• 3 in Engagement</li> <li>• 1 in Information &amp; Performance Management</li> <li>• 2 in Asset Management</li> <li>• 1 in Planning.</li> </ul> <p>There are other absences which are just slightly under our 20 day period at present but expected to continue into Q3 and become long term.</p> <p>Top reasons for each absence occurrence are:</p> <ol style="list-style-type: none"> <li>1. headaches/migraines</li> <li>2. cold, cough and sore throat</li> <li>3. general nausea, vomiting and diarrhoea.</li> </ol> <p>However the types of absence causing the greatest loss of working time are:</p> <ol style="list-style-type: none"> <li>1. Anxiety and depression</li> <li>2. Stress</li> <li>3. Other</li> </ol>

		<p><b>Issues arising:</b> The impact of Covid-19 continues and is reflected in time lost to anxiety and depression.</p> <p>Some staff are anxious about returning to the workplace. Blended working (40% in the workplace and 60% work at home) began from 1 October (rising to 60% in the workplace and 40% work at home from 1 January 2022).</p> <p><b>Actions to address:</b> Robust risk assessments for each workplace and individual risk assessments when requested. Any member of staff concerned about returning to the workplace is to contact HR who, in conjunction with the Occupational Safety and Health Advisor, will undertake an individual risk assessment.</p> <p>Staff surveys to seek staff views on concerns and ask what more can be done. Clear communications of Covid-secure measures in place in the workplace. Coaching of team managers by CEO on their responsibility to support staff back into the workplace. An additional 3 staff have been referred to our emotional resilience provider for three 1 to 1 coaching sessions. There have been 13 sessions provided at a cost of £120 per session in this period.</p> <p>Other strategic interventions are also helping to address these issues:</p> <ul style="list-style-type: none"> <li>• Throughout the Coronavirus COVID -19 pandemic and during Q2 staff awareness of the risk factors and mitigating controls put in place to control those risks have been widely communicated. Staff have become more familiar with the importance and value of risk assessments in general and have better complied with Authority wide interventions to control all risks.</li> <li>• Equality diversity and inclusion policy - July 2021</li> </ul>
<b>KPI 19:</b> Create a highly engaged workforce	Create values based environment to attract and retain top talent	Promotion and integration of our core values Enjoy, Care and Pioneer continues. The annual appraisal process (JPAP) has been overhauled and replaced by a more streamlined process called Performance Management

<p><b>2024 target:</b> 70% response rate to online Investors in People questionnaire</p> <p><b>2021/22 target:</b> 70% response rate to online Investors in People questionnaire</p> <p><b>Responsible officer:</b> Head of People Management</p>		<p>Appraisal. The process involves the manager and employee having regular conversations throughout the year based on the core values:</p> <p><b>Pioneer</b> conversation – to look forward and agree objectives for the coming year.</p> <p><b>Enjoy</b> conversation – to look back and assess performance on delivery of last year’s objectives; employee can take pride and feel good about their contribution.</p> <p><b>Care</b> conversation – to enable the manager to ask after the employee’s health and wellbeing, development and training needs, and working conditions and arrangements.</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>IIP 24 month assessment of accreditation held in May. Assessor comment: <i>‘The work and effort that has gone into not only supporting the workforce with dealing with COVID, but also addressing many of the recommendations from the original assessment is extremely commendable’.</i></p>
	<p>Management demonstrate responses in regular short snap surveys on key and current topics are used to inform decisions</p>	<p>Easing of Lockdown Survey May 2021 – response rate 93%.</p> <p>Wellbeing benchmark statements monitored by management:</p> <ul style="list-style-type: none"> <li>• I rate my mental health as good at the moment</li> <li>• PDNPA is supporting me to balance my work and caring</li> <li>• I am receiving the right amount of communication</li> <li>• I have enough contact with my manager</li> </ul> <p>Number of employees who disagree with statements has decreased in each survey since January 2021.</p> <p>The results informed the Easing of Lockdown group. Unison and Staff Committee were regularly updated on the progress of the group. A set of principles on how blended working will be implemented so that it is fair and enables development of new starters whilst making sure everyone feels safe in their working environment.</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 representative of national protected characteristics in order to attract and retain diverse talent</p> <p><b>2021/22 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>	<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> <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>An Equality, Diversity and Inclusion working group has been established from gaps identified in our Investors in People Action Plan. The group's work has been supported by two Authority members – Yvonne Witter and Lydia Slack.</p> <p>The Equality Policy was reviewed and, after wide consultation, was rewritten and renamed as the Equality, Diversity and Inclusion Policy to reflect commitment to fostering an inclusive working environment.</p> <p>In July, as part of one team approach, all employees, Members and volunteers were asked and encouraged to complete an online Equality in the Workplace training module.</p> <p>At the same time, to help us understand the diversity of those who work for and represent us, employees, Members and volunteers have been asked to complete an Equal Opportunities Survey – it is completely voluntary and anonymous. We have not yet closed the survey as we are working to boost the response rate.</p> <p>Management Team workshop on 30 September to consider equality duty requirement on service delivery.</p>
<p>We are <b>financially resilient</b> and provide value for money</p>		
KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p><b>KPI 21:</b> To have a medium term financial plan</p> <p><b>2024 target:</b> Plan developed in 2021/22 and then monitored</p>	<p>Develop a medium term financial plan (MTFP) that covers years 2-5 of the new Corporate Strategy (Year 1 - 2021/22 falls within the current MTFP)</p>	<p>MTFP being reviewed by RMM and presented to members at workshops in September, October and November.</p>

<p>and updated</p> <p><b>2021/22 target:</b> Plan developed in 2021/22 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>Slight delay to work starting due to other priorities, still expected to be complete by the end of the financial year.</p>
<p><b>KPI 22:</b> To have arrangements in place to secure economy, efficiency and effectiveness in all our operations</p>	<p>Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review</p>	<p>Nothing to review currently.</p>
<p><b>2024 target:</b> An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p><b>2021/22 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>Introduce electronic purchase order, authorisation and invoice scanning and the implementation of an electronic travel and subsistence claims system</p>	<p>Work ongoing. No current issues.</p>
<p>Our <b>well-maintained assets</b> support the delivery of our landscape, audience and community outcomes</p>		
<p><b>KPI and targets</b></p>	<p><b>RAG status of strategic intervention</b></p>	<p><b>Commentary on strategic intervention and likelihood of meeting target</b></p>

<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>2021/22 target:</b> Plan to be adopted in 2021/22</p> <p><b>Responsible officer:</b> Head of Asset Management</p>	Implement Asset Management Plan	<p>Some progress has been made against the Action Plan element of the AMP but this has been slower than anticipated due to vacancies within the service and changes to strategic direction over the last 12 months. As a result the action plan will have an increased focus on disposal of surplus property. Service restructure underway and when complete there will be an increased focus on delivery of the AMP.</p> <p><b>Issues arising:</b> Vacancies in Service have led to delays.</p> <p><b>Actions to address:</b> Restructure in progress</p>
	Implement Carbon Management Plan providing annual report against progress for Members	Annual report presented to Members
<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 and likelihood of meeting 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>2021/22 target:</b> For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports</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>The April 2021 Cyber Security Internal Audit Report gave Substantial Assurance to the Authority. The majority of our staff have completed the compulsory Data Security and Data Protection Courses. We have implemented cyber security training, which continues to show improvements in staff understanding and actions in regards to phishing threats.</p>

<b>Responsible officer:</b> Head of Information and Performance Management		
<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>2021/22 target:</b> All services, capture, store and access data in a consistent and efficient manner</p> <p><b>Responsible officer:</b> Head of Information and Performance Management</p>	Support the work of the Authority-wide group established to develop new and enhance existing services using data	We are trialling a new fully accessible reporting platform on our website for some of our documents with the view to roll this out to further services if it is fit for purpose. Initial documents that are on the platform are the Peak District Climate Change Vulnerability Assessment, the State of the Park report and the National Park Management Plan Public Consultation results.
	Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)	Work is underway to enable staff to self-serve data related to tree conservation and being created by the South West Peak Partnership so that the data is captured in the field and available spatially.
		Work is progressing to migrate Planning Services to a new platform with the potential to deliver a self-service mapping portal to our customers.
	Lead business change programmes with internal teams and services to improve efficiency and effectiveness of business processes and associated data management practices to improve data and information availability both internally and externally	Joint working between the Finance and IT team is improving budget monitoring with real time access to financial data via a new Finance Data Dashboard.
	Design and implement with other landscape organisations shared ICT systems and services and explore/utilise joint procurement opportunities	<p>We have jointly procured with other National Park Authorities AppCheck Web Security and Lifesize Video Conferencing.</p> <p>We have a joint approach with other National Park Authorities and DEFRA to fulfil legal and data records regarding Farming in Protected Landscapes.</p>
The Authority is <b>well managed</b> to achieve its objectives and enhance its performance		
<b>KPI and targets</b>	<b>RAG status of strategic intervention</b>	<b>Commentary on strategic intervention and likelihood of meeting target</b>
<b>KPI 26:</b> To have best practice governance, risk and performance management	Undertake a review of Governance arrangements, including the delegations to committees and officers	Delegations to Committees and Officers are up-to-date. At the AGM in July Members agreed to temporarily suspend part of the our Standing Orders to allow for the delivery of the FiPL programme and to adopt the requirements



<p>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>2021/22 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>set out in the National Framework in line with the grant conditions. At the same meeting appointments were made to the Governance Working Group which it is anticipated will meet following the publication of the Government's detailed consultation on the Landscapes Review.</p> <p>In line with previous years the unaudited Annual Governance Statement and Statement of Accounts for 2020/21 were published on the Authority's website by the end of May 2021. However recently our External Auditors confirmed that they would not be in a position to issue their Annual report which includes the commentary on the Authority's arrangements to secure economy, efficiency and effectiveness in its use of resources by the 30<sup>th</sup> September deadline stating that they expect to publish it no later than 30 December after which time it will be presented to Members.</p> <p>The Internal Audit reports for the 6 areas in Blocks 1 &amp; 2 for 2020/21 – Payroll, Information Governance, Creditors, Cyber Security &amp; Budget Management – Covid Consequences were received by Members who noted the Substantial Assurance opinions. In relation to the audit on PDNPA Vehicles a reasonable assurance was given. Whilst there was generally a sound system of governance, risk management and control in place two areas relating to the review of contracts and vehicle logs being reviewed and updated were highlighted and Members noted the agreed management actions to be implemented to address the issues.</p> <p>The Internal Annual Audit Plan for 2021/22 was approved by Authority, with remote audits continuing to take place where necessary. Block 1 audits are currently being undertaken in relation to Main &amp; Capital Accounting, Risk Management and IT – Access controls/user awareness. During Block 2 in the New Year it is anticipated that these will be undertaken in person and will cover Income &amp; Debtors, Visitor Centres and Business Continuity.</p>
	<p>Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff</p>	<p>Further roll out of the online procurement portal In-Tend has not occurred as planned due to Covid-19 and remote working. However, procurement in line with our Standing Orders continues.</p> <p><b>Issues arising:</b> The In-Tend system has been tailored and customised to the Authority's requirements and the cash collection contract was procured</p>



		<p>and awarded through the portal 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 also be carried out online. The Authority have banked 4 training days and as Officers begin the transition to hybrid working from the offices an action plan will be put in place to further rollout the system by way of online and face to face training.</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 Management and Performance</p>	<p>The Authority's Risk Management Policy was updated to reflect the changes in the Management Team structure, and approved at the May 2021 Authority meeting. The Corporate Strategy Quarter 1 exceptions were reported to Members at the September 2021 Authority meeting. The review of the Corporate Strategy, alongside the National Park Management, has commenced. Members have established a Task and Finish Group to steer this process and agreed the key milestones for the review at the September 2021 Authority meeting.</p>
<p><b>KPI 27:</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>2021/22 target:</b> Move towards greater diversity in our Members</p> <p><b>Responsible officer:</b> Head of Law</p>	<p>Identify and remove barriers that may restrict the appointment of Members from underrepresented groups (e.g. review our meeting format and dates/times of meetings)</p>	<p>This quarter, the Authority have 30 Members, of which:</p> <ul style="list-style-type: none"> <li>• 60% (63% in 2019/20, 81% in 2018/19) are male and 40% are female (37% in 2019/20, 19% in 2018/19)</li> <li>• 90% are white and 10% are BME (93% and 7% in 2019/20, 96% and 4% in 2018/19)</li> <li>• 3% have a disability (the same as in 2019/20 &amp; 2018/19).</li> </ul> <p>Of the key Member roles, 83% are held by men and 17% by women (same as in 2019/20, 100% male in 2018/19). 83% are white and 17% BME (same as in 2019/20 and 2018/19).</p> <p>Of the Member Champions:</p> <ul style="list-style-type: none"> <li>• 57% are women (71% in 2019/20, 27% in 2018/19)</li> <li>• 14% are BME (same as 2019/20, 9% in 2018/19)</li> <li>• 14% have a disability (same as 2019/20, 9% in 2018/19).</li> </ul>
<p>We have <b>effective partnership arrangements</b> in place</p>		

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target
<p><b>KPI 28:</b> To identify all existing partnership arrangements and review their effectiveness</p> <p><b>2024 target:</b> Complete review in 2021/22 and monitor effectiveness</p> <p><b>2021/22 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 partnership protocol was updated in 2020. We are working with our strategic partners on the review of the National Park Management Plan.
	Monitor the implementation of the National Park Management Plan 2018-23 delivery plan	<p>The May 2021 Authority meeting approved the 2020/21 annual monitoring report of the National Park Management Plan. This acknowledged that with resources directed to dealing with the pandemic and facilities closed, many work programmes had been put on hold. However, despite these constrained times essential work has also gone on undeterred.</p> <p>The National Park Management Plan Advisory Group continues to oversee implementation of the delivery plan.</p>
	Coordinate the development of the Peak District National Park Management Plan 2024-2029	The Member Task and Finish group for the review of the National Park Management Plan and Corporate Strategy has been established and currently meets on a monthly basis to ensure the review continues at the required pace. A successful visioning session with leaders of key delivery body partners was held in July. The September Authority meeting agreed the timescales for the review, which concludes in September 2022, when Authority will be asked to adopt the review National Park Management Plan and Authority's Operational Plan.