

Corporate Strategy Year 3 (2021/22) Quarter 4 Performance Report

Quarterly overview by Interim Chief Executive

RAG status of strategic interventions: Red = 10, Green = 33
RAG status of KPIs: Red = 8, Green = 20

In the past twelve months, we have celebrated our 70th Birthday, the country has stepped out of the Covid-19 restrictions that have been in place and, as an organisation we saw operations continue to return to a level of normality. However, Covid-19 and all its impacts, have remained our priority for the safety, health and well-being of our workforce. Staff have been phased back to the work place, and our information technology services have continued to support staff moving to do blended working at home and in their place of work.

Our sickness levels are higher than they have been for years, with 8.9 days lost to sickness per full time equivalent. Nearly half (48%), of days lost to sickness relate to mental health/chronic reasons such as stress, anxiety and depression, which is a 17% increase over the previous year. This increased rate is in line with the national employment picture but something we have, and will continue to monitor closely.

We celebrated our 70th year in a rather more subdued fashion than we had planned. However, despite working around Covid-19 restrictions our print media coverage reached 14.7 million people and social media across the '70 people for 70 years' campaign reached a further 2.7 million people.

The Member Task and Finish Group continues to steer the review of the National Park Management Plan and ensure the review progresses at the required pace. We have had positive partner engagement through a number of Leaders, operational and working group meetings during the year. The Policy and Communities Team also continues to reach wider audiences through our positive engagement plan for the Local Plan, switching to online and digital platforms that during the pandemic replaced conventional methods, and that post pandemic will supplement more traditional forms.

Close working with other English NPAs, AONBs, National Parks England and Defra continues to shape and influence the design and delivery of Environmental Land Management (ELM) schemes. Farming in Protected Landscapes (FiPL) has also been launched and is now in full delivery with a total of 72 projects supported so far. The development of One Nature Recovery Plan for the Peak District will continue in 22/23 building on the Nature Recovery Prospectus for the Peak District which was produced as part of National Parks England's Delivery Plan for Wildlife.

It has been a challenging period for our Moors for the Future (MFFP), South West Peak Landscape (SWPLP) and White Peak (WPP) partnership programmes. Covid-19 has led to some delivery being either postponed or redesigned. Despite this, and many other challenges it has still been a big year with MFFP raising £3m into projects and a further raft of pipeline opportunities. A short extension into 2022/23 for key SWPLP staff has enabled the revised programme outputs and outcomes to be delivered and whilst there is no successor programme a number of currently unfunded future projects have been identified and the legacy of the programme is being secured in a variety of ways and will continue in 22/23.

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

Close working with other English National Park Authorities, Areas of Outstanding Natural Beauty, National Parks England (NPE) and Defra continues to shape and influence the design and delivery of Environmental Land Management (ELM,) changes to the existing Countryside Stewardship (CS) scheme and the FiPL Programme has continued. Nationally the design, testing and piloting of the three ELM schemes (Sustainable Farm Incentive, Local Nature Recovery and Landscape Recovery) continues. The Sustainable Farm Incentive pilot is up and running and already providing learnings to refine the scheme before it opens in 22/23. Local Nature Recovery is still to be piloted but will be an enhanced version of the existing CS scheme. Landowners and managers who want to take a more radical and large-scale approach to producing environmental and climate goods on their land have the opportunity to apply to participate in the Landscape Recovery pilot which opened in quarter 4. This first round focuses on recovering and restoring England's threatened native species and restoring England's streams and rivers.

The Peak District ELM Test has been completed with virtual one to many workshops and one to ones with farmers in the Dark Peak and South West Peak. The final report brings together the findings from the White Peak, Dark Peak and South West Peak and demonstrates that farmers and land managers strongly support a local approach and that they want recognition and reward for the public goods they are already delivering. ELM payment levels are critical if the desired level of uptake and outcomes such as nature recovery and climate change mitigation and adaptation are to be delivered.

FiPL has been launched and is now in full delivery with a total of 72 projects supported in 21/22. Following discussions Defra agreed to reprofile the project fund to £475,000 in 21/22, £1.1 million 22/23 and £1.1 million in 23/24. Authority staff continue to support farmers and land managers to develop projects which deliver for the themes of climate, nature, people and place and for the Peak District National Park Management Plan priorities.

The development of One Nature Recovery Plan for the Peak District will continue in 22/23 building on the Nature Recovery Prospectus for the Peak District which was produced as part of NPE's Delivery Plan for Wildlife.

Our partner work on landscape scale projects continues with MFFP, SWPLP and WPP programmes. Covid-19 has led to some delivery being either postponed or redesigned. The MFFP team have gone through a very challenging winter with the whole project team on redundancy notices while business development results were awaited. Despite this people facing an uncertain future undertook a very big delivery year. £1 million of wages budget was raised over 6 months ensuring the continuation of employment contracts, within a successful bidding activity raising £3 million into projects and a further raft of pipeline opportunities which are expected to come good. A short extension into 2022/23 for key SWPLP staff has enabled the revised programme outputs and outcomes to be delivered. The legacy of the programme is being secured in a variety of ways and will continue in 22/23. However, there is currently no successor programme and whilst a number of future projects have been identified funding is not yet secured.

RAG status of strategic interventions: Red = 3, Green = 3
RAG status of KPIs: Red = 6, Green = 5

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	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 1: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits</p> <p>2024 target: At least an additional 10% of Peak District National Park in environmental land management schemes : At least an additional 10% of Peak District National Park in environmental land management schemes</p> <p>2021/22 target: 40% (cumulative total area)</p> <p>Responsible officer: 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>Representation on behalf of the English National Parks has continued through various stakeholder meetings for Environmental Stewardship (ES), Countryside Stewardship (CS), the three ELM schemes, future advice and guidance and the FiPL.</p> <p>The Peak District ELM Test has been completed and the final report approved by Defra. Farmers and land managers across the White Peak, Dark Peak and South West Peak strongly supported: local spatial prioritisation and public goods delivery based on National Character Areas (NCA); local decision-making and advice; Land Management Plans framed by their NCA, focusing on the key public goods that can be delivered; local, expert and trusted advice as an essential element of ELM particularly for a collaborative landscape scale approach.</p> <p>The FiPL project fund budget was re-profiled to £475,000 in year one and circa £1.1 million in years two and three.</p>	<p>2021/22 target: 45% (cumulative total area)</p> <p>Q4 result: 54% (cumulative total area)</p>	<p>As data for this KPI is still not readily available for the required reporting timescale, the revised approach to collating this information adopted last year has been continued. This approach does include land not in a land management option where traditional boundaries are being restored. So, the reported result remains slightly enhanced. However, there continues to be a slight increase in the area of land in environmental land management schemes, which is positive.</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 Countryside Stewardship and understand regulation. However, as the farm advisers have also been supporting the delivery of FiPL this has impacted on the level of support offered for Countryside Stewardship. The Authority's Land Management Grant Scheme continued to support the small-scale practical trials with 6 farmers exploring techniques to develop nature recovery networks across the agriculturally-improved White Peak plateau.</p> <p>The SWPLP completed projects to improve water quality, "slow the flow" and restore grassland and wader habitat.</p> <p>FiPL is now in full delivery with 72 projects delivering multiple outcomes under the themes of climate, nature, people and place.</p>		
<p>KPI 2a: Natural beauty conserved and enhanced</p> <p>2024 target: Assessment of landscape changes achieved</p> <p>2021/22 target: Develop methodology</p> <p>Responsible officer: Head of Landscape</p>	<p>Develop methodology for strategic sustainable landscape monitoring with partners, and assess whether the changes conserve and enhance natural beauty</p>	<p>Progress has been made testing elements of landscape monitoring: The methodology for the interpretation of the sample repeat Landscape Description Unit photographs has been tested and refined. 65% of repeat photographs have been taken and this task will be completed in 22/23.</p> <p>The Landscape Strategy review incorporating the Cultural Heritage Strategy and Biodiversity Action Plan has been completed to draft stage, and</p>	<p>2021/22 target: Develop methodology</p> <p>Q4 result: Whilst a methodology for strategic sustainable landscape monitoring with partners has not been completed progress has been</p>	<p>The development of the methodology for strategic sustainable landscape monitoring with partners has not been completed.</p> <p>Issues arising: The impacts of Covid-19, the rapid involvement of the Nature Recovery Network and FiPL have impacted on Authority and partner capacity resulting in this target not being achieved.</p>

		<p>circulated to external partners. It will be shared with Members in 22/23.</p> <p>An assessment of the method and timescale for a reappraisal of lead rake information using aerial photography to assess change on a landscape scale has been completed.</p> <p>Possible funding has been identified to extend the Cranfield University project work for the semi-automated approach to creating a land cover model. Progress will be updated in 22/23.</p> <p>Issues arising: Covid-19 related capacity issues, the increase of focus on Nature Recovery Networks and the advent of FiPL has impacted on the capacity of the Authority and many partners. The proposed update and ask for key partner comments has not been achieved. Funding not yet secured by Cranfield University for further development and wider application of their initial project. Development of audience and community engagement in special quality view monitoring remains delayed.</p> <p>Actions to address: Review the strategic intervention and target in the light of the current position and the emerging National Park Management Plan (NPMP) priorities.</p>	made testing key elements.	<p>Actions to address: Review the strategic intervention and target in the light of the emerging National Park Management Plan (NPMP) priorities.</p>
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<p>KPI 2b: Natural beauty conserved and enhanced</p> <p>2024 target: Assessment of landscape changes achieved</p> <p>2021/22 target: 100% of planning decisions in accordance with strategic policy</p> <p>Responsible officer: Head of Planning</p>	<p>Ensure all planning decisions are in accordance with strategic policy</p>	<p>There were two applications permitted contrary to strategic policies and three applications raising Policy Issues.</p> <p>Issues arising: One case related to challenging issues involving overruling public interest of reservoir maintenance and public safety which outweighed the high-level designations. As this was such an exceptional case there is no concern in relation to precedent or fear of undermining of strategic policies, but raised interesting issues regarding the ability to off-set harms to designated Natura sites.</p> <p>The second case involved the granting of permission of a new dwelling outside of the development strategy and specified locations in the development plan. This means that development is permitted in a location that necessitates regular vehicle travel to access employment, services and social needs, increasing carbon and resulting in greater impact on the character of a very small farming hamlet.</p> <p>Members struggled to articulate good exceptional reasons for moving a decision that was contrary to strategic policies.</p> <p>Actions to address: Opportunities to discuss the impacts of such decisions at Members planning training and also scope to build the issues facing farming communities into the review of the Local Plan.</p>	<p>2021/22 target: 100% of planning decisions in accordance with strategic policy</p> <p>Q4 result: 2 Applications contrary to strategic policy</p>	<p>There were two applications permitted contrary to strategic policies relating to a Local Needs dwelling permitted outside of a named settlement and construction of permanent track in the Natural Zone.</p> <p>Issues arising: Significant issues with respect to the protection of important habitat; the need for clarity on exceptional circumstances for development in such areas and the scope for biodiversity net gain and mitigation in such circumstances.</p> <p>Also need to consider the sustainability issues in accepting new development in more sensitive and remote locations with no services.</p> <p>Actions to address: These are key issues for the review of the Local Plan and the cases will prove useful examples to inform topic debates and policy issues going forward.</p>
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<p>KPI 3: Increase the amount of carbon captured and stored as part of routine land use and management</p> <p>2024 target: 3,650 tonnes net decrease in carbon emissions from moorland tonnes net decrease in carbon emissions from moorland</p> <p>2021/22 target: 2,190 tonnes</p> <p>Responsible officer: 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>The numbers presented are based on the DEFRA carbon calculator, which is acknowledged as a fairly rough tool, and so we are currently looking at refining the numbers generated for carbon avoided losses through a number of routes. Business development work is providing new live projects to continue this into the future but issues of revenue funding for the Partnership are presenting difficulties in effectively resourcing this work.</p> <p>The Moor Green Finance Project is providing a model for attracting and spending contributions into natural capital in which there is a growing interest. The ELM Test carbon ready reckoners have helped build interest in carbon management. FiPL climate outcomes provide opportunities for farmers and land managers to further engage with carbon.</p>	<p>2021/22 target: 2,190 tonnes Q4 result: 1,068 delivered this year making a cumulative total now at 4,797 tonnes of carbon loss avoided</p>	<p>The reducing revenue funding available to the Partnership delivery team is seriously slowing down the ability to effectively capitalise on all the available opportunities.</p> <p>During 2022/23 the Partnership will be considering alternative business models</p>
	<p>Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions</p>	<p>Several projects have or are soon coming to a close. There is much left to do and there are a number of good opportunities to pursue in funding this but capacity in the programme team is reducing this opportunity.</p>		
	<p>Develop the climate change vulnerability assessment and implement the key outcomes</p> <p>Responsible officer: Head of Information and Performance Management</p>	<p>The adopted vulnerability assessment has been made available online so that it is fully accessible and easier to navigate. The report recommendations continue to form an integral part of the evidence base for the review of the National Park Management Plan and Authority Delivery Plan.</p>		

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	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 4: Increase the area of moorland blanket bog moving towards favourable condition</p> <p>2024 target: Restoration activities on 1,500 hectares of degraded blanket bog completed</p> <p>2021/22 target: 600 hectares (54% of current bare peat)</p> <p>Responsible officer: 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>Responsible officer: Head of Landscape</p>	<p>Liaison with moorland managers has continued with the focus on wildfire prevention and mitigation and visitor management. FiPL has funded the completion of a second phase in developing a strategic approach to the prevention and mitigation of moorland fires. Learnings and next steps will be shared and developed in 22/23.</p> <p>A similar Fire Risk assessment funded by Calderdale Metropolitan Borough Council is providing a useful strategic view which is covering some aspects (rewetting for example) which the FiPL project is not. The 2 together will provide a good assessment of a way forward.</p> <p>UK Countryside Code collateral for 2022 is pending and the Authority continues to maintain dialogue with regional and UK teams at Natural England. The #Peak District Proud microsite now includes 5 additional language translations and this will also be amplified via the Authority's 2022 visitor guide.</p>	<p>2021/22 target: 900 hectares (54% of current bare peat)</p> <p>Q4 result: 845 hectares of completed work in 2021/22 bringing the cumulative total of completed work to 3294 hectares</p>	<p>Revenue funding is insufficient to maximise the opportunities presented.</p> <p>The present business model of the partnership is being scrutinised through 2022/23 with a view to a change in approach.</p>
	<p>Continue restoration activities on degraded blanket bog to move it</p>	<p>Massive progress has been made this delivery season bringing several</p>		

	<p>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>projects to a successful close and delivering c£4m of work.</p> <p>Extensive Business development work is underway to capture new funding out to 2030.</p> <p>Continuing this work relies on effective business development work and this requires an increase in revenue funding to achieve this. The current business model is being reviewed and may need to change in order to fund the partnership adequately into the future.</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>Very useful work on Opportunity mapping, identifying FRM needs in the MFFP working area has secured funds from the Accelerated Flood Fund of the Environment Agency and will lead to further opportunities from the Flood Defence Grant in Aid budget.</p> <p>AMP7 delivery works are well under way with 2 Utilities and work is starting on advocacy plan for CSR24 and the AMP8 delivery work of all 3 Utilities. Again this will be slowed down by the lack of adequate revenue funding.</p> <p>SWPLP has used Water Enhancement Grant funds used to deliver additional 4,000m2 bare peat restoration at Merryton Low in and have secured Ministry of Defence funding for the restoration for a further 3,000m2 in 22/23.</p>		

<p>KPI 5: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation</p> <p>2024 target: Sustain at least 5,000 hectares of non-protected, species-rich grassland</p> <p>2021/22 target: 5,000 hectares</p> <p>Responsible officer: Head of Landscape</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 publically available and supporting the public payment for public goods approach. Including an annual assessment of net gain/loss</p>	<p>The new Nature Recovery Officer has been working with other key stakeholders sharing ecological data held by the Authority and partners to provide a baseline for nature recovery. This will combine both national and local data. Options for modelling the one Nature Recovery Plan (NRP) for the place which builds on the Nature Recovery Prospectus have started. A Land Manager's Forum is planned in early 22/23 to develop the approach to nature recovery with farmers and land managers.</p> <p>A SWPLP grassland fungi project shows that soil eDNA analysis can identify important and often overlooked but important grassland fungi sites. The final report will be completed in 22/23.</p> <p>Derbyshire County Council's development of a Derbyshire natural capital assessment and action plan has continued and will be completed in 22/23. Project outputs will link in to the one NRP.</p>	<p>2021/22 target: 5,000 hectares</p> <p>Q4 result: 5,000 hectares of non-protected, species-rich grassland sustained</p>	<p>5,000 hectares of non-protected species-rich grassland has been sustained through the work of the Authority's farm advisers, management of the Authority's own grasslands, the work of the SWPLP and FiPL.</p> <p>Active Authority engagement with farmers and land managers on 206 hectares of non-protected species-rich grassland. 143 hectares have been retained and 63 hectares restored.</p>
<p>KPI 6: Increase the area of new native woodland created</p> <p>2024 target: Create at least 400 hectares of new native woodland</p> <p>2021/22 target: 200 hectares</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 Wooded Landscape Plan has been drafted and was approved by members in quarter 3. A final designed version will be shared in 22/23. It will also form part of the revised Landscape Strategy.</p> <p>Woodland creation has continued to be prioritised through the work of the Authority's farm advisers using both national and local funding</p>	<p>2021/22 target: 200 hectares</p> <p>Q4 result: A further 20.77 hectares of new native woodland has been created this year making the cumulative total</p>	<p>A further 20.77 hectares of new native woodland creation has been supported, similar to the 19.27 hectares created last year. Whilst considerably behind target there are plans for at least 100 hectares of woodland creation in 22/23.</p> <p>Issues arising: Larger-scale planting proposals take time</p>

<p>Responsible officer: Head of Landscape</p>		<p>opportunities. A four-year Woodland Trust (WT) partnership will create 105 ha of small-scale woodlands using Nature for Climate funding (£913,500) with Authority costs (£189,000) fully reimbursed.</p> <p>FiPL has funded 6 hectares of wood pasture creation and 7 hectares of wood pasture enhanced. It has also funded 507 in-field and boundary trees, 2,511 metres of hedgerows planted and 996 metres restored.</p> <p>The Local Authorities Treescapes Fund has enabled tree planting on Authority owned land e.g. 50 standards trees (Various properties), 1,500 trees (Coombs Dale wood after ash dieback felling). 650 whips have also been given to Tideswell Community Group.</p>	<p>of 56.69 hectares created.</p>	<p>to come to fruition. Existing agri-environment scheme agreements can also be a barrier, as amendments are difficult to obtain and can involve payment reclaims. Numerous funding sources are confusing and can be off-putting. The WT partnership was only agreed in quarter 4 so had a reduced target of 3 hectares for 21/22.</p> <p>Actions to address: 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. Removing the barrier that existing agri-environment scheme agreements can present will continue to be pursued. Farm Advisers will continue to support farmers and land managers to consider woodland creation and grant funding.</p>
<p>KPI 7: Maintain and enhance populations of protected and distinctive species</p> <p>2024 target: Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s</p>	<p>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 Birds of Prey Initiative 2021 report was published in quarter 4. Monitoring data is provided by the local Raptor Groups, partner staff and volunteers, and those game keepers who report sightings to the Raptor Groups.</p> <p>The number of nesting pairs of Peregrines remains low with 8 occupied territories. The excellent nesting success in 2020 was not</p>	<p>2021/22 target: 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p> <p>Q4 result: 8 Peregrine, 30 Short-eared owl, 17 Merlin, 1 Hen harrier</p>	<p>Target not achieved.</p> <p>Issues arising: 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>Actions to address: Continue to work with moorland owners, managers,</p>

<p>2021/22 target: 17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p> <p>Responsible officer: Head of Landscape</p>		<p>sustained in 2021, with only 3 of the 8 territories successfully fledging young. An abundance of voles supported a very successful breeding season for Short-eared Owls with 30 breeding pairs recorded. Although numbers of Merlin increased slightly to 17 pairs for the second successive year is still not yet translating through to the larger breeding population. For the third time in four years, hen harriers also successfully fledged young from a nest on National Trust moorland and whilst a second pair had also initially shown territorial behaviour, they were not subsequently seen. There were 2 confirmed incidences of birds of prey persecution and an increasingly worrying trend in nest-based wildlife crime against raptors expanding from other parts of the Peak District.</p>		<p>gamekeepers and partners to deliver the target number of breeding birds of prey.</p>
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Cherished cultural heritage that is better understood and looked after

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 8: Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes</p> <p>2024 target: 5% increase in audiences actively engaging with cultural heritage</p>	<p>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>Activities include: the Annual Archaeology Day (Pomegranate Theatre, Chesterfield with circa 200 attendees), 2 guided specialist heritage walks with Volunteer Ranger support (Wetton and Throwley), ACID magazine (5,000 copies), the 10 barrow 'biographies' digital Storymap has been commissioned with University of Sheffield prior to the exhibition opening 22/23, £1,400 has been raised</p>	<p>2021/22 target: 2.5%</p> <p>Q4 result: No data available until November 2022</p>	<p>A range of engagement with a range of audiences has taken place which have promoted and increased knowledge, understanding and engagement with archaeological sites, historic structures and landscapes, and improved public access to data.</p>

<p>2021/22 target: No target</p> <p>Responsible officer: Head of Landscape</p>		<p>for repairs and conservation of Batemans' tomb with the work delivered by the Parish Council who also have developed a series of Bateman events, working with community groups such as the Stanage and North Lees heritage Action Group.</p> <p>Conversion of historic buildings Supplementary Planning Guidance has been completed and is available on the Authority's website. Cultural heritage input has also been provided for the Authority's and heritage stakeholder response to government response to the Landscapes Review. Advice has been provided for a range of projects including 6 CS Traditional Building Restoration Pilot restoration projects, SWPLP restoration project for Pyeclough Head Barn and 6 FiPL agreements for Phase 1 restoration / consolidation / minor repair works for 3 historic structures (Tissington Silo, Minninglow & Pikehall limekilns) and 3 barns (Brushfield, Onecote and Standhill). 10 further projects are being explored as part of FiPL.</p>		<p>NFP Synergy survey data for this question will be available in November 2022 for the 2022 target.</p>
<p>KPI 9: Increase the percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced</p> <p>2024 target: 10%</p> <p>2021/22 target: 6% (198)</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. Funding secured for 2 scheduled Merryton Low barrows and the Grade 2 Listed Lane End Barn, resurfacing and vehicle management works completed at Pindale, Bateman's Tomb repairs completed, Ecton Balance Cone Brief for restoration</p>	<p>2021/22 target: 6% (198)</p> <p>Q4 result: 6% (210) The cumulative total is 25% (822) so well above the target of 6% (198).</p>	<p>Overall, the target has been substantially exceeded.</p> <p>Last year's substantial increase in the number of planning and listed building cases has continued this year.</p>

<p>Responsible officer: Head of Landscape</p>		<p>feasibility completed. Input has continued to the national CS Traditional Buildings Restoration pilot (6 buildings restored (Black Harry, Brushfield, Hillside, Newhaven Lodge, Ballidon, Toost Wood) at a total cost £1.49m.</p> <p>8 Scheduled Monuments have been conserved or enhanced (advice provided, works done and assessed with repairs being identified/delivered). 357 Listed Buildings have been conserved and/or enhanced (advice provided, planning permission and/or Listed Building consent granted). 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 some applications.</p>		
<p>KPI 10: Increase the percentage of Conservation Areas conserved and/or enhanced</p> <p>2024 target: 96% (105/109) have adopted appraisals</p> <p>2021/22 target: 95%</p> <p>Responsible officer: 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>No further progress with the drafting of the Conservation Area Appraisal for Winstar has been made. The brief for an external consultant to draft the Conservation Area Appraisal for Butterton has been prepared and quotes will be obtained in 22/23.</p> <p>Issues arising: Covid-19, the increased number of planning and listed building consent applications and staff changes have all impacted on capacity to complete the Winstar Conservation Area Appraisal.</p>	<p>2021/22 target: 95%</p> <p>Q4 result: 94% have adopted appraisals.</p>	<p>The target to increase the percentage of Conservation Areas to have adopted appraisals has not been met.</p> <p>Issues arising: Covid-19, the increased number of planning and listed building consent applications circa 20% and staff changes have impacted on capacity to complete the Winstar Conservation Area Appraisal. Funding will be needed in 22/23 for external consultants for the Butterton appraisal.</p>

		<p>Actions to address: The brief for external consultants to draft the Conservation Area Appraisal for Butterton has been prepared.</p>		<p>Actions to address: Ways to deliver the drafting of the Conservation Area Appraisal for Butterton by external consultants will be explored in 22/23.</p>
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Outcome: A National Park loved and supported by diverse audiences

2021-22 year started with very restricted engagement activity due to Covid-19 and has ended with all Covid-19 restrictions lifted and delivery of engagement activities in full swing. There has been a lot of progress over quarters 3 and 4 on the Diverse Audience Plan: Key highlights include the following.

- Completion of the Health and Wellbeing Art Project working with Derbyshire Wildlife Trust, with the installation of new wooden art trail on the Thornhill Trail (Thornhill Carr NR).
- The Joint application to National Heritage Lottery Fund with Peak District MOSAIC, Yorkshire Dales National Park and North York Moors National Park to work with ethnically diverse audiences across the three parks 'Championing National Parks for all'
- Delivery of teacher training to 10 Sheffield teachers in partnership with Sheffield City Council and ESCAPE project.
- Generation Green has enabled work with targeted audiences, piloting programmes, testing new approaches and building partnerships. Many lessons have been learnt through delivery of this project and hosting the project manager – setting up and working in new ways across English National Parks. This learning will be utilized in legacy planning and future funding, creating a robust foundation. It reached its ambition of turning nature connection into positive green behaviors and green employment. Full report and evaluation in May.
- UK National Parks Youth Voice residential was hosted in the Peak District, with 31 young people attending from 13 National Parks.
- Millers Dale Goods Shed interpretation complete and installed.

The year also saw us celebrate our 70th year in a rather more subdued fashion than we had planned. Despite working around Covid-19 restrictions our print media coverage reached 14.7 million people with a value of just under £260,000 (not including broadcast coverage), whilst social media across the '70 people for 70 years' campaign reached a further 2.7 million people.

Our income targets have been largely exceeded despite the slow start to the year. The Peak District National Park Foundation has raised £c140,518 (target of £100,000) for Management Plan outcomes/projects such as: Moors for the Future, conservation and ash die back mitigation on the Monsal Trail, conservation work at Stanage North Lees estate, Access work and diverse audience projects including a green social prescribing pilot and Ambassador Schools. Grants have also been paid to Peak District Mosaic and SOAR a community organisation working with Engagement Rangers on green social prescribing. The Authority's asset portfolio has performed well financially with income from the car parks and North Lees campsite above target and in total achieving over £116,000 gross income above the 18/19 baseline.

The Foundation continues to grow with an increasing number of corporate partnerships, (25 Peak Partner relationships), and regular donors continue to grow. There is a plan to grow fundraising resource in line with Business Change Manager recommendations and continue the partnership with the Foundation to grow and diversify income and continue to secure external funding via the Authority. The year ended with the 70th anniversary celebration at the Buxton Crescent highlighting shows the strong interest and potential to grow support via the Foundation.

Volunteering numbers have recovered well post Covid-19 restrictions, this year the target of volunteer value has been exceeded by nearly £200K. Several new volunteering opportunities have been created, including volunteers focusing on rights of way, trails and visitor centre welcome. We have also helped to lead on a new UK wide citizen science project 'Look Wild' that has engaged over 1,300 new volunteers delivering 1634 hours of volunteering in the Peak District alone. The year has also seen the Strengthening of strategic direction of volunteering with the manager role now sitting in People Management.

RAG status of strategic interventions: Red = 0, Green = 8
RAG status of KPIs: Red = 0, Green = 4

Outcome: A National Park loved and supported by diverse audiences

Greater audience reach among under-represented groups

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 11: Increase the proportion of under-represented groups reached</p> <p>2024 target: 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>2021/22 target: Implement the plan</p> <p>Responsible officer: 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>Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required</p>	<p>As Covid-19 restrictions have eased delivery of the Diverse Audience Plan has picked up in pace, see highlights in the KPI commentary.</p> <p>Headlines from NFP Survey February 2022 show the gender and ethnicity of visitors is broadly in line with the demographics of those within an hour's travel of the PDNP.</p> <p>Those living in the nearest regions are most likely to have visited in the last two years, with the exception of visitors from London which have been steadily increasing.</p> <p>The visitor age profile varies from the local population, with a higher proportion of those in the 25-34 and 35-44 age categories visiting and lower proportions of older people visiting.</p>	<p>2021/22 target: Implement the plan</p> <p>Q4 result: Successful Implementation</p>	<p>Completion of the Health and Wellbeing Art Project working with Derbyshire Wildlife Trust, with the installation of new wooden art trail on the Thornhill Trail (Thornhill Carr NR).</p> <p>Joint application to National Lottery Heritage Fund with Peak District MOSAIC, Yorkshire Dales National Park and North York Moors National Park to work with ethnically diverse audiences across the three parks 'Championing National Parks for all'</p> <p>Delivery of teacher training to 10 Sheffield teachers in partnership with Sheffield City Council and ESCAPE project.</p> <p>Generation Green enabled work with targeted audiences, piloting programmes, testing new approaches and building partnerships.</p>

		The highest social grade (AB) is over-represented among visitors, whereas the lowest social grade (DE) is under-represented.		<p>As part of Generation Green the UK National Parks Youth Voice residential was hosted in the Peak District, with 31 young people attending from 13 National Parks.</p> <p>Improved working with the Peak District Foundation to secure funding Including funding for Ambassador Schools and health and wellbeing Test and Learn projects.</p>
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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 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 12: Increase public connection with the Peak District National Park</p> <p>2024 target: Peak District National Park connection is increased by 20%</p> <p>2021/22 target: 2% increase</p> <p>Responsible officer: Head of Engagement</p>	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park	Survey data from Parishes and partners is currently being collected to inform new communication plan to be developed early in 2022/23.	<p>2021/22 target: 2% increase</p> <p>Q4 result: 34% of respondents feel a connection to the PDNP.</p>	<p>Social media Engagement – interaction with our content - rose an average of 13% each quarter, with our total overall audience growth rising an average of 3.4% a quarter, now collectively around 135,000 people and seeing a 15% overall growth across 21/22.</p> <p>Our website was visited over 3.1m times with 2.5m unique users across 2021/22, with trails, parking and our North</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	Multi-lingual translations of Countryside Code messaging is now available via the #PeakDistrictProud microsite. Spring dogs campaign video produced and shared with stakeholders.		

	products, including encouraging extended stays, where external funding exists to support this.	Peak District Communications group continue to meet and support shared messaging.		Lees campsite the most popular areas of interest.
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	The latest NFP Synergy data reported 34% of respondents feel a connection to the PDNP. Agreement with this statement has been steadily increasing across the waves, with the largest increase in November 2021.		

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

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 13: Increase the National Park Authority's sustainable income stream</p> <p>2024 target: Generate an extra £225,000 sustainable gross revenue income</p> <p>2021/22 target: £90,000 sustainable gross revenue income</p> <p>Responsible officer: Head of Engagement</p>	<p>Implement and continue to develop 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>	<p>Income generation has bounced back following the impacts of Covid-19 with some outstanding achievements (see target commentary).</p> <p>Refurbishment at Derwent Visitor Centre has been completed and the Millers Dale Goods shed will open to the public this Easter.</p>	<p>2021/22 target: £90,000</p> <p>Q4 result: £116,641</p>	<p>The asset portfolio and bike hire have exceeded the income target for 2021/22.</p> <p>Commercial filming & photography income across our estates was £7,275 for 20/21, from very little pro-active marketing or promotion due to Covid-19 and resource.</p>
	Continue to fundraise for the National Park Management Plan and Corporate Strategy Outcomes using the National	£c150k raised for Management Plan outcomes. Growing number of corporate partnerships – 25 (and two in pipeline) Peak Partners up from 17		

	<p>Park Foundation as the vehicle</p> <p>Responsible officer: Head of Engagement</p>	<p>in 20/21, regular donors 31; increase in smaller grant funding secured via Foundation. £50,000 legacy received in quarter 4. Foundation income target for 21/22 was £100,000 and has been exceeded by around £40,518</p> <p>70th anniversary celebration event - 125 attendees and strong plan in place for event. Follow up Plan in place to invest to grow fundraising in line with Business Change Manager recommendation.</p>		
<p>KPI 14: Rebuild the value of National Park Authority volunteer support</p> <p>2024 target: Volunteer support across the National Park Authority is returned to pre-Covid-19 value of £750,000 per annum</p> <p>2021/22 target: No target</p> <p>Responsible officer: 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>Issues arising: Work continues inline with the volunteering action plan but due to the pandemic some elements of the plan have had to be reprioritised. Health and safety of volunteers has been a large area of work this year. We have however seen development of new volunteer roles and initiatives</p> <p>Work on diversifying our volunteer offer and communicating the value of volunteering needs to be a priority in 22-23</p>	<p>2021/22 target: No target</p> <p>Q4 result: Year End- 40,766 hours giving a total volunteer value of £697,890</p>	<p>Issues arising: Volunteer numbers this year have grown on 20-21. The year total of 40,766 hours giving a total volunteer value of £697,890 is positive and suggests that by 2024 we will have rebuilt volunteer support to pre-pandemic levels. We do however still need to address the impact of the pandemic on the volunteer programme.</p> <p>Recruitment for new volunteers and development of new volunteer roles needs to be a priority going forward to support this KPI.</p>

Outcome: Thriving communities that are part of this special place

The Policy and Communities Team continues to reach wider audiences through our positive engagement plan, switching to online and digital platforms that during the pandemic replaced conventional methods, and that post pandemic will supplement more traditional forms. Last year for the local plan review we ran a series of on-line stakeholder workshops that were attended by 101 representatives from constituent authorities and 3rd sector organisations. In the first quarter of next year we will be running an online survey for parish councils. We are close to being able to procure a bespoke IT platform for the next statutory phases of the plan review. Integrated with the Authority's branding and GIS, it will enable residents and other stakeholders to get involved, and crucially, stay involved – our in-house research has shown that 'staying engaged' is a key issue for us.

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. In 2021/22, Holme Valley Neighbourhood Plan was 'made' (legally part of the Authority's development plan) and we are assisting Hartington Parish Council to prepare their neighbourhood plan submission documents. However, during the process of local plan review the most important part of our community-planning offer is to enable communities to participate in this process.

The community grant continues to be a valued resource. This year we have supported: Holme Village Community Centre (contributed to the redevelopment of an old social club which will be managed by and for the community); Pomeroy Village Hall (contribution to feasibility study); Bradwell Wildflower Project; Bollington Boundary Stone (new National Park boundary stone); Wild About Kinder Podcasts (platforming people who live and work, on and close to Kinder, with messaging about its special qualities and respectful visiting); Lady Manners School Nature Reserve and Rowarth Telephone Box Restoration.

We continue to support local groups such as Hope Valley Climate Action and Stanton Moor Liaison Group. The Parishes bulletin is constantly evolving and will be improved in line with a recent survey of parish councils that asked them how best we could continue this service.

RAG status of strategic interventions: Red = 2, Green = 2
RAG status of KPIs: Red = 0, Green = 3

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	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 15: Increase the number of residents and other community stakeholders understanding and engaged in the development of strategic policies</p> <p>2024 target: 50% increase in number</p> <p>2021/22 targets: 40% increase in number</p> <p>Responsible officer: 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>The Policy and Communities Team has switched its early phase engagement for local plan review from a system that was largely face to face to one that is largely online.</p> <p>To ensure that the level of engagement is maximised (both in terms of numbers and quality) as we move to the statutory phases of local plan review. The Policy and Communities Team is currently in the late stages of procuring a bespoke IT platform that will enable all of the statutory phases of local plan review, including the public consultations, to be undertaken on line.</p>	<p>2021/22 target: 40% increase in number (1,159)</p> <p>Q4 result: 172 number of residents and other community stakeholders understanding and engaged in the development of strategic policies making a cumulative total of 1,158 to date</p>	<p>Despite being one less than the target this is considered so close we consider the target is met.</p> <p>This is a very positive result considering that the baseline is derived from 'pre-pandemic' methods of 'high volume face to face' consultation that have not been possible to replicate. This year the focus has been on engagement with stakeholder groups rather than residents. Officers are confident that the remaining years of the project will see a positive increase compared to the baseline experience.</p> <p>The planned survey of parish councils was unfortunately delayed but this has not significantly slowed progress on the review.</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>We have been unable to progress this review.</p> <p>Issues arising: Some of the resource of the planning policy team has been used to support the planning service as a whole.</p> <p>Actions to address: The Planning Service as a whole is about to be reviewed.</p>		

<p>KPI 16: Increase the number of communities involved in shaping the place</p> <p>2024 target: 40% of Parishes have helped shape their future</p> <p>2021/22 target: 16%</p> <p>Responsible officer: Head of Planning</p>	<p>Review the menu of community initiatives and extend it to provide lighter touch plans/visions. Full menu to include neighbourhood plans, neighbourhood development orders, community land trusts, community plans, community visions, housing enabling plans, and other projects that shape or influence the place</p>	<p>The <i>cumulative</i> number of communities shaping the place by undertaking the community-led initiatives described is increasing.</p> <p>However, the number of communities <i>actively engaged</i> with us at any one time is decreasing. This is likely to remain the case until the new local plan is adopted. The team's resources, and in particular the work of the community policy planner, are now refocused to make sure that local communities can shape the place through the local plan process,</p> <p>A comprehensive review of Parish Statements will be undertaken when 2021 Census data is released.</p>	<p>2021/22 target: 16%</p> <p>Q4 result: 57%</p>	<p>The cumulative number of communities shaping the place is 51 villages (57%), 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 (Hathersage and Stanton) undertaking community-led housing enabling and re-instating the Stanton community liaison initiative.</p>
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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 and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 17: 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>2024 target: 100 interventions</p>	<p>Continue dialogue across Authority to make this happen e.g. with Engagement Service to connect with diverse audience plan, and with Landscape Service to ensure connection with projects linked to ecology and cultural heritage</p>	<p>Ability of wider teams to support community action extremely stretched by loss of staff and lack of capacity, often with a need to prioritise statutory or higher priority work areas.</p> <p>Issues arising: Cross-Authority working has been affected by the re-focus on local plan review and the</p>	<p>2021/22 target: 60 interventions</p> <p>Q4 result: 24 in year, 91 cumulative</p>	<p>The number of interventions remains consistent, between 20-30 per year. Parish Council liaison has resumed strongly after a gap caused by Covid-19 and changes in personnel. The community grant remains an important aspect of delivery.</p>

<p>2021/22 target: 60 interventions</p> <p>Responsible officer: Head of Planning</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). Seek to maintain the parish bulletin via email (and hosted on PPPF website) and parish meetings via teleconference.</p>	<p>loss of key personnel in the Engagement team.</p> <p>Actions to address: The Policy and Communities Team work across the Authority to review and implement the engagement plan.</p>		
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An agile and efficient organisation

Although 2021/22 saw operations continue to return to normal, following the implementation of Covid-secure health and safety measures and risk assessments, the pandemic has continued to have impacts on staff. Those staff that have been working at home during the pandemic started a phased return to their place of work for 40% of their time from October 2021. Our sickness levels are higher than they have been for years, with 8.9 days lost to sickness per full time equivalent. 48% of days lost to sickness relate to mental health/chronic reasons such as stress, anxiety and depression, which is a 17% increase over the previous year, and is inline with the national picture. Covid-19 accounts for the third highest loss in hours due to sickness.

As a result of Covid-19 and its continued impacts, our priority has continued to be on the safety, health and well-being of our workforce. We have continued to undertake 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.

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 quarter 1. Our Financial Accounts for 2020/21, Annual Governance Statement and Performance and Business Plan were all completed by the statutory deadlines. The Member Task and Finish Group continues to steer the review of the National Park Management Plan and ensure the review progresses at the required pace. We have had positive partner engagement in the review through Leaders, operational and working group meetings.

The July 2021 Programmes and Resources Committee meeting received a report outlining how the Authority is delivering to the National Park England Delivery Plan for Climate Change. The same meeting approved a report outlining we had achieved a 12% reduction in carbon emissions from the Authority's emissions in 2020/21, bringing us closer to net zero. The Climate Change Member Steering Group met regularly and, amongst other things, have steered the emerging climate change aim in the National Park Management Plan and steered an essential Member training on climate change, which was well received by attendees.

The March Authority meeting approved the updated Asset Management Plan, which sets out our investment and disposal plans for our property portfolio. Our Customer Services team dealt with over 12,100 customers on the phone and logged over 2800 enquiries. Our information technology services supported staff beginning to do blended working at home and in their place of work and had a successful trial of a new online platform for presenting some of our corporate documents so they are fully accessible. We gained Substantial Assurance in the 2021 Cyber Security Internal Audit Report.

The Authority's Annual General Meeting was held on 2nd July 2021 and the new Members who joined the Authority completed their initial induction during Q2. Our Members meetings have continued to meet off site to enable social distancing, but as of March 2022 all meetings are now back at Aldern House. The work undertaken by the Authority's Internal and External Auditors is a key part of our governance arrangements. Our 2020/21 Statement of Accounts, Annual Governance Statement and Value for Money Assessments have been given the equivalent of substantial assurance by our External Auditors.

The external auditors gave the Authority a satisfactory Value for Money opinion on the 2021/22 accounts. The Medium Term Financial Plan continues to develop and evolve as new information arises and is included in the plan. The current plan was presented to Members in February 2022 as part of the 2022/23 Budget Report. Resources Management Meetings and the Management Team continue to be included in the process for monitoring, reacting to the plan and maintaining the financial sustainability of the Authority.

RAG status of strategic interventions: Red = 2, Green = 20
RAG status of KPIs: Red = 2, Green = 8

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	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 18: Maintain low sickness levels</p> <p>2024 target: Under 6 days per full time equivalent per year</p> <p>2021/22 target: Under 6 days per full time equivalent per year</p> <p>Responsible officer: Head of People Management</p>	<p>Create wellbeing at work to include:</p> <p>Maintain (and improve upon level of) Investors in People Health and Wellbeing Award in 2022</p> <p>Enhance our safety culture by raising awareness, developing competence and improving compliance</p> <p>Systematic review of relevant policies (such as Absence Management Policy, Wellbeing at Work Policy, Grievance Policy and Harassment in the Workplace Statement</p>	<p>Health and Wellbeing is a standing item on the Health and Safety Committee. This meets quarterly and every service is represented. Wellbeing pulse surveys to monitor staff mental health and requests for further support. Emotional resilience coaching offered to 29 employees, a total of 78 sessions. Three online Emotional Resilience training sessions delivered in March as a result of wellbeing survey in January.</p> <p>Occupational Health and Safety profile significantly raised during pandemic. Health and Safety policy refreshed to reflect new management structure. Gaps in service representation identified and filled.</p> <p>Employment policies and procedures amended to reflect People Management branding including core values and to reflect new management structure.</p>	<p>2021/22 target: Under 6 days per full time equivalent per year</p> <p>Q4 result: Sickness figures (days lost per full time equivalent) in each quarter: Q1 = 1.3 Q2 = 1.8 Q3 = 3.1 Q4 = 2.7 Cumulative = 8.9</p>	<p>Issues arising: 48% of days lost to sickness relate to mental health/chronic reasons such as stress, anxiety and depression. This is higher than 2020/21 (30.8%)</p> <p>Proportion of absence related to anxiety reflects the national picture – the effects of the coronavirus pandemic were found to be a major contributory factor.</p> <p>Covid-19 is also evident as the 3rd largest loss of hours and highest number of sickness occurrences at 62 (out of 319). Equates to 1 day absence per every fte.</p> <p>There have been 13 long term absence cases over the year, this as well as hours lost to phased return has significant impact. In 2020/21 there were 5 long term cases.</p>

				<p>Actions to address: IIP Health and wellbeing survey and assessment report will identify action areas.</p> <p>Health and wellbeing working group created to progress recommendations.</p> <p>Covid-19 related absence will count as trigger to absence management procedures.</p>
<p>KPI 19: Create a highly engaged workforce</p> <p>2024 target: 70% response rate to online Investors in People questionnaire</p> <p>2021/22 target: 70% response rate to online Investors in People questionnaire</p> <p>Responsible officer: Head of People Management</p>	<p>Create values based environment to attract and retain top talent</p>	<p>Core values of Care, Enjoy and Pioneer have been integrated into our recruitment and performance appraisal systems. Peak Shoutout is a recognition platform which promotes and reinforces our values and behaviours. Postcards are available for casual workers, volunteers and Members. Living the Values workshops held in each service for staff to understand what the values look like in their work. The design and messages to reflect the values were approved by the IIP Delivery Group. Decals (wall transfers) options depicting our values were designed in house. Management Team selected the design which is on display around Aldern House.</p>	<p>2021/22 target: 70% response rate to online Investors in People questionnaire</p> <p>Q4 result:</p> <p>Easing of Lockdown survey (May) 86%</p> <p>Internal Comms and Wellbeing survey (Jan) 65%</p> <p>Investors in People questionnaire (Mar) 69%</p>	<p>Issues arising: Two surveys held in last quarter were below 70% target.</p> <p>The timing overlaps with continued working from home restrictions, high infection rates, high sickness rates, high level of staff taking annual leave before the year end. There is also a view that after two years of living with a pandemic staff energy is low, and engagement with the organisation is decreasing.</p> <p>Actions to address: Development of an Internal Communications and Engagement Plan which outlines a pro-active strategy to how and when we communicate and engage with staff.</p>
	<p>Deliver the actions in the Investors in People Action plan (identified from the Investors in People online</p>	<p>Investors in People Delivery Group has representatives from every service. Chaired by the CEO the group has met on a quarterly basis to</p>		

	<p>report and assessor recommendations)</p>	<p>progress IIP actions. The priority areas being: Communicating the values Recognition and reward Equality, Diversity and Inclusion</p> <p>Accreditation assessment has commenced with online questionnaire and will conclude in early May.</p>		<p>To take on board recommendations from the IIP assessment to improve staff engagement.</p> <p>All of the Management Team are now members of the IIP Delivery Plan. This will raise the profile and priority of the work of the group to assist early adoption of initiatives.</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 results influenced the development of the Blended Working Principles, and return to the workplace. Internal Communications survey results was reported at Staff Briefings and will contribute to Internal Communications and Engagement Plan which will underpin the Corporate Communications Plan. The IIP questionnaire responses contribute to PDNPA accreditation, and gaps identified help develop the 3-year IIP Action Plan.</p>		<p>Issues arising: This is an ongoing process to obtain personal information about our workforce. We have used 3 methods:</p> <ul style="list-style-type: none"> • Self-service personal data on the People Live system. • Monitoring forms at recruitment. • Equal Opportunities survey <p>It is not mandatory for employees to disclose their</p>
<p>KPI 20: Foster an inclusive working environment in which everyone feels that they belong</p> <p>2024 target: A workforce profile proportionately representative of national protected characteristics in order to attract and retain diverse talent</p> <p>2021/22 target: Move towards the demographics of</p>	<p>Develop Equality, Diversity and Inclusion plan to foster an inclusive workplace by:</p> <ul style="list-style-type: none"> • Involving all workforce in inclusion • Developing line manager capability • Building senior management commitment to inclusion • Evaluating policies and practices • Examining organisational culture, climate and values 	<p>The EDI group members attended online Equality Champion Course</p> <p>All of the workforce completed the Equality at Work online ELMS module.</p> <p>All of the workforce, 'one team' were surveyed on Equality Opportunities in July</p> <p>Management team completed Equality Act and Equality Impact Assessment online ELMS modules</p>	<p>2021/22 target: A workforce profile proportionately representative of national protected characteristics in order to attract and retain diverse talent</p> <p>Q4 result: Data from People Live (HR database) Number of employees at 31 March 2022 is</p>	<p>Issues arising: This is an ongoing process to obtain personal information about our workforce. We have used 3 methods:</p> <ul style="list-style-type: none"> • Self-service personal data on the People Live system. • Monitoring forms at recruitment. • Equal Opportunities survey <p>It is not mandatory for employees to disclose their</p>

<p>those within an hour's travel time of the National Park</p> <p>Responsible officer: Head of People Management</p>		<p>The Equality Policy was revised and a new Equality Diversity and Inclusion policy was developed.</p> <p>An Equality Action Plan was created.</p> <p>The Authority & Resource Management Team report templates were updated to make it clearer how report writers should consider equality in decision making</p> <p>A review of the 'one team' equality data collection (ie volunteers, recruitment) to ensure consistency was undertaken.</p>	<p>190.3 FTE 247 headcount 54% female 46% male Median age 51.5 yrs 2.8% disclosed a disability Only 55% completion of the ethnicity question indicated 99% White British</p>	<p>personal details in relation to the information we seek.</p> <p>Actions to address:</p> <ul style="list-style-type: none"> • People Management to trial (for 12 months) advertising our vacancies wider, with the aim to increase our diversity profile • Secured funding to build on the work already done internally to develop resources and/or training for the whole organisation to raise awareness of EDI. • Attained the Disability Confident employer scheme <p>Encourage 'one team' to feel confident sharing their equality data on the system</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 and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 21: To have a medium term financial plan</p>	<p>Develop a medium term financial plan (MTFP) that covers years 2-5 of the new Corporate Strategy (Year 1 -</p>	<p>The MTFP continues to develop and evolve as new information arises and is included in the plan. The current MTFP was presented to Members in February 2022 as part of the 2022/23</p>	<p>2021/22 target: Plan developed in 2021/22 and then monitored and updated</p>	<p>The MTFP is fully developed and is now updated as a matter of course it is a standing item on the RMM agenda.</p>

<p>2024 target: Plan developed in 2021/22 and then monitored and updated</p> <p>2021/22 target: Plan developed in 2021/22 and then monitored and updated</p> <p>Responsible officer: Head of Finance</p>	<p>2021/22 falls within the current MTFP)</p>	<p>Budget Report. RMM and the Management Team continue to be included in the process for monitoring and reacting to the MTFP and for maintaining the financial sustainability of the Authority.</p>	<p>Q4 result: The plan continues to be monitored and updated on a regular basis.</p>	
<p>KPI 22: To have arrangements in place to secure economy, efficiency and effectiveness in all our operations</p> <p>2024 target: An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p>2021/22 target: An unqualified value for money</p>	<p>Develop a new Capital Programme for the Authority (following the adoption of the corporate Asset Management Plan)</p>	<p>Work on developing a new way of setting the budget and ensuring that the MTFP is monitored appropriately has overtaken the new Capital Strategy.</p> <p>Issues arising: Due to work required on the MTFP and setting the 2022/23 budget resources have not allowed for time to refresh the Capital Strategy.</p> <p>Actions to address: The refreshed Asset Management Plan was approved by Members in February 2022 and will be incorporated into the updated capital strategy. It is planned for this to be brought to Members later in 2022.</p>		<p>2021/22 target: An unqualified value for money opinion (the best result possible) issued by External Audit</p> <p>Q4 result: The external Auditors will review the Authority's Value for Money as part of the 2021/22 audit</p>
	<p>Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review</p> <p>Introduce electronic purchase order, authorisation and invoice scanning and the implementation of an electronic travel and subsistence claims system</p>	<p>No current actions to take. The team continues to review operations as issues arise.</p> <p>Exchequer mobile is being trialled by CMPT with a plan for a rollout across the Authority. The electronic travel and subsistence will be looked at as part of the tender for a new finance system.</p>		

<p>opinion (the best result possible) issued by External Audit</p> <p>Responsible officer: Head of Finance</p>			<p>to be carried out in June 2022</p>	
<p>Our well-maintained assets support the delivery of our landscape, audience and community outcomes</p>				
<p>KPI and targets</p>	<p>RAG status of strategic intervention</p>	<p>Commentary on strategic intervention and likelihood of meeting target</p>	<p>RAG status of 2021/22 KPI target</p>	<p>Commentary on 2021/22 KPI target</p>
<p>KPI 23: To have a corporate Asset Management Plan</p> <p>2024 target: Plan to be implemented</p> <p>2021/22 target: Plan to be adopted in 2021/22</p> <p>Responsible officer: Head of Asset Management</p>	<p>Develop a corporate Asset Management Plan</p>	<p>The Asset Management Plan was updated and the revised version approved in March 2022 to reflect organisational structure changes and Corporate Strategy amendments that have taken effect since 2020.</p> <p>The Asset Management Plan action plan is updated to reflect changing priorities and needs of the organisation.</p>	<p>2021/22 target: Plan to be implemented with active asset disposal plan in place.</p> <p>Q4 result: Authority approved asset disposal and investment plans in quarter 4</p>	<p>Work is progressing on implementing the plan including:</p> <ul style="list-style-type: none"> Securing capital investment to address maintenance backlog Service restructure complete, recruitment ongoing Disposal of Lower Greenhouse Farm and significant progress on disposal of Brosterfield Lease surrenders of Marsh Farm and Parsley Hay Ranger Base Progress on implementing North Lees business plan on target
<p>Develop and implement a new Carbon Management Plan for the Authority</p> <p>Responsible officer: Head of Asset Management</p>	<p>The Carbon Management Plan (CMP2) was approved in July 2020. Progress on implementing the CMP2 continues including achieving a full understanding of our emissions sources and significant progress toward gathering data on the emissions associated with the land the Authority owns.</p> <p>Work also continues on improvements to the performance of our property</p>			

		<p>portfolio with 2 heat pump systems being installed over the period, both replacing coal fired heating, and 2 solar PV systems. A further 3 heat pump systems are due to be installed within the coming year.</p> <p>Work is also progressing on integrating the financial demands of our carbon management plan into our asset management process and disposal procedure.</p>		
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Our data is high quality, securely managed, and supports decision making and delivery

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 24: To achieve at least reasonable assurance rating for the way we look after our data in an ever changing environment</p> <p>2024 target: For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports</p> <p>2021/22 target: 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>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>	<p>2021/22 target: For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports</p> <p>Q4 result: Target met.</p>	<p>The April 2021 Cyber Security Internal Audit Report gave Substantial Assurance to the Authority.</p>

<p>Responsible officer: Head of Information and Performance Management</p>				
<p>KPI 25: More of our data is digitally accessible internally and externally and is used to inform our decision making</p> <p>2024 target: All services, capture, store and access data in a consistent and efficient manner</p> <p>2021/22 target: All services, capture, store and access data in a consistent and efficient manner</p> <p>Responsible officer: Head of Information and Performance Management</p>	<p>Support the work of the Authority-wide group established to develop new and enhance existing services using data</p>	<p>We continue to trial 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, the National Park Management Plan 2021/22 Annual Monitoring Report and the National Park Management Plan Public Consultation results.</p> <p>We will continue to trail this with the National Park Management Plan 2021/22 Annual Monitoring Report and National Park Management Plan 2023-28.</p>	<p>2021/22 target: All services, capture, store and access data in a consistent and efficient manner</p> <p>Q4 result: Target met.</p>	<p>We have made good progress across the year 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 functions during 2022/23.</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 completed work 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 continues to progress the migration of Planning Services to a new platform with the potential to deliver a self-service mapping portal to our customers.</p>		
	<p>Lead business change programmes with internal teams and services to improve efficiency and effectiveness of business</p>	<p>We are supporting progressing the IT elements of the Engagement Service Business Change outcomes. Discussions continue to ensure that</p>		

	processes and associated data management practices to improve data and information availability both internally and externally	the Service's IT applications are the most effective for their needs.		
	Design and implement with other landscape organisations shared ICT systems and services and explore/utilise joint procurement opportunities	This year we have jointly procured with other National Park Authorities AppCheck Web Security and Lifesize Video Conferencing. We have a joint approach with other National Park Authorities and DEFRA to fulfil legal and data records regarding FiPL.		

The Authority is **well managed** to achieve its objectives and enhance its performance

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 26: To have best practice governance, risk and performance management arrangements in place</p> <p>2024 target: All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent</p> <p>2021/22 target: All internal and external audits relating</p>	Undertake a review of Governance arrangements, including the delegations to committees and officers	Governance arrangements are reviewed on an on-going basis to ensure they are fit for purpose this includes our Committee and Officer delegations which led to Members approving a temporary suspension of our standing orders to allow for the agile and efficient delivery of the FiPL programme in line with the National Framework and grant conditions.	<p>2021/22 target: All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent</p> <p>Q4 result: Target Met</p>	<p>2020/21 Statement of Accounts, AGS and Value for Money Assessments have been given the equivalent of substantial assurance by our External Auditors who will close down our accounts on receipt of the Whole Government Accounts.</p> <p>Internal Audit have report on Block 1 audits and provided substantial assurance on Main Accounting and ICT with no areas for action and Risk Management which received</p>
	Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff	The In-Tend on-line procurement portal has been customised to the Authority's requirements and successfully used in a pilot procurement.		

<p>to governance, risk and performance management are rated as providing substantial assurance or equivalent</p> <p>Responsible officer: Head of Law</p>	<div style="background-color: red; height: 100%; width: 100%;"></div> <p>Coordinate the delivery of the corporate strategy and drive through delivery and business planning, performance and risk management processes</p> <p>Responsible officer: Head of Information and Performance Management</p>	<p>Issues arising: The next stage is the targeted roll out of the evaluation tool by way of face to face external training which has not been possible due to prioritisation of work in the pilot areas.</p> <p>Actions to address: Procurement in line with standing orders successfully continues throughout the Authority. The external training days are banked and can be used in line with pilot users working capacity moving forward.</p> <p>The quarter 2 performance report was presented to the November 2021 Authority meeting. Service delivery plans and risk registers are in place for the delivery year 2022/23, which will be the final year of the Corporate Strategy.</p>	<div style="background-color: #92d050; height: 100%; width: 100%;"></div>	<p>a reasonable assurance. Block 2 audits Visitor Centres, Business Continuity and Income & Debtors are continuing and will be report in 2022/23.</p>
<p>KPI 27: Our Members are more representative of our audiences</p> <p>2024 target: Move towards greater diversity in our Members</p> <p>2021/22 target: Move towards greater diversity in our Members</p> <p>Responsible officer: Head of Law</p>	<p>Not reported in Year 3</p>	<p>Not reported in Year 3</p>		

We have effective partnership arrangements in place

KPI and targets	RAG status of strategic intervention	Commentary on strategic intervention and likelihood of meeting target	RAG status of 2021/22 KPI target	Commentary on 2021/22 KPI target
<p>KPI 28: To identify all existing partnership arrangements and review their effectiveness</p> <p>2024 target: Complete review in 2021/22 and monitor effectiveness</p> <p>2021/22 target: Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose</p> <p>Responsible officer: Head of Information and Performance Management</p>	<p>Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose</p>	<p>The partnership protocol was updated in 2020. We are working with our strategic partners on the review of the National Park Management Plan.</p>	<p>2021/22 target: Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose</p> <p>Q4 result: Target met.</p>	<p>The partnership protocol was updated in 2020. We are working with our strategic partners on the review of the National Park Management Plan.</p>
	<p>Monitor the implementation of the National Park Management Plan 2018-23 delivery plan</p>	<p>The National Park Management Plan Advisory Group continues to oversee implementation of the delivery plan. The 2021/22 annual monitoring report is being taken to the May 2022 Authority meeting.</p>		
	<p>Coordinate the development of the Peak District National Park Management Plan 2024-2029</p>	<p>The Member Task and Finish Group for the review of the National Park Management Plan continues to meet on a monthly basis to steer the process and ensure the review progresses at the required pace. The Leaders Group has met twice to engage with the plan review process. We have had positive partner engagement in the review.</p>		