



**PEAK  
DISTRICT  
NATIONAL  
PARK**

# **Our Corporate Strategy 2019-24**

**(Key Performance Indicators and Strategic Interventions  
updated January 2021)**



View towards Peveril Castle

**Our vision is:**

**For the Peak District to be loved and understood  
as the UK's original national park**

**Our mission in achieving this vision is:**

**To speak up for and care for the Peak District  
National Park for all to enjoy forever**

### Foreword

UK national parks are a breathing space for millions of people, providing countless opportunities for learning, discovery and enjoyment. We are designated protected areas because of the mix of spectacular landscapes, wildlife and cultural heritage. These special qualities continue to make national parks as important today as when our founding legislation came into being 70 years ago.

The Peak District National Park is the UK's original national park. Lying at the heart of the country surrounded by urban areas, it is easily accessed by the 16 million people living within an hour's travel. The Peak District National Park's positive influence extends well beyond its borders, making it of local, national and international importance (see infographic on the final page).

We remain mindful of the changing external environment, the fresh challenges that affect how we care for the Peak District National Park and its many communities and the increasing need for our national parks to be accessible for all to enjoy forever. The National Parks Landscape Review, which reports to government in 2019, is an exciting opportunity to test and challenge how national parks work for the modern day. We are actively engaging in this review and, as the UK's original national park, are pioneering in looking beyond our boundaries, our timescales and our perspectives.

There is much to celebrate in what we have achieved from the previous corporate strategy for 2016-19. We want to build on this.

Our corporate strategy for 2019-24 focuses on enhancement and conservation, actively supporting communities in the National Park to feel part of this special place, and diversifying and re-awakening public support and love of national parks. It sets the outcomes we want to achieve for the Peak District National Park over this five-year period, as well as aspirations to 2040. It provides the framework for us to align our resources to help achieve this. We have been ambitious in setting our desired outcomes, yet realistic in terms of our resources.

This corporate strategy shows how the Authority will contribute to the partnership plan for the place: the Peak District National Park Management Plan 2018-23. It enables us to make the case for the support and resources needed to conserve and enhance the Peak District National Park's special qualities. It also provides the flexibility to take advantage of opportunities as they emerge and to continue to speak up for and care for the Peak District National Park for all to enjoy forever.



Sarah Fowler  
Chief Executive



Andrew McCloy  
Chair



## Introduction

### National parks

National parks were designated as protected landscapes for their natural beauty, wildlife and cultural heritage – the special qualities that make them so important. We are one in a network of 15 national parks across the UK and part of a global network. The purposes of our designation as a national park are to:

- Conserve and enhance the natural beauty, wildlife and cultural heritage; and
- Promote opportunities for understanding and enjoyment of the special qualities of the area by the public.

If there is a conflict between these purposes, conservation takes priority. In carrying out the purposes, national park authorities should seek to foster the economic and social wellbeing of local national park communities.

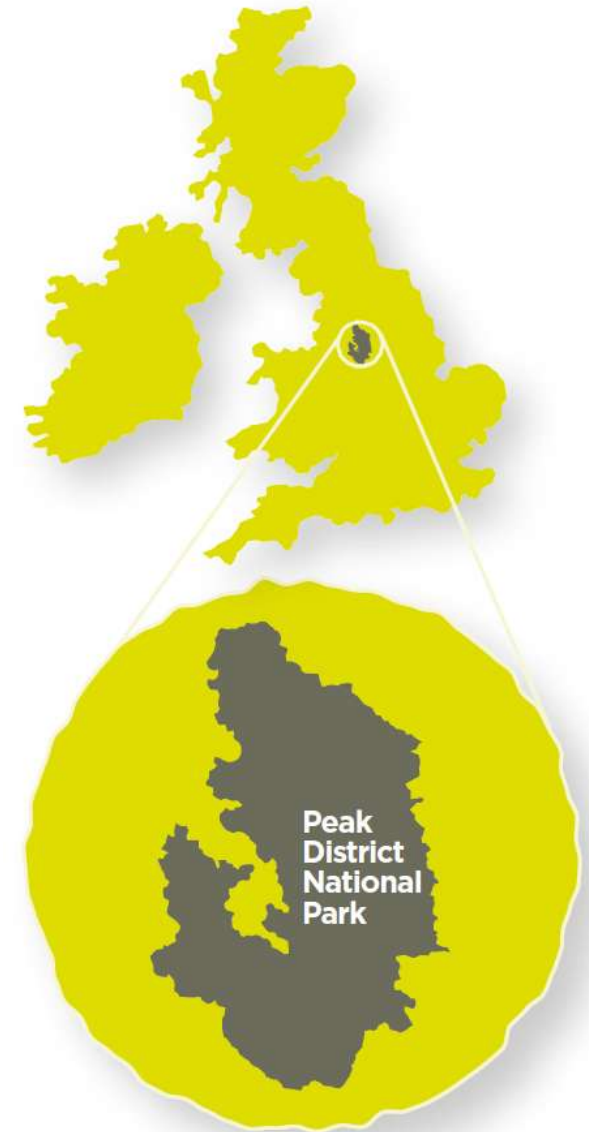
### The Peak District National Park ('the National Park')

Located at the heart of the country, the Peak District National Park is 555 square miles of accessible, world-class landscapes. It is the first upland reached when travelling from the majority of the South and is the watershed of three of England's major water catchments. It features geological contrasts of white peak limestone plateau and dark peak gritstone outcrops, providing a unique contrast between dramatic upland moors and more gentle lowland grassland, both supporting internationally important habitats and species. This is a landscape shaped by people and industry since prehistoric times, with a wealth of internationally significant historical features and cultural heritage. It is a living park, with 38,000 residents, at least 20,000 jobs and around 13.25 million visitor days that generate over £1.5 billion for the economy each year.

### The Peak District National Park Authority ('the Authority')

The Authority's mission is to speak up for and care for the Peak District National Park for all to enjoy forever. This role is as important today as in 1951 when the Peak District was designated a national park. Our knowledge and expertise is respected. We are an independent, reasoned voice caring for the whole National Park and the communities who enjoy, live and work in it. This work is not carried out alone, but in collaboration with partners and local communities to conserve and enhance the National Park's special qualities. As the UK's original national park, we are pioneering, always seeking to be one step ahead and looking to the future. This helps build and nurture public support for the National Park and our role in working to care for it.

As a national park authority, we make the biggest impact when our three main roles – as regulator, influencer and deliverer – work together. Throughout this corporate strategy period, we will use our mixture of funding to keep these roles in balance. Our government grant underpins our work as an independent statutory authority with a core planning and regulatory function. The Defra grant also supports our influencing and delivery roles. We will continue our programme of work to make the most efficient and effective use of these resources and secure funding from other sources such as income generation, external funding and donations. This will ensure our government funding will lever at least an equal investment from other sources. We will continue to attract a large volunteer workforce that complements our contracted workforce.



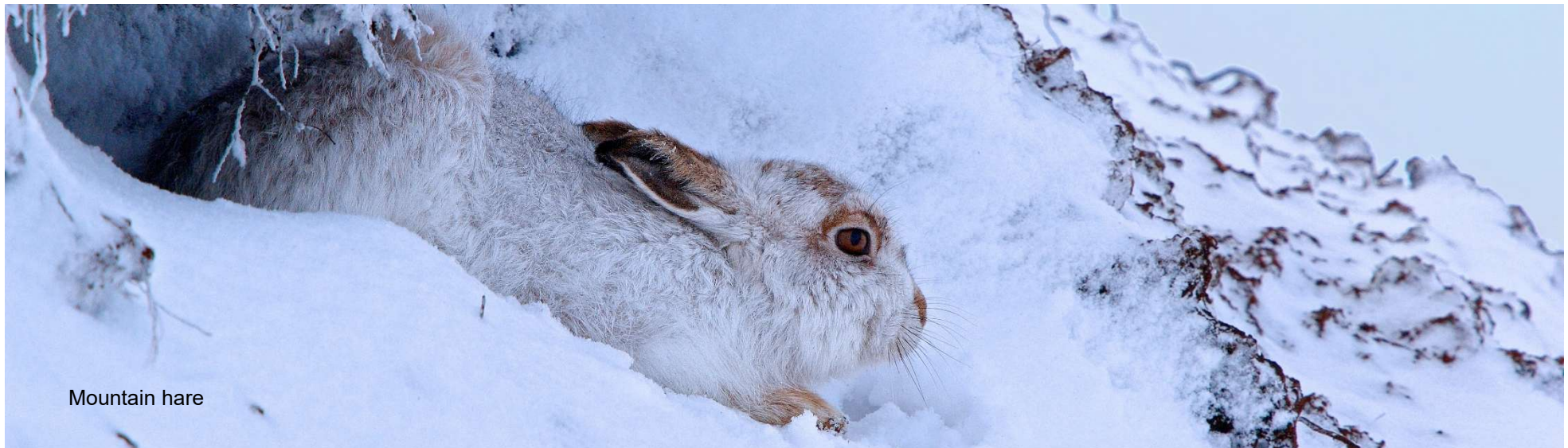
**The National Park Management Plan 2018-23 ('the NPMP')**

The NPMP is the partnership plan for the place – providing the framework for all Peak District stakeholders to work together to achieve national park purposes and conserve and enhance the special qualities. It outlines the main issues and priorities for the place and sets out how, together, these will be tackled.

**Our Corporate Strategy 2019-24**

Through our corporate strategy, the Authority delivers our contribution to the NPMP. For this reason, the strategy has been developed following adoption of the NPMP. The outcomes within this corporate strategy will guide the Authority's work for the next five years. We have broken each outcome down to provide a more specific focus for our work over the next five years. Each outcome has key performance indicators and targets, alongside a set of strategic interventions that will guide our work. Although the strategic interventions are presented in tables against each outcome, a strategic intervention may contribute to more than one outcome, as the outcomes are integrated, and work flows across them. For presentational reasons, strategic interventions are displayed in the outcome where they contribute the most.

The KPIs and targets will form the basis of our performance reporting. The strategic interventions will be updated and implemented on an annual basis and will be delivered by actions in each service's annual delivery plan. Our strategic interventions are outlined in tables 1-3. These mainly focus on the first few years of the strategy and will be updated annually. As this is the updated version of the strategy, where a strategic intervention starts in the second year of the strategy, the column 'Year 2 start' has been shaded. All other strategic interventions start in future years of the strategy.





## Our Corporate Strategy

This strategy shows how we will achieve our **vision**:

*For the Peak District to be loved and understood as the UK's original national park.*

This strategy is key to delivering the Authority's **mission**:

*To speak up for and care for the Peak District National Park for all to enjoy forever.*

To deliver our corporate strategy, we are continuing to develop a culture capable of helping us to meet challenges and grasp opportunities. Our way of working is guided by our values that help us to ensure the Peak District is loved and understood as the UK's original National Park.

Our **values** are:

- *Care: We care for the Peak District National Park, the people we work with and all those we serve. It's at the heart of everything we do.*
- *Enjoy: We take pride in what we do and feel good about our contribution.*
- *Pioneer: We were born of pioneers. We will continue to explore opportunities to inspire future generations.*

The strategy is organised around three **outcomes**. They work together as an integrated set, rather than in isolation. The outcomes are:

- *A sustainable landscape that is conserved and enhanced*
- *A National Park loved and supported by diverse audiences*
- *Thriving and sustainable communities that are part of this special place.*



Camping pod at PDNPA North Lees

**Table 1: Summary - A sustainable landscape that is conserved and enhanced**

Outcome: A sustainable landscape that is conserved and enhanced		
Key performance indicator (KPI)	2024 target	2040 target
<b>Distinctive landscapes that are sustainably managed, accessible and properly resourced</b>		
Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits	At least an additional 10% of Peak District National Park in environmental land management schemes	95% of Peak District National Park land in environmental land management schemes
Natural beauty conserved and enhanced	a) Assessment of landscape changes achieved b) 100% of planning decisions in accordance with strategic policy	Increased net enhancement as identified by landscape monitoring
Increase the amount of carbon captured and stored as part of routine land use and management	3,650 tonnes net decrease in carbon emissions from moorland	Focus on a wider range of habitats to further reduce net carbon emissions and increase carbon storage
<b>High quality habitats in better condition, better connected and wildlife rich through nature recovery networks</b>		
Increase the area of moorland blanket bog moving towards favourable condition	Restoration activities on 1,500 hectares of degraded blanket bog completed	8,233 hectares (30% active blanket bog)
Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation	Sustain at least 5,000 hectares of non-protected, species-rich grassland	Sustain 10,000 hectares through retention, enhancement and creation
Increase the area of new native woodland created	Create at least 400 hectares of new native woodland	Create 2,000 hectares of new native woodland
Maintain and enhance populations of protected and distinctive species	Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s	Enhance a number of different priority species in key areas
<b>Cherished cultural heritage that is better understood and looked after</b>		
Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes	5% increase in audiences actively engaging with cultural heritage	25% increase in audiences actively engaging with cultural heritage
Increase the percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced	10%	25%
Increase the percentage of Conservation Areas conserved and/or enhanced	96% (105/109) have adopted appraisals	15% (16) of appraisals reviewed and conservation areas enhanced

**Table 2: Summary – A National Park loved and supported by diverse audiences**

<b>Outcome: A National Park loved and supported by diverse audiences</b>		
<b>Key performance indicator (KPI)</b>	<b>2024 target</b>	<b>2040 target</b>
<b>Greater audience reach</b> among under-represented groups		
Increase the proportion of under-represented groups reached	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	Peak District National Park audience that matches regional demographics
<b>A strong identity</b> and excellent reputation driving positive awareness and engagement		
Increase public connection with the Peak District National Park	Peak District National Park connection is increased by 20%	40% increase in connection to Peak District National Park
<b>Active support</b> through National Park touchpoints to generate sustainable income		
Increase the National Park Authority’s sustainable income stream	Generate an extra £255,000 sustainable gross revenue income	Generate an extra £1 million sustainable gross revenue income
Rebuild the value of National Park Authority volunteer support	Volunteer support across the National Park Authority is returned to pre-Covid value of £750,000 per annum	Generate an extra £500,000 in volunteer support across the Peak District National Park Authority



**Table 3: Summary – Thriving and sustainable communities that are part of this special place**

Outcome: Thriving and sustainable communities that are part of this special place		
Key performance indicator (KPI)	2024 target	2040 target
<b>Influencing and shaping the place</b> through strategic and community policy development		
Increase the number of residents and other community stakeholders understanding and engaged in the development of strategic policies	50% increase in number	100% increase in number
Increase the number of communities involved in shaping the place	40% of Parishes have helped shape their future	50% of Parishes have helped shape their future
<b>Community development</b> connecting people to place through active participation, events and sustainable projects		
Increase the number of PDNPA interventions that help parish councils, community groups and residents to care for the National Park’s special qualities	100 interventions	5,000 interventions



# A sustainable landscape that is conserved and enhanced





**Table 4: 5 Year Plan – A sustainable landscape that is conserved and enhanced**

Outcome: A sustainable landscape that is conserved and enhanced			
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Responsible	Year 2 start
<b>Distinctive landscapes</b> that are sustainably managed, accessible and properly resourced			
<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	Influence the design of the future post-Brexit scheme for roll out in 2025. Influence and deliver tests, trials and pilots for the new scheme through to 2025. Make the case for and influence the design of transitional arrangements	Head of Landscape Management	
<b>2024 target:</b> At least an additional 10% of Peak District National Park in environmental land management schemes	Continue to support land managers to access current and future schemes	Head of Landscape Management	
<b>KPI 2:</b> Natural beauty conserved and enhanced  <b>2024 target:</b> a) Assessment of landscape changes achieved  b) 100% of planning decisions in accordance with strategic policy	Develop methodology for strategic sustainable landscape monitoring with partners, and assess whether the changes conserve and enhance natural beauty	Head of Landscape Management	
	Identify interventions to address any negative changes and further enhance natural beauty	Head of Landscape Management	
	Ensure all planning decisions are in accordance with strategic policy	Head of Planning	
<b>KPI 3:</b> Increase the amount of carbon captured and stored as part of routine land use and management	Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of the Peak District	Head of Programme Delivery (Moors For the Future Partnership) (MFFP)	



<p><b>2024 target:</b> 3,650 tonnes net decrease in carbon emissions from moorland</p>	<p>Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions</p>	<p>Head of Programme Delivery (MFFP)</p>	
	<p>Develop the climate change vulnerability assessment and implement the key outcomes</p>	<p>Head of Information and Performance Management</p>	
<p><b>High quality habitats</b> in better condition, better connected and wildlife rich through nature recovery networks</p>			
<p><b>KPI 4:</b> Increase the area of moorland blanket bog moving towards favourable condition</p> <p><b>2024 target:</b> Restoration activities on 1,500 hectares of degraded blanket bog completed</p>	<p>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>Head of Landscape Management</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>Head of Programme Delivery (MFFP)</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>Head of Programme Delivery (MFFP)</p>	
<p><b>KPI 5:</b> Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation</p> <p><b>2024 target:</b> Sustain at least 5,000 hectares of non-protected, species-rich grassland</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>Head of Landscape Management</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>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>Head of Landscape Management</p>	

<p><b>KPI 7:</b> Maintain and enhance populations of protected and distinctive species</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>Head of Landscape Management</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>Identify future priority species in key areas for enhancement and/or reintroduction</p>	<p>Head of Landscape Management</p>	
<p><b>Cherished cultural heritage</b> that is better understood and looked after</p>			
<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>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>Head of Landscape Management</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>Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property</p>	<p>Head of Landscape Management</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>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>Head of Landscape Management</p>	

# A National Park loved and supported by diverse audiences



Fundraising for Mend Our Mountains



**Table 5: 5 Year Plan – A National Park loved and supported by diverse audiences**

Outcome: A National Park loved and supported by diverse audiences			
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Responsible	Year 2 start
<b>Greater audience reach</b> among under-represented groups			
<b>KPI 11:</b> Increase the proportion of under-represented groups reached  <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	Implement our diverse audience plan providing inclusive health, education and accessibility activities, and modernising digital channels that better align with the audiences we want to reach	Head of Engagement	
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Head of Engagement	
<b>A strong identity</b> and excellent reputation driving positive awareness and engagement			
<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	Head of Engagement	
	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	Head of Engagement	
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Head of Engagement	

Active support through National Park points of contact to generate sustainable income			
<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 management, new visitor experiences at Millers Dale and Hulme End, maximisation of existing income opportunities and growing our commercial enterprises</p>	<p>Head of Asset Management</p>	
	<p>Continue to fundraise for the National Park Management Plan and Corporate Strategy Outcomes using the National Park Foundation as the vehicle</p>	<p>Head of Engagement</p>	
<p><b>KPI 14:</b> Rebuild the value of National Park Authority volunteer support</p> <p><b>2024 target:</b> Volunteer support across the National Park Authority is returned to pre-Covid value of £750,000 per annum</p>	<p>Implement volunteer action plan to better align opportunities for volunteering with PDNPA outcomes and increase diversity amongst our volunteers</p>	<p>Head of Engagement</p>	

# Thriving and sustainable communities that are part of this special place



Bakewell Parish Church



**Table 6: 5 Year Plan – Thriving and sustainable communities that are part of this special place**

Outcome: Thriving and sustainable communities that are part of this special place			
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Responsible	Year 2 start
<b>Influencing and shaping the place</b> through strategic and community policy development			
<b>KPI 15:</b> Increase the number of residents and other community stakeholders understanding and engaged in the development of strategic policies  <b>2024 target:</b> 50% increase in number	Develop tools for engaging resident communities using digital media channels to promote and engage residents on policy development	Head of Planning	
	Review resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Authority	Head of Planning	
<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	Review team resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Authority	Head of Planning	
	Undertake biannual updates and promotion of Parish Statements to encourage a dynamic approach to keeping them up to date and developed by the community as far as possible	Head of Planning	
	Ensure a comprehensive review is undertaken of Parish Statements to take account of a new Census in 2021	Head of Planning	
<b>Community development</b> connecting people to place through active participation, events and sustainable projects			

<p><b>KPI 17:</b> Increase the number of PDNPA interventions that help parish councils, community groups and residents to care for the National Park's special qualities</p> <p><b>2024 target:</b> 100 interventions</p>	<p>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>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). In particular seek to maintain the parish bulletin via email (and hosted on PPPF website) and parish meetings via teleconference</p>	<p>Head of Planning</p>	

# Our Key Performance Indicators: How we will measure our performance



River dipping at Castleton Visitor Centre



## Key Performance Indicators

To track our progress in achieving the outcomes, we have developed a set of ambitious but realistic key performance indicators (KPIs) with 2024 targets. These have been broken down into annual targets that will track our progress each year and allow us to put in place any additional measures or actions needed to meet our 2024 targets.

Our outcomes are long-term aspirations that will remain relevant into the future, as they reflect our ongoing national park purposes and duty. For this reason, we have also set aspirational targets for the year 2040, in line with the 25 Year Environment Plan. This longer-term trajectory of our work is crucial, as many of the challenges we face and much of our future work cannot be addressed or completed within a five-year corporate strategy cycle.

Our 2019-24 key performance indicators and targets are outlined in the following tables.



Multi-user trail at Parsley Hay

**Table 7: Annual KPIs – A sustainable landscape that is conserved and enhanced**

Outcome: A sustainable landscape that is conserved and enhanced							
Key Performance Indicator (KPI) and 2024 target	Cumulative or annual target	2019/20	2020/21	2021/22	2022/23	2023/24	2040 target
<b>Distinctive landscapes</b> that are sustainably managed, accessible and properly resourced							
<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>	Cumulative total area (baseline = 45%)	40%	40%	45%	50%	55%	95%
<b>KPI 2:</b> Natural beauty conserved and enhanced	Annual	Initial scoping	Develop methodology	Gather and assess data	Gather and assess data	Assessment of landscape changes	Increased net enhancement as identified by

<p><b>2024 target:</b> Assessment of landscape changes achieved</p> <p>100% of planning decisions in accordance with strategic policy</p>		<p>100% of planning decisions in accordance with strategic policy</p>	<p>100% of planning decisions in accordance with strategic policy</p>	<p>100% of planning decisions in accordance with strategic policy</p>	<p>100% of planning decisions in accordance with strategic policy</p>	<p>100% of planning decisions in accordance with strategic policy</p>	<p>landscape monitoring</p>
<p><b>KPI 3:</b> Increase the amount of carbon captured and stored as part of routine land use and management</p> <p><b>2024 target:</b> 3,650 tonnes net decrease in carbon emissions from moorland</p>	<p><b>Cumulative decrease</b></p>	<p>730 tonnes</p>	<p>1,460 tonnes</p>	<p>2,190 tonnes</p>	<p>2,920 tonnes</p>	<p>3,650 tonnes</p>	<p>Focus on a wider range of habitats to further reduce net carbon emissions and increase carbon storage</p>
<p><b>High quality habitats</b> in better condition, better connected and wildlife rich through nature recovery networks</p>							
<p><b>KPI 4:</b> Increase the area of moorland blanket bog moving towards favourable condition</p> <p><b>2024 target:</b> Restoration activities on 1,500 hectares of</p>	<p><b>Cumulative area</b></p>	<p>300 hectares (27% of current bare peat)</p>	<p>600 hectares (54% of current bare peat)</p>	<p>900 hectares (81% of current bare peat)</p>	<p>1,200 hectares (90% of current bare peat)</p>	<p>1,500 hectares (90+% of current bare peat)</p>	<p>8,233 hectares (30% active blanket bog)</p>



degraded blanket bog completed							
<p><b>KPI 5:</b> Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation</p> <p><b>2024 target:</b> Sustain at least 5,000 hectares of non-protected, species-rich grassland</p>	<b>Cumulative area</b>	5,000 hectares	5,000 hectares	5,000 hectares	5,000 hectares	5,000 hectares	Sustain 10,000 hectares through retention, enhancement and creation
<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>	<b>Cumulative area</b>	50 hectares	100 hectares	200 hectares	300 hectares	400 hectares	Create 2,000 hectares of new native woodland
<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</p>	<b>Annual</b>	17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier	17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier	17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier	17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier	17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier	Enhance a number of different priority species in key areas

moorlands to at least the levels present in the late 1990s							
<b>Cherished cultural heritage</b> that is better understood and looked after							
<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>	<b>Cumulative increase</b>	Baseline	No target	2.5%	No target	5%	25% increase in audiences actively engaging with cultural heritage
<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>	<b>Cumulative</b>	2% (66)	4% (132)	6% (198)	8% (264)	10% (330)	25% (825)
<p><b>KPI 10:</b> Increase the percentage of Conservation Areas conserved and/or enhanced</p>	<b>Cumulative</b>	94% (actual achieved)	94%	95%	95%	96%	15% (16) of appraisals reviewed and conservation areas enhanced

<b>2024 target:</b> 96% (105/109) have adopted appraisals							
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**Table 8: Annual KPIs – A National Park loved and supported by diverse audiences**

Outcome: A National Park loved and supported by diverse audiences							
KPI and 2024 target	Cumulative or annual target	2019/20 target	2020/21 target	2021/22 target	2022/23 target	2023/24 target	2040 target
<b>Greater audience reach</b> among under-represented groups							
<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>	<b>Cumulative closing of gap</b>	Baseline	Implement the plan	10% closer	20% closer	30% closer	Peak District National Park Authority audience that matches regional demographics
<b>A strong identity</b> and excellent reputation driving positive awareness and engagement							
<p><b>KPI 12:</b> Increase public connection with the Peak District National Park</p> <p><b>2024 target:</b> Peak District National Park</p>	<b>Cumulative increase</b>	Implement the plan	2%	5%	10%	20%	40% increase in connection to Peak District National Park

connection is increased by 20%							
<b>Active support</b> through National Park touchpoints to generate sustainable income							
<p><b>KPI 13:</b> Increase the National Park Authority’s sustainable income stream</p> <p><b>2024 target:</b> Generate an extra £255,000 sustainable gross revenue income</p>	<b>Cumulative income</b>	No target	No target	£90,000 [£0 Authority] [£90,000 Foundation]	£210,000 [£75,000 Authority] [£135,000 Foundation]	£255,000 [£75,000 Authority] [£180,000 Foundation]	£1 million
<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>	<b>Cumulative increase</b>	No target	No target	£500,000	£650,000	£750,000	£500,000

**Table 9: Annual KPIs – Thriving and sustainable communities that are part of this special place**

Outcome: Thriving and sustainable communities that are part of this special place							
KPI and 2024 target	Cumulative or annual target	2019/20 target	2020/21 target	2021/22 target	2022/23 target	2023/24 target	2040 target
<b>Influencing and shaping the place</b> through strategic and community policy development							
<b>KPI 15:</b> Increase the number of residents and other community stakeholders understanding and engaged in the development of strategic policies  <b>2024 target:</b> 50% increase in number	<b>Cumulative increase</b>	10%	30%	40%	40%	50%	100%
<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>Cumulative increase</b>	4%	16%	24%	32%	40%	50%
<b>Community development</b> connecting people to place through active participation, events and sustainable projects							



<p><b>KPI 17:</b> Increase the number of PDNPA interventions that help parish councils, community groups and residents to care for the National Park’s special qualities</p> <p><b>2024 target:</b> 100 interventions</p>	<p><b>Cumulative number</b></p>	<p>20</p>	<p>40</p>	<p>60</p>	<p>80</p>	<p>100</p>	<p>5,000</p>
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## Equality Duty Key Performance Indicators

The public sector Equality Duty came into force in 2011. It means that, as a public body, we have to consider all individuals when carrying out our day-to-day work – in relation to shaping policy, delivering services and our staff. It also requires us to have due regard to eliminating discrimination, advancing equality of opportunity and fostering good relations between different people when carrying out our activities.

To demonstrate compliance with the Equality Duty and ensure we are improving our performance, we have developed the following equality objectives. Some of these are key performance indicators for this strategy.

*Key Performance Indicator:* **Increase the proportion of under-represented groups reached.**

Success factor: Peak District National Park Authority audience reach that is 30% closer to demographics of those within an hour's travel time of the National Park by 2024.

*Key Performance Indicator:* **Number of residents and other community stakeholders understanding and engaged in the development of strategic policies.**

Success factors: 50% increase in number by 2024.

*Equality duty objective:* **Employee age – range and median.**

Success factor: We will seek to reduce the median by 2024.

*Equality duty objective:* **Gender pay gap – median.**

Success factor: We aim to be closing the gap by 2024.

# Organisational performance: The PDNPA is an agile and efficient organisation



PDNPA ranger in new Columbia kit

## Our Organisational Performance

Our organisational performance ensures that: The Peak District National Park Authority is an agile and efficient organisation. By efficient we mean to work in a well organised and competent way in order to achieve the maximum productivity with minimum wasted effort or expense. By agile we mean the ability for the Authority to respond rapidly to changes in our external environment in a productive and cost-effective way, whilst ensuring that the appropriate governance arrangements are in place. Please note that the business as usual / cyclical activity associated with each resource contributes significantly to the achievement of the outcomes identified below. The delivery plans for each service area provide details of these activities.

**Table 10: Annual Key Performance Indicators and 5 Year Plan – The Peak District National Park Authority is an agile and efficient organisation**

The Peak District National Park Authority is an agile and efficient organisation			
Key Performance Indicator (KPI) and 2024 target	Strategic interventions	Responsible	Year 2 start
<b>Our workforce</b> is more diverse, healthy and highly engaged			
<b>KPI 18:</b> Maintain low sickness levels  <b>2024 target:</b> Under 6 days per full time equivalent per year	Create wellbeing at work to include: <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>	Head of People Management	
<b>KPI 19:</b> Create a highly engaged workforce	Create values based environment to attract and retain top talent	Head of People Management	
	Deliver the actions in the Investors in People Action plan (identified from the Investors in People online report and assessor recommendations)	Head of People Management	



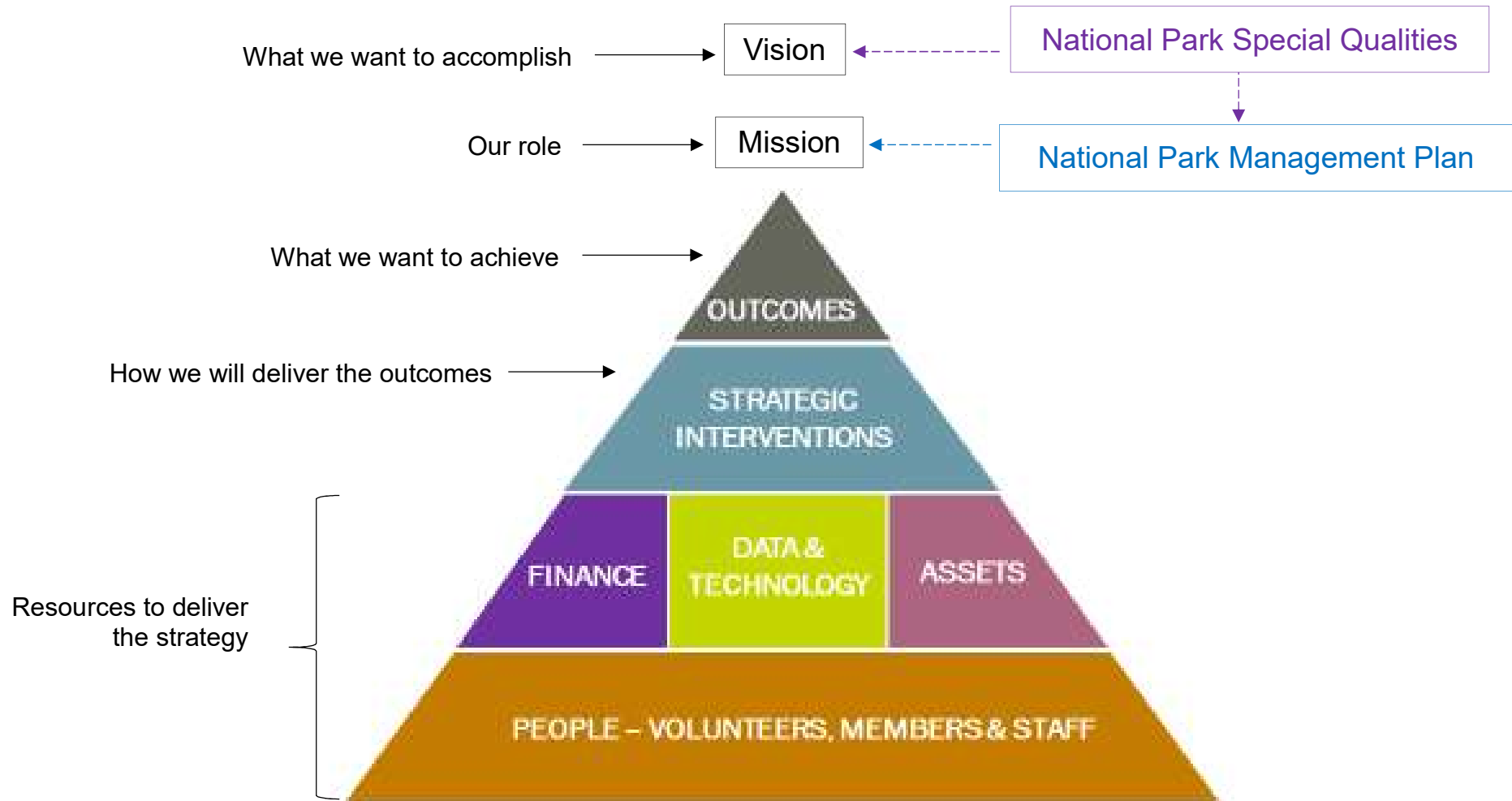
<p><b>2024 target:</b> 70% response rate to online Investors in People questionnaire</p>	<p>Management demonstrate responses in regular short snap surveys on key and current topics are used to inform decisions</p>	<p>Head of People Management</p>	
<p><b>KPI 20:</b> Foster an inclusive working environment 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>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>Head of People Management</p>	
<p>We are <b>financially resilient</b> and provide value for money</p>			
<p><b>KPI 21:</b> 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 - 2019/20 - falls within the current MTFP)</p>	<p>Head of Finance</p>	
<p><b>2024 target:</b> Plan developed in 2019/20 and then monitored and updated</p>	<p>Develop a new Capital Programme for the Authority (following the adoption of the corporate Asset Management Plan)</p>	<p>Head of Finance</p>	
<p><b>KPI 22:</b> To have arrangements in place to secure economy, efficiency and effectiveness in all our operations</p> <p><b>2024 target:</b> An unqualified value for money opinion (the best result possible) issued by External Audit</p>	<p>Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review</p>	<p>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>Head of Finance</p>	
<p>Our <b>well-maintained assets</b> support the delivery of our landscape, audience and community outcomes</p>			
<p><b>KPI 23:</b> To have a corporate Asset Management Plan</p>	<p>Develop a corporate Asset Management Plan</p>	<p>Corporate Property Officer</p>	
<p><b>2024 target:</b> Plan to be adopted in 2019/20 and then implemented</p>	<p>Develop and implement a new Carbon Management Plan for the Authority</p>	<p>Head of Asset Management</p>	

Our data is high quality, securely managed, and supports decision making and delivery			
<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>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>Head of Information and Performance Management</p>	
<p><b>KPI 25:</b> More of our data is digitally accessible internally and externally and is used to inform our decision making</p> <p><b>2024 target:</b> All services capture, store and access data in a consistent and efficient manner</p>	<p>Support the work of the Authority-wide group established to develop new and enhance existing services using data</p>	<p>Head of Information and Performance Management</p>	
	<p>Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)</p>	<p>Head of Information and Performance Management</p>	
	<p>Lead business change programmes with internal teams and services to improve efficiency and effectiveness of business processes and associated data management practices to improve data and information availability both internally and externally</p>	<p>Head of Information and Performance Management</p>	
	<p>Design and implement with other landscape organisations shared ICT systems and services and explore/utilise joint procurement opportunities</p>	<p>Head of Information and Performance Management</p>	
The Authority is well managed to achieve its objectives and enhance its performance			
<p><b>KPI 26:</b> To have best practice governance, risk and performance management arrangements in place</p>	<p>Undertake a review of Governance arrangements, including the delegations to committees and officers</p>	<p>Head of Legal and Democratic Services</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>Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff</p>	<p>Head of Legal and Democratic Services</p>	
	<p>Coordinate the delivery of the Corporate Strategy and drive through delivery and business planning, performance and risk management processes</p>	<p>Head of Information and Performance Management</p>	
	<p>Develop our Corporate Strategy 2025-2030</p>	<p>Head of Information and Performance Management</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>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>Head of Legal and Democratic Services</p>	
<p>We have <b>effective partnership arrangements</b> in place</p>			
<p><b>KPI 28:</b> To identify all existing partnership arrangements and review their effectiveness</p> <p><b>2024 target:</b> Complete review in 2019/20 and monitor effectiveness</p>	<p>Identify our strategic partners and review the Authority's existing partnership protocol to ensure it is fit for purpose</p>	<p>Head of Information and Performance Management</p>	
	<p>Monitor the implementation of the National Park Management Plan 2018-23 delivery plan</p>	<p>Head of Information and Performance Management</p>	
	<p>Coordinate the development of the Peak District National Park Management Plan 2024-2029</p>	<p>Head of Information and Performance Management</p>	

## Process for Developing our Corporate Strategy

This corporate strategy was developed using the framework illustrated below. We began by defining what we wanted to achieve for the National Park and then streamlined this into three outcomes. We then developed a range of strategic interventions to guide our work against these outcomes and a set of key performance indicators to track our progress in achieving them. Our resources of finance, data, technology, assets and people have been aligned to enable us to deliver the strategic interventions and subsequently achieve the outcomes.





## Resources

An important part of achieving any corporate strategy is ensuring that the right resources are in place. So, for the first year of the strategy, we have aligned our resources to the three outcomes to ensure our finances, people, data, technology and assets are used in the most efficient and effective way. Throughout the life of this strategy, we will (at appropriate times) bring forward a series of resource strategies and plans to provide the strategic resource framework for this strategy. These strategies include our medium term financial plan, capital strategy, workforce strategy and asset management plan. We also recognise that it may be necessary to develop further resource plans to enable us to guide how we use resources most effectively over the remainder of the strategy period.

Furthermore, we will continue to refine our resources according to the remaining four years of the strategy on an annual basis, so we can take account of progress made and further strategic interventions as they develop.

## Reporting on our Corporate Strategy

We will report progress against the corporate strategy on a bi-annual basis to our leadership and operational leadership teams and then Members for approval. Key performance indicators will be reported annually as changes can only be seen over a longer period. Equality Duty key performance indicators will be monitored annually and reported in our Performance and Business Plan.

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Your comments and views on this document are welcomed and can be directed to Holly Waterman, Senior Strategy Officer Research, on 01629 816253 or [holly.waterman@peakdistrict.gov.uk](mailto:holly.waterman@peakdistrict.gov.uk). Member of National Parks UK (NPUK) and National Parks England (NPE). Holder of the Council of Europe Diploma. All rights reserved. No parts of this report may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, or any information storage or retrieval system, without permission in writing from the copyright holders.

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Benefits within the Peak District National Park				Benefits to the surrounding regions			Benefits for the UK and the globe		
 <p><b>555</b> square miles</p> <p>of PDNP protected for natural beauty</p>	 <p>over <b>1/3</b></p> <p>of the PDNP is open access</p>	 <p><b>472</b></p> <p>scheduled monuments in the PDNP</p>	 <p><b>1/3</b></p> <p>of the PDNP is designated for nature conservation</p>	 <p><b>45</b> million burgers</p> <p>beef equivalent to 45m burgers produced in the PDNP each year</p>	 <p><b>5%</b> flood risk reduction</p> <p>blanket bog restoration reduces peak storm water flows</p>	<p><b>£3.8</b> billion</p> <p>value of the output produced in the wider Peak District</p>	<p>PDNP contributes to</p> <p><b>£1.6</b> trillion</p> <p>value of UK natural environment</p>	<p>PDNP is part of the</p> <p><b>12</b> percent</p> <p>of land on earth that is in a protected area</p>	



 <p><b>158</b></p> <p>UK priority species in the wider Peak District</p>	<p><b>2,910</b></p>  <p>listed buildings in the PDNP</p>	 <p>over <b>1,300</b> miles</p> <p>of rights of way in the PDNP</p>	 <p><b>65</b> miles</p> <p>of cycling trails in the PDNP</p>	<p><b>450</b> billion litres</p>  <p>of drinking water a year provided by the PDNP</p>	<p>over <b>12</b> million</p>  <p>visits to the PDNP a year</p>	 <p><b>206</b> million pints</p> <p>of milk produced in the PDNP each year</p>	 <p>PDNP contributes to the</p> <p><b>£2.2</b> billion</p> <p>UK health benefits of outdoor exercise</p>	 <p>up to <b>20</b> million tonnes</p> <p>of carbon is stored in PDNP peat bogs</p>
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Biodiversity, geodiversity, cultural heritage, soil quality, pollination, energy provision, pest regulation, tranquillity, recreation, clean air

Sense of history, regulating water flow, clean water, timber, food

Carbon storage, sense of place, tourism, inspiration, natural beauty