



**PEAK  
DISTRICT**  
NATIONAL  
PARK

# Our Corporate Strategy 2019-24



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 p40).

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.

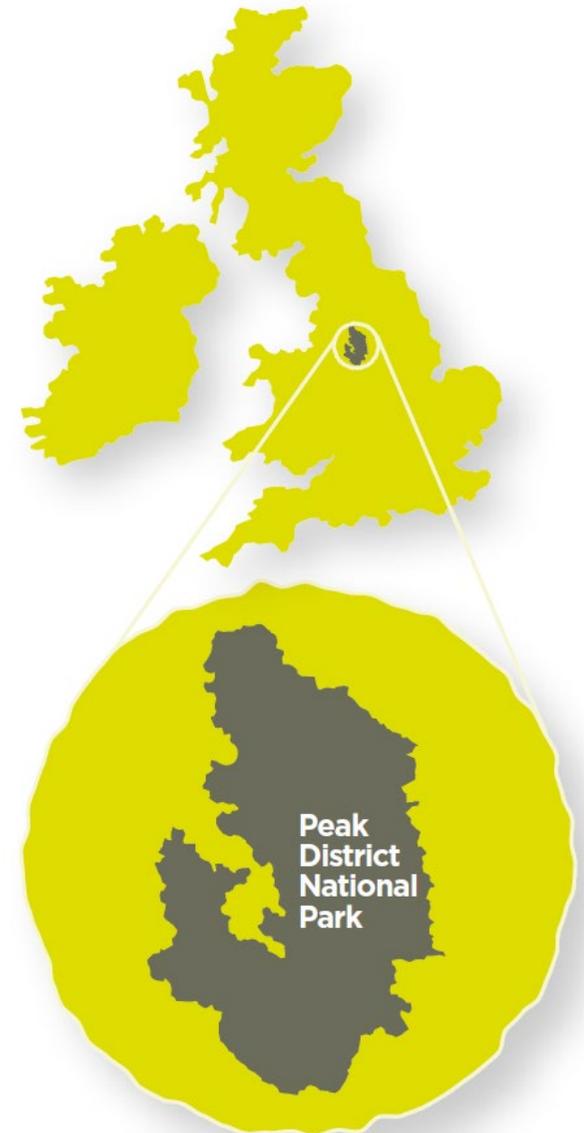
### The Peak District National Park ('the National Park')

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 a key performance indicator and target, 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. Where a strategic intervention starts in the first year of the strategy, the column 'Year 1 start' has been shaded. All other strategic interventions start in future years of the strategy.



Mountain hare

## 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.*

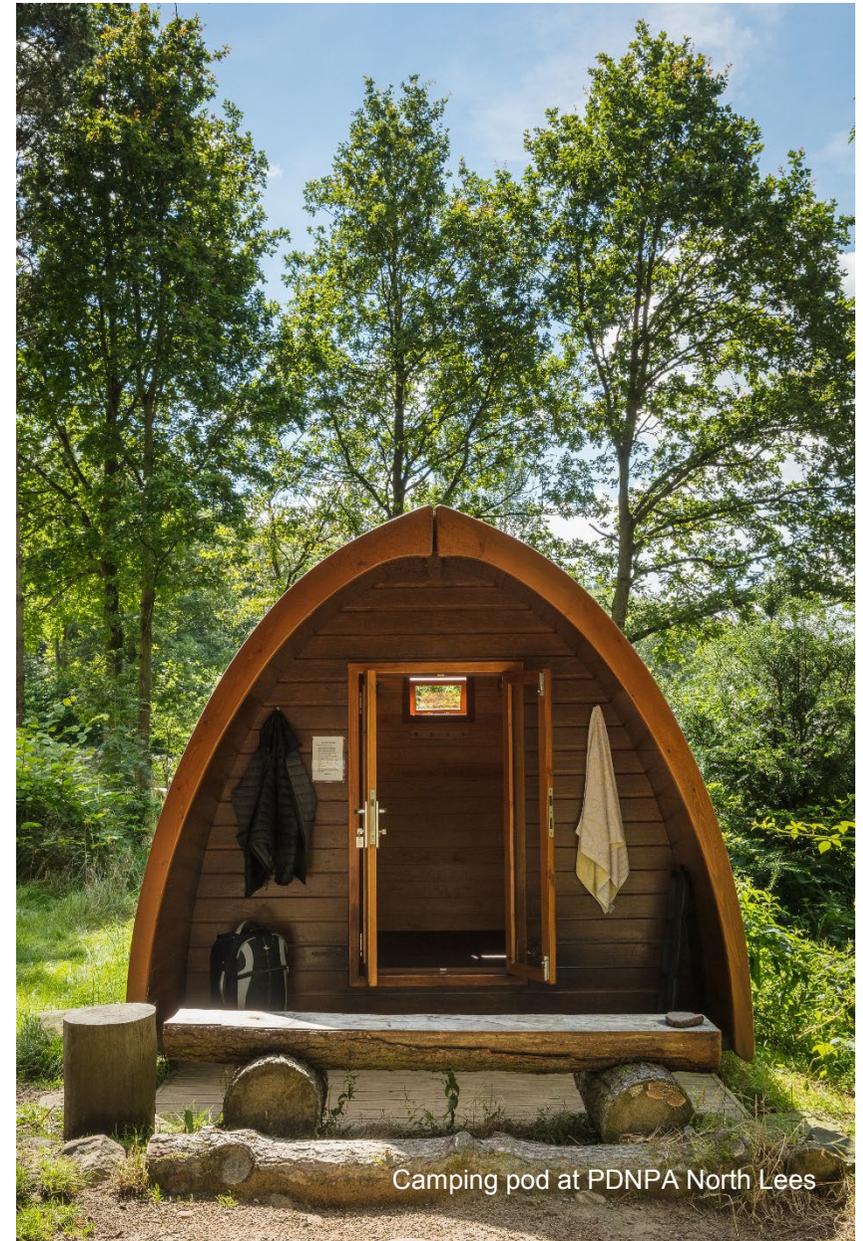
To deliver our corporate strategy, we are developing a culture capable of helping us to meet challenges and grasp opportunities. This is our way of working and is guided by integrated principles that help us speak up for the special qualities of the national park. Our **integrated principles** are:

We always...

1. Start with outcomes
2. Ask what's possible
3. Put the public first
4. Work with efficiency
5. Act with agility
6. Value our colleagues
7. Develop ourselves and others.

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	Net enhancement as identified by landscape monitoring	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</b>		
Area of moorland blanket bog moving towards favourable condition	Restoration activities on 1,500 hectares of degraded blanket bog	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
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
Percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced	10%	25%
Percentage of Conservation Areas conserved and/or enhanced	100% (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		
Proportion of under-represented groups reached	Peak District National Park audience reach that is 30% closer to 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		
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
Public awareness of Peak District National Park Authority	Peak District National Park Authority awareness is increased by 30%	50% increase in awareness of Peak District National Park Authority
<b>Active support</b> through National Park touchpoints to generate sustainable income		
Amount and sustainability of Peak District National Park Authority’s income stream	Generate an extra £500,000 sustainable gross revenue income	Generate an extra £1 million sustainable gross revenue income
Value of Peak District National Park Authority volunteer support	Generate an extra £250,000 in volunteer support across the Peak District National Park Authority	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**

<b>Outcome: Thriving and sustainable communities that are part of this special place</b>		
<b>Key performance indicator (KPI)</b>	<b>2024 target</b>	<b>2040 target</b>
<b>Influencing and shaping the place</b> through strategic and community policy development		
Number and range of residents and other community stakeholders understanding and engaged in the development of strategic policies	50% increase in number 50% increase in range	100% increase in number 100% increase in range
Number of communities shaping the place	20% of Parishes have helped shape their future	50% of Parishes have helped shape their future
<b>Community development</b> through building capacity, skills and engagement in local governance and community events		
Number of Peak District National Park Authority interventions facilitating community development	1,000 interventions	5,000 interventions
Number of individuals and groups actively using Peak District National Park Authority digital channels for community development	100% increase	200% increase
<b>Active participation</b> through sustainable projects that connect people to place		
Number of residents involved in community life as a result of Peak District National Park Authority grants	An extra 500 residents involved	An extra 2,000 residents involved

# A sustainable landscape that is conserved and enhanced



Baslow Edge

**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	Accountable	Responsible	Year 1 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  <b>2024 target:</b> At least an additional 10% of Peak District National Park in environmental land management schemes	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	Director of Conservation and Planning	Head of Landscape and Conservation	
	Make the case for and influence the design of transitional arrangements including further improvements to the current Countryside Stewardship scheme	Director of Conservation and Planning	Head of Landscape and Conservation	
	Continue to support land managers to access current and future schemes	Director of Conservation and Planning	Head of Landscape and Conservation	
<b>KPI 2:</b> Natural beauty conserved and enhanced  <b>2024 target:</b> Net enhancement as identified by landscape monitoring	Develop methodology for strategic sustainable landscape monitoring with partners, which: identifies interventions required to prevent/reduce/reverse/ mitigate negative changes and enhance natural beauty; and addresses any issues arising from the climate change vulnerability assessment of special qualities	Director of Conservation and Planning	Head of Landscape and Conservation	
	Undertake an initial assessment of net enhancement to include repeating existing detailed vegetation photos, photographing special quality views	Director of Conservation and Planning	Head of Landscape and Conservation	

	and sample repeating the 1991 <i>Changes to National Parks Report</i> indicators			
	Ensure all planning decisions are in accordance with strategic policy	Director of Conservation and Planning	Head of Development Management	
	Explore and develop community and audience engagement through landscape monitoring including special quality views	Director of Conservation and Planning	Head of Policy and Communities	
<b>KPI 3:</b> Increase the amount of carbon captured and stored as part of routine land use and management  <b>2024 target:</b> 3,650 tonnes net decrease in carbon emissions from moorland	Further develop our knowledge and insights of total carbon captured and stored to tell the carbon management story of the Peak District moorlands	Director of Conservation and Planning	Head of Programme Delivery (Moors For the Future Partnership) (MFFP)	
	Continue to carry out a range of moorland restoration work to revegetate bare peat and reduce carbon emissions	Director of Conservation and Planning	Head of Programme Delivery (MFFP)	
	Expand our work to identify and develop carbon auditing methods for non-moorland land use and management techniques	Director of Conservation and Planning	Head of Landscape and Conservation	
	Develop the climate change vulnerability assessment and implement the key outcomes	Director of Corporate Strategy and Development	Head of Strategy and Performance	
<b>High quality habitats</b> in better condition, better connected and wildlife rich				
<b>KPI 4:</b> Area of moorland blanket bog moving towards favourable condition	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	Director of Conservation and Planning	Head of Programme Delivery (MFFP)	

<p><b>2024 target:</b> Restoration activities on 1,500 hectares of degraded blanket bog</p>	<p>Support the development of and implement a resilient, sustainable moorland management model</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</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</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</p>	
	<p>Deliver annual assessment of net gain/loss of non-protected, species-rich grassland and use this to influence our future plans</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</p>	
<p><b>KPI 6:</b> Area of new native woodland created</p> <p><b>2024 target:</b> Create at least 400 hectares of new native woodland</p>	<p>Create an opportunity map for new native woodland and scrub including details of the right trees in the right places</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</p>	
	<p>Prioritise new native woodland creation work</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</p>	
<p><b>KPI 7:</b> Maintain and enhance populations of protected and distinctive species</p> <p><b>2024 target:</b> Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s</p>	<p>Continue to have a clear voice on the outcomes we expect from the Peak District National Park moorlands</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</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>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</p>	
	<p>Identify future priority species in key areas for enhancement and/or reintroduction</p>	<p>Director of Conservation and Planning</p>	<p>Head of Landscape and Conservation</p>	

Cherished cultural heritage that is better understood and looked after				
<b>KPI 8:</b> Increased knowledge, understanding and active engagement with archaeology, historic structures and landscapes  <b>2024 target:</b> 5% increase in audiences actively engaging with cultural heritage	Deliver baseline survey as part of our wider audience survey	Director of Conservation and Planning	Head of Landscape and Conservation	
	Work with partners towards making the Historic Buildings and Scheduled Monuments Record (both designated and undesignated assets) publically available	Director of Conservation and Planning	Head of Landscape and Conservation	
	Engage with a range of audiences to promote and increase knowledge, understanding and engagement with archaeological sites, historic structures and landscapes	Director of Conservation and Planning	Head of Landscape and Conservation	
<b>KPI 9:</b> Percentage of Scheduled Monuments and Listed Buildings conserved and/or enhanced  <b>2024 target:</b> 10%	Conservation and enhancement of scheduled monuments and listed buildings through our regulatory, advisory and partnership roles and our own property	Director of Conservation and Planning	Head of Landscape and Conservation	
<b>KPI 10:</b> Percentage of Conservation Areas conserved and/or enhanced  <b>2024 target:</b> 100% (109) have adopted appraisals	Agree methodology for Conservation Area appraisals in line with best practice	Director of Conservation and Planning	Head of Landscape and Conservation	
	Develop and adopt the remaining six Conservation Area appraisals	Director of Conservation and Planning	Head of Landscape and Conservation	
	Further develop the community engagement approach in Conservation Area appraisals	Director of Conservation and Planning	Head of Landscape and Conservation	
	Develop and deliver a prioritised programme of updating/adopting Conservation Area appraisals based on risk, including engagement with communities	Director of Conservation and Planning	Head of Landscape and Conservation	

# 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	Accountable	Responsible	Year 1 start
<b>Greater audience reach</b> among under-represented groups				
<b>KPI 11:</b> Proportion of under-represented groups reached  <b>2024 target:</b> Peak District National Park audience reach that is 30% closer to demographics of those within an hour’s travel time of the National Park	Carry out data research to establish baseline audience demographics	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
	Prioritise gaps and establish plans by audience group (digital, supporters, visitors staff, volunteers) to close any gaps	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
	Implement plans to match our offer to audience needs including engagement opportunities for all young people within an hour’s travel time of the Peak District National Park, recruiting volunteers from under-represented groups, providing inclusive health, education and accessibility activities and developing digital channels that better align with the audiences we want to reach	Director of Commercial Development and Engagement	Head of Engagement	
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	

A strong identity and excellent reputation driving positive awareness and engagement				
<p><b>KPI 12:</b> Public connection with the Peak District National Park</p> <p><b>2024 target:</b> Peak District National Park connection is increased by 20%</p>	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
	Implement plans to increase public connection with the National Park through the development of quality engagement opportunities that encourage responsible behaviours and by growing sustainable tourism products	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
<p><b>KPI 13:</b> Public awareness of Peak District National Park Authority</p> <p><b>2024 target:</b> Peak District National Park Authority awareness is increased by 30%</p>	Use existing research to develop a plan to increase awareness of the work of the Authority	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
	Implement the plan to increase awareness of the Authority, including but not limited to development of a Net Promoter Score (or similar) and seeking external awards in relation to our work	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	

Active support through National Park points of contact to generate sustainable income				
<b>KPI 14:</b> Amount and sustainability of Peak District National Park Authority's income stream  <b>2024 target:</b> Generate an extra £500,000 sustainable gross revenue income	Implement and continue to develop the plan to maximise income without compromising the special qualities of the National Park, including car park management, new visitor experiences at Millers Dale and Hulme End, maximisation of existing income opportunities and growing our commercial enterprises	Director of Commercial Development and Engagement	Head of Visitor Experience Development	
	Design and launch fundraising campaign in support of corporate strategy outcomes	Director of Commercial Development and Engagement	Head of Marketing and Fundraising Development	
<b>KPI 15:</b> Value of Peak District National Park Authority volunteer support  <b>2024 target:</b> Generate an extra £250,000 in volunteer support across the Peak District National Park Authority	Review management and development of volunteers and roles to create an action plan to target increased volunteer support, diversity and efficiency	Director of Commercial Development and Engagement	Head of Engagement	
	Implement action plan to improve opportunities for volunteering and increase diversity amongst our volunteers	Director of Commercial Development and Engagement	Head of Engagement	

# 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	Accountable	Responsible	Year 1 start
<b>Influencing and shaping the place</b> through strategic and community policy development				
<b>KPI 16:</b> Number and range of residents and other community stakeholders understanding and engaged in the development of strategic policies  <b>2024 target:</b> 50% increase in number 50% increase in range	Redesign engagement plan to increase number and range of stakeholders involved in Local Plan review. Coordinate with engagement planning work under audience reach strategic interventions	Director of Conservation and Planning	Head of Policy and Communities	
	Review resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Directorates	Director of Conservation and Planning	Head of Policy and Communities	
	Engage 100% of Parishes on audit work to create a comprehensive set of Parish Statements and enable the drafting of a State of Communities Report	Director of Conservation and Planning	Head of Policy and Communities	
<b>KPI 17:</b> Number of communities shaping the place  <b>2024 target:</b> 20% of Parishes have helped shape their future	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 plans, community visions, housing enabling plans, and other projects that shape or influence the place.	Director of Conservation and Planning	Head of Policy and Communities	
	Review team resources by year 3. Local Plan review will gradually absorb more of team resources over 5 year period, plus fixed term post will terminate by 2022. Consider scope to draw in resources from specialists across the Directorates	Director of Conservation and Planning	Head of Policy and Communities	

Community development through building capacity, skills and engagement in local governance and community events				
<b>KPI 18:</b> Number of Peak District National Park Authority interventions facilitating community development <b>2024 target:</b> 1,000 interventions	Review range and effectiveness of interventions provided and develop an action plan to focus attention on community development and to assist measurement of key performance measures	Director of Conservation and Planning	Head of Policy and Communities	
	Implement the action plan	Director of Conservation and Planning	Head of Policy and Communities	
<b>KPI 19:</b> Number of individuals and groups actively using Peak District National Park Authority digital channels for community development <b>2024 target:</b> 100% increase	Develop tools for engaging resident communities using digital media channels towards the promotion of community development (e.g. sharing, promoting local events, commenting on policy development, encouraging and initiating local projects)	Director of Corporate Strategy and Development	Head of Policy and Communities	
	Embed within engagement plan and coordinate with engagement planning work under audience reach strategic interventions	Director of Conservation and Planning	Head of Policy and Communities	
Active participation through sustainable projects that connect people to place				
<b>KPI 20:</b> Number of residents involved in community life as a result of Peak District National Park Authority grants <b>2024 target:</b> An extra 500 residents involved	Review the outcomes from grant schemes and develop the future role of grants	Director of Conservation and Planning	Head of Policy and Communities	
	Promote and deliver grants	Director of Conservation and Planning	Head of Policy and Communities	

# 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>	<p><b>Cumulative total area (baseline = 45%)</b></p>	40%	40%	45%	50%	55%	95%
<p><b>KPI 2:</b> Natural beauty conserved and enhanced</p> <p><b>2024 target:</b> Net</p>	<p><b>Annual</b></p>	<p>Develop methodology for strategic sustainable landscape</p>	Baseline	No target	No target	Net enhancement	Increased net enhancement as identified by landscape monitoring

enhancement as identified by landscape monitoring		monitoring with partners					
		100% of planning decisions in accordance with strategic policy	100% of planning decisions in accordance with strategic policy	100% of planning decisions in accordance with strategic policy	100% of planning decisions in accordance with strategic policy	100% of planning decisions in accordance with strategic policy	
<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>	<b>Cumulative decrease</b>	730 tonnes	1,460 tonnes	2,190 tonnes	2,920 tonnes	3,650 tonnes	Focus on a wider range of habitats to further reduce net carbon emissions and increase carbon storage
<b>High quality habitats</b> in better condition, better connected and wildlife rich							
<p><b>KPI 4:</b> 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</p>	<b>Cumulative area</b>	300 hectares (27% of current bare peat)	600 hectares (54% of current bare peat)	900 hectares (81% of current bare peat)	1,200 hectares (90% of current bare peat)	1,500 hectares (90+% of current bare peat)	8,233 hectares (30% active blanket bog)

<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><b>Cumulative area</b></p>	<p>5,000 hectares</p>	<p>Sustain 10,000 hectares through retention, enhancement and creation</p>				
<p><b>KPI 6:</b> Area of new native woodland created</p> <p><b>2024 target:</b> Create at least 400 hectares of new native woodland</p>	<p><b>Cumulative area</b></p>	<p>50 hectares</p>	<p>100 hectares</p>	<p>200 hectares</p>	<p>300 hectares</p>	<p>400 hectares</p>	<p>Create 2,000 hectares of new native woodland</p>
<p><b>KPI 7:</b> Maintain and enhance populations of protected and distinctive species</p> <p><b>2024 target:</b> Restore breeding pairs of birds of prey in the moorlands to at least the levels present in the late 1990s</p>	<p><b>Annual</b></p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>17 Peregrine, 25 Short-eared owl, 37 Merlin, 5 Hen harrier</p>	<p>Enhance a number of different priority species in key areas</p>

Cherished cultural heritage 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> 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> Percentage of Conservation Areas conserved and/or enhanced</p> <p><b>2024 target:</b> 100% (109) have adopted appraisals</p>	<b>Cumulative</b>	96%	97%	98%	99%	100%	15% (16) of appraisals reviewed and conservation areas enhanced

**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							
<b>KPI 11:</b> Proportion of under-represented groups reached  <b>2024 target:</b> Peak District National Park audience reach that is 30% closer to demographics of those within an hour’s travel time of the National Park	<b>Cumulative closing of gap</b>	Establish baseline demographics of our audience (age, ethnicity and health inequality) and develop activity plan and demographic targets to close baseline gaps in priority areas	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							
<b>KPI 12:</b> Public connection	<b>Cumulative increase</b>	Using existing research,	2%	5%	10%	20%	40% increase in connection

with the Peak District National Park <b>2024 target:</b> Peak District National Park connection is increased by 20%		develop, prioritise and start to implement plan to increase brand awareness  Agree survey protocol for following years to measure public connection					to Peak District National Park
<b>KPI 13:</b> Public awareness of Peak District National Park Authority <b>2024 target:</b> Peak District National Park Authority awareness is increased by 30%	<b>Cumulative increase</b>	Using existing research, develop, prioritise and start to implement plan to increase brand awareness  Agree survey protocol for following years to measure awareness	5%	10%	20%	30%	50% increase in awareness of Peak District National Park Authority
<b>Active support through National Park touchpoints to generate sustainable income</b>							
<b>KPI 14:</b> Amount and sustainability of Peak District National Park Authority's income stream	<b>Cumulative income</b>	£140,000	£260,000	£390,000	£450,000	£500,000	£1 million

<p><b>2024 target:</b> Generate an extra £500,000 sustainable gross revenue income</p>							
<p><b>KPI 15:</b> Value of Peak District National Park Authority volunteer support <b>2024 target:</b> Generate an extra £250,000 in volunteer support across the Peak District National Park Authority</p>	<p><b>Cumulative increase</b></p>	<p>Review volunteer performance and roles creating action plan to target increased value (money and support)  Implement action plan and increase value of volunteer support by £50,000</p>	<p>£100,000</p>	<p>£150,000</p>	<p>£200,000</p>	<p>£250,000</p>	<p>£500,000</p>

**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 16:</b> Number and range of residents and other community stakeholders understanding and engaged in the development of strategic policies  <b>2024 target:</b> 50% increase in number 50% increase in range	Cumulative increase	10%	30%	40%	40%	50%	100%
		10%	30%	40%	40%	50%	100%
<b>KPI 17:</b> Number of communities shaping the place  <b>2024 target:</b> 20% of Parishes have helped shape their future	Cumulative increase	4%	8%	12%	16%	20%	50%

Community development through building capacity, skills and engagement in local governance and community events							
<p><b>KPI 18:</b> Number of Peak District National Park Authority interventions facilitating community development</p> <p><b>2024 target:</b> 1,000 interventions</p>	<b>Cumulative number</b>	200	400	600	800	1,000	5,000
<p><b>KPI 19:</b> Number of individuals and groups actively using Peak District National Park Authority digital channels for community development</p> <p><b>2024 target:</b> 100% increase</p>	<b>Cumulative increase</b>	20%	40%	60%	80%	100%	200%
Active participation through sustainable projects that connect people to place							
<p><b>KPI 20:</b> Number of residents involved in community life as a result of Peak District National Park Authority grants</p> <p><b>2024 target:</b> An extra 500 residents involved</p>	<b>Cumulative number</b>	100	200	300	400	500	2,000

## 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:* **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 and range of residents and other community stakeholders understanding and engaged in the development of strategic policies.**

Success factors: 50% increase in number by 2024 and 50% increase in range 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	Accountable	Responsible	Year 1 start
<b>Our workforce</b> is more diverse, healthy and highly engaged				
<b>KPI 21:</b> Maintain low sickness levels  <b>2024 target:</b> Under 6 days per full time equivalent per year	Further develop the Authority’s Workforce Strategy, to address the following key issues: <ul style="list-style-type: none"> <li>• Staff wellbeing (e.g. initiatives such as Mental Health First Aiders)</li> <li>• Talent pipelines (including further development of apprenticeships)</li> <li>• Pay strategy (including a salary grade review and benchmarking)</li> <li>• Employer of choice (employer branding to attract and retain staff)</li> </ul>	Director of Corporate Strategy and Development	Head of Human Resources	
<b>KPI 22:</b> Increase response rates to workforce surveys (this	Seek accreditation for the Authority against the new Investors in People (IIP) (Generation 6) standard	Director of Corporate Strategy and Development	Head of Human Resources	

is a proxy measure for staff engagement)  <b>2024 target:</b> 70% survey response rate (Investors In People / staff surveys)	Develop a new competency framework that will be applicable to all staff	Director of Corporate Strategy and Development	Head of Human Resources	
	Ensure all our staff and Members understand and live our values	Director of Corporate Strategy and Development	Head of Human Resources	
<b>KPI 23:</b> Increase the diversity of our workforce (which includes volunteers)  <b>2024 target:</b> Move towards the demographics of those within an hour's travel time of the National Park	Identify gaps in the diversity of our workforce (including volunteers) and establish plans to close those gaps	Director of Corporate Strategy and Development	Head of Human Resources	
<b>We are financially resilient and provide value for money</b>				
<b>KPI 24:</b> To have a medium term financial plan  <b>2024 target:</b> Plan developed in 2019/20 and then monitored and updated	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)	Director of Corporate Strategy and Development / Chief Finance Officer	Head of Finance	
	Develop a new Capital Programme for the Authority (following the adoption of the corporate Asset Management Plan)	Director of Corporate Strategy and Development / Chief Finance Officer	Head of Finance	
<b>KPI 25:</b> To have arrangements in place to secure economy, efficiency and	Update our financial processes (regulations and standing orders) as a result of recommendations in the governance review	Director of Corporate Strategy and Development	Head of Finance	

effectiveness in all our operations  <b>2024 target:</b> An unqualified value for money opinion (the best result possible) issued by External Audit	Introduce electronic purchase order, authorisation and invoice scanning and the implementation of an electronic travel and subsistence claims system	Director of Corporate Strategy and Development	Head of Finance	
<b>Our well-maintained assets</b> support the delivery of our landscape, audience and community outcomes				
<b>KPI 26:</b> To have a corporate Asset Management Plan	Develop a corporate Asset Management Plan	Director of Corporate Strategy and Development	Corporate Property Officer	
<b>2024 target:</b> Plan to be adopted in 2019/20 and then implemented	Develop and implement a new Carbon Management Plan for the Authority	Director of Corporate Strategy and Development	Head of Strategy and Performance	
<b>Our data</b> is high quality, securely managed, and supports decision making and delivery				
<b>KPI 27:</b> To achieve at least reasonable assurance rating for the way we look after our data in an ever changing environment  <b>2024 target:</b> For data controls and security arrangements to be rated at least reasonable assurance in all Audit reports	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	Director of Corporate Strategy and Development	Head of Information Management	

<p><b>KPI 28:</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>	Support the work of the Authority-wide group established to develop new and enhance existing services using data	Director of Conservation and Planning	Head of Information Management	
	Investigate and deploy further self-service capabilities (e.g. increased spatial mapping tools on the Authority's website etc)	Director of Corporate Strategy and Development	Head of Information Management	
	Lead business change programmes with internal teams and services to improve efficiency and effectiveness of business processes and associated data management practices to improve data and information availability both internally and externally	Director of Corporate Strategy and Development	Head of Information Management	
	Design and implement (with other national park authorities) shared ICT services (including telephony, Active Directory, Exchange, Internet, cyber security, GIS, image/video/content management etc)	Director of Corporate Strategy and Development	Head of Information Management	
<p>The Authority is <b>well managed</b> to achieve its objectives and enhance its performance</p>				
<p><b>KPI 29:</b> To have best practice governance, risk and performance management arrangements in place</p> <p><b>2024 target:</b> All internal and external audits relating to governance, risk and performance management are rated as providing substantial assurance or equivalent</p>	Undertake a review of Governance arrangements, including the delegations to committees and officers	Director of Corporate Strategy and Development	Head of Law, Legal and Democratic Services	
	Implement an online procurement portal, related processes and provide guidance and training for all relevant Authority staff	Director of Corporate Strategy and Development	Head of Law, Legal and Democratic Services	
	Coordinate the delivery of the corporate strategy and drive through delivery and business planning, performance and risk management processes	Director of Corporate Strategy and Development	Head of Strategy and Performance	
	Develop our Corporate Strategy 2025-2030	Director of Corporate Strategy and Development	Head of Strategy and Performance	

<p><b>KPI 30:</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>Director of Corporate Strategy and Development</p>	<p>Head of Law, Legal and Democratic Services</p>	
<p>We have <b>effective partnership arrangements</b> in place</p>				
<p><b>KPI 31:</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>Director of Corporate Strategy and Development</p>	<p>Head of Strategy and Performance</p>	
	<p>Monitor the implementation of the National Park Management Plan 2018-23 delivery plan</p>	<p>Director of Corporate Strategy and Development</p>	<p>Head of Strategy and Performance</p>	
	<p>Coordinate the development of the Peak District National Park Management Plan 2024-2029</p>	<p>Director of Corporate Strategy and Development</p>	<p>Head of Strategy and Performance</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 quarterly basis to our leadership and operational leadership teams, and then Members for approval. Key performance indicators will be reported as part of this. Most will be reported annually, but some will be reported quarterly where appropriate and some will be reported less than annually where 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	
 <b>555</b> square miles of PDNP protected for natural beauty	 over <b>1/3</b> of the PDNP is open access	 <b>472</b> scheduled monuments in the PDNP	 <b>1/3</b> of the PDNP is designated for nature conservation	 <b>45</b> million burgers beef equivalent to 45m burgers produced in the PDNP each year	 <b>5%</b> flood risk reduction blanket bog restoration reduces peak storm water flows	 <b>£3.8</b> billion value of the output produced in the wider Peak District	 PDNP contributes to <b>£1.6</b> trillion value of UK natural environment	 PDNP is part of the <b>12</b> percent of land on earth that is in a protected area



 <b>158</b> UK priority species in the wider Peak District	 <b>2,910</b> listed buildings in the PDNP	 over <b>1,300</b> miles of rights of way in the PDNP	 <b>65</b> miles of cycling trails in the PDNP	 <b>450</b> billion litres of drinking water a year provided by the PDNP	 over <b>12</b> million visits to the PDNP a year	 <b>206</b> million pints of milk produced in the PDNP each year	 PDNP contributes to the <b>£2.2</b> billion UK health benefits of outdoor exercise	 up to <b>20</b> million tonnes of carbon is stored in PDNP peat bogs
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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
--	--	--