

APPENDIX 2

Introduction – our strategic approach

The **Peak District National Park** is a world class landscape located at the heart of the country. It is the first upland reached travelling from the South, it is the watershed of three of England's major water catchments and within one hour's drive of 20 million people. It features geological contrasts of white peak limestone plateau and dark peak gritstone outcrops that underpin a contrast of landscapes from peaty moors to hay meadows supporting internationally important habitats and species. It is a landscape shaped by people and industry since pre-historic times and sustains internationally significant historic features and cultural heritage, resulting from farming and other land management. It is a living park with 38,000 residents, and many businesses, benefitting from over £1.5 billion tourism input into the economy each year.

The **Peak District National Park Authority's** Mission is to *'inspire millions of people so together we will protect and care for our National Park for the enjoyment of all'*. This role is as important today as it was when the Peak District was designated as a National Park 64 years ago. Our knowledge and expertise about the Peak District National Park is respected. We are an independent, reasoned voice caring for the whole National Park and the communities who live and work in it and enjoy it. We cannot do this alone, we work closely with partners and communities. As the first National Park in the UK, designated in 1951, we are pioneering, always seeking to be one step ahead and looking to the future. All this helps to build and nurture public support for the place and our role working for the place.

Our Corporate Strategy 2016-19

Our Corporate Strategy sets out our priorities for the next three years, the critical things we have chosen to focus on, and the activities and measures we will use to manage and report on our performance. It is reproduced later in this document to set the context for our 2016-2017 focus. The Strategy will deliver our contributions to the National Park Management Plan (the partnership plan for the future of the Park). It is based on the understanding that National Park landscapes are hugely important to the nation's health and well-being, making a significant contribution to the economy through tourism and farming and providing attractive places for people to live, work or visit and enjoy. National Parks are a key mechanism for protecting our UK landscapes. The way that we think about landscape is evolving as we face new societal, environmental and economic threats and opportunities. The Strategy recognises the need to respond to this change. It also recognises that our role as a National Park Authority remains constant - to protect and care for the National Park as environmental pressures grow; and to offer inspiring and enjoyable experiences for the health, wealth and wellbeing of our nation.

Our Priorities

Over the next three years we will focus delivery against:

- **Four directional shifts** to create a virtuous cycle between the place and people so we are a thriving organisation into the future. We will promote conservation on the ground on a large scale, enable everyone to connect with the National Park and provide inspiring experiences for people to enjoy the place, and so feel moved to care and willing to pay for it, so we can diversify and grow our funding, building on our valued government grant.
- **Four cornerstones** to build a solid foundation for the organisation so we are good to do business with. We will look after the people who work here, the places we own and our

brand. We will continuously develop as an organisation and deliver our services in a customer focussed but efficient way.

Our funding and our role

Our three main roles - as a regulator, influencer and deliverer - remain important as we have our biggest impact when the three work together. Throughout the period of our Corporate Strategy we will use our mixture of funding to keep these roles in balance. Our Government grant of c. £6 million is crucial to our work as an independent statutory local authority with a core planning function. Our regulatory work will be funded by the Defra grant and we will continue to make the most efficient and effective use of resources in this area. We will support our influencing and delivery roles through the Defra grant, but in addition we will have a programme to secure funding from income generation, external funding, and donations to resource these roles more effectively. This will ensure the investment of government funding will lever at least an equal investment from other sources. Through our active volunteering strategy we will continue to offer and attract a large volunteer workforce that complements our contracted workforce.

How we want to operate

We are an organisation where:

- **People matter** – so we have a supported, empowered, respected workforce
- **Performance matters** - so we do what we say we will do and do it well
- **Community matters** - so we take a positive approach and work with communities to help deepen understanding of the special qualities of the Peak District
- **Every day matters** - each day offers an opportunity for us to do something positive

Our development to support the above

As a result of our financial planning in 2015/16 and by progressing planned savings in 2016/17 we are able to use the healthier flat rate settlement from Defra for the period 2016-2020 (with 1.72% inflation proofing) to invest into delivering our Corporate Strategy priorities. This includes addressing the implications of the new living wage and supporting our programmes of development of:

- Developing the knowledge and expertise of the organisation
- Developing our commercial programme and our capability to deliver this
- Developing and enhancing the way we work with communities and partners
- Ensuring our asset portfolio is at a standard fit for the Corporate Strategy in terms of maintenance, environmental performance and visitor experience

Our annual Performance and Business Plan

Our Plan that follows sets out:

- Our achievements in 2015-16 highlighting our many successes but also addressing where we have performed below our targets and how that impacts on our 2016/17 work.
- Our Priority Actions that we want to achieve by the end of the first year of our 2016-2019 Corporate Strategy. These are high level actions supported by performance measures and targets, service plans and individual work programmes – reflecting that we will work as one team and one organisation to achieve our collective ambitions.