

Proposed Priority Actions for 2016 -17

APPENDIX 4

Shift 1: THE PLACE AND THE PARK, ON A LANDSCAPE SCALE

This means: Conservation on the ground at a large scale: for wildlife, cultural heritage and the landscape.

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
1 The Dark Peak	<ul style="list-style-type: none"> • Ensure a balanced approach to moorland management • Deliver Moor Life 2020 and other Moors for the Future projects • Ensure Stanage North Lees is at the heart of a living landscape and we deliver our commitments to the Sheffield Moors Partnership. 	We will define and have support for our strategic direction for Stanage North Lees within the wider landscape.
2 The South West Peak	<ul style="list-style-type: none"> • Deliver the South West Peak Landscape Partnership Scheme • Ensure the Warslow Estate is at the heart of a living landscape and community and demonstrates a model upland farming approach 	We will have secured HLF funding and match funding to start the South West Peak Landscape Partnership Scheme delivery phase plus HLF agreement to a phased approach to future match funding requirements.
3 The White Peak	<ul style="list-style-type: none"> • Establish a White Peak Delivery Partnership to manage, protect and enhance in a way that reflects the character of land ownership, and connects to other major landscape projects 	We will know what the opportunities are for the NPA to develop an integrated management project in the public sector across the White Peak.
4 The Whole Park	<ul style="list-style-type: none"> • Ensure that our species, habitat, cultural heritage and land management project work is delivering/ connecting on a landscape scale • Influence the direction of payment for eco-system services to secure more benefits in future 	We will be offering an integrated conservation service to land managers.

Shift 2: CONNECT PEOPLE TO THE PLACE, THE PARK

This means: Enabling everyone, especially those who currently don't benefit, to connect with the National Park so that they value and support the Park

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
1 Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support	<ul style="list-style-type: none"> • Design and launch new support programme • Establish resources, systems and processes • Commission marketing materials • Explore opportunities to create business supporters 	We will have specified the systems, skills and resources required to build a compelling platform to attract support.
2 Improve access to the National Park for less represented audiences, in particular young people under 25	<ul style="list-style-type: none"> • Deliver a programme of funded events and activities to schools, educational audiences and families involving a range of services • Explore innovative ways of reaching this audience through new services 	We will have identified the best channels through which to engage young people.
3 Improve access to the National Park for less represented audiences, in particular people living with health inequality	<ul style="list-style-type: none"> • Research and develop an evidence base for national parks in improving the nation's health, in collaboration with health professionals • Deliver a range of funded service interventions to people living with health inequalities (particularly mental wellbeing) 	We will have identified the best channels through which to engage people living with health inequality and identified funding sources.
4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters	<ul style="list-style-type: none"> • Implement improvements to how volunteers are managed and developed • Identify the services where new National Park volunteer opportunities can be offered, including any target audiences 	We will have specified the systems, skills and resources required to develop and manage volunteer opportunities.

Shift 3: VISITOR EXPERIENCES THAT INSPIRE AND MOVE

This means: Providing and developing opportunities to enjoy the National Park so people are moved to care and willing to pay

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
1 Look after the whole Park as a public asset in a way that encourages access and responsible behaviour	<ul style="list-style-type: none"> • Increase the identity and welcome to the National Park and raise its profile, especially around northern fringes • Develop recreation hub policies to look after and enhance targeted visitor sites with improved facilities and interpretation • Manage the rights of way network and access land to encourage enjoyment of the National Park • Encourage respect and understanding of the special qualities of the National Park by visitors through positive engagement. 	<p>We will have identified key audiences and the behaviours that sustain the special qualities of the National Park, and developed a campaign to promote understanding of their value.</p>
2 Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.	<ul style="list-style-type: none"> • Identify a marketing plan for the properties and services (target audiences, product development requirements, promotional and pricing plan) as part of business plans • Deliver a programme of site based improvements to raise brand identity, interpret the site special qualities and experiences, and ensure a quality experience, linked to income targets, where possible • Ensure a programme of enhancing relationships with key user groups, including site based events and activities 	<p>We will have identified the experiences our customers demand and mapped the ability of our portfolio to deliver them.</p>
3 Provide quality new experiences that will generate new income to fund the place	<ul style="list-style-type: none"> • Appraise and develop opportunities for new experiences • Explore and develop opportunities provided by new specific 'power of competence' once available to us 	<p>We will have identified the experiences our customers demand and mapped our ability to deliver them.</p>

Shift 4: GROW INCOME & SUPPORTERS

This means: diversifying and growing our funding, building on our valued government grant

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
1 Increase our income from giving	<ul style="list-style-type: none"> • Implement our cause-based giving strategy focusing on income from supporters, campaigns and events initially by: <ul style="list-style-type: none"> ○ Establishing the team, systems, processes ○ Commissioning marketing campaign materials ○ Launch a major campaign for giving on the trails 	We will have specified the systems, skills and resources required to build a compelling platform to attract support.
2 Achieve our commercial programme income targets	<ul style="list-style-type: none"> • Achieve the ten income targets around our property and visitor services to contribute to net income growth 	We will deliver the income targets.
3 Develop/ establish sponsorship relationships	<ul style="list-style-type: none"> • Seek commercial partners to help raise awareness of the National Park brand (nationally through NPUK and locally) and the positive values we want to promote to differing audiences – increasing our reach and income 	We will have decided the balance between the level of local and national efforts to secure commercial sponsorship.
4. Secure external funding for major programme and partnership delivery	<ul style="list-style-type: none"> • Deliver MoorLife 2020 and other contractual arrangements and explore funding for the future partnership arrangements • Secure South West Peak Partnership Stage II funding from HLF, including match funding • Secure funding for: <ul style="list-style-type: none"> - Millers Dale Station, as part of trails masterplan - Stanage/North Lees - White Peak landscape approach - Programmes to connect people to the Park 	We will have identified the funding opportunities for Millers Dale and put in place a funding strategy for the South West Peak Landscape Project.

Cornerstone 1: OUR ASSETS

This means: Looking after the places we own and operate, and our brand

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
1 Reduce the size of our property portfolio and retain what we need	<ul style="list-style-type: none"> • Deliver a disposals programme focussing on reducing the woodlands and minor properties 	We will be on target for our programme of disposals.
2 Ensure that the Trails, Stanage North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts	<ul style="list-style-type: none"> • Develop, review and implement the asset management implications of site management and business plans 	We will have a clear plan for the standards needed for our assets for maintenance, environmental performance and visitor experience.
3 Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective	<ul style="list-style-type: none"> • Keep under review and deliver improvements to visitor infrastructure, especially: <ul style="list-style-type: none"> ○ Castleton and Bakewell Visitor Centres ○ Toilets, including trialling payment ○ Car parks 	We will have a clear plan for the standards needed for our visitor infrastructure for maintenance, environmental performance and visitor experience.
4. Increase the value of our brand and its reach	<ul style="list-style-type: none"> • Deliver an agreed programme of ‘brand on the ground’ (physical presence – signage and interpretation) to help improve our brand awareness at key sites that we own and operate • Build brand values that enhance our reputation as a destination and as a well-managed and environmentally responsible organisation • Influence, where possible, businesses located within or operating within the National Park to use place-based branding such as the ‘Inspired by the Peak District’ branding 	We will have a compelling brand to underpin the outreach and income plans.

Cornerstone 2: OUR SERVICES

This means: Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the National Park

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
1 Deliver our services in a customer focused way	<ul style="list-style-type: none"> • Provide a high quality planning and advice service that is valued, whatever the outcome (and take a ‘yes if’ attitude to working with local communities, by delivering our services in a constructive, responsive and consistent way in line with National Park policies) • Provide a paid-for advice service where appropriate to allow customers to access greater levels of advice and expertise • Develop a first and second line enquiry service alongside answering more questions through the website 	We will have an extended paid - for advice service for conservation.
2 Ensure clear policies are in place through facilitated and effective engagement and communication	<ul style="list-style-type: none"> • Review the framework of policies and strategies and ensure they are embedded into all our work • Develop the Development Management Plan, set in the context of the Landscape Strategy, and engage with communities and partners to communicate it effectively • Review and update the National Park Management Plan • Encourage and facilitate communities to produce Neighbourhood Plans, where they identify them as a way of meeting the community’s needs 	We will have partners indicating their commitment to Special Qualities.
3 Ensure appropriate regulatory action	<ul style="list-style-type: none"> • Take appropriate action against unauthorised activities where it is expedient in order to meet National Park purposes • Ensure timely decision-making on issuing of permissions and taking enforcement action that fits our policies • Ensure Authority planning decisions are high quality, rigorously defensible and consistently taken in line with our policies 	We will be communicating the clear value of our performance on enforcement.

Cornerstone 3: OUR ORGANISATION

This means: developing our organisation so we have a planned and sustained approach to performance at all levels

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
1 Develop and maintain appropriate standards of corporate governance	<ul style="list-style-type: none"> • Identify need and put in place corporate governance processes to meet external standards and directional shifts 	We will be ready to implement the new governance framework requirements as a public body. (CIPFA SOLACE framework)
2 Implement our medium term financial plan	<ul style="list-style-type: none"> • Complete reviews of: Leadership Team, Conservation, Support Services, Rangers, Strategy and Plan Making • Develop and implement a programme of reducing input costs to those areas given strategic certainty in the financial plan • Manage the 3 year Capital Programme 	We will have identified and agreed the areas we are going to invest in.
3 Develop key business processes underpinning the Corporate Strategy	<ul style="list-style-type: none"> • Design and implement business processes changes for: <ul style="list-style-type: none"> ○ Giving and sponsorship ○ Volunteers management ○ Customer relationship management ○ Performance management ○ Information management 	We will have an organisation-wide understanding that information is an asset to be valued, used and shared.

Cornerstone 4: OUR PEOPLE

This means: empowering and developing staff to maximise their potential to achieve for the Place and the Authority

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016 - 19	Priority action By the end of 2016-17...
1 Ensure the Authority shape is fit for the future	<ul style="list-style-type: none"> Agree organisational capabilities and design principles and put in place an organisation structure within the three directorates 	<p>We will have a structure in place that fits our organisational design principles and supports our ability to deliver the Corporate Strategy.</p>
2 Retain, develop and recruit the right people in the right place at the right time, with the right resources	<ul style="list-style-type: none"> Develop and implement a workforce plan 	<p>We will have gathered the appropriate information to produce a workforce plan in 2017-18.</p>
3 Embed, in the way we work, our organisational values of: <ul style="list-style-type: none"> People matter Performance matters Communities matter Every day matters 	<ul style="list-style-type: none"> Develop and implement an organisational development programme 	<p>We will use the staff survey feedback to monitor how the leadership team is describing and living the way we want to work</p>