

LOOK FORWARD – OUR PRIORITY ACTIONS 2017-18

Our Priority Actions are what we want to achieve by the end of the second year of our 2016-2019 Corporate Strategy. These are our 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. Each action is clearly aligned and focussed on achieving our Corporate Strategy.

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 2017-18...
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. 	1. We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.
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 	2. We will be working at a landscape scale, with Stanage North Lees estate contributing to the wider Sheffield Moors Partnership.
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 	3. We will have scoped, and developed with partners, a landscape scale White Peak Partnership.
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 	4. We will build our case for delivering public payment for public goods and supporting ecosystem services in a way that allows us to deliver conservation on the ground at a large scale.

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 2017-18...
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 	<p>5. We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one.</p> <p>6. We will have identified the best channels through which to engage young people.</p>
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 	<p>7. We will have identified the range of volunteering opportunities we need for the Peak District National Park and have systems and resources in place to effectively deliver these volunteer experiences.</p>
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) 	
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 	

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 2017-18...
<p>1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour</p>	<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>8. We will have identified key audiences and behaviours that sustain the special qualities of the Peak District National Park and be developing an understanding of what those audiences feel/know about us.</p> <p>9. We will have an access service delivering a responsive service and have a programme of:</p> <ul style="list-style-type: none"> • site based maintenance and improvements for key visitor locations • prioritised action on regulation • engagement with people, recognising and valuing access in the Peak District National Park.
<p>2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.</p>	<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>10. We will be maximising the impact of the refresh to all our Visitor Centres to support:</p> <ul style="list-style-type: none"> • Enhanced customer service engagement • Income generation • Fund-raising • Promoting understanding.
<p>3. Provide quality new experiences that will generate new income to fund the place</p>	<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>10. We will be maximising the impact of the refresh to all our Visitor Centres to support:</p> <ul style="list-style-type: none"> • Enhanced customer service engagement • Income generation • Fund-raising • Promoting understanding.

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 2017-18...
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 	11. We will have defined our brand positioning to support our Corporate Strategy on fund-raising development, income generation and outreach.
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 	12. We will have implemented changes to our car park management and effectively communicated them.
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 	13. We will have approved short and long term plans for Millers Dale.
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 	

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 2017-18...
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 	14. We will have reviewed, and be on target with, disposals of our woodlands and minor properties.
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 	15. We will have an up-dated Asset Management Plan which aligns with the Corporate Strategy and sets out the need and scope for improvement in a targeted way.
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 	
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 	

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 2017-18...
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 	<p>16. We will have an integrated conservation service for land managers and communities.</p> <p>17. We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.</p>
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 	<p>18. We will have refreshed the offer available to local communities in order to build support for caring for the Peak District National Park.</p>
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 	

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 2017-18...
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 	<p>19. We will have implemented the new governance framework requirements as a public body.</p>
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 	<p>20. We will have clearly communicated the way in which our aspirations for the Peak District National Park, as set out in our Corporate Strategy, will be funded now and in the future.</p>
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 ○ Integrated advice provision Performance management ○ Information management 	<p>21. We will have a single corporate register of the data we hold across the organisation.</p>

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 2017-18...
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 	22. We will have a structure in place at all levels that fits our organisational design principles and supports our ability to deliver the Corporate Strategy.
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 	23. We will know the workforce profile in each service against the following areas:- <ul style="list-style-type: none"> • Skills resilience and gaps • Knowledge resilience and gaps • Hard to fill roles.
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 	24. We will have used the staff survey feedback to gauge how well we are doing in living our organisational values and to identify improvements needed.