

# Appendix 1: Priority actions 2018/19

Our priority actions are what we want to achieve by the end of the third 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 2018/19	Lead officer	Member Representative
<b>1. The Dark Peak</b>	<ul style="list-style-type: none"> <li>Ensure a balanced approach to moorland management</li> </ul>	We will have agreed and be implementing actions for the four key moorland issues identified through the partnership with moorland owners. (These are visitor engagement, fire risk, resilient sustainable moorland and moorland birds)	Sue Fletcher – Head of Landscape & Conservation (SF)	Penny Anderson – Thriving & Natural Environments
		We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.	Chris Dean – Head of Programme Delivery MFTF	Penny Anderson – Thriving & Natural Environments
<b>3. The White Peak</b>	<ul style="list-style-type: none"> <li>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</li> </ul>	We will have a White Peak Partnership that is delivering agreed priority actions.	SF	Penny Anderson – Thriving & Natural Environments
<b>4. The Whole Park</b>	<ul style="list-style-type: none"> <li>Ensure that our species, habitat, cultural heritage and land management project work is delivering / connecting on a landscape scale</li> </ul>	We will have agreed and established a system of monitoring at a landscape scale working with our partners and local communities.	SF	Penny Anderson – Thriving & Natural Environments
	<ul style="list-style-type: none"> <li>Influence the direction of payment for eco-system services to secure more benefits in future</li> </ul>	We will have continued to build the case for public payment for public goods with the support of NPE (Future of Farming	SF	Penny Anderson – Thriving &

		paper and using the White Peak as an example) and other partners through the NPMP. We will support farmers through the changes in support schemes to help them keep farming in a way that sustains and enhances the special qualities.		Natural Environments
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## 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 2018/19	Lead officer	Member Representative
<b>1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support</b>	<ul style="list-style-type: none"> <li>Design and launch new support programme</li> </ul>	We will have developed, agreed and be implementing comprehensive strategies for: <ul style="list-style-type: none"> <li>Volunteering</li> <li>Fundraising through giving and sponsorship; and</li> <li>The National Park and Authority brands.</li> </ul>	Sarah Wilks (SW) – Head of Outreach Development  Debbie Read – Head of Marketing & Fundraising (DR)  DR	Jamie Macrae – Tourism & Participation  Charity working sub group  Lesley Roberts – Authority Chair
	<ul style="list-style-type: none"> <li>Establish resources, systems and processes</li> </ul>			
	<ul style="list-style-type: none"> <li>Commission marketing materials</li> </ul>			
	<ul style="list-style-type: none"> <li>Explore opportunities to create business supporters</li> </ul>			
<b>3. Improve access to the National Park for less represented audiences, in particular people living with health</b>	<ul style="list-style-type: none"> <li>Research and develop an evidence base for national parks in improving the nation's health, in collaboration with health professionals</li> </ul>	Using the Accord and insight on data, we will have identified the best route for PDNP to engage in the well-being and health agendas, including the identification of relevant funding streams.	SW	Lesley Roberts – Health and Well Being
	<ul style="list-style-type: none"> <li>Deliver a range of funded service interventions to people living with</li> </ul>			

inequality	health inequalities (particularly mental wellbeing)			
<b>4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters</b>	<ul style="list-style-type: none"> <li>Implement improvements to how volunteers are managed and developed</li> </ul>	<p>We will have:</p> <ul style="list-style-type: none"> <li>clarity on the scale of our volunteer recruitment and retention ambitions;</li> <li>created the processes for recruitment and retention (including any beneficial integration with supporter relationship management systems);</li> <li>tested recruitment campaigns.</li> </ul>	SW	Jamie Macrae – Tourism & Participation
	<ul style="list-style-type: none"> <li>Identify the services where new National Park volunteer opportunities can be offered, including any target audiences</li> </ul>			

**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 2018/19	Lead officer	Member Representative
<b>1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour</b>	<ul style="list-style-type: none"> <li>Increase the identity and welcome to the National Park and raise its profile, especially around northern fringes</li> <li>Encourage respect and understanding of the special qualities of the National Park by visitors through positive engagement.</li> </ul>	<p>We will have:</p> <ul style="list-style-type: none"> <li>A plan, including funding to support this, to upgrade existing and create and install new markers at key access points.</li> <li>Maximised relationships with water companies and maximised the presence of the Peak District national park at our own visitor service locations.</li> </ul>	<p>Emma Stone – Head of Visitor Experience Development (ES)</p> <p>ES</p>	<p>Jamie Macrae – Tourism &amp; Participation</p> <p>Jamie Macrae – Tourism &amp; Participation</p>
	<ul style="list-style-type: none"> <li>Develop recreation hub policies to look after and enhance targeted visitor sites with improved facilities and interpretation</li> </ul>	<p>We will have developed a draft Supplementary Planning Document for public consultation.</p>	<p>Brian Taylor – Head of Policy &amp; Communities (BT)</p>	<p>Jamie Macrae – Tourism &amp; Participation</p>
<b>2. Provide a quality experience</b>	<ul style="list-style-type: none"> <li>Identify a marketing plan for the properties and services</li> </ul>	<p>We will have:</p> <ul style="list-style-type: none"> <li>completed and got agreement for the long-term</li> </ul>	Simon	Jamie Macrae

<b>for anybody who visits our property or uses our visitor services that people are willing to pay for.</b>	(target audiences, product development requirements, promotional and pricing plan) as part of business plans	Commercial Development & Outreach plan; <ul style="list-style-type: none"> <li>increased the impact of the refurbishments of our visitor centres to support our engagement and income aspirations.</li> </ul>	Malcolm – Director of Commercial Development & Outreach  DR	– Tourism & Participation  Jamie Macrae – Tourism & Participation
	<ul style="list-style-type: none"> <li>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</li> </ul>			
	<ul style="list-style-type: none"> <li>Ensure a programme of enhancing relationships with key user groups, including site based events and activities</li> </ul>			
<b>3. Provide quality new experiences that will generate new income to fund the place</b>	<ul style="list-style-type: none"> <li>Appraise and develop opportunities for new experiences</li> </ul>			

#### 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 2018/19	Lead officer	Member Representative
<b>1. Increase our income from giving</b>	<ul style="list-style-type: none"> <li>Implement our cause-based giving strategy focusing on income from supporters, campaigns and events initially by:               <ul style="list-style-type: none"> <li>Establishing the team, systems, processes</li> <li>Commissioning marketing campaign materials</li> <li>Launch a major campaign for giving on the trails</li> </ul> </li> </ul>	We will have developed, agreed and be implementing a comprehensive strategy for fundraising through giving and sponsorship and increased the proportion of funds received.	DR	Charity working sub group

<b>4. Secure external funding for major programme and partnership delivery</b>	Secure funding for:			
	<ul style="list-style-type: none"> <li>○ Millers Dale Station, as part of trails masterplan</li> </ul>	<p>We will have:</p> <ul style="list-style-type: none"> <li>• identified the most relevant funding sources;</li> <li>• submitted PI for the whole site redevelopment;</li> <li>• submitted Stage 1 application to HLF.</li> <li>•</li> </ul>	ES	Tony Favell – Asset Management
	<ul style="list-style-type: none"> <li>○ White Peak landscape approach</li> </ul>	We will have explored funding opportunities for delivery of the agreed priority actions.	SF	Penny Anderson – Thriving & Natural Environments

## 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 2018/19	Lead officer	Member Representative
<b>Strategic action that is above all foci in this Cornerstone.</b>		We will have all the relevant information (in particular condition surveys of all our properties), plans and resources to undertake a review of the Asset Management Plan.	Chris Manby – Corporate Property Officer	Tony Favell – Asset Management
<b>2. Ensure that the Trails, Stanage North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts</b>	<ul style="list-style-type: none"> <li>• Develop, review and implement the asset management implications of site management and business plans</li> </ul>	As per strategic action above.		

**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 2018/19	Lead officer	Member Representative
<b>1. Deliver our services in a customer focused way</b>	<ul style="list-style-type: none"> <li>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)</li> </ul>	We will have an integrated conservation service for land managers and communities.	John Scott – Director of Conservation & Planning (JS)	Paul Ancell – Chair of Planning
<b>2. Ensure clear policies are in place through facilitated and effective engagement and communication</b>	<ul style="list-style-type: none"> <li>Review the framework of policies and strategies and ensure they are embedded into all our work</li> </ul>	We will have an updated Corporate Strategy for the period 2019/20 – 2023/24.	Emily Fox – Head of Strategy & Performance (EF)	Lesley Roberts – Chair of Authority
	<ul style="list-style-type: none"> <li>Develop the Development Management Plan, set in the context of the Landscape Strategy, and engage with communities and partners to communicate it effectively</li> </ul>	We will have an agreed mechanism to review the Core Strategy.	BT	Paul Ancell – Chair of Planning
	<ul style="list-style-type: none"> <li>Review and update the National Park Management Plan</li> </ul>	We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.	EF	Lesley Roberts – Chair of Authority

## 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 2018/19	Lead officer	Member Representative
<b>3. Develop key business processes underpinning the Corporate Strategy</b>	<ul style="list-style-type: none"> <li>• Design and implement business processes changes for:                             <ul style="list-style-type: none"> <li>○ Giving and sponsorship</li> <li>○ Volunteers management</li> </ul> </li> </ul>	We will have: <ul style="list-style-type: none"> <li>• a single platform for volunteering; and</li> <li>• increased the proportion of income received through fundraising through giving and sponsorship.</li> </ul>	SW  DR	Jamie Macrae – Tourism & Participation  Charity working sub group

## 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 2018/19	Lead officer	Member Representative
<b>2. Retain, develop and recruit the right people in the right place at the right time, with the right resources</b>	<ul style="list-style-type: none"> <li>• Develop and implement a workforce plan</li> </ul>	We will be implementing our Workforce Plan, monitoring progress and taking corrective action as appropriate.	Theresa Reid – Head of Human Resources	Andrew McCloy – Chair of ARP