

## Introduction – Our strategic approach

The **Peak District National Park** is a world-class landscape at the heart of the country. For many people, it is the first upland reached when travelling from the South, the watershed of three of England's major water catchments and within one hour's drive of 16 million people. It features geological contrasts of limestone plateau and 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 prehistoric 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.

As the **Peak District National Park Authority**, our 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 it was when the Peak District National Park was designated as a national park 67 years ago. Our knowledge and expertise is respected. We are an independent, reasoned voice caring for the whole of the Peak District 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 UK's original national park, designated on 17 April 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 to protect it.

### Our Corporate Strategy 2016-19

Our Corporate Strategy sets out our priorities from 2016-19; 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 sets the context for our 2018/19 priority actions. The Strategy is how we deliver our contributions to the National Park Management Plan (the partnership plan for the future of the Peak District National Park). It is based on the understanding that national park landscapes are hugely important to the nation's health and wellbeing, 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. Our Corporate 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 Peak District 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 2016-19 we are focusing delivery against:

- **Four directional shifts** to create a virtuous cycle between the place and people so we are a thriving organisation into the future. By promoting large-scale conservation on the ground, we can enable everyone to connect with the Peak District National Park and provide inspiring experiences for people to enjoy the place, and so feel moved to care and willing to pay for it. This means we can diversify and grow our funding, building on our valued government grant.
- **Four cornerstones** to build a solid foundation for the organisation, making us 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 our impact is greatest when the three work together. Throughout this Corporate Strategy period we will use our mixture of funding to keep these roles in balance. Our government grant of circa £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 as well as securing 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 National Park
- **Every day matters** – so 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 from 2016/17 onwards we are able to continue 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:

- 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 Business Plan**

Our Business Plan that follows sets out:

- The priority actions that we want to achieve by the end 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.

- Our Corporate Strategy Indicators 2016-19 by which we will continue to measure our progress against achieving our Corporate Strategy for the upcoming year.
- The Corporate Risk Register for the upcoming year detailing what we see as our organisational risks over the next 12 months. These will be monitored and mitigated against quarterly.