

8. CORPORATE STRATEGY 2019-24 (SLF)

1. Purpose of the report

The purpose of this report is to seek approval to adopt the Corporate Strategy 2019-24 from 1st April 2019.

2. Key Issues

- The Corporate Strategy builds on the National Park Management Plan agreed at Authority on 25 May 2018.
- The strategy is set in the context of the external environment and internal drivers.
- The strategy has been produced through a series of workshops and discussions involving Authority Members and staff, however, it will need further communication once approved.
- The strategy sets the direction for the Authority and identifies the outcomes that the Authority would like to achieve.
- The strategy is the Authority's position prior to the conclusion of the National Parks Landscape Review, which will report to government in 2019. Should the review identify new issues or commitments, the strategy may need to be updated to reflect these.

Recommendations

- 1. That from 1st April 2019 Members adopt the Corporate Strategy 2019-24 provided at Appendix 1.**
- 2. That any changes needed in the final Corporate Strategy 2019-24 as a result of the Authority meeting are delegated to the Chief Executive.**
- 3. That the Foreword will be revised to take account of the discussion at the Authority meeting, and the revisions are delegated to the Chief Executive in consultation with the Chair of the Authority.**

How does this contribute to our policies and legal obligations?

4. The Corporate Strategy sets the high-level direction of the Authority and identifies the outcomes that we wish to achieve over the longer-term, plus our targets for this five-year strategy. It sets out how the Authority will deliver its commitment to the National Park Management Plan and work to the purposes and duty of the National Park.

Background

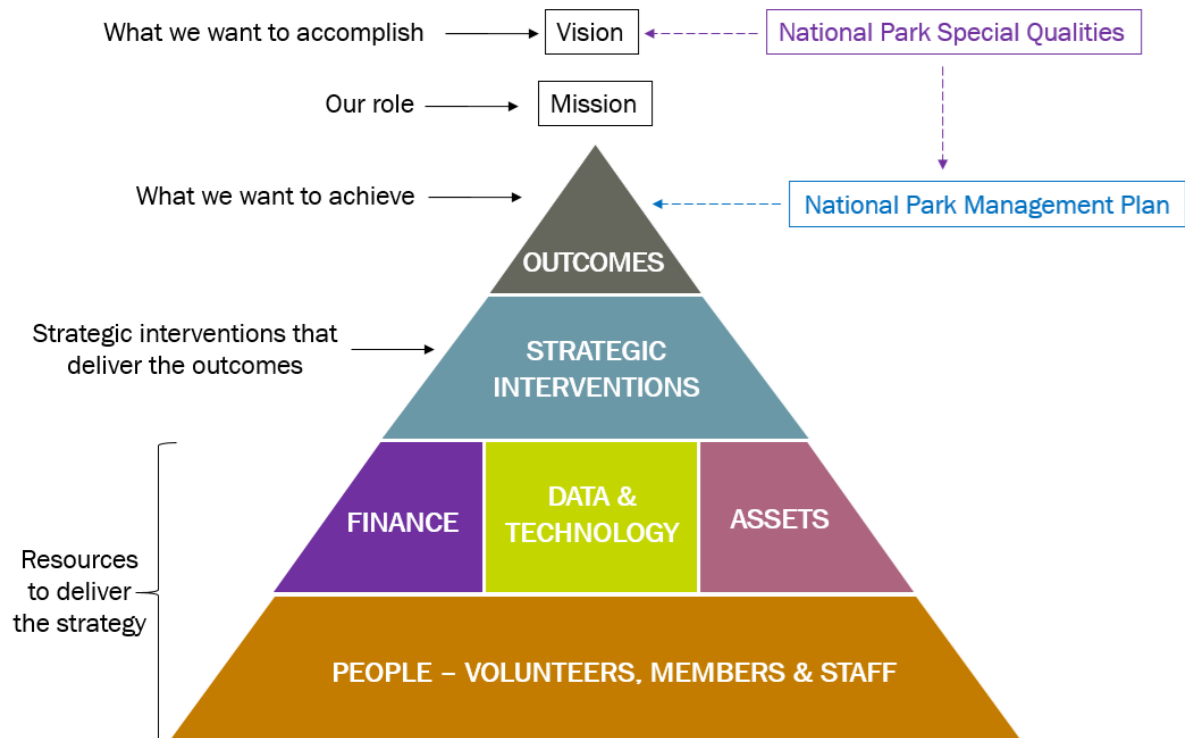
5. At the April 2018 Member corporate strategy workshop, it was agreed that the Corporate Strategy would be five years rather than three to better align with the timescales of the National Park Management Plan.
6. Since March, there have been several Senior Leadership Team, Operational Leadership Team (OLT) and Member discussions and workshops, plus staff engagement and consultation to prepare the strategy.

7. Members were invited to a workshop on the Corporate Strategy on 27 April 2018 where OLT gave presentations on the three themes that were proposed for development into outcomes. Many helpful views were expressed and noted and these have informed the Corporate Strategy that is attached at Appendix 1.
8. On 10 May 2018, a workshop on the proposed three outcomes was held with Member Representatives, Chairs and Vice Chairs ahead of a Members Forum for all Members on 25 May 2018. The three outcomes were revised following these meetings, further detail was developed and the performance measures and targets were developed.
9. On 21 September 2018, a further Members Forum provided Members with the opportunity to influence the draft outcomes, performance measures and targets. Following this, the Corporate Strategy document was developed.

Proposals

Our Corporate Strategy

10. Through the Corporate Strategy, we will deliver our contributions to the National Park Management Plan and work towards achieving our **vision**: “*For the Peak District to be loved and understood as the UK’s original national park*”. The strategy is also key to delivering our **mission** as an Authority: “*To speak up for and care for the Peak District National Park for all to enjoy forever.*”
11. The strategy is organised around three outcomes that reflect national park purposes and duty and the National Park Management Plan vision. The outcomes are:
 - A sustainable landscape that is conserved and enhanced
 - A National Park loved and supported by diverse audiences
 - Thriving and sustainable communities that are part of this special place.
12. The Corporate Strategy was developed using the framework in the following diagram.



13. The diagram demonstrates the relationship between our vision, mission, special qualities and National Park Management Plan. It also demonstrates how these have influenced the development of outcomes and strategic interventions within our Corporate Strategy. Our

outcomes are what we want to achieve and our strategic interventions are how we will deliver these outcomes.

14. The diagram also shows the need to align our resources to deliver the strategy. For the first year of the strategy, we have aligned our resources to the three outcomes to ensure our finances, people, data, technology and assets are used in the most efficient and effective way. Throughout the life of this strategy, we will at appropriate times bring forward a series of resource strategies and plans to provide the strategic resource framework for this strategy.
15. For each of the outcomes, a number of performance measures and associated targets have been identified for 2024, for each year within this corporate strategy period and for 2040. These are in Appendix 1. The 2040 target shows the bigger picture that our work over the next five years will contribute towards. This new corporate strategy represents a different approach, focusing on outcomes. In line with this, the performance measures and associated targets are the best measures that we have to date. We will continue to review these during the course of the corporate strategy and, if the opportunity arises to refine these or we identify better measures, we will seek to implement these changes with support from Members.
16. The strategy will be used to guide the detailed service and business planning and performance management for the Authority for the next five years.

Are there any corporate implications members should be concerned about?

17. **Financial:**
This Corporate Strategy sets out what the Authority has chosen to focus on and this is in direct response to the financial scenario planning for the Authority. Finances have already been aligned for Year 1 of the 2019-24 Corporate Strategy and alignment for other years will follow.
18. **Risk Management:**
The Authority's performance and risk management framework will be updated where required to reflect this Strategy and then monitored through quarterly reporting arrangements to the Audit Resource and Performance Committee.
19. **Sustainability:**
The Corporate Strategy seeks to steer a course through its three Outcomes to address the social, economic and environmental elements of sustainability, find a balance and mitigating risks.
20. **Equalities:**
The corporate strategy is a way of ensuring that we meet our equalities obligations and through the Performance and Business Plan we will report our performance against the Equality Act 2010.
21. **Background papers** (not previously published) – None

Appendices

1. Appendix 1: Our Corporate Strategy 2019-24

Report Author, Job Title and Publication Date

Sarah Fowler, Chief Executive, 29 November 2018