

7. UPDATES TO CORPORATE STRATEGY 2019-24 (SF)

1. Purpose of the report

The purpose of this report is to seek approval to update our Corporate Strategy 2019-24.

Key Issues

- The Corporate Strategy sets the high-level direction of the Authority and identifies the outcomes that we wish to achieve over the longer-term.
- The Corporate Strategy is being updated to take account of some significant changes since it was adopted in December 2018.
- The updates are to the Key Performance Indicators and strategic interventions that assist with achieving the targets.
- Early thinking on the updates was presented to Members at the 16 October 2020 workshop.
- Officers have considered the feedback at the workshop and the proposed updates to the Corporate Strategy are at appendix 1.
- Due to the current uncertainties, the Authority may wish to undertake a further update of the Corporate Strategy once the future is clearer.

2. Recommendations(s)

- 1. That Members adopt the updates to our Corporate Strategy 2019-24 provided at Appendix 1.**
- 2. That any changes needed in the final update of the Corporate Strategy 2019-24 as a result of the Authority meeting are delegated to the Chief Executive.**
- 3. That Members note another report may be necessary to further update the Corporate Strategy once the future of current uncertainties is clearer.**

How does this contribute to our policies and legal obligations?

3. 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 Information

4. At the 16 September 2020 Member 'Planning Our Future' workshop, officers outlined that the Corporate Strategy would be updated to take account of some significant changes since the strategy was adopted. The significant changes are as follows.
5. The predicted changes and ongoing uncertainty in our National Park Grant, in addition to the current impact of Covid19 on our incomes streams and planned activities means the Authority will have less resource than when the Corporate Strategy was adopted. This will affect our ability to deliver the strategic interventions necessary to meet our Key Performance Indicators (KPIs) and achieve the outcomes of the Corporate Strategy.

6. Since the Corporate Strategy was adopted two significant things have come forward that we need to ensure we are delivering on. These are the Green Recovery and outcomes of the Landscape Review. To take account of these, where appropriate, we have updated the Corporate Strategy focusing on the following three areas.
 - The strategic interventions have been updated to ensure these are achievable and assist in achieving our KPIs. This has meant removing ones that are no longer achievable due to budget reductions, updating those that need to be to ensure they are achievable and adding new interventions to ensure the strategy is up to date.
 - The annual KPI targets to ensure the planned year on year progress remains achievable.
 - The 2024 KPI targets to ensure they are achievable given the impacts of budget reduction on planned activities.
7. At the Members workshop on the Corporate Strategy Updates on 16 October 2020, Members were reminded that the Authority is currently facing a number of uncertainties. There are uncertainties around our future level of National Park Grant and we are currently in a change programme in terms of our management structure. Therefore, we shared Heads of Service's early thinking on their proposed changes to the interventions and KPIs for Member's engagement and asked if the focus is appropriate and if it 'feels right' for now. Members were made aware that due to the current uncertainties, the Authority may wish to undertake a further update of the Corporate Strategy once the future is clearer.

Proposals

8. Since the October Member workshop, officers have considered the comments provided by Members at the workshop and subsequent Member feedback on early thinking around the Corporate Strategy update. The considered feedback is reflected in the updates to the Corporate Strategy found in appendix 1.
9. Appendix 1 is a complete set of all the Corporate Strategy KPIs, including those where no updates are proposed. Different coloured text has been used in the slides so Members can clearly see proposed amendments, deletions, and text that remains the same. The changes are presented as slides so the KPIs and interventions that assist in meeting the targets are on the same page. There are a few KPIs where officers felt an explanation or some context would assist Members. These explanations are presented next to the relevant KPI in appendix 1.
10. The headline changes to each of the Corporate Strategy outcome areas are as follows. The main changes to the outcome 'A sustainable landscape that is conserved and enhanced' are the outcome detail has been tweaked to include nature recovery networks, so it now reads 'High quality habitats in better condition, between connected and wildlife rich *through nature recovery networks*', with the text in italics being inserted. The KPI targets have been tweaked to ensure they are achievable and additional interventions developed to encompass key actions. Furthermore, the opportunity has been taken to streamline the performance reporting by bringing together appropriate strategic interventions into one intervention.
11. A summary of the changes to the outcome 'A National Park loved and supported by diverse audiences' are to remove KPI 13 (Public awareness of Peak District National Park Authority). A number of strategic interventions have been updated to reflect the development work that has been undertaken in the first two years of the Corporate

Strategy, for example developing the Audience Plan. Finally, the targets for KPI14 (Amount and sustainability of Peak District National Park's income stream) and KPI 15 (Value of Peak District National Park Authority volunteer support) have been revised to take account of the impact of Covid19.

12. The main changes to the outcome 'Thriving and sustainable communities that are part of this special place' are the outcome details have been revised to merge two, with the updated detail reading 'Community development connecting people to place through active participation, events and sustainable projects'. Merging this proposed outcome detail has led to the removal of KPI19 (Number of individuals and groups actively using Peak District National park Authority digital channels for community development) and KPI20 (Number of residents involved in community life as a result of Peak District National Park Authority grants). The strategic interventions have been updated to reflect development of thinking on how to deliver this outcome, and the KPIs have been updated to align with this.
13. A summary of the changes to our organisational performance 'The Peak District National Park Authority is an agile and efficient organisation' are all within Human Resources (KPIs 21 to 23). The changes update the strategic interventions to take account of ones that have been delivered and work programmes that have come forward since the Corporate Strategy was adopted. Finally, the KPIs have been tweaked to reflect more effective ways of measuring our performance.
14. If Members approve the updated in appendix 1, the changes will come into effect immediately. The Corporate Strategy document will be updated with the agreed revisions and replace the one that was approved in December 2018.
15. As Members are aware, the Authority is currently facing a number of uncertainties. These are around our future level of National Park Grant and we are currently in a change programme in terms of our management structure. Therefore, the Authority may wish to undertake a further update of the Corporate Strategy once the future is clearer. If this is necessary, a further report will be presented to Members at an appropriate time.

Are there any corporate implications members should be concerned about?

Financial:

16. This updated 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 will be aligned for Year 3 of the 2019-24 Corporate Strategy and alignment for other years will follow.

Risk Management:

17. If the changes to the management structure are approved at this committee, the Authority's performance and risk management framework will be updated where required to reflect these and then monitored through quarter 2 and 4 reporting arrangements to Authority. Any significant change in our performance at quarters 1 and 3 will be shared with Members in the Chief Executive's update reports to Authority.

Sustainability:

18. 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.

- Equality:**
19. 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.

20. Climate Change

1. How does this decision contribute to the Authority's role in climate change set out in the UK Government Vision and Circular for National Parks?
 - a. Educators in climate change
Our Corporate Strategy sets the framework for all our work on climate change.
 - b. Exemplars of sustainability
Our Corporate Strategy sets the framework for all our work on climate change.
 - c. Protecting the National Park
Our Corporate Strategy sets the framework for all our work on climate change.
 - d. Leading the way in sustainable land management
Our Corporate Strategy sets the framework for all our work on climate change.
 - e. Exemplars in renewable energy
Our Corporate Strategy sets the framework for all our work on climate change.
 - f. Working with communities
Our Corporate Strategy sets the framework for all our work on climate change.
2. How does this decision contribute to the Authority meeting its carbon net zero target?
Our Corporate Strategy sets the framework for all our work on climate change.
3. How does this decision contribute to the National Park meeting carbon net zero by 2050?
Our Corporate Strategy sets the framework for all our work on climate change.
4. Are there any other Climate Change related issues that are relevant to this decision that should be brought to the attention of Members?
None.

21. Background papers (not previously published)

None.

22. Appendices

Appendix 1 - Appendix 1 – Updated Corporate Strategy 2019-24

Report Author, Job Title and Publication Date

Sarah Fowler, Chief Executive, 5 November 2020

Sarah.fowler@peakdistrict.gov.uk