

Appendix 1: Peak District National Park Authority Draft Strategic Framework 2016-2019

1. Introduction

- 1.1. The Peak District National Park was the first landscape area to be designated as a National Park in 1951, in recognition of the international significance of the Peak District Moorlands and Dales outstanding landscape, environment and wildlife. A significance that is as important today, and for the future, as it was 64 years ago.
- 1.2. It is a special place whose future depends on many people and partners working together for its environment, people and economy. Approximately 38,000 people live in the Park and every year millions of people visit. Residents and visitors are important to maintain the special features of this national treasure.
- 1.3. The Peak District National Park Authority is the guardian, with clearly defined purposes:
 - To conserve and enhance the Peak District special qualities
 - To provide opportunities for their enjoyment and understanding.
- 1.4. In doing this, our duty is to seek to foster the economic and social well-being of the local communities within the National Park.
- 1.5. We have been fulfilling this role ever since the National Park was designated, and to resource this work we have been supported by an important government grant. Over the past five years the National Park Grant supporting our work has reduced by 36% and as an organisation with clear statutory purposes we responded by becoming even more efficient and spear-headed new measures to secure new streams of income.
- 1.6. We will continue to face challenging times as we face two fierce realities:
 - The Government's focus on dealing with the deficit and getting the economy going means our central government funding and resources will become ever more tighter.
 - Our regulatory, advisory and operational activities will be even more important as pressures on the environment grow. We have an opportunity to showcase sustainable development in a protected landscape to show what we can offer to the health and wellbeing of our nation.
- 1.7. As an organisation we need to plan ahead:
 - So we are ready to respond confidently to possible further reductions in our Government grant in the next spending round
 - To put in place a new Corporate Strategy for 2016-2019, to set out our ambitions and plans to remain a thriving organisation looking after the iconic landscape of the Peak District.
- 1.8. This strategic framework informs our future strategy. It will guide our financial plan and corporate strategy for 2016 – 2019 and has been developed by answering four key questions about the work that we do to shape our future direction and focus. The four questions are:
 - Why do we do? A focus on the Park's special qualities
 - What do we do? A focus on our role and what we will fund
 - How we will do it? A focus on our organisational design
 - What is the way we will do it? A focus on the culture of the organisation

2. Why do we do what we do?

2.1. The strategic framework for the next three years will provide a clear programme of what we will do. It is as important to describe the reason why this programme is delivered. This is because delivery of the programme comes down to people, and people are motivated by more than a description of what they are being asked to do. They are inspired by their passion for their work and motivated by why they do what they do. In our context it is the special qualities of the National Park - the landscape, the wildlife, the heritage and the people - that matter.

2.2. The special qualities define why the Peak District was designated as a National Park in 1951. They set out what is distinctive and significant about the Peak District compared with other parts of the country and are a good articulation of why we do what we do. The special qualities are made up of features and factors which include:

- Natural beauty, natural heritage, landscape character and landscapes.
- Sense of wildness and remoteness
- Clean air, earth and water
- Importance of wildlife and the area's unique biodiversity
- Thousands of years of human influence which can be traced through the landscape.
- Distinctive character of hamlets, villages and towns,
- Trees, woodlands, hedgerows, stone walls, field barns and other landscape features
- Significant geological features.
- Wealth of historic buildings, parks and gardens
- Opportunities to experience tranquillity and quiet enjoyment
- Easy access for visitors and surrounding urban areas
- Opportunities to experience dark night skies
- Vibrancy and sense of community
- Cultural heritage of history, archaeology, customs, traditions, legends, arts and literary associations
- Opportunities for outdoor recreation and adventure
- Environmentally friendly methods of farming and working the land
- Craft and cottage industries
- Opportunities to improve physical and emotional well-being
- The flow of landscape character across and beyond the national park boundary

2.3. This list sets an important statutory context for our work. A group of staff from across the Authority have worked to bring this list to life to describe what is distinctive and special about the Peak District and in order to inspire staff, partners and communities. This work has developed a definition around the three main character areas and has set out our ambitions for each of the character areas. These are set out as a draft in Box 1 on the following page.

2.4. As well as helping focus delivery of partners and National Park Authority resources, these descriptions will also be used as a way to communicate what is special about the place.

2.5. The work in the following sections of this framework that defines what we do and how we do it has been developed with our ambitions for the three character areas in mind.

Box 1: Why we do what we do?

White Peak “A beautiful picture frame”

Open views, distant skylines, scattered communities with strong traditions, pastoral farmland enclosed by dry stone walls, dramatic steep sided dales, vulnerable ash woodland, historic lead mining.

Ambition:

- Maintain the network of trails and rights of way, in particular the 34 miles of off-road trails
- Protect the species rich hay meadows and dalesides
- Increase the diversity and resilience of the nationally important ash woodlands to mitigate the impact on landscape and biodiversity from future potential disease
- Maintain and build the sense of ownership the farming and landowning community have in the special qualities of the place.

Dark Peak “Wilderness close to home”

Internationally significant upland, offering functional services, local wilderness and opportunities for recreation to millions alongside gentler valleys, home to important species at their edge (like mountain hare) with heritage traced back to the bronze age.

Ambition

- Stabilise the degraded blanket bog and restore the habitat
- Resolve moorland management issues, so birds of prey live in harmony with land managers
- Maximise opportunities for open access
- Promote the undiscovered heritage and the opportunities to walk through time

SW Peak “An air of timelessness and an intimate mosaic”

Intimate mosaic of habitats, elevated gritstone edges, open moors and wooded valleys connected by hedgerows, wet rush pastures, separated by dry stone walls. Marginal land, dispersed settlements with low intensity industry.

Ambition

- Support low input farming so farmers are able to maintain the mosaic of habitats
- Protect and enhance habitat mosaics, particularly for farmland waders
- The Warslow Estate is visible at the heart of a living landscape
- Enhance our record of heritage assets

3. What do we do?

3.1. Understanding why we do what we do and our ambitions for the National Park helps set the next important element of our strategic framework which is to define a clear programme of what we will do to meet these ambitions. This programme needs to clearly define what our role will be, how we will fund our work and what areas of delivery

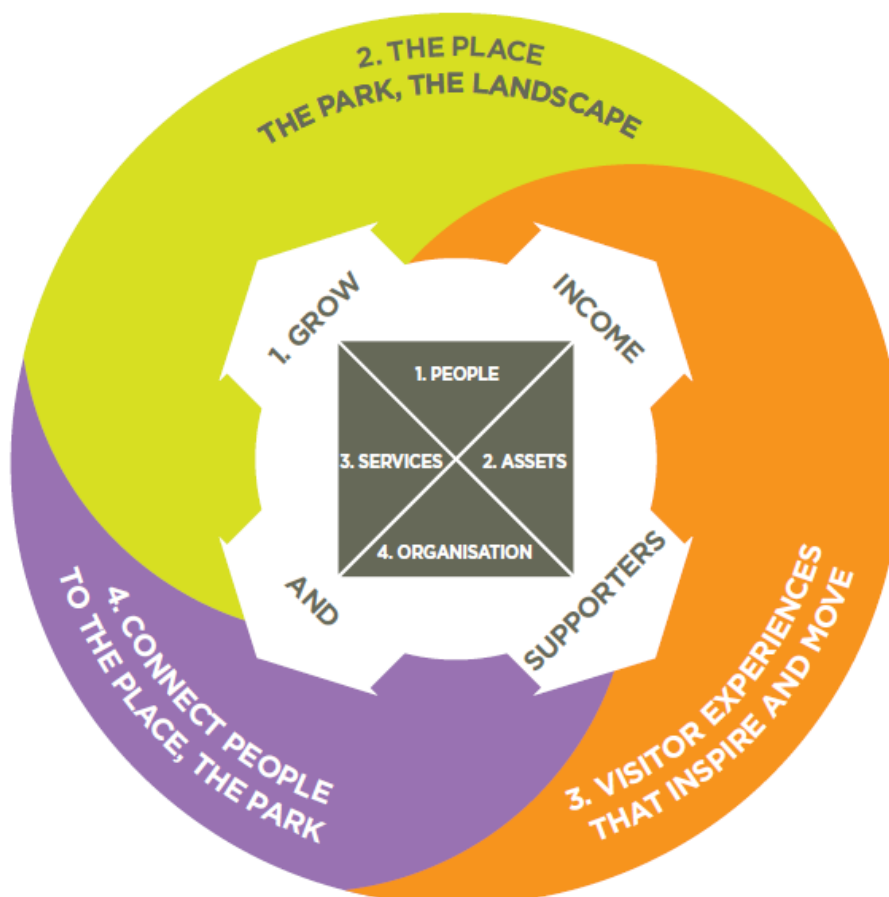
we will focus on, and hence those areas we will not focus on. Annex 1 maps how what follows will support the achievement of our ambition.

3.2. The programme needs to be responsive to the financial context we are operating in, and in particular fit with the Government's anticipated spending review. The Government has recently asked unprotected departments, such as Defra, to consider what a 25% and 40% real terms (i.e. taking into account inflation) reduction would mean over the next Spending Review period. Defra are suggesting 6% would encompass the required inflation adjustment, therefore suggesting a cash figure reduction of between 19 – 34% over a three or four year period. We do not know how much of this reduction Defra might pass on to National Park Authorities. This strategic financial framework proposes a planning assumption of a 5% reduction for the next three years (i.e. 15%) as a realistic scenario. The proposals in for our medium term financial plan are based on this planning assumption and are set out below.

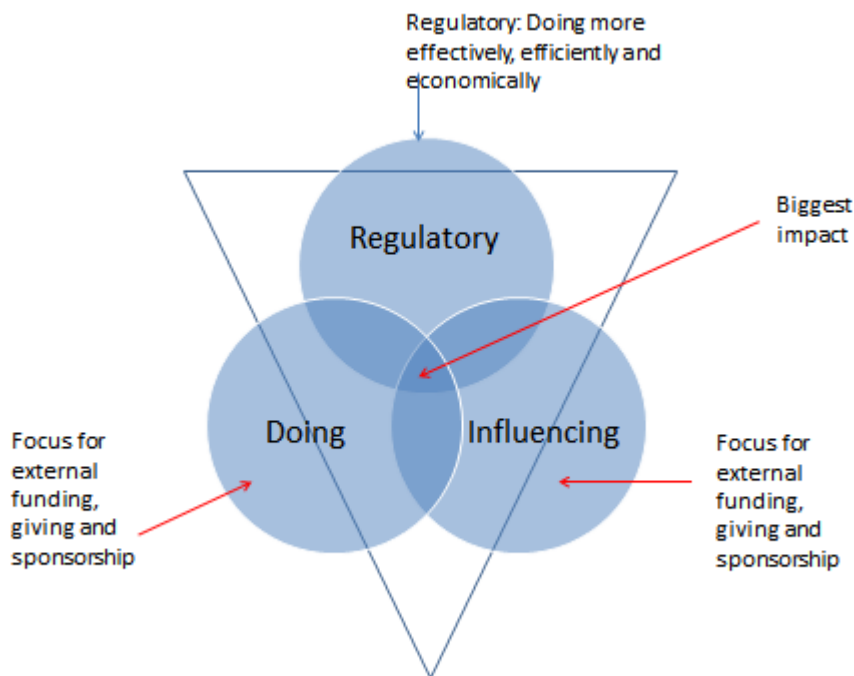
3.3. Our mission remains unchanged. ***By inspiring millions of people, together we will protect and care for our National Park for the enjoyment of all.***

3.4. The strategic direction and focus for what we do, as recently described in our performance and business plan for the 2015 transitional year, will continue into the three year strategic framework for 2016-2019. This focus is about:

- Our four cornerstones: so we have confidence the organisation sits on a solid platform
- Our four directional shifts: so we remain a confident organisation that thrives and grows



- 3.5. Our intention in responding to reducing funding from Defra will continue to ensure we remain an organisation that is balanced across our three roles of regulator, influencer and delivery agent, as this is where we can make the most impact for the National Park and its people. The Defra grant will remain a core and crucial element to our work as an independent National Park Authority with a core planning function to support the fulfilment of our statutory role.



- 3.6. Our regulatory work will continue to be supported by the Defra grant and we will continue to make the most efficient and effective use of resources in this area. We will also support our influencing and doing roles through the Defra grant, but to a lesser extent than previously and there will be a programme to secure funding from income generation, external funding, and giving to resource these roles effectively. The approximate balance we will retain across these three core roles will be:

- 33% to our regulatory role (development control and democratic core)
- 30% to our influencing role (conservation, transport and recreation policy)
- 37% to our doing role (promoting understanding, rangers, volunteers and community)

- 3.7. The medium term financial plan will ensure we remain a sizeable and balanced organisation into the future with the continuing Defra resource funding activities across conservation, promoting understanding and planning in almost equal measures. So Defra funding of approximately £5.5m would be allocated in the following proportions:

- 22% to conservation activities
- 26% to promoting understanding, rangers and volunteers
- 22% to development control
- 11% to communities and planning
- 8% to recreation management and transport
- 11% to corporate and democratic core

- 3.8. To achieve this framework we will deliver the programmes of work in Box 2.

Box 2: What is our financial strategy for 2016/17-2018/19?

1. Areas given strategic certainty

Our people: Supporting and developing our people, succession planning, flexible roles and ways of working

Our assets: Warslow, Stanage/North Lees, Trails and cycle hire, Visitor centres, Core visitor infrastructure (toilets and car parks), Development of the brand to achieve visibility and value on the ground

Our services: Development management planning, Minerals planning, Monitoring and enforcement, Planning policy, Specialist advice to planning and estates, Business services responsive to size and complexity of the organisation

Our organisation: Performance management, three strategies (National Park Management Plan, Landscape Strategy, Local Development Plan), Corporate and democratic core proportionate to size of the organisation

Landscape scale delivery: Moors for the Future Partnership, SW Peak Partnership, Sheffield Moors Partnership

Visitor experiences that inspire: Development of visitor experience linked to our assets and to help connect experiences, Development of products/services opportunities to grow support and income for cycling and the trails.

Help people connect with the park: Access and Right of Way, Learning and Discovery, Role of rangers (care of place and connection to place), Neighbourhood planning, Volunteers

Each year we will continue to expect services to absorb the impact of inflation to achieve outputs to drive efficiency savings and different ways of doing things to achieve the same for less.

2. Five review areas

Five review areas which will not be given strategic certainty into the future at current levels of Defra funding.

- Size and shape of the leadership team
- Current level of landscape and conservation influencing/advisory roles and environmental enhancement grants and scheme
- Current level of support services which contribute to operational services
- Current level of ranger resources
- The number of plans and strategies and resource we put to plan making.

3. Commercial programme

A commercial programme with targets to increase net income in certain service areas. These are on our estates (Warslow, North Lees, car parks, concessions and toilets) and with our services (cycle hire, visitor services, learning and discovery and planning). This means we will substitute national park grant with income from other sources. The total over three years amounts to approximately £340k

4. External funding and giving programme and priorities

We have recognised the need to develop and invest in a focus for external funding and giving for the following landscape scale work within the Authority:

- Moors for the Future Partnership
- South West Peak Partnership
- Sheffield Moors Partnership
- Explore the potential for a White Peak Partnership
- Landscape/conservation schemes and grants
- Maintenance and enhancement of the trails

3.9. The proposal is to implement these programmes of work in three phases

Phase 1 (2015/16): Develop detailed year 1 proposals for 2016-17 in the 5 review areas and the commercial programme so we have an affordable budget in place for 2016/17 (see Authority paper)

Phase 2 (2016/17): The detailed year 1 proposals will be in place from 1 April 2016 and work will continue to develop the detailed proposals for year 2 and year 3

Phase 3 (2017/18 – 2018/19): Implement the year 2 and year 3 proposal

4. How will we do it?

4.1. It is important to marshal the organisation towards the ambition that has been set and the programme of works that need to be delivered. In this way the organisation will be aligned to the strategy set out above. The design needs to be fit for purpose and affordable. Members approved at the July 2015 Authority meeting a review of the senior leadership team and a proposed move to a three Directorate model for the organisation as described in Box 3 below.

Box 3: How will we be designed as an organisation?

Director of Corporate Strategy and Development

This Directorate is responsible for ensuring the Authority has a sound National Park Management Plan, understands its ambitions to deliver for the National Park and that it continuously develops its business services so it is good to do business with. The Director will:

- Set the strategic framework the Authority operates in, from National Park Management Plan to Corporate Strategy to business performance
- Oversee work to ensure the financial and corporate health and good governance of the Authority and that business practices are in place for the Authority

Director of Conservation and Planning

This Directorate is responsible for ensuring the Authority is protecting and caring for the special qualities of the National Park and helping communities connect with, and be supported by, a thriving world-class landscape and all within it. The Director will:

- Set the policy and regulatory framework to protect and care for the National Park
- Deliver the framework through: planning services; provision of specialist advice and influencing; through landscape scale partnerships

Director of Commercial Development and Outreach

This Directorate is responsible for ensuring the Authority is promoting understanding and providing inspiring and enjoyable opportunities for the community who live in the Park, and visitors, so they feel a stronger connection to protect and care for the National Park. The Director will:

- Drive our ambitious diversification and commercial programme to generate more income
- Reach out and make connections with people in and outside the national park to enhance the visitor and community experience
- Deliver a programme of campaigns to build reputation and brand for commercial gain

- 4.2. This provides a simpler and clearer structure and so the level of accountability amongst the senior leadership team. It is important that three Directorates work as one Authority, one Team. There will be an expectation that staff will work across Directorates to deliver this strategic framework and work collectively to support the programmes of work. The three Directors will be expected to foster this approach and foster an approach to always look for ways to do things better or more simply with less.
- 4.3. Leadership at all levels is important in the organisation, as well as simplifying structures and ensuring clear accountability, all leaders will be expected to:
- bring a leadership style that involves, inspires and values staff so that staff are equipped, trained and empowered to achieve their full potential.
 - have a focus on the future and what we will do to be a thriving organisation to deliver the right outcomes for the National Park and all its communities.
- 4.4. An independent external review has confirmed there is a good balance between the three Directorates. The three new Directors will be in post by no later than the end of March 2016. It is likely that services will move to the new directorates from 1 April 2016 but the design of the third tier and the impact on the shape of the whole organisation within directorates will be determined during 2016 under the guidance of the new leadership team. This will involve discussion with appropriate staff as it progresses. We are treating all staff that currently report into a director or assistant director as tier 3 posts.

5. What is the way we will deliver?

- 5.1. The way an organisation operates, communicates, makes decisions and connections is important to how effective it is in delivery and creating the brand and image of the organisation. This is about its behaviour and its culture, getting it right helps get the best out of each team member. Box 4 sets out the culture we aim to encourage. This will replace the organisational values that are defined in the 2015/16 Performance and Business Plan.

Box 4: What is the way we will deliver?

We want to be an organisation where:

- **People matter:**
 - We respect different roles, listen and work together
 - We have honest and open conversations
 - We are serious about what we do and why, and have fun doing it
- **Performance matters:**
 - Decision making is taken at the right level and not in duplicate
 - What we decide is what we then deliver
 - We do things well and right first time
 - We spend public money wisely
- **Communities matter:**
 - We take a yes, if...approach
 - We are in public service, we express this through being responsive and responsible
- **Every day matters.**

6. Communication of this Strategic Framework

- 6.1. Some discussions have taken place with partners as we have developed this strategic framework as part of the normal pattern of partner and stakeholder meetings with the Chief Executive and other members of the management team.
- 6.2. Further communications with staff, partners and communities will take place once it is finalised to inform them of the strategic direction the Authority has agreed to take to ensure it remains a thriving organisation working in partnership with others to protect and care for the National Park and to provide enjoyable and inspiring opportunities for all communities who live, work and play in the National Park

Annex 1: Link between the financial plan and our ambitions for the place

The ambitions we have set for each of the three character areas are as follows:

White Peak ambition:

- Maintain the network of trails and rights of way, in particular the 34 miles of off-road trails (W1)
- Protect the species rich hay meadows and dalesides (W2)
- Increase the resilience of the nationally important ash woodlands to disease (W3)
- Maintain and build the sense of ownership the farming and landowning community have in the special qualities of the place. (W4)

Dark Peak ambition

- Stabilise the degraded blanket bog and restore the habitat (D1)
- Resolve moorland management issues, so birds of prey live in harmony with land managers (D2)
- Maximise opportunities for open access (D3)
- Promote the undiscovered heritage (D4)

South West Peak ambition

- Support low input farming so farmers are able to maintain the mosaic of habitats (SW1)
- Protect and enhance habitat mosaics (SW2)
- The Warslow Estate is visible at the heart of a living landscape (SW3)
- Enhance our record of heritage assets (SW4)

Identified below are how these ambition statements will be supported by the areas we intend to give strategic certainty to and the areas we are prioritising for external funding/giving/sponsorship:

Our people: Supporting and developing our people, succession planning, flexible roles and ways of working (all)

Our assets: Warslow, Stanage/North Lees, Trails and cycle hire, Visitor centres, Core visitor infrastructure (toilets and car parks), Development of the brand to achieve visibility and value on the ground (W1, D3, SW3)

Our services: Development management planning, Minerals planning, Monitoring and enforcement, Planning policy, Specialist advice to planning, Business services responsive to size and complexity of the organisation (W2, W3, D2, D4, SW2, SW4)

Our organisation: Performance management, three strategies (National Park Management Plan, Landscape Strategy, Local Development Plan), Corporate and democratic core proportionate to size of the organisation (all)

Landscape scale delivery: Moors for the Future Partnership, SW Peak Partnership, Sheffield Moors Partnership (W4, D1, SW1, SW2)

Visitor experiences that inspire: Development of products/services opportunities to grow support and income for cycling and the trails, Development of visitor experience linked to our assets and to help connect experiences. (W1, D3)

Help people connect with the park: Access and Right of Way, Learning and Discovery, Role of rangers (care of place and connection to place), Neighbourhood planning, Volunteers (W1, D3, W4, SW4, D4)

We have also recognised the need to develop and invest in a focus for external funding and giving for the following landscape scale work within the Authority these partnerships will help deliver against the ambitions as follows:

- Moors for the Future Partnership (D1 – D4)
- South West Peak Partnership (SW1 – SW4)
- Sheffield Moors Partnership
- Explore the potential for a White Peak Partnership (W1 – W4)
- Landscape/conservation schemes and grants (W2, W3, W4, D1, SW1, SW2)
- Maintenance and enhancement of the trails (W1)