

## Appendix 1

### Our Corporate Strategy 2016- 2019

#### Introduction

The **Peak District National Park** is a world class landscape located at the heart of the country. It is the first upland reached travelling from the South, it is the watershed of three of England's major water catchments and within one hour's drive of 20 million people. It features geological contrasts of white peak limestone plateau and dark peak 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 pre-historic 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.

The **Peak District National Park Authority's** Mission is to *'inspire millions of people so together we will protect and care for our National Park for the enjoyment of all'*. This role is as important today as it was when the Peak District was designated as a National Park 64 years ago. Our knowledge and expertise about the Peak District National Park is respected. We are an independent, reasoned voice caring for the whole 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 first National Park in the UK, designated in 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 for the place.

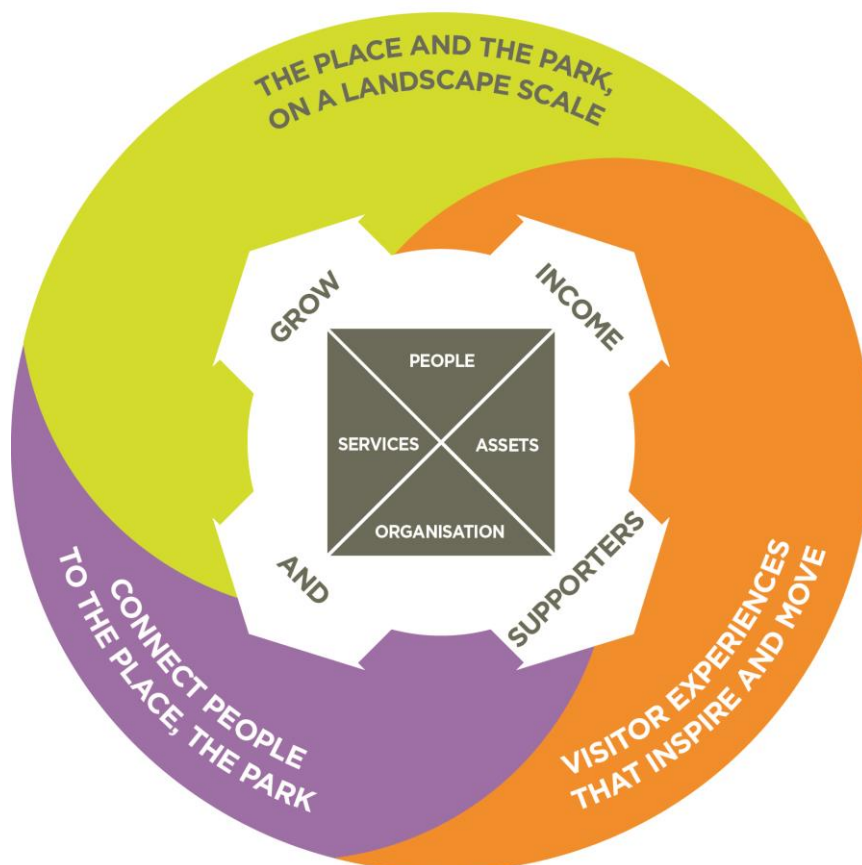
#### Our Corporate Strategy 2016-19

This Strategy sets out our priorities for the next three years, the critical things we have chosen to focus on, and the activities and measures we will use to manage and report on our performance. This Strategy will deliver our contributions to the National Park Management Plan (the plan for the future of the Park). It is based on the understanding that National Park landscapes are hugely important to the nation's health and well-being, making a significant contribution to the economy through tourism and farming or simply 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. This 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 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 the next three years we will focus delivery against:

- **Four directional shifts** to create a virtuous cycle between the place and people so we are a thriving organisation into the future. We will promote conservation on the ground on a large scale, enable everyone to connect with the National Park and provide inspiring experiences for people to enjoy the place, and so feel moved to care and willing to pay for it, so we can diversify and grow our funding, building on our valued government grant.
- **Four cornerstones** to build a solid foundation for the organisation so we are 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 role

Our three main roles - as a regulator, influencer and deliverer - remain important as we have our biggest impact when the three work together. Throughout the period of this Corporate Strategy we will use our mixture of funding to keep these roles in balance. Our Government grant of c. £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, but to a lesser extent than previously and we will have a programme to secure funding from income generation, external funding, and donations to resource these roles 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
- **Every day matters** - each day offers an opportunity for us to do something positive

#### Our Strategy in more detail:

##### 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.*

Our focus:	Key Activity:
<b>1 The Dark Peak</b>	<ul style="list-style-type: none"> <li>• Ensure a balanced approach to moorland management</li> <li>• Deliver Moor Life 2020 and other Moors for the Future projects</li> <li>• Ensure Stange North Lees is at the heart of a living landscape and our commitments to the Sheffield Moors Partnership are delivered.</li> </ul>
<b>2 The South West Peak</b>	<ul style="list-style-type: none"> <li>• Deliver the South West Peak partnership project</li> <li>• Ensure the Warslow Estate is at the heart of a living landscape and community and demonstrates a model upland farming approach</li> </ul>
<b>3 The White Peak</b>	<ul style="list-style-type: none"> <li>• Establish a White Peak Delivery Partnership to manage and protect in a way that reflects the character of land ownership, and connects to other major landscape projects</li> </ul>
<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 for the landscape scale</li> </ul>

	<ul style="list-style-type: none"> <li>• Influence the direction of payment for eco-system services</li> </ul>
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## Shift 2: 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*

Our focus:	Key Activity:
<b>1 Look after the whole Park as a the 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>• Develop recreation hub Development Management Policies including interpretation to look after and enhance visitor sites</li> <li>• Manage the rights of way network and access land to encourage enjoyment of the National Park</li> <li>• Support a visitor behaviour campaign to complement other visitor management activities</li> </ul>
<b>2 Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.</b>	<ul style="list-style-type: none"> <li>• Identify a marketing plan for the properties and services (target audiences, product development requirements, promotional and pricing plan) as part of business plans</li> <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> <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> <li>• Explore and develop opportunities provided by new specific 'power of competence' once available to us</li> </ul>

## Shift 3: 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*

Our focus:	Key Activity:
<b>1 Build support for the park through a range of approaches to enable people to give time, money or valued intellectual</b>	<ul style="list-style-type: none"> <li>• Design and launch new support programme</li> <li>• Establish resources, systems and processes</li> <li>• Commission marketing materials</li> <li>• Explore opportunities to create business supporters</li> </ul>

<b>support</b>	
<b>2 Improve access to the National Park for less represented audiences, in particular young people under 25</b>	<ul style="list-style-type: none"> <li>• Deliver a programme of funded events and activities to schools, educational audiences and families involving a range of services</li> <li>• Explore innovative ways of reaching this audience through new services</li> </ul>
<b>3 Improve access to the National Park for less represented audiences, in particular people living with health inequality</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> <li>• Deliver a range of funded service interventions to people living with health inequalities (specifically mental wellbeing)</li> </ul>
<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> <li>• Identify the services where new National Park volunteer opportunities can be offered, including any target audiences</li> </ul>

#### Shift 4: GROW INCOME & SUPPORTERS

*This means: diversifying and growing our funding, building on our valued government grant*

<b>Our focus:</b>	<b>Key Activity:</b>
<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>
<b>2 Achieve our commercial programme income targets</b>	<ul style="list-style-type: none"> <li>• Achieve the ten income targets around our property and visitor services to contribute to net income growth</li> </ul>
<b>3 Develop/ establish sponsorship relationships</b>	<ul style="list-style-type: none"> <li>• Seek commercial partners to help raise awareness of the National Park brand (nationally through NPUK and locally) and the positive values we want to promote to differing audiences – increasing our reach and income</li> </ul>
<b>4. Secure external funding for major programme and partnership delivery</b>	<ul style="list-style-type: none"> <li>• Deliver MoorLife 2020 and other contractual arrangements and explore funding for the future partnership arrangements</li> <li>• Secure South West Peak Partnership Stage II funding from HLF, including match funding</li> <li>• Secure funding for:</li> </ul>

	<ul style="list-style-type: none"> <li>- Millers Dale Station, as part of trails masterplan</li> <li>- Stanage/North Lees</li> <li>- White Peak landscape approach</li> <li>- Programmes to connect people to the Park</li> </ul>
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## Cornerstone 1: OUR ASSETS

*This means: Looking after the places we own and operate, and our brand*

Our focus:	Key Activity:
<b>1 Reduce the size of our property portfolio and retain what we need</b>	<ul style="list-style-type: none"> <li>• Deliver a disposals programme focussing on reducing the woodlands and minor properties</li> </ul>
<b>2 Ensure that the Trails, Stanage North Lees and Warslow Estate are well-managed assets able to support the delivery of three 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>
<b>3 Get the basics right on the visitor infrastructure we own and operate, from both a visitor and local perspective</b>	<ul style="list-style-type: none"> <li>• Keep under review and deliver improvements to visitor infrastructure, especially:                             <ul style="list-style-type: none"> <li>○ Castleton and Bakewell Visitor Centres</li> <li>○ Toilets, including trialling payment</li> <li>○ Car parks</li> </ul> </li> </ul>
<b>4. Increasing the value of our brand and its reach</b>	<ul style="list-style-type: none"> <li>• Deliver an agreed programme of ‘brand on the ground’ (physical presence – signage and interpretation) to help improve our brand awareness at key sites that we own and operate</li> <li>• Build brand values that enhance our reputation as a destination and as a well-managed and environmentally responsible organisation</li> <li>• Influence, where possible, businesses located within or operating within the National Park to use place-based branding such as the ‘Inspired by the Peak District’ branding</li> </ul>

## Cornerstone 2: OUR SERVICES

***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***

Our focus:	Key Activity:
<p><b>1 Deliver our services in a customer focused way</b></p>	<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> <li>• Provide a paid-for advice service where appropriate to allow customers to access greater levels of advice and expertise</li> <li>• Develop a first and second line enquiry service alongside answering more questions through the website</li> </ul>
<p><b>2 Ensure clear policies are in place with effective communication and engagement</b></p>	<ul style="list-style-type: none"> <li>• Review the framework of policies and strategies and ensure they are embedded into all our work</li> <li>• Develop the Development Management Plan, set in the context of the Landscape Strategy, and communicate it effectively</li> <li>• Review and update the National Park Management Plan</li> <li>• Encourage and facilitate communities to produce Neighbourhood Plans, where they identify them as a way of meeting the community’s needs</li> </ul>
<p><b>3 Ensure appropriate regulatory action</b></p>	<ul style="list-style-type: none"> <li>• Take appropriate action against unauthorised activities where it is expedient in order to meet National Park purposes</li> <li>• Ensure timely decision-making on issuing of permissions and taking enforcement action that fits our policies</li> <li>• Ensure Authority planning decisions are high quality, rigorously defensible and consistently taken in line with our policies</li> </ul>

### **Cornerstone 3: OUR ORGANISATION**

***This means: developing our organisation so we have a planned and sustained approach to performance at all levels***

Our focus:	Key Activity:
<p><b>1 Develop and maintain appropriate standards of corporate governance</b></p>	<ul style="list-style-type: none"> <li>• Identify need and put in place corporate governance processes to meet external standards and directional shifts</li> </ul>

<p><b>2 Implement our medium term financial plan</b></p>	<ul style="list-style-type: none"> <li>• Complete reviews of: Leadership Team, Conservation, Support Services, Rangers, Strategy and Plan Making</li> <li>• Develop and implement a programme of reducing input costs to those areas given strategic certainty in the financial plan</li> <li>• Manage the 3 year Capital Programme</li> </ul>
<p><b>3 Develop key business processes underpinning the Corporate Strategy</b></p>	<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> <li>○ Customer relationship management</li> <li>○ Performance management</li> <li>○ Information management</li> </ul> </li> </ul>

### Cornerstone 4: OUR PEOPLE

*This means: empowering and developing staff to maximise their potential to achieve for the Place and the Authority*

Our focus:	Key Activity:
<p><b>1 Ensure the Authority shape is fit for the future</b></p>	<ul style="list-style-type: none"> <li>• Agree organisational capabilities and design principles and put in place an organisation structure within the three directorates</li> </ul>
<p><b>2 Retain, develop and recruit the right people in the right place at the right time with the right resources</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement a workforce plan</li> </ul>
<p><b>3 Embed in the way we work, our organisational values of:</b></p> <ul style="list-style-type: none"> <li>○ People matter</li> <li>○ Performance matters</li> <li>○ Communities matter</li> <li>○ Every day matters</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement an organisational development programme</li> </ul>

#### High-Level Indicators of Success

The following measures of success will be used to assess whether the Strategy is delivering the change that is required.

- Percentage of the National Park covered by landscape scale partnership programmes
- Percentage of Rights of Way that are accessible
- Levels of customer satisfaction with services (regulatory and experience)



- More opportunities for people from target audiences to experience the National Park
- Proportion of National Park Grant to other income sources (commercial, donation, grant)
- Reduction in size of property portfolio
- Brand awareness and associated value
- Financial targets met for key property types and some services
- Achievement of commercial programme (including new net income targets, the value of donations and achievement of external funding targets)
- Growth in the number of supporters by type (individuals, businesses and volunteers)
- Proportion of planning appeals allowed
- Proportion of planning applications determined in a timely way
- Audit conclusions showing satisfactory governance arrangements in place
- Staff feeling valued