

Appendix II - Members Workshop input into Corporate Strategy 2016-19 and how information is being used

Directional Shift S1 The Place and the Park, on a Landscape Scale: Conservation on the ground at a large scale: for wildlife, cultural heritage and the landscape.					
Focus for 2016 -19	Member suggestions for what success will look like:	Indicator to be considered as:			Action considered as part of service planning
		NPMP level	Corporate level	Directorate level	
1. The Dark Peak	<ul style="list-style-type: none"> • <i>Achieve M4F vision and targets</i> <ul style="list-style-type: none"> ○ <i>Promote little known heritage</i> ○ <i>Balance management of moorland and in- by grassland)</i> ○ <i>Partnership work externally funded (no / very little cost to PDNPA)</i> ○ <i>Awareness of the work done – celebrating success</i> 	✓	✓	✓	✓
2. The South West Peak	<ul style="list-style-type: none"> • <i>Replace phrase Low input farming with Sustainable/ High Nature Value Farming? – exemplar carbon / management</i> <ul style="list-style-type: none"> ○ <i>Warslow Moors – exemplar of low input / sustainable farming/ land management</i> ○ <i>Need to provide a better target – artificial N₂ on Warslow Moors Estate</i> 	✓	✓	✓	✓
3. The White Peak	<ul style="list-style-type: none"> • <i>Land Managers Forum (LMF) – Influencing key landowners / farmer champions, discuss White Peak future.</i> <ul style="list-style-type: none"> ○ <i>Mitigate impact of reduced availability of agri environment</i> ○ <i>Explore other sources of funding –HLF</i> ○ <i>Financial value for farmers – other values</i> ○ <i>Loss of walls ,traditional building and Ash trees</i> ○ <i>Consider key strip field systems including field barns, conservation areas</i> 	✓	✓	✓	✓
4. The Whole Peak	<ul style="list-style-type: none"> • <i>Assets of Community Value (ACV's)</i> 				✓

Directional Shift S2 Visitor experiences that inspire and move: Providing and developing opportunities to enjoy the National Park so people are moved to care and willing to pay

Focus for 2016 -19	Member suggestions for what success will look like:	Indicator to be considered as:			Action considered as part of service planning
		NPMP level	Corporate level	Directorate level	
1. Look after the whole Park as a the public asset in a way that encourages access and responsible behaviour	<ul style="list-style-type: none"> • <i>Fewer complaints from local residents about visitor pressure (and gained a better understanding of what residents would change)</i> • <i>Cooperation of key partners in looking after the place</i> <ul style="list-style-type: none"> ○ <i>Through water company delivery partnerships</i> 			✓	✓
2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.	<ul style="list-style-type: none"> • <i>More people having a positive experience (visitor survey)</i> <ul style="list-style-type: none"> ○ <i>Visitor spend rises / increase in overnight stays</i> ○ <i>Our brand is more evident on the ground (esp. at our sites) – eg car parks but also schemes eg MFF</i> ○ <i>Negative image of the NPA declines – we are successful at ‘yes, if ...’</i> ○ <i>Identify and cater for more ethnically diverse audience</i> 		✓	✓	✓
3. Provide quality new experiences that will generate new income to fund the place	<ul style="list-style-type: none"> • <i>More local businesses offering to support the NPA (visitor payback) (social media support)</i> <ul style="list-style-type: none"> ○ <i>Take advantage of full range of opportunities eg filming/ photographic shoots</i> ○ <i>The (green lung) restorative benefits of park are valued (on the ground ranger walks etc connect people to nature)</i> ○ <i>Target (non workers/ non school/ dependent) visitors to develop new market where most capacity</i> ○ <i>Establish a landscape (photographic) monitoring project to gain ownership</i> 			✓	✓

Directional Shift S3 Connect People to the Place, the Park: Enabling everyone, especially those who currently don't benefit, to connect with the National Park so that they value and support the park

Focus for 2016 -19	Member suggestions for what success will look like:	Indicator to be considered as:			Action considered as part of service planning
		NPMP level	Corporate level	Directorate level	
1. Build support for the park through a range of approaches to enable people to give time, money or valued intellectual support	<ul style="list-style-type: none"> • <i>Connect better with the parishes. Re-think about how we help deliver Neighbourhood Plans. Good listening to local people</i> <ul style="list-style-type: none"> ○ <i>Build on our strong base and develop further.</i> ○ <i>Training and support. Space for different volunteers</i> 			✓	✓
2. Improve access to the National Park for less represented audiences, in particular young people under 25	<ul style="list-style-type: none"> • <i>Success: local schools have a programme/ visits to the NP – particularly on our properties</i> <ul style="list-style-type: none"> ○ <i>How do we engage local children – strategy – skills and awareness/ ownership of the NP. Strategy – and performance indicator in our local schools – not just dependent on local ranger relationships</i> 			✓	✓
3. Improve access to the National Park for less represented audiences, in particular people living with health inequality	<ul style="list-style-type: none"> • <i>Health – changing landscape therefore partner with the 16 local health authorities</i> <ul style="list-style-type: none"> ○ <i>the health professionals and us. Green prescription – Sheffield – get in early. Health and wellbeing boards</i> ○ <i>Grant funded health project – delivery partnership</i> ○ <i>Inspiring generations S Peak – health and access, project indicators</i> ○ <i>Building evidence of the health benefits for our residents and our volunteers. USP for PDNPA</i> ○ <i>Success factors: access projects – Green Lane Action Plan, Miles without Stiles</i> ○ <i>Importance of transport in enabling access</i> ○ <i>Health: we are an asset for this but have no statutory responsibility therefore success would be grant funded</i> ○ <i>Targeted walks/ talks for specific audiences</i> 			✓	✓

<p>4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters</p>	<ul style="list-style-type: none"> • <i>What can we offer – members and resources: links between Volunteers – lead the re-think about what being a volunteer is</i> <ul style="list-style-type: none"> ○ <i>Mosaic etc</i> ○ <i>Continue the urban / rural links eg Oldham and Dovestones</i> ○ <i>Move people from the just their experience to be actively involved</i> ○ <i>Citizenship scheme – involved in the Park and act as facilitators</i> ○ <i>Volunteers – success looks like – provide the capacity in our structure</i> 			✓	✓
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Directional Shift S4 Grow income and supporters: Diversifying and growing our funding, building on our valued government grant

Focus for 2016 -19	Member suggestions for what success will look like:	Indicator to be considered as:			Action considered as part of service planning
		NPMP level	Corporate level	Directorate level	
1. Increase our income from giving	<ul style="list-style-type: none"> • <i>Enable people to become regular givers. Try to move from occasional to regular</i> <ul style="list-style-type: none"> ○ <i>Messages to get across – Value of the National Parks: only 85p/person on National Park - Spend £1 get £66. Message need to be to local people as well as nationally.</i> ○ <i>Increase financial value or value in kind</i> ○ <i>Having the right skill set and right tools in place</i> ○ <i>Aim for 2% target for giving</i> ○ <i>Specifically focused campaigns result in funds for specific projects</i> ○ <i>Development of a body of supported for regular contact/support</i> ○ <i>Volunteer supporter recruitment to run events and campaigns</i> ○ <i>Increase volunteer numbers and skills</i> ○ <i>Success is the number of supporters:-</i> <ul style="list-style-type: none"> • <i>Volunteers – number of days/ value</i> • <i>Donors – numbers and amounts</i> • <i>Sponsors – numbers and amounts</i> • <i>Businesses?</i> 		✓	✓	✓
2. Achieve our commercial programme income targets	<ul style="list-style-type: none"> • <i>Maximise income and potential of everything we own</i> <ul style="list-style-type: none"> ○ <i>Retail – ensure we have a strong marketing and branding plan, develop new products, keep visitor services action plans and property business plans</i> ○ <i>Success on how much income we have made</i> ○ <i>Commercial income, giving and funding to be focussed on the asset</i> 		✓	✓	✓

<p>3. Develop/ establish sponsorship relationships</p>	<ul style="list-style-type: none"> • <i>National Park Partnership opportunities – commercial & sponsorship</i> 		✓		✓
<p>4. Secure external funding for major programme and partnership delivery</p>	<ul style="list-style-type: none"> • <i>Look at joint charity partnerships – different views here</i> • <i>Continue to maintain our external funding</i> <ul style="list-style-type: none"> ○ <i>Maintain the high profile of delivering outcomes</i> ○ <i>Specific grant funding for the landscape (including cultural heritage) projects</i> ○ <i>Deliver the MFF contract</i> ○ <i>Identify other sources</i> ○ <i>Get match funding for SWP. Stage 2 delivery established</i> ○ <i>Ensure we build on the partnership projects to grow our future partnerships</i> ○ <i>Efficient (more fleet of foot), effective processes for external funding</i> • <i>By the end of 3 years :</i> <ul style="list-style-type: none"> - <i>Defra core funding for regulatory</i> - <i>Increased capacity for commercial development.</i> - <i>Increased income (branding and marketing)</i> - <i>Strong volunteer management – harnessing support</i> - <i>External funding programme for major project</i> 		✓	✓	✓

Cornerstone C1 Our Assets: Looking after the places we own and operate, and our brand.

		Indicator to be considered as:			Action considered as part of service planning
Focus for 2016 -19	Member suggestions for what success will look like:	NPMP level	Corporate level	Directorate level	
<p>1. Reduce the size of our property portfolio and retain what we need</p> <p>2. Ensure that the Trails, Stanage North Lees and Warslow Estate are well-managed assets able to support the delivery of three shifts</p> <p>3. Get the basics right on the visitor infrastructure we own and operate, from both a visitor and local perspective</p> <p>4. Increasing the value of our brand and its reach.</p>	<ul style="list-style-type: none"> • <i>Property is constantly reviewed and tested against its financial and non-financial performance, with clear objectives for each property we choose to retain (Focus on woodland and minor properties)</i> • <i>Well maintained, health and safety, demonstrating excellence in our Shifts. Standards include appropriate commercial development.</i> • <i>Visitor infrastructure reviewed (includes visitor centres) to ensure it is fit for purpose for visitor point of view and supporting sustainable visiting.</i> • <i>Plan being delivered for fit for purpose visitor infrastructure</i> • <i>Clarity about what brand means to different audiences</i> • <i>Establish the National Park brand as “the place” and by association “the Authority”</i> <ul style="list-style-type: none"> ○ <i>Ensure being “located in the NP” is included on business letter heads of NP businesses</i> ○ <i>Products developed to carry the brand e.g. wild flower seeds, signs by Countryside Management Team, products taking advantage of RHS Chatsworth</i> ○ <i>NP services e.g. specialist training skills – team building; recreational training; vocational training; apprenticeships?</i> 		✓		
				✓	
				✓	✓
					✓
					✓
					✓

	<ul style="list-style-type: none"> ○ <i>Social media, plan for brand development being delivered.</i> ○ <i>Corporate helping e.g. Big Litter Pick</i> ○ <i>Connectivity: phone/ web/ social media etc</i> ● <i>Establishing a share of responsibility for working for looking after the place in the brand values</i> ● <i>Relationship with UKNP brand</i> 				<p style="text-align: center;">✓</p> <p style="text-align: center;">✓</p>
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Cornerstone C2 Our Services: 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

		Indicator to be considered as:			Action considered as part of service planning
Focus for 2016 -19	Member suggestions for what success will look like:	NPMP level	Corporate level	Directorate level	
1. Deliver our services in a customer focused way	<ul style="list-style-type: none"> • <i>Customer satisfaction – by survey results</i> <ul style="list-style-type: none"> ○ <i>Reduced complaints</i> ○ <i>Effectiveness of ‘triage’ system/ approach</i> ○ <i>consistency of decision-making and communication</i> ○ <i>role of members as advocates for the NP</i> 		✓	✓	✓
2. Ensure clear policies are in place with effective communication and engagement	<ul style="list-style-type: none"> • <i>A DPD which is easy to read, understand and support</i> <ul style="list-style-type: none"> ○ <i>Plain English</i> ○ <i>Explain policies – communicate: explain, consult, produce</i> ○ <i>Explain changes in direction</i> ○ <i>Local people/ community: go about their daily business and enjoy/ understand/ support the park is success. Evaluate through no. of neighbourhood plans. Planning service working with local people rather than despite</i> 			✓	✓
3. Ensure appropriate regulatory action	<ul style="list-style-type: none"> • <i>Neighbourhood plans provide local response to Planning aims/ outcomes</i> • <i>Perception that we are ‘winning’ – effective, deterrent effect</i> 				✓ ✓

Cornerstone C3 Our Organisation: Developing our organisation so we have a planned and sustained approach to performance at all levels

		Indicator to be considered as:			Action considered as part of service planning
Focus for 2016 -19	Member suggestions for what success will look like:	NPMP level	Corporate level	Directorate level	
1. Develop and maintain appropriate standards of corporate governance	<ul style="list-style-type: none"> • <i>Smaller membership. How membership is balanced when smaller</i> • <i>External audit and internal audit outcomes</i> <ul style="list-style-type: none"> ○ <i>IIP status</i> ○ <i>Investors in Volunteers standard?</i> ○ <i>Reputation for transparency and accountability</i> 		✓	✓	✓
2. Implement our medium term financial plan	<ul style="list-style-type: none"> • <i>Keeping within budget:</i> <ul style="list-style-type: none"> ○ <i>using Defra funded activities to maintain respect and meaningful relationships</i> ○ <i>being able to do more through successful, diversify funding sources</i> 			✓	✓
3. Develop key business processes underpinning the Corporate Strategy	<ul style="list-style-type: none"> • <i>Up to date, Plain English, not contradictory, quality, Golden Thread, give clear direction, fewer, simpler, clearer, review of what fits where and a picture and priorities</i> <ul style="list-style-type: none"> ○ <i>VfM through benchmarking</i> ○ <i>Evaluating impact of review areas once implemented</i> ○ <i>Being clear about what we are <u>not</u> doing</i> ○ <i>Success – good working CRM, process and systems that are 2 way, communication in place</i> 			✓	✓

Cornerstone C4 Our staff: Empowering and developing staff to maximise their potential to achieve for the Place and the Authority

		Indicator to be considered as:			Action considered as part of service planning
Focus for 2016 -19	Member suggestions for what success will look like:	NPMP level	Corporate level	Directorate level	
1. Ensure the Authority shape is fit for the future	<ul style="list-style-type: none"> • <i>Support and work to the corporate strategy</i> 				✓
2. Retain, develop and recruit the right people in the right place at the right time with the right resources	<ul style="list-style-type: none"> • <i>Review the way we recruit – need skills on how and why – not just technical.</i> <ul style="list-style-type: none"> ○ <i>Knowledge base for current and future</i> ○ <i>A more diverse workforce</i> ○ <i>Succession planning... how we capture knowledge</i> ○ <i>Need some staff with commercial skills</i> 			✓	✓
3. Embed in the way we work, our organisational values of: <ul style="list-style-type: none"> • People matter • Performance matters • Communities matter • Every day matters 	<ul style="list-style-type: none"> • <i>Value the passion of staff</i> <ul style="list-style-type: none"> ○ <i>Trust and respect</i> ○ <i>Give staff freedom. Also prepare staff for change and changing circumstances</i> ○ <i>Moving conversation into action</i> ○ <i>Members and staff as one team</i> ○ <i>Empowered staff with performance and ethical values</i> • <i>Possible measures:</i> <ul style="list-style-type: none"> ○ <i>Decrease staff turnover (not currently a concern)</i> ○ <i>Increase staff satisfaction – next survey September 2016</i> ○ <i>Number of staff being headhunted</i> ○ <i>External satisfaction</i> ○ <i>Achievement of other priorities</i> ○ <i>Fewer targets and indicators</i> 		✓		✓
			✓	✓	