

Lake District
National Park



For you, for life

BUSINESS PLAN 2010-2013

Contents

Welcome to our Business Plan

Where are our services heading?

The Values

Our business plan

Achieving excellence

Contributing to a prosperous economy

Contributing to world class visitor experiences

Contributing to vibrant communities

Contributing to a spectacular landscape

Annex 1: The 'Golden Thread'

Welcome to our Business Plan

Message from Richard Leafe and Bill Jefferson

Where are our services heading?

We provide our services to achieve a long term Vision for the National Park. This Vision was agreed by the Lake District National Park Partnership (LDNP Partnership) following public consultation in 2006. The Vision is:

'The Lake District National Park will be an inspirational example of sustainable development in action'

By this we mean we will work together for a prosperous economy, world class visitor experiences and vibrant communities – all sustaining the spectacular landscape, its wildlife and cultural heritage.

The Values

Our values are central to the way we work and give a clear indication of what you can expect when working with us. Some of the values are aspirational and we are open to being challenged on them. This will help us to improve the services we provide and the decisions we make.

- We are passionate and proud of the Lake District
- We are innovative and courageous
- We are ethical and we care about our environment
- We are approachable, receptive and respectful
- We communicate and cooperate
- We value people
- We aim high and achieve success

Our business plan

This business plan states what actions we will take over the next three years as we play our part in realising the Vision. And it is important to be clear that we are only playing a part in realising this Vision. The work of other organisations and individuals is also crucial and we will encourage them to take action through our role in facilitating the LDNP Partnership. Annex 1 shows how this Business Plan links with other documents.

We will review progress on delivering this business plan each quarter, and will publish an annual report. We will work to ensure that information is based on good quality data, so that it supports our decision making.

Achieving excellence

Our aim:

We are an excellent organisation with a culture of continuous improvement that is ready to meet current and future challenges.

Our priorities for the next three years:

- Work within the LDNP Partnership to maximise the benefits for the National Park.
- Encourage and enable our staff to make effective and efficient use of our resources and assets.
- Inspire and provide opportunities for all of our staff, members and volunteers to maximise their potential.
- Set an example to others by reducing our carbon dioxide emissions.

We will achieve this by:

- AE1 Developing the LDNP Partnership as an exemplar of best practice.
- AE2 Working with our people, money, property and other assets to make sure value for money is achieved in all our services.
- AE3 Talking to people who come into contact with the National Park, and also those who are yet to use our services, to find out how we can best improve.
- AE4 Providing high quality and customer-focused internal support services.
- AE5 Delivering a development programme for our staff, members and volunteers that maximises the potential of each individual.
- AE6 Implementing our Carbon Management Plan to reduce carbon dioxide emissions from our own operations.

We will know we are succeeding in Achieving Excellence when:

- We have delivered year 1 of the LDNP Partnership Action Plan (the National Park Management Plan)
- We retain the North West Employers Charter for Member Development in December 2010
- We retain Customer Service Excellence in 2010, increasing examples of outstanding achievement from 3 to 4
- Over 75 per cent of staff agree that they have opportunities to develop their skills by March 2012 (Current figure: 70 per cent)
- We obtain external funding to a value in excess of 35 per cent of the annual National Park Grant by March 2012 (Current figure: 25 per cent)
- Number of volunteer days (target and baseline to be agreed)
- We have reduced carbon dioxide emissions by over 25 per cent from our own operations by March 2012 (Current figure: 4.2 per cent)
- We have an operational renewable source of heating for our offices at Murley Moss by March 2012

Resources allocated to these priorities are:

Net revenue spend		
2010 - 2011	2011 - 2012	2012 - 2013
871	890	904

Contributing to a prosperous economy

Our aim, working as part of the LDNP Partnership:

Entrepreneurial spirit will be nurtured across all sectors and traditional industries maintained to ensure a diverse economy. Businesses will locate in the National Park because they value the quality of opportunity, environment and lifestyle it offers – many will draw on a strong connection to the landscape.

Our priority for the next three years:

- Encourage sustainable business development within the National Park.
- Work with others to reduce carbon emissions by supporting energy reduction and appropriate energy generation schemes.

We will achieve this by:

- PE1 Putting in place a Local Development Framework that facilitates the availability of sites to encourage appropriate economic growth.
- PE2 Providing a seamless development management service, from concept to completion, guided by policy and based on evidence to offer solutions that successfully meet the needs of businesses.
- PE3 Supporting local businesses when purchasing our goods and services.
- PE4 Providing opportunities to further our understanding of the importance of design in the National Park.
- PE5 Working with partners to reduce carbon dioxide emissions across Cumbria.
- PE6 Supporting and encouraging appropriate energy generation schemes within the National Park through the creation and application of enabling planning policy.

We will know we are succeeding in contributing to a Prosperous Economy when:

- Percentage of planning applicants satisfied with the service (target and baseline to be agreed)
- There is planning approval for at least one new Business Park, for new and developing small businesses, within the National Park by 2012
- We have created 12 apprenticeships within the authority by April 2011
- We have worked with partners to reduce per capita emission of carbon dioxide in Cumbria by 11.5 per cent by March 2011
- We have allocated 10 sites for the location of appropriate renewable energy schemes through the Local Development Framework by April 2011

Resources allocated to this priority are:

Net revenue spend		
2010 - 2011	2011 – 2012	2012 - 2013
706	700	714

Contributing to world class visitor experiences

Our aim, working as part of the LDNP Partnership:

High quality and unique experiences for visitors within a stunning and globally significant landscape. Experiences that compete with the best in the international market.

Our priorities for the next three years:

- Facilitate the improvement of public transport in the National Park and encourage people to make greater use of it.
- Provide opportunities for all to find out what is special about the National Park and how they can benefit from it.

We will achieve this by:

- VE1 Working together with partners to develop an improved sustainable travel network by investing in key locations within the National Park.
- VE2 Promoting and publicising the range of options for sustainable travel in key locations within the National Park.
- VE3 Improving and promoting recreational opportunities to a diverse audience.
- VE4 Focusing our range of outreach work using sports, arts and recreation to enable people to understand and help look after the National Park.
- VE5 Improving and investing in our services and facilities for visitors.
- VE6 Working together with partners to regenerate the waterfront around Lake Windermere; including redeveloping the Lake District Visitor Centre at Brockhole as an exemplar of sustainable development in action.

We will know we are succeeding in contributing to a World Class Visitor Experience when:

- Over 70 per cent of visitors whose understanding of what is special about the National Park has increased as a result of our visitor services by March 2012
- Over 10 per cent of people attending outreach events are from under-represented groups (young people, ethnic minorities, disabled groups) by March 2012
- Phase One of the Lake District Visitor Centre Redevelopment Programme is operational by March 2012
- Over 75 per cent of rights of way are easy to use by the public by March 2012 (Current figure: 70.9 per cent)
- Planning permission has been granted for the final section of the Keswick to Kendal cycle route by April 2012
- The first stage of the Ambleside to Bowness cycle route has been implemented by April 2013
- UK's WHS nomination to UNESCO by 2012

Resources allocated to these priorities are:

Net revenue spend		
2010 - 2011	2011 – 2012	2012 - 2013
2,847	2,889	2,879

Contributing to vibrant communities

Our aim, working as part of the LDNP Partnership:

People successfully living, working and relaxing within upland, valley and lakeside places where distinctive local character is maintained and celebrated.

Our priority for the next three years:

- Increase the provision of affordable housing for local people in the National Park.
- Support our communities to become viable and sustainable, and enable residents to influence the strategic decisions that affect them.

We will achieve this by:

- VC1 Adopting a strategic approach to the provision of affordable and local needs housing by working with communities to establish the need and increasing the provision of appropriate development sites, including investigating our own land.
- VC2 Providing a seamless development management service, from concept to completion, guided by policy and based on evidence that results in successful planning applications for housing that meets local needs.

We will know we are succeeding in contributing to Vibrant Communities when:

- We have granted planning permission for a minimum of 60 local needs affordable homes each year (current figure: 106)
- Over 33 per cent residents feel they can influence decisions in their local area by March 2012 (Current figure: 29 per cent)
- Over 95 per cent residents are satisfied with their local area by March 2012 (Current figure: 92 percent)

Resources allocated to this priority are:

Net revenue spend		
2010 - 2011	2011 - 2012	2012 - 2013
684	680	692

Contributing to a spectacular landscape

Our aim, working as part of the LDNP Partnership:

A landscape which provides an irreplaceable source of inspiration, whose benefits to people and wildlife are valued and improved. A landscape whose natural and cultural resources are assets to be managed and used wisely for future generations.

Our priority for the next three years:

- Develop and promote land management practices that mitigate against and allow adaptation to the effects of climate change.
- Sustain and improve the landscape, wildlife and cultural heritage in ways that enable people to enjoy and care for the National Park.

We will achieve this by:

- SL1 Working with others to develop and deliver landscape and water catchment scale approaches that reflect and enhance the distinctive environmental qualities of different areas of the National Park and mitigate against and adapt to climate change.
- SL2 Enabling the positive management of environmental assets by providing high quality advice services, in particular to land managers, and using our properties to demonstrate best practice.
- SL3 Supporting the development of new approaches to celebrating cultural heritage, design and the built environment.
- SL4 Providing a development management service that reflect and enhance the distinctive environmental qualities of different areas of the National Park.

We will know we are succeeding in contributing to a Spectacular Landscape when:

- Over 20 per cent of local wildlife and geological sites are in positive conservation management by March 2012 (Current figure: 5 per cent)
- 95 per cent of SSSIs are in favourable or recovering condition by December 2010 (Current figure: 85.2 per cent)
- 64 per cent of conservation areas have up to date (carried out within the last 10 years) character appraisals by March 2011 (Current figure: 4.5 per cent)

Resources allocated to this priority are:

Net revenue spend		
2010 - 2011	2011 – 2012	2012 - 2013
2,203	2,237	2,280

Annex 1: The 'Golden Thread' – our Corporate Planning and Performance Framework

