



For decision

Title: Park Authority Values and Culture Review

Prepared by: David Cameron, Deputy Chief Executive

Strategic context

1. The Park Authority's Corporate Plan 2023 to 2027 sets out a statement of the organisation's values and culture which was developed as a staff-led bottom-up exercise as part of our organisation's Corporate Plan for 2012 to 2015. Our scale, complexity and composition of our staff group have changed considerably since the values and culture statement were developed and adopted. The Management Team recognised a review and, if necessary, refresh of the Park Authority's Values and Culture statements were appropriate at this still early stage of the current Corporate Plan.
2. The revised statement of principles and organisational culture drawn from this work will help drive the Organisational Development and People Strategy, as considered by the Committee at its previous meeting of 17 May 2024.

Purpose

3. This paper sets out the outcomes of the staff-led review and refresh of the Park Authority's Values and Culture for consideration by the members of the Resources Committee on behalf of the board.
4. The paper proposes the adoption of the revised set of principles and what those principles entail as appropriate replacement for the current values and culture statements to set the parameters around the Park Authority's operations and behaviours.

Recommendations

The Resources Committee is asked to:

- a) Approve the adoption of the principles and what those principles entail, as set out in this document, as the replacement for the current values and culture statements to underpin development of the Park Authority's operations, behaviour and culture.



Strategic policy consideration

5. The current values statement is: “The Park Authority is an open, inclusive, innovative and professional organisation that behaves with integrity. The Park Authority also operates in an environmentally friendly manner and demonstrates leadership in this area.”
6. The outcome of the staff led review of this statement is that these values are now seen as established ‘given’ modes of operation also embodied in our staff code of conduct and do not add value into supporting the expected operational approaches and behaviours of the organisation. A reviewed, refreshed and re-energised statement of our principles is recommended.

Stakeholder engagement

7. This work to date has been primarily internally focused: considering how we as an organisation expect our staff group to go about our business and deliver our corporate objectives.
8. A focus group of ten staff was formed to lead the project and to engage the wider staff body. A consultant was procured to facilitate and draw together the outcome of extensive staff engagement including outcomes from our all staff gathering last autumn; follow-up consultation with all staff invited; more focused consultation with the senior management team and internal staff equalities group; and sessions with the focus group.

Strategic risk management

9. Strategic risk number five refers to staff retention while risk number six cites the operational risks associated with the need to develop and embed effective support systems within a significantly changing organisation. Mitigation of both these strategic risk elements requires that the Park Authority establishes a core set of organisational values or principles that echo with our staff and make them feel at home in the organisation; that effectively direct the way the organisation goes about its business; and that establishes a foundation for our future organisational development actions to ensure that these meet the needs of the Park Authority and expectations of our staff group.



10. As such this work supports the mitigation of existing agreed strategic risks. There are no new risks created through this exercise.

Implications

11. There are no specific resource or reputational implications posed by these proposals.

Success measures

12. We expect this work to influence the outcome of our next independent staff survey to be conducted in September / October 2025.

13. These proposals should also support our workforce management strategy actions around retention.

Supporting information

14. The staff led work has evolved the following proposed set of principles and their definitions.

Principles	By this we mean
Passion and dedication	<ul style="list-style-type: none">• We are deeply committed to driving positive action within the National Park• We are creating an environment that is exceptional for employees, residents, organisations, businesses and visitors alike• We are working towards a place where people and nature are thriving together
Community	<ul style="list-style-type: none">• The Park Authority embodies a culture of openness, support, respect and inclusivity• Every member of our team, and everyone we work with, is valued for their unique contribution• Our approach to everything we do is driven by creating strong partnerships and collaborative efforts with others
Pioneering	<ul style="list-style-type: none">• We aim for excellence and our work should always serve as a beacon, inspiring and engaging others positively• We are dynamic and bold in our approach, embracing creativity and innovation



	<ul style="list-style-type: none">• We are reflective, and committed to ongoing learning and evaluation
Inspiring leadership	<ul style="list-style-type: none">• We all support one another to be exemplars in our behaviours and performance• We trust and respect each other, which fosters ownership and responsibility• By visibly championing our exemplary policies and procedures, and holding each other to account, we build confidence and security

15. The intention is that these principles and the associated definitions speak for themselves. They should bring clarity to help people understand what everyone can expect from everyone else, as the Park Authority continues to grow a great working culture.

16. Our next phase of work through our organisational development and people strategy will be to seek appropriate ways to develop the culture through appropriate behaviours and policies.

David Cameron, Deputy CEO and Director of Corporate Services