

Introduction

The Authority developed Corporate Outcomes and Key Corporate Actions based on the required outcomes of the National Park Management Plan. Annex 6 shows our approach to performance management which illustrates how these Outcomes and Actions are developed into service planning and also into work programmes for individual staff.

During 2009/10 the corporate plan will be reviewed and updated and the overview of corporate strategy (the 'golden thread') will be mapped clearly and widely communicated.

Prioritisation

A prioritisation is applied to our Key Corporate Actions. This is reviewed annually as part of our budget planning process by considering:

- Progress towards achieving each of the Key Corporate Actions (using corporate indicators and targets)
- The Authority's Performance Improvement Plan
- The National Park Management Plan strategies
- Natural England's strategic priorities and how we can work together to implement those where we have a shared interest
- Our contribution to Defra's Public Service Agreement targets and also to those of the departments as prescribed by Government's expectations of National Park Authorities and 'the Deal'(see Annex 7)
- Audit reports (refer to the Authority's Annual Governance Statement for details at <http://resources.peakdistrict.gov.uk/ctte/authority/reports/2008/080627Item11-9Ann1.pdf>)
- Our 3 year financial plan

Prioritisation is used to identify where we consider that extra effort needs to be applied to achieve the specified action, taking account of past performance and external factors in making a judgement. Prioritisation at level 3 does not mean an action is less valued in its contribution to achieving our corporate outcomes. However, by prioritising, the Authority can reallocate its resources to enable greater effort to be made on level 1 and 2 priorities.

Monitoring

Corporate Indicators monitor progress towards achieving our Key Corporate Actions and in 2008/09 we achieved or exceeded target on 64% of these indicators. In certain areas where we have fallen short of our target, we have implemented closer monitoring to focus improvement: quarterly monitoring to management team and six monthly monitoring to Audit and Performance Committee. For 2008/09 these were:

- Major applications determined within 13 weeks
- Performance for answering letters within 15 working days
- The Authority's overall carbon footprint

We have achieved our target for the first and third of these indicators and also for the second indicator relating to non-planning response to letters. Response to letters relating to planning has improved but still falls well short of our target.

For 2009/10 the indicators chosen are:

- Ensuring the development of appropriate indicators in new strategies and action plans
- Responding to letters within 15 working days in the Planning Service
- Member participation in formal meetings and training events

We also benchmark our performance against our constituent authorities (Annex 8) and other National Park Authorities, shown in the indicator tables.

Performance Improvement

Our Performance Improvement Plan complements the work on our Corporate Outcomes and Key Corporate Actions. Our partners and funding bodies, as well as the Authority, need to know we are using all our resources – people, funds and properties – to the maximum benefit of the National Park. During 2008 a renewed Plan was developed which sets out our planned improvements for the next 3 years giving a clear focus to our improvement efforts. It can be viewed at <http://resources.peakdistrict.gov.uk/ctte/audit/reports/2009/090123Item6-1Ann1.pdf>.

Service planning

Annual service plans are developed from the strategic direction given by corporate planning and performance improvement. Heads of Service are responsible for developing actions to achieve the corporate and performance improvement plan and for identifying appropriate measures and targets to monitor their activity and contribution. Individual work programmes are developed from these service actions so that each member of staff can see how their work contributes to achieving the work of the Authority.

During 2008/09 91% of our stated service actions were achieved by the end of the year. Outstanding issues have been considered by the Authority's Audit and Performance Committee (24th April 2009).

Risk Management

Heads of Service are also responsible for identifying key risks in their service which are then considered for inclusion in the corporate risk register. The corporate risk register is approved by the Authority's Audit and Performance Committee (24th April 2009), is monitored quarterly and updated bi-annually. A copy of our corporate risk register is shown in Annex 9.

Scrutiny

Our Members lead a scrutiny process as part of our performance improvement work which is, itself, reviewed and changed regularly to continually improve the effectiveness of the process. We have moved to more evidence based scrutiny and have introduced 'micro scrutiny'. The new process will be kicked started with a workshop in July 2009 when the next scrutiny topic will be identified.

Over the past 12 months, the Recreational Management scrutiny group reported in July 2008 (Audit and Performance Committee July 2008, minute 19/08). The full report can be found at <http://resources.peakdistrict.gov.uk/ctte/audit/reports/2008/080718Item7-1.pdf> and the Management response at <http://resources.peakdistrict.gov.uk/ctte/audit/reports/2008/081024Item6-1.pdf>. The Recreational Strategy scrutiny group made a progress report in April 2008 (Audit and Performance Committee April 2008, minute 12/08) which can be found at <http://resources.peakdistrict.gov.uk/ctte/audit/reports/2008/080425Item9-1.pdf> and is due to finally report in October 2009.