

Performance Management

How we focus our effort

As scheduled, we reviewed our corporate plan mid term and developed a set of Corporate Objectives (2010 – 2013) to more closely focus the Authority's work on the outcomes of the National Park Management Plan. Annex 5 shows our approach to performance management illustrating how these Objectives lead into service planning and work programmes for individual staff. This enables staff to clearly understand their role in supporting the outcomes of the National Park Management Plan.

We prioritise our Corporate Objectives to identify where we consider extra effort needs to be applied to achieve the specified action, taking into account: past performance (judged by our indicators, our Performance Improvement Plan and our Audit reports¹); and impact (judged against the Objective's importance to regional and national agendas/priorities (eg as given in the new Defra circular²) and the degree of impact on achieving National Park Management Plan outcomes). We protect, and possibly increase, resources for our five priority 1 Objectives and scrutinise the work done to achieve our other Objectives for efficiencies or savings. We review our prioritisation annually as part of our strategic and financial planning.

How we monitor our progress

We monitor our progress with Corporate Indicators. The indicators were reviewed in 2009/10 to ensure they continue to be relevant to our needs. In 2009/10 we achieved or exceeded target on 54% of our corporate indicators, a drop of 10% from the previous year. Some of this fall is due to problems in reporting indicators relating to understanding of the National Park, where a review of the methodology will be undertaken in 2010.

In certain areas where we fall short of our target, we implement closer monitoring to focus improvement: quarterly monitoring to management team and six monthly monitoring to Audit and Performance Committee. For 2009/10 these were:

Indicator	Outturn
<i>Ensuring the development of appropriate indicators in new strategies and action plans</i>	<i>Complete: Landscape Strategy, Climate Change, Minerals, Recreation, Biodiversity, Cultural Heritage, Working with People and Communities and Communications</i>
<i>Responding to letters within 15 working days in the Planning Service</i>	<i>65%</i>
<i>Member participation in formal meetings and training events</i>	<i>Formal Meetings 75% (target was 75%) Training events 58% (target was 50%)</i>
<i>Meeting the milestones set out by the Local Development Scheme</i>	<i>Milestones met</i>

For 2010/11 the indicators chosen are:

Indicator	Target 2010/11	Reason
<i>4.1a Authority's overall carbon footprint</i>	<i>10% decrease from previous year</i>	<i>Very stretching target</i>
<i>4.2a Number of priority actions in Climate Change Action Plan met or on target as proportion of total number of actions</i>	<i>11/11</i>	<i>High priority and new area of work</i>
<i>4.2b Number of projects supported that show a targeted reduction in carbon dioxide</i>	<i>9</i>	<i>High priority and new area of work</i>
<i>4.2c Reduction in CO₂ due to projects supported by the National Park Authority</i>	<i>Set baseline</i>	<i>High priority and new area of work</i>

¹ refer to the Authority's Annual Governance Statement for details at <http://resources.peakdistrict.gov.uk/ctte/authority/reports/2009/090626Item9-11App1.pdf>

² www.peakdistrict.gov.uk/npmp.htm

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Some of our corporate health indicators were below target for the year and the reasons for this will be analysed and appropriate action taken.

We also benchmark our performance against other National Park Authorities, shown in the indicator tables. In some circumstances these indicators are similar to our corporate indicators but may vary in methodology, resulting in slightly different outturns. Explanations have been provided in the tables where such a variance occurs.

How we organise to further improve

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. Our Performance Improvement Plan³ complements and helps us to progress the work on our Corporate Objectives. During 2008 a renewed Plan was developed, setting out our planned improvements for a 3 year period, giving a clear focus to our improvement efforts. Progress is monitored quarterly and annually.

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 Objectives and the 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 2009/10 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 (23rd April 2010).

How we manage Risk

Heads of Service are also responsible for identifying key risks in their service which are then considered by Management Team for inclusion in the corporate risk register. The corporate risk register is approved by the Authority's Audit and Performance Committee (23rd April 2010), is monitored quarterly and updated bi-annually. A copy of our corporate risk register is shown in Annex 6.

How we scrutinise our work

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 was kicked started with a workshop in July 2009 and the topic agreed for 2010/11 is: 'How are constituent authorities engaging with communities and how best can we be involved in order to increase the understanding of NP purposes'.

³ <http://resources.peakdistrict.gov.uk/cte/audit/reports/2010/100122Item8-4App1.pdf>