



**Performance Improvement Partnership
Case Studies**





Introduction

The Performance Improvement Partnership has been a £250,000 programme funded through the ODPM's Capacity Building Programme. Phase 1 of this programme is now coming to an end, culminating in this conference on May 3rd.

During Phase 1 a number of projects (detailed below) have successfully worked in partnership to deliver outcomes to meet the key criteria for the projects. These were

- Demonstrating innovation (for the organisations involved) and learning from best practice elsewhere
- Building capacity of the organisations involved, developing their learning at an organisational as well as individual officer level.
- Contribution to achieving the PDNPA's Performance Improvement Plan (given in appendix 1 from page 56)

The overall programme has been steered by the Chief Executives (or their representatives) of the partner organisations (Derbyshire County Council, Derbyshire Dales District Council, High Peak Borough Council, Lake District National Park Authority, Peak District National Park Authority and Staffordshire Moorlands District Council), with individual projects led by Officers from the PDNPA supported by project teams from across the partnership.

The challenge for all projects is to ensure that the learning gained from the project is not lost to the organisations involved, and becomes part of the mainstream thinking embedded in the organisations.

The projects (although listed alphabetically in this report) can be grouped into a number of themes that link directly to the Performance Improvement Plan.

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Organisational abbreviations are used throughout this booklet as follows – DCC (Derbyshire County Council), DDDC (Derbyshire Dales District Council), HPBC (High Peak Borough Council), LDNPA (Lake District National Park Authority), PDNPA (Peak District National Park Authority), SMDC (Staffordshire Moorlands District Council)

Looked after Children

Summary

The objective of the project was to give looked after children (children in care) in Derbyshire a 'taste' of the National Park through experiencing its landscape, cultural and wildlife heritage and its recreational opportunities at first hand. This direct experience was designed to promote the understanding of the National Park and engage the children in discovering more of the Park in their future lives.

Project Background

The Peak District National Park Authority, in common with other local authorities and statutory bodies, has adopted the strategic objective of widening our work to encompass those groups who may be regarded as excluded (for a variety of reasons) from being able to experience the National Park

The Peak District National Park Ranger Service already possessed experience of interacting with children from excluded backgrounds i.e. the Barnsley Young Achievers Award and work with Connexions. However as a Service we had as yet not made contact with Derbyshire County Council, the carers for the children.

In the above contexts, the project was seen as an ideal opportunity to kickstart a relationship with Derbyshire Social Services and subsequently those Children in Care.

The project enabled the Peak District National Park Ranger Service to widen its contacts with groups that may have been excluded from experiencing the National Park. The opportunity to widen our base of contacts was welcomed.

Project Methodology

The project was scoped in a meeting between Social Services managers and the Ranger Team leader and Communication's Officer from the Peak District National Park Authority. In this meeting the types of activities that the Ranger Service could offer the children was outlined and two properties, Chapel Road at Buxton and a home at Chapel en le Frith, were identified as suitable pilots.

Buxton Children – A preliminary meeting and illustrated talk on the National Park 24/01/06 was followed by two Activity Days on 21/2 and 22/2/06

Day 1

A day of activities in the Goyt Valley, included a river walk off the beaten track, a blindfold trail through woodland, putting up tents and making tea in the 'field', building a shelter from natural materials, short walk to look at work undertaken by rangers.

Day 2

Morning walk cancelled due to weather, but had a short walk around Longnor village

PM Climbing at the Activity Centre at Longnor

Chapel en le Frith Children – A preliminary Talk (28/2) abandoned due to behaviour of the children.

Key Outcomes and Outputs

The Children from Buxton received the talk well and asked pertinent and interesting questions. This visit set them up for the two subsequent activity days. I understand that children also enjoyed the activity days – gaining experience and understanding of the National Park and of activities e.g. climbing that could be carried out within the National Park.

The Ranger Service is awaiting a debriefing meeting with the children and their carers including the Social Worker in charge of the home. In addition a meeting is planned for the 2nd of May between Social Services and the Ranger Service to determine, dependent upon resources, how the project/relationship may be taken forward.

Demonstration of Innovation

The PDNPA Ranger Service has in recent times worked with a wide variety of groups from society including children excluded from school. This meant that a template for activities for the Children in Care had been set and that the programme can be adapted to suit the needs of any particular group.

Building Capacity and learning

Effective contact has been made between the Ranger Service and the home in Buxton, and with the children who live there and the carers and social workers.

The assessment of how capacity has been built between the PDNPA and Derbyshire Social Services is the subject of the meeting on the 2nd of May.

Resources

The project has had a budget of approximately £1000

Ranger Service Time:

7hrs Ranger Team Leader Time

6 evenings Area Ranger/Ranger Time

2 full days each for an Area Ranger and Ranger

3 hrs Head of Service Communications

The project timescale was foreshortened by delay in setting up the project, so that delivery was squeezed into the end of February/March.

Who was involved?

PDNPA Staff

Andy Farmer - Ranger Team Leader

Andy McGraw - Area Ranger

Steven Bell - Ranger

Chris Taylor - Head of Communications

Derbyshire County Council

Ian Henderson

Denise Ward

Paul Dowd

Dave Eyres

Barriers to success

The main barrier was the time it took to set up the project in the first place – there is the suggestion that initially the project was not ‘owned’ by those people in Derbyshire County Council who were responsible for delivery. The initial momentum for the project came from staff within the Peak District National Park Authority, although once the staff of Derbyshire County Council gained ‘ownership’ they became enthusiastic.

The main barrier that was encountered when the project was taking place was the unacceptable behaviour of the children at the Chapel home on the initial visit of the rangers. This led to PDNPA Ranger Service pulling out of that part of the project with those children from the Chapel Home.

Critical Success Factors

The main success of the project can be put down to the professionalism and abilities of the rangers who possess the appropriate skills in promoting the understanding and enjoyment of the National Park to the children. In addition the input of the social worker and carers in wanting the children to partake of the activities and the support shown on the activity days in the National Park were also critical success factors.

How would you do it better?

The 'ownership' of the project (indeed any project) needs to be in the hands of those who are delivering the activities. This should be achieved by including those very parties at the inception of the project.

Key Contact

Andy Farmer – Senior Ranger, PDNPA.

andy.farmer@peakdistrict.gov.uk. 01629 816286

Constituent Authorities Newsletter

Project Summary

The publication and distribution of the pilot edition of a newsletter for 'constituent authorities' – the district, borough, county and metropolitan councils within the Peak District National Park (PDNPA) boundaries.

Target audiences for the newsletter are constituent authority chief officers and members.

The newsletter was coordinated by the Peak District National Park Authority and aimed to:

- Raise awareness of the work of the National Park Authority and the key issues facing the National Park – such as transport, conservation and quarrying
- Identify opportunities for partnership working between the authorities and the PDNPA.

Background

The Peak District covers a wide geographical area and within its boundary are 14 constituent authorities – more than any other UK National Park.

The PDNPA's work often crosses over and complements the work of local authorities. They also share similar objectives and priorities relating to tourism, community engagement and the health and well being of local communities.

Although large in terms of remit and geography, the PDNPA is very small in terms of budget and staffing resources. Hence, in order to achieve its priorities, it must increasingly work in partnership with - and draw on the greater resources of - its constituent authorities.

Opportunities for joint working are being identified and developed. However, this is not being exploited to the full due to the PDNPA's relatively low profile with constituent authority members and officers. A typical example was one local councillor who believed the National Park was a municipal park with swings – they asked 'what time the Park shuts at night'.

Hence, a simple, quick and cost effective method was required to raise awareness of the PDNPA with constituent authority councillors and officers.

Project Delivery

The publication of a pilot newsletter for decision makers within constituent authorities, as a means to raise awareness of the work of the PDNPA and encourage greater partnership working

- **Title:** *'Peak District National Park: Working Together'*
- **Specification:** A4 size, 'glossy' paper, full colour, 12 pages, 600 copies
- **Distribution:** posted to named senior officers and councillors of the 14 constituent authorities within the Peak District National Park
- **Contents to include:**
 - Introduction from the PDNPA chief executive
 - Role and functions of the PDNPA
 - National Park map showing constituent authority boundaries
 - Photos and contact details for PDNPA senior officers and members, and summary of their work areas
 - Summary of existing PDNPA / council partnership schemes and opportunities for more joint working

- Reader feedback questionnaire.

The newsletter is due to be distributed during May 2006 and will be evaluated through a reader feedback survey.

Innovation

Local authorities tend to focus their publications budget on communicating with local residents. As far as we are aware, this is the first time that a public sector newsletter has been produced to build capacity building between local authorities within a region.

As part of the project, an electronic database of councillors and officers has been developed. This is the first database of its kind for the Peak District National Park.

Building capacity and developing learning

Benefits of improved communication between the PDNPA and constituent authorities:

- Identification of opportunities for partnership work
- Identification of opportunities to share resources / avoid duplication
- Local Authorities will be more aware of their responsibilities to National Park purposes under the 1995 Environment Act

In addition, the database developed for the newsletter distribution will be shared with partner authorities. This is the first database that combines comprehensive contact information for Peak District National Park constituent authorities officers and members.

Resources

Costs of print, distribution and database development – approx £2,500

In kind support:

- Stories and features written by the project manager
- Design coordinated by PDNPA design team

Timescale

Research stage = one month (develop story list, gather background information)

Writing = 3 weeks

Database development = one month

Design and print = one month

Distribution one week

TOTAL = four months

Next steps

A reader survey will be used to evaluate the newsletter.

Due to lack of resources and pressure on staff time, further issues have not been built into the PDNPA communications team's service plan for 2006 / 07. However, the database of constituent authority officers / councillors will be maintained by PDNPA and updated annually.

Key contact

Chris Taylor – Head of Communications, PDNPA

chris.taylor@peakdistrict.gov.uk. 01629 816356

Corporate Identity Improvement Plan

Project summary

The corporate identity improvement project was funded by ODPM in 2005/6 (£12,000 budget plus full-time post of Communications Officer). The project used project management techniques from the 2005/6 'Improve Your Projects' training. (For further details please request a copy of the project remit.)

Background

The Communications Task Team in 2004 prioritised key areas to investigate the improvement of corporate communications.

One of the areas chosen for further investigation was corporate and brand identity. Earlier consultation (via Change Action Teams / Members Action Teams / Best Value Review of Stakeholder Engagement) also confirmed this was an area for improvement.

External issues

- Low awareness of the National Park
- Low awareness of the work of the Authority
- Increasing demand from both government and internal sources to communicate effectively
- Inconsistent use of the Authority's logo

Internal issues

- No management control of brand / image / messages
- Dilution of message and corporate identity through partnership work
- Inconsistent use of logo/s (varies by service / individual)
- Lack of investment in corporate identity over the years
- No agreed corporate style
- Quality standards and management of communications vary across the Authority

The project was considered of high importance, as it underpinned the 2004-9 corporate objectives and performance improvements:

'Engaging more effectively with the communities that we serve in and beyond the Park and forging more effective partnerships so that we can better meet the expectations that residents have of access to services, opportunities of employment and involvement in the work of the Authority.'

'Increasing the effectiveness of the use of staff, driving up team performance, achieving more objectives through cross-functional teams....'

'Maintaining and improving standards for all visitors and recreation facilities...'

'Forging effective and enduring partnerships for delivery of National Park objectives through a more strategic approach to work...'

Project Methodology

The improvement plan covered three key areas:

- Process & management – review current flow of communications work.
- Introduction of a new corporate identity and style guide.
- Maintenance – looked at ways we can integrate the new corporate identity.

The project included a large consultation process with:

- Project kick-start - *20 key players attended half day engagement session*
- Core team project status meetings – *communications and design*
- One-to-one meetings with teams - *over 20 meetings to discuss issues and improvement ideas*
- All staff meetings - *reported staff concerns about poor image and the name of the organisation*
- Communications Task Team - *project updates and feedback sessions*
- Questionnaire - *32 responses from management team, heads of service and key players*

Key outcomes and outputs

1. Delivered trial corporate identity on a selection of communication materials using ODPM funding and updating service materials:

- Corporate displays
- Organisational presence at four local shows
- Poster and literature stands - *increasing awareness of events and the work of the Authority*
- Corporate folder & leaflet - *supporting Authority work and our vision*
- Partnership displays - *NEE, EQM, BEEST, SDF*
- Reports - *for example, BVPP, NPMP*
- Publications – *for example, human resource leaflet and others*
- Re-designed website

2. Planned three, one day Plain English Training Courses in March 2006 - focusing mainly on development control service to improve communication and interaction with customers and stakeholders. Aim is to link visual and written communication to improve the effectiveness of the work of the Authority.

3. Created draft design brief to create a workable corporate identity for the PDNPA. (For further details request draft design brief).

4. Drafted service handbook 'Helping you communicate clearly' covering the communication and design services available to staff and partnerships and guidance on the PDNPA Corporate Identity Style Guide. The aim is to increase awareness of the corporate identity and assist staff in using and adopting the improvements.

Barriers to success

Further work is needed to ensure outcomes are achieved during the secondment period. Louise Turner along with the core team, delivered incremental wins from May 2005 onwards - to help bring step change and increase the profile and image of the Authority.

Design team has managed the design workflow and commitments, and provided working solutions. However, the ongoing ability to manage the new corporate identity project and increased design workload needs to be monitored.

The acceptance and integration of the new corporate guidelines by directorates, managers, teams and staff has been to be supported by Jim Dixon, as champion of the project, acting as a conduit between core team and management team.

Incremental gains were communicated e.g. staff and members ezine.

All core project team members took ownership of the corporate identity work; endorsed the work and outcomes of the project and internally championed the need for change.

Core team and Authority managers need to lead by example and help staff overcome “teething problems”.

Continued dilution of the Peak District National Park Authority image in partnership work has been addressed by ensuring all partnership agreements cover the profile of the Authority and partners.

The corporate identity team need to constantly consider the cost / benefit of the risks - and achieve the right balance for the Authority. The balance between implementing nothing until the improvement plan has been finalised versus moving ahead too quickly and producing materials that have a short life cycle needs to be judged effectively.

Demonstrations of innovation

- Introduction of a corporate identity

Building capacity and learning

- Developing a staff guide to build awareness and educate staff
- Introducing Plain English Training for the Development Control Service and other key areas to communicate more clearly with our customers and stakeholders.

Resources

The budget for this one-year project was:

Communications Officer post, 12 months	£24,000
Budget	£12,000

Staff involvement

Jim Dixon - Champion

Directs and supports Project Leader and is the main link between the project and management team.

Nic Hutchins - Specialist

PIP Programme Manager specialist; will attend ad hoc meetings throughout the life cycle of the project.

Chris Taylor – Team player

Key contributor to the project based on communications knowledge and expertise. Attends all meetings.

Di Tranter – Team player

Key contributor to the project based on design knowledge and expertise. Attends all meetings.

Louise Turner – Project Leader

Responsible for making the project happen with support and advice from the champion.

A number of consultations with staff from different services also took place.

Critical success factors

The majority of our communication is processed by individual services, while corporate publications for example: targeted newsletters; are generated by the communication and design teams.

It is key that staff understand the importance of caring about the delivery and production of all communication materials – from publications to emails. The image of the Authority lies within the control of each member of staff – from director to officer.

The success or failure of our corporate identity depends on managers managing change, and resistance to it, by taking personal responsibility for our communications and corporate identity.

To improve the project, a more focused consultation with key players who understand the issues and appreciate the organisational value of a consistent identity would have been preferred. This would have allowed for more focussed time, using the limited resource of design and communications, on new approaches and getting the job done.

Next steps

- Prepare delivery of the new style guide to include
 - Internal communications
 - Workshops
 - Work with staff to adopt new style (for example, templates)
- Carry out pilot and review
- Implement style guide on a permanent basis
- Wrap up the project
- Review...update (ongoing)

Key contact

Louise Turner, Communications Officer, PDNPA

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Equality outreach for employment

Project Summary

The main aim of the project was to develop links with hard to reach and minority groups from the Sheffield area in order to encourage these groups to consider employment and volunteering opportunities within the Peak District National Park Authority. The target groups were the BME communities, including refugees and asylum seekers and the disabled communities. Young people and schools have also been included.

The project was focussed primarily on the City of Sheffield to foster and develop relationships with groups/organisations/institutions that can be maintained after the end of the project. If the work was successful, and resources became available, this work could be replicated in other cities around the national park.

Background

Despite a desire for the authority to have a workforce that reflects the area we serve (Best Value Performance Plan 2005/6) it attracts few applicants from minority ethnic communities or those who perceive themselves to be disabled.

In 2005 we improved our advert equality statement to say that 'ethnic minorities and people who perceive themselves to be disabled are under-represented in our workforce so we particularly welcome their applications'. In addition in 2005/6 considerable resources were spent in advertising all vacancies in Sheffield newspapers to raise the profile of the authority as an employer. Whilst it was recognised at the onset that it would take time for applicant profiles to change, we have not seen any significant improvement in the numbers of applicants from these inner city adverts.

At April 2005 the BVPP showed a target of 0.3% of the workforce against the local population was achieved but it is hoped that this could be improved and the target set for 2006/7 is 0.5%.

For people declaring they meet the Disability Discrimination Act disability definition, the census recorded 12.34%, which is felt to be high for the area especially in comparison with data for adjacent areas e.g. Sheffield. This is compared with only 3% of staff declaring that they perceived themselves to be disabled, it is known that some staff may meet the definition but for what ever reason chose not to declare that they do. In April 2006 the number of staff making the declaration had increased to 3.41% by April 2006 i.e. an increase in staff declarations more than an increase in recruitment of staff declaring themselves as disabled.

In Sheffield the 2001 census records, of the 63.1% economically active, 6.2% are disabled and 11% are of black or minority ethnic group. The BME communities include refugees and asylum seekers. The Census figures from 2001 do not give an update picture of what are growing groups in the City of Sheffield. The figures vary from source to source but it is felt that they are steadily growing with most from Eastern European and the African continent.

There are seven main BME communities in Sheffield:

Pakistani	3.1%	Indian	0.6%
African Caribbean	1.0%	Bangladeshi	0.4%
Chinese	0.4%	Yemeni	0.5%
Somali	0.4%		

Key issues/problems that the project addressed

1. A feeling of disengagement with the location of the Peak District

At the initial meetings with BME community organisations concerns were expressed that it was perceived that the Peak District and its population were not part of their community. There were however individuals within the organisations that have actively used and visited the Park. They did not see themselves depicted in the publicity or recruitment information (although the authority's publications do have inclusive images and the cost of recruitment adverts makes it difficult to include images). Although a very small percentage of people had experienced some forms of social exclusion within the Park, the overriding issues were distance and not feeling part of the Peak District community. Many of the BME communities engaged in the project have, or can identify with, a rural background. The opportunity was to encourage a broader perspective when seeking work experiences and employment by making the link to rural backgrounds and being part of the local area i.e. the Peak District.

Young people and schools were targeted so that the authority can become a presence that is known, accessible and inclusive. Young people can have a wider view of local opportunities for self-development, career choice and engaging with the community. The relationship with the Universities in Sheffield will be re-established by being involved in career events, looking at the possibility of involving key staff in a mentoring programme and giving subject specific presentations to students.

The disabled communities did not have the same sense of disengagement. Some groups enjoy regular visits, would appreciate the opportunity to be involved in voluntary work and are pleased to receive employment opportunities and other information about the Park. Bents Green Community School with pupils aged up to 18 years welcomed the opportunity for work experience, voluntary and our employment opportunities that are suitable to the special needs of their young people. In addition they expressed an interest in becoming regular users of the Park for activities for their young people.

2. Engagement with target groups

Engagement with hard to reach and minority groups is by its nature time consuming but vitally important. They have welcomed the face-to-face contact and are willing to develop relationships particularly to encourage their young people to seek employment and volunteering opportunities. The Project's exit strategy is to create and develop networks/relationships that will ensure these links are in place.

Where possible role models who can promote and advocate the work of the authority will be used. As the project continues role models will be sought for an event in May 2006, working to encourage Champions from Sheffield and promoting the Equality work via other medias.

3. Travel

Public transport was an issue all the organisations and groups raised. At present the transport system does provide a reasonably priced regular service and the PDNPA car-sharing scheme was highlighted.

4. Voluntary Work

The Conservation Volunteer Programme runs successfully and offers opportunities to actively contribute to the upkeep of the Park. University students, refugees and asylum seekers are keen to volunteer but would require travel expenses and in some cases childcare expenses to be paid. Volunteering can help students make decisions about a career, and exposes the workforce to new ideas and perspectives. This is an area that requires further exploration.

What we did

The project had 5 main strands

- a) To reach out to as many Sheffield groups as possible to raise the profile of the authority as an employer, the types of opportunities available, basic information re terms and conditions and where to look for vacancies/ how to apply. Contacts were made with 26 organisations listed below 1 by telephone, email and personal visits.

BME Organisations contacted

Pakistan Muslim Centre
 Darnall Community Resource Centre
 Sheffield Volunteer Bureau
 Sheffield and District African Caribbean Community Association
 Chinese Community Association
 Israac Community Association
 People United Against Crime
 Northern Refugee Centre
 Sheffield Positive Action Training Consortium
 Ashiana

Young People groups contacted

The Hub Caribbean Workshop
 Catch the Drift
 Chinese Youth Participation Project
 Yemeni Economic and Training Centre
 Bents Green Community School
 The Sheffield College
 Sheffield Hallam University
 University of Sheffield
 Connexions Service

Disabled groups contacted

Inclusive Living Sheffield
 Bridge Employment
 Deploy
 Disabled Workers Forum

Other Groups contacted

Parson Cross Domestic Abuse Project
 Burngreave Domestic Abuse Project
 Women's Hostel Sheaf Domestic Abuse Project

- b) To undertake 3 specific outreach events
- c) To reviewed each event and lessons learnt
- d) Benchmarked with 2 city council equality specialists
- e) Held a staff dissemination briefing on the work being undertaken by the project.

As an employer key issues raised for reaching the target groups were:

1. Receiving vacancies and regular information

A database has been established so the organisations will receive vacancy notification via email. Some organisations i.e. Careers Service and Universities have pro forma for completion. All the contact groups also expressed an interest in receiving regular information about the Peak District- the place and events within it. This would enable them to see the Park as a local entity meeting the needs of its local people, including the residents of Sheffield.

2. Accessing information via website

Students and young people in particular are keen to access information via websites. The authority web site currently links to all National Parks web sites for vacancies and general information through the national portal. It is particularly relevant to recruitment given all

vacancies are advertised on the website, with job descriptions/ personal specifications and terms/ conditions for each vacancy. Applications can be made electronically. Feedback from the outreach work suggested that the web site could be developed to include:

- i) A link to all job descriptions and person specifications for all posts within the Authority for general 'careers/ opportunities' rather than just specific vacancies
- ii) A structure chart for the organisation
- iii) Information re the general terms and conditions of employment i.e. work life balance policy, annual leave, pensions etc
- iv) Work placement opportunities
- v) Details of the work experience programmes for school age and older persons
- vi) Opportunities for work shadowing
- vii) The mentoring programme currently under development with Mosaic Project
- viii) How to apply for a placement, work experience, shadowing, volunteering etc via the website
- ix) Information regarding employment policies e.g. the Learning and Development Policy, Equality in Employment etc
- x) A link (possibly that currently under discussion with Derbyshire County Council) to local government opportunities throughout Derbyshire through the Derbyshire County Council portal
- xi) Testimonials from staff with portrait illustrating their work, pattern of work, progression prospects etc.
- xii) Volunteering opportunities to gather experience, contribute to the environment and discover whether or not this type of work is for the individual.

3. Volunteering Opportunities

The Authority currently offers a very successful volunteering programme through the Conservation volunteer programme. It is well established and is often fully booked in advanced. It even has built up a reputation over the years throughout Europe. The outreach activity raised the following possible developments:

- i) Creation of a comprehensive volunteer programme complete with expenses, covering a variety of practical experiences to suit needs of disabled communities, women only groups, people with English as a second language, and stating clearly what the volunteer can expect and what the PDNPA expects from them.
- ii) The Refugees and Asylum Seeker communities expressed an interest in receiving volunteering opportunities. Meeting with these groups highlighted the need for a structured volunteer programme that offers something for the volunteer, travel expenses, and states how beneficial to both parties the action of volunteering can be. Students in particular were keen to carry out volunteering opportunities; particularly between courses therefore short and medium term volunteering programmes would cover all. This is something that could be developed in the next phase of the project.

4. PDNPA welcomes applications from BME and disabled groups

This is stated on vacancy adverts and websites. If the budget were available for larger recruitment adverts, this message could be strengthened by including appropriate images in recruitment adverts and vacancy material e.g. using role models from within the sector that can act as advocates / champions. It is planned that this could be part of a Sheffield College event in May.

Disability organisations will also receive job vacancies plus additional information about volunteering opportunities and environmental education opportunities through Losehill Hall. The disabled

community are depicted and featured in a wide range of Peak District publicity; we could therefore ensure that these groups in particular receive copies of our local information booklet Park Life.

5. Using the Peak District National Park

When visiting youth clubs, it was felt that they could use the Peak District for outings and team building exercises. When undertaking outreach for employment these associated opportunities were raised and publicity from Losehill Hall was circulated.

6. Exit strategy

To ensure processes are in place that will support the aims of the project after its completion, capacity is being created by involving a wide range of staff in out reach events to make contact and get to know with group leaders in order to carry on the contacts after the Equality Outreach Specialist contract is completed. The second phase of the project plans to establish this work.

Key outcomes and outputs

Outcomes

- Raise the profile of the organisation as a potential employer in order to increase the range of applicants and therefore ultimately have a more representative workforce. The aim is to 'plant the seed of enquiry' and aid its development.
- By introductions through the Equality Outreach Specialist we have made contacts with specific group leaders which can be continued and developed over time
- Improved understanding of Equality Outreach issues through benchmarking with specialists at Sheffield City Council and Derby City Council.
- Raised the understanding of staff to the benefits of outreach work and voluntary work through the staff dissemination briefing.

Outputs

- An event hosted by PDNPA with Saddacca in January
- Attendance at a careers fair at Pakistani Moslem Centre in Darnall in March
- A planned event to coincide with International Women's Day was cancelled part way through planning due to lack of commitment from potential partners in organising an event
- The Equality Outreach Specialist attended the Mosaic Event in April to raise the profile of her work
- Attended all the monthly Equality Standard Steering Team meetings to advise on equality outreach issues
- Benchmarking meetings at Sheffield City Council and with Susan Sangera at Derby City Council.
- Work in progress to attend the Sheffield College careers event in May
- Staff dissemination briefing in April

Resources

Capacity was built by the ODPM support to enable the engagement of a temporary Equality Outreach Specialist on a contract of employment for 2 days per week over the 6-month period to 31st March 2006. The result of a successful application to ODPM means that the work is planned to extend beyond this date for a further 6 months, 1 day per week. In addition a small budget was approved to enable the Outreach Specialist to host outreach events to cover room hire, refreshments and publicity material (e.g. posters/ leaflets).

In kind support was provided from several authority staff including the Human Resources Team, the Ranger Service, Development and Conservation staff, Environmental Education Team, Heads of Service and staff team in general. They have given support for presentations, events, career/job fairs,

and giving advice. Presentations have been made to the Workforce Plan Steering Team who in turn have given advice and a steer for the project. Short articles have been placed in the Staff Ezine.

Who was involved?

Shirley Allen-Jackson - Equality Outreach Specialist (Project Leader)

Deborah Unwin - Head of Human Resources (Project Sponsor)

Sharon Davison - Administration Officer, Human Resources

Richard Campen - Head of Environmental Education

Pete Hardwick - Countryside Volunteers Organiser

Richard Godley - Sustainable Development Officer

Tom Lewis - Ranger

The Work Force Plan and Equality Standard Steering Teams

Critical Success factors

- The ability to recruit an experienced and skilled Equality Outreach Specialist
- That the Specialist had excellent contacts already established through other work that she could capitalise upon for this project
- The flexibility of the Specialist to adjust her working days to be available for meetings and events
- The support and guidance from authority staff and the specialists in other authorities
- Tying this work with Mosaic Events and the work of the Equality Steering Team

How would you do it better?

- a) The key learning was that whilst the Saddacca event was planned and well organised with community leaders and well supported on the day with representatives from the PDNPA, the turnout to the event was disappointing. With hindsight, the community leaders could have been tasked with getting lists of attendees by name so that definite numbers were known and attendees had committed to attend. There could have been more active involvement from potential participants i.e. an exchange of information – what the group did, what they wanted to get from the event.
- b) Although outside the scope of the project, time could have been spent on a strategy for partnership working across the region to develop the marketing and recruitment reach to the largest audience and the ability to give more support in applying for posts. This is not to advocate a positive action programme which would be resource heavy but to have a process that attracts people from the widest communities possible and ensures there is easily accessible information e.g. via the website.

Next Steps

For the second phase of the project are currently being defined but could include:

1. Re-establish links with the Universities in Sheffield. Engage with their Mentoring Programme, give subject specific talks to the students.
2. Continue to raise the authority's profile as an employer by taking part in career/job fairs in Sheffield. Pre-booking for the University events, finding out events within the community, making contact with Careers Service/ Connexions and Sheffield based environmental projects and having links with individual staff members.

3. Develop the website for more careers information (not just current vacancies)
4. Draft a volunteering programme with support from PDNPA staff and volunteer groups/organisations in Sheffield.
5. Seek to build on good practice with regard to building relationships with BME communities and organisations in Sheffield.
6. Work that is currently done through a 'sister ODPM project' with school aged and young people in Sheffield could be extended to include raising the issue of career choice/ future employment opportunities.
7. Ensure the learning is widely disseminated and accessible to all staff.

Key contacts

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Deborah Unwin	email deborah.unwin@peakdistrict.gov.uk

Exceeding Excellence Programme

Project summary

A leadership and management development project of 795 training days delivered in partnership to participants from 5 out of the 6 Performance Improvement Partnership authorities - Derbyshire County Council, Derbyshire Dales District Council, High Peak Borough Council, Peak District National Park Authority and Staffordshire Moorlands District Council. (Lake District National Park wished to participate but the timing of delivery fell during their ongoing restructure).

Background

The Employer's Organisation for Local Government stated that Work Force Planning is about "Getting the right people, with the right skills in the right place at the right time".

Also, that "The success of an authority, its customers' satisfaction, its efficiency, its performance indicators and Comprehensive Performance Assessment (CPA) rating all depend heavily on its employees' skills, ability, knowledge and motivation.... Effective people management and development is fundamental to achieving service improvement. Unless an authority can attract, retain, develop, manage and motivate skilled people it will find it difficult to keep pace with the increasing demands for high performance, improvement, modernisation and efficiency."

As a result PDNPA identified the need for a more structured management development programme in its Work Force Plan, to build up on recent training in project management and coaching for all its leaders.

Each partner authority had done some leadership and management development in the time prior to establishing the partnership (indeed High Peak had offered ILM accredited development). Whilst the partner authorities were rated excellent and good in their CPA assessments, it was agreed that leadership and management was integral to achieving transformational change. It was also important for embedding efficient and effective management of the human resources, a key factor for the continued successful development and delivery of services. It was agreed that the partners had the same 6 development need areas (below) but lacked capacity (in project man hours and funding) to develop and run a suitable programme. The Chief Executives therefore agreed in summer 2004 to pool their resources and also to bid for capacity building funding to run a joint programme. Project sponsorship and management was vested in Peak District National Park Authority on behalf of the Partnership.

Key issues/problems that the project addressed

The project met the PDNPA's Performance Improvement Plan at "P5- Increasing the effectiveness of the use of staff, driving up team performance, achieving more objectives through cross-functional teams, greater mobility in the workforce and ensuring high levels of staff morale, personal development and commitment, high confidence in leaders and good quality and timely communication with all staff, including those working in the field."

Each of the partnership authorities had the same need to continually improve the capability of their leaders and managers to become transformational leaders. The programme focused on participant feedback and personal development plans to address the following core management and leadership competencies

- Performance Management
- Programme and Project Management
- A Coaching style of management and leadership
- Partnership working
- Customer focus

- Team working and development
- Transformational leadership and change management

Project Methodology

The project followed the start up methodology, to define what was required by the partnership and then work with a provider on the detailed scoping, design, delivery and evaluation.

Key milestones (all achieved) were

10 January 2005- Project set up including first partnership steering group meeting of HR colleagues

February – May 2005- Tender document finalised, recruitment of potential providers and selection of a provider by a partnership panel - Loughborough College (later re-branded as Aspire)

30 June- Set up with Loughborough- including agreeing a contract and initial business meeting

14 July- Loughborough to complete Scoping Phase- including focus groups and analysis of data provided by the partnership. Also logistics bookings commenced e.g. room bookings throughout the geographical area etc

8 September- Loughborough to complete Design Phase- what, how, and when development will be delivered, including evaluation process

September 2005- Brochure launched (designed by SMDC) and circulated throughout the partnership. Course bookings commenced.

4 October- Commencement of delivery phase to include 3 x Leadership Awards: ILM 3 (5.5 days for 15 participants per stream)

November 2005 Design of one-day event programme, including brochure

12 December- Steering Group evaluation of Leadership Awards

13 December- 2 x Strategic Leadership Award streams – ILM 5 - commenced (6.5days for 15 participants per stream)

19 December- E Learning Award Commenced, ILM 3, (2 days input + additional learning time for 7 participants)

4 January 2006 One Day Event brochure launched and bookings commenced (including a 'bookings hotline')

January- March One Day Events run including Dealing with the Media (18 participants), 3 x The Art of Being Brilliant (58 participants in total), An Audience with the Chief Executives (37 participants), Working with Politicians (7 participants), Writing Funding Bids (16 participants)

26 January 2006- Strategic Leadership Award 3 commenced (6.5 days) ILM 5, 15 participants

26 January- Steering Group mid point evaluation of Strategic Leadership Award

14 February -Coaching Award 1 Commenced (6.5 days) ILM 5, 11 participants

9 March - Leadership Award 4 commenced (4 days) ILM 3, 15 participants

23 March- Coaching Award 2 (ILM 5) planned but postponed

23 March- (in advance of 27 April project milestone) Steering Group evaluation of Strategic Leadership Award, Coaching Award and E Learning Award, and agreement on where to next.

31 March- Completion of Delivery phase

Key outcomes and outputs

The key outcomes of the project were

Efficient and effective partnership working within the Steering Team to deliver the project milestones on time and within budget

An improvement in Partnership Working through networking and sharing learning, in order to improve management and leadership skills to improve efficiency of service delivery

An improvement in the programme participants' understanding and skills in the core competencies underpinning the programme.

A programme of learning accredited by the Institute of Leadership and Management to give participants an understanding of theories and models to be used in their transformational leadership.

Key outputs were

55 participants on the Leadership Award- ILM level 3

46 participants on the Strategic Leadership Award- ILM level 5

15 participants on the Coaching Award – ILM level 4

7 on the E Learning Award- ILM level 3

137 participants on one day events which included 'The Art of Being Brilliant', 'Dealing with the media', 'Writing funding bids', 'An Audience with the Chief Executives' and 'Working with politicians'

Presentation of evaluation reports by Loughborough College/ Aspire to the Project Steering Group on participant feedback at the completion of each programme stream, with some programme development based on that feedback.

Next steps for 2006/7 agreed by the steering team.

Demonstrations of innovation

The project demonstrated innovation by developing and running a cross- council management and leadership development programme. Delivery with participants from each council added further value through networking and wider learning opportunities. Delivery included e-learning and action learning sets (taking theory into practise with examples from work experiences), which became self-managed. All participants volunteered to undertake additional accreditation requirements of the Institute of Leadership and Management (ILM) qualifications that included a presentation for the Coaching and Leadership Awards, and a case study (segment review), work-based project and CPD (continuing professional development) statement for the Strategic Leadership Award.

Building capacity and developing learning

Capacity was built, and learning developed across the partnership by improving the ability of line managers to manage innovatively and effectively in order to improve their team's performance. The programme aimed to improve staff by investing in the personal development of all the participants.

Capacity was gained via the ODPM's support to project manage and run the programme, the sheer logistics of which should be evident in what we achieved above.

Resources

The programme cost £64,000 ODPM support plus £26,000 partnership funding and countless hours of in-kind time from the steering team. The timescale was January 2005- March 2006. There were no unexpected resources (save the amount of in-kind time required) and all training rooms and equipment were provided at no cost as in-kind support by the partner authorities.

Who was involved?

The key people that were involved:

Project champion- Jim Dixon, Chief Executive, PDNPA

Project Manager- Deborah Unwin, Head of Human Resources, PDNPA

Logistics support- Sharon Davison- HR Administration Officer, PDNPA

Brochure (x 2) production- Jean Redfern, HR/training officer- SMDC

Project steering team of the above plus training and HR colleagues

John Stannard- PDNPA

Helen Blakeman- HPBC

John Hopkinson- DDDC

Sheila Walker- SMBC

Marilyn Whittle- DDDC

Elizabeth Usher- DCC

Peter Hutt- HPBC

Anne Leaney- LDNPA

Barriers and how were they overcome

The potential barriers/ risks to success were identified at the start of the project and therefore managed. They were

- a) That the external provider was competent (mitigated by Partnership short listing, interview and appointments process with references taken up)
- b) That Loughborough/Aspire may not have delivered the 3 phases of the project- scoping, design, and delivery on time. Management against the project plan milestones, and establishment of open and honest feedback mitigated this where there were issues from the Partnership or Loughborough)
- c) That the design might not have met the corporate brief and participants needs (mitigated by the scoping phase with focus groups, and with liaison with Loughborough throughout Design phase)
- d) That Loughborough might not have been able to meet the capacity of more participants from matched funding but this was mitigated by forward planning and virement of the postponed Coaching Award into 2006/7
- e) That the Partnership may not have worked cohesively and to the same goals but this was mitigated by regular Steering Group meetings to discuss issues and gain consensus and consultation on all documentation
- f) That logistics (rooms, refreshments, joining instructions, queries, financial management) would have failed due to the complexity and size of the project but this was mitigated by the appointment of dedicated person 1 day per week June - March, with the reality that she worked this time flexibly within her substantive role during the period
- g) That there are too many people wishing to participate against budget available (mitigated by possibility of a 2nd year roll out dependent on the additional ODPM support and further pooled partnership funding
- h) That quality of delivery did not meet needs but this was mitigated by evaluation mechanisms in the contract with Loughborough, together with responding promptly to participant feedback. This led to some (small scale) programme development (e.g. induction arrangements and action learning set design).

Critical success factors

The critical success factors of running such a complex project were having

- a) A clear project remit
- b) Managing against a project plan with clear milestones
- c) A steering team with clear roles and responsibilities to formally review progress and next steps but also working behind the scenes with participants resolving queries etc
- d) 2 fantastic launch brochures to professionally promote the programme
- e) Excellent logistics support to book all the rooms, refreshments, issue joining instructions, redirect the occasional lost tutor, and answer participant and provider queries, manage the finances
- f) A respected and responsive external provider to design, deliver and evaluate the programme to time schedule (including ability to provide additional streams funded by the partnership authorities and flexibility to adapt the programme in response to feedback)
- g) A can do approach!

How would you do it better?

If we had to do it all again.....?! We might have

- a) Spread delivery over a slightly longer period (9 months instead of 6) and not over the year end (but both were dictated by the funding year) to enable participants to participate and manage their 'day jobs' more easily- the second Coaching Award was postponed as a result, and it was felt more would have attended the Audience With the Chief Executives had the scheduling been easier.
- b) Followed up those failing to complete their programme to enable them to do so as places were lost and it was too late for those on the waiting list to join programmes. There were 3 on Leadership Award, 1 on Strategic Leadership, 4 on Coaching and 2 on E Learning. Although disappointing, these numbers (0.9%), are probably reasonable given the total numbers involved.
- c) Confirmed with Strategic Leadership Award participants the number of hours of private study required to complete their case study, writing up their work based project and CPD statement as some put themselves under pressure by under estimating the time required.

Next steps

The project team have agreed the next steps, enabled by further ODPM funding and additional pooling of partnership resources and in kind support

- a) To met the need for more managers to get involved by running 1 additional
 - Leadership Award (June 2006)
 - Strategic Leadership Award (June 2006)
 - Coaching Award (September 2006)
 - And 3 Art of Being Brilliant (autumn 2006)
- b) To build on, and embed current learning by continuing to encourage the self managed Action Learning Sets
- c) To run 3 'Staying Brilliant' for those already participated on the programme (autumn tbc)
- d) To run 2 management forums, one for Strategic Leadership Award participants and one for Coaching, E Learning and Leadership Award participants (supported free of charge by Aspire) to review the learning, what impact it has had and how to embed it

- e) Run a further Working with Politicians (autumn)
- f) Run a further Audience with the Chief Executives (winter)
- g) Consider offering structured coaching for Directors (tbc)

Key contact

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Hope Valley Area Forum

Project Summary

The project was to set up to pilot four Hope Valley Area Forums over a one year period. The Forums would be administered and co-ordinated by the PDNPA in partnership with DCC, HPBC, DDDC and other LSP partners.

The intention with the forums was to introduce a series of community consultation meetings within the Hope Valley area to improve communication between partner organisations and the local community.

Background

The Hope valley is considered to be a distinct geographic community. It consists of a group of nineteen parishes, nine within the HPBC area and 10 within DDDC area. The whole area falls within the county of Derbyshire and the PDNP. All the Councils and National Park Authority share in the provision of services to the area.

Prior to 2005 there were no regular public consultation meetings within the HPBC half of the Hope Valley. The DDDC parishes were covered by the DDDC North Community Forums, (including Bakewell and all the DDDC parishes to the north). Whilst on occasions these meetings have been held in Hathersage and Bradwell, as the norm they are held in and close to Bakewell.

At this time DCC were keen to investigate and expand the role of Area Forums throughout Derbyshire and supported HPBC's proposal to set up four forums within their area, Glossopdale, Central, Buxton and Hope Valley based on the DDDC format.

This approach reflected the Government's 'new localism' agenda and its desire to increase accountability through governance at a sub-local authority or neighbourhood level. Local Authorities and partners were establishing Area Forums to address this. Many urban areas have had such mechanisms for a number of years. The greater challenge was in areas such as the Hope valley where County, District/Borough, National Park Authority and other agency responsibilities all overlapped, with the goal to get everyone working together to make forums effective.

As the Hope Valley area falls wholly within the PDNP the decision was for the PDNPA to co-ordinate the establishment and running of the Hope Valley Forum as part of its capacity building exercise.

The following were the key issues that faced the PDNPA and its partners prior to the establishment of the Hope Valley Area Forum.

- What should the forums role and responsibility be?
- What should its size and make-up be?
- How often should it meet?
- How would it be resourced?
- How would it fit in with other partnerships within the area?
- What would be the timescale for its establishment?

In line with the other HPBC forums it was agreed that the Hope Valley Forum should:

- Be a consultative body with 'power of recommendation to appropriate and other organisations'.
- Develop local priorities for action, to inform the priorities of the LSP and the community strategy.
- Comprise of representatives of key public, private and voluntary sector partners.
- Have representation from County, Borough/District and Parish Councillors, plus National Park Members.

- Be jointly funded by DCC, HPBC and the PDNPA.
- Be in place for the 2005/6 financial year, with a review of effectiveness within the first 12 months of operation.

What we did!

In partnership with HPBC a review of existing forums within Derbyshire was undertaken.

In March 2005 a DDDC community forum was attended, the Police and Fire and rescue services provided presentations.

A database of DCC, District/Borough Council, Parish Council, Health, Housing, Industry, Trade, Landowning, Voluntary and other significant local body representatives was collated.

The above representatives were invited to a pre-forum meeting. This was held at Losehill Hall, Castleton in April 2005. At this meeting the objectives of the forum were outlined and attendees were asked to identify subject areas for discussion at Forum meetings. By doing this it was hoped that representatives attending would in some way take on local ownership of the forum and encourage residents to attend. Chief Executives of the PDNPA, DCC, HPBC, and DDDC then agreed subject areas for the initial four forums.

A marketing plan was implemented with adverts or articles in Parish magazines and the 'Peak Advertiser' (delivered free to all households). Posters were put up on village notice boards and at stations. Radio interviews were undertaken by David Lomax, Leader of HPBC. For the December forum a leaflet letterbox drop around the major villages was carried out and members of the 'community panel' were written to individually.

Off road vehicle use on public rights of way - 22nd June 2005

- Chaired by Tony Hams, Chair PDNPA
- Presentation by Mike Ashworth, Asst. Director of Environmental Services. 15-20 mins.
- Followed by questions and answers.
- Attended by just under 200 people, including residents and a full range of user groups, attracted attendees from outside the Hope Valley.
- Due to more people than expected attending there was a problem with a lady who had hearing difficulties in that she could not sit within the designated hearing loop area.

Access to services and joined up working - 21st September 2005

- Chaired by Tony Hams, Chair PDNPA
- Presentation by Ruth Marchington, Director of Corporate Resources PDNPA and Chair LSP 'access to services group'.
- Followed by interactive exercise highlighting problems and potential solutions.
- Attended by 25 residents, first time interactive exercise had been used in a Forum.
- Improved facilities for attendees with hearing difficulties.

Council Tax, Value for money? - 14th December 2005

- Chaired by Cllr. Ron Priestly, HPBC, PDNPA member.
- 20 min. presentation on Council Tax by Peter Swaby, DCC County Treasurer.
- Interactive presentations by DCC and HPBC using 'Quizdom' equipment, (similar to 'ask the audience' on 'who wants to be a millionaire'.
- Attended by 23 residents, appeared to enjoy using quizdom.
- Concluded that it is difficult to attract the public to an event on a potentially 'dry' subject in winter just before Christmas.

What is affordable housing? – 23rd March 2006

- Chaired by Cllr. Ron Priestly, HPBC, PDNPA member.
- 20 min. update on 4x4 vehicle use on PROW by Peter Swaby, DCC County Treasurer.
- 2 x 20 min. presentations on affordable housing by Brain Taylor PDNPA and Rob Coggins, Housing Manager HPBC/DDDC.
- Interactive Q&A session for the six major villages in the HV using printed A1 sheets and maps.
- Although attended by 75 people Cllr. Ron Priestley was disappointed that there were not more young people in the audience.

All forums have been held in the main hall at Hope Valley College, and run for 2 hours from 7:00 – 9:00 pm, and concluded with approx 30 mins of open question time.

Forum Evaluation Meeting, Pavilion Gardens Buxton, 1st February 2006.

This was a meeting of core members to evaluate the progress of the forums. At this meeting attendees associated with the HVF met as one group. The conclusions of this meeting were as follows

- The Hope Valley Forum is 'good' but 'could do better'
- There needs to be more core member involvement in the co-ordination and steering of the forums.
- There should be three forums per year, possibly March, June and September/October, none in winter.
- One Forum should be a meeting of core members to discuss local issues, evaluate information and decide topics for the year. This meeting would be open to the public. This would promote 'ownership' of the forum from all core members, including Parish Councils, who would then be more likely to promote the HVF to residents within the 'Valley'.
- The above should be flexible in order to leave space for additional meetings, if required, on topics/issues of an urgent nature.
- There was a consensus that improved marketing was required.

Practical Guidance Notes for Public Meetings.

Through the project it was recognised that closer attention needed to be paid to the planning and accessibility of meetings. Research showed that experience gained through running forums was not being documented. As a result new people coming in were not in a position to benefit from previous experience.

Experience gained from the setting up and running of the HVF has been documented and supplemented from external research. This document is available to all partner organisation staff.

Key outcomes and outputs.

Partnership Working

The HVF has demonstrated that it is possible for a large number of partners, from all sectors can work together for the benefit of a designated community. In particular it has forged closer working relationships between staff of the PDNPA, HPBC, DDDC and DCC.

Who needs boundaries?

The area for the HVF is loosely defined, with half the valley within the DDDC area and the other within the HPBC area. As a result of this two sets of organisations cover an area where the residents look on

themselves as one general community. A major outcome and success of the forum is the recognition of the HV as an entity in its own right regardless of local government boundary lines.

Open Forums

The HVF has in some ways led the way. It was this forum which first asked the HVF core members what issues should be discussed. This September forum was the first to use interactive forums where people were free to wander round and use displays to answer questions, this was seen as being more inclusive as some people don't like to ask questions in a public meeting. It also promotes open informal debate between attendees.

Resources.

The following provides a breakdown of cost.

- The project paid for 47.5 actual days at a cost of £7480 + 5.5 days project completion (approximately £500), total £7980.
- The actual number of days worked on the project by the project officer was 80 days, this equates to an additional cost to the PDNPA of £4617.
- Costs associated with the HVF, room hire, expenses etc, totalled £2650.
- Purchase of the hearing loop system and P.A. totalled £2419.

Total cost carried by the ODPM PIP project **£13122**

The initial phase of the project ran from the 1st January 2005 – 31st March 2006 with an additional 35 hours in April 2006 to finish off. This was 3+ months longer than anticipated with the additional time provided from the project officer's core time. The time taken to undertake the project was considerably in excess of the 1 day per week (averaging 1.68 days) planned and budgeted for. This has caused problems with the project officer's core workload.

In addition significant input has been provided by officers from HPBC in the planning, co-ordination and running of events. Councillors/members and officers from partner organisations have also attended and this has had resource implications for their own organisations.

People involved

One of the successes of the project has been the improved interaction between officers from the PDNPA and other councils/bodies. A greater understanding of the workings of each organisation has developed, and strengths and weaknesses of each organisation have become apparent.

PDNPA

Bob Young, Project Officer
 Jim Dixon, Chief Executive, Project Champion.
 Tony Hams, Chair PDNPA, Chair of HVF.
 Nic Hutchins, ODPM PIP Project Manager.
 Other Directors and staff in the running and attending of Forum meetings.

HPBC

Peter Sloman, Chief Executive
 Pat Wilson, Asst. Chief Executive.
 Marika Rajah, Policy Officer.
 Sian-Elin Jones, Policy Manager.
 Dave Bennett, Policy Officer.
 Cllr. Ron Priestley, Vice Chair HVF.
 Other HPBC Councillors and officers, including
 Cllr. David Lomax, Leader.

DCC

Nick Hodgson, Chief Executive.

Gerald Tommy, Asst. Chief Executive, Director of Corporate Resources.

Sarah Eaton, Head of Policy.

Judith Wildgoose, Policy Manager.

Kay McIntyre

Angela Bond.

Other DCC Councillors and officers

Derbyshire Constabulary, Chief Supt. Roger Flint and his Officers have also significantly supported the HVF.

Parish Councillors and representatives from other bodies working within the Hope Valley Community have provided time.

Steerage for the HVF has been provided by Chief Executives of authorities in consultation with Councillors/Members.

DDDC

David Wheatcroft. Chief Executive.

Ros Hession, Senior Committee Services Officer.

Other DDDC Councillors and officers including Cllr Lewis Rose, Leader.

Barriers

The principal barrier to the success of the HVF has been public participation at the events. Using the proverb 'You can lead a horse to water but you can't make it drink', the HVF was set up and publicised but there has always been uncertainty whether they would be well attended if at all. It has been demonstrated that this can be overcome by providing topics that the public are interested in, not what Councils want.

There was, and still is, scepticism regarding the HVF by some Parish Councils, although this is decreasing. At the HPBC evaluation event Parish Councils recognised the value of the HVF and wished to become more involved in the planning and organisation of the events.

The other barrier that was resolved was the accessibility of the meetings; this was researched and overcome to a large extent although it is an issue that will continually have to be reviewed.

Critical Success Factors

Whilst the HVF has been attended by the public (in varying numbers) and it has been well received by Councillors/Members and Officers it is difficult to assess whether from the public's perspective they have been a success or whether for the same amount of money/resources better information/feedback from residents could have been obtained.

What has been considered a success is that Councillors/Members, Senior Officers and representatives from bodies working in the Hope Valley have been made available and accessible in person to residents. It has been observed that during informal sessions there has been considerable interaction between all parties.

A significant problem has been the underestimation of time to organise and co-ordinate the HVF. The format for the organisation of the HVF is now set and contacts made/developed. This will reduce the time to be taken for the organisation of future HVF's. If the project were to be undertaken again it would be better if it were placed in a team/group environment to provide continuity of cover.

It is also presently unclear where the work will sit within the PDNPA framework in future.

Next Steps

The project has provided recognition that the Hope Valley is a community in its own right.

The HVF will continue for the year 2006/7 with the support of partner organisations.

The parallel work has been mainstreamed within HPBC and it is likely that the PDNPA will continue to co-ordinate the HVF.

Key contact

Bob Young - Area Management and Recreation Facilities Officer, PDNPA

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Improving Stakeholder Engagement in Plans

Project summary

The aim was to improve participation in plan making and widen stakeholder involvement in the plan review process to reflect the many different types of stakeholder whose activities affect the Park positively and negatively. Ultimately improving the buy in from stakeholders and the public to the National Park Management Plan (due for publication October 2006) and the Authority.

Background

The project relates to the review of the single most important strategic plan produced for the National Park (the National Park Management Plan). The plan should be the focus for all management work that relates to the purposes of National Parks. National Park Authorities must produce the reviewed plan but should have buy in from those stakeholders who have the power to affect the National Park plus all others who are affected by these bodies' work.

The Peak District National Park spans 12 local authority areas (counties districts and boroughs), four regions (North West, East Midlands, Yorkshire, West Midlands) and around 100 Parish Councils. Over 90% of the Park is in private ownership. The Park covers 555m². It is home to 38000 people. It contains some of the best landscapes in Britain. It also has more quarrying activity than all the other UK Parks put together. The Park sits between Manchester and Sheffield. Over a third of the population of UK live within an hours travelling distance of the Park boundary.

At a corporate level, the Plan review period coincides with the 'bedding in' period of a new organisational structure. The new structure placed the 'plan making' resource into 'Policy, Strategy and Partnerships' team within the newly established Chief Executives Unit. The Chief Executive has the dual role of Chief Executive and Director (alongside directors for Access and Recreation, Conservation and Development and Corporate Resources.

Prior to the project, the Authority was doing much work with the public but it seemed to cut little ice with residents and stakeholders. What the Authority didn't do was obviously relate what it did to what stakeholders and the public expected of us. This is partly about what we do and partly about the way we do it.

The need for improvement was identified in 2004. The Authority needed to re-think how it produced its corporate plans and the Park management plan in order to achieve corporate and stakeholder buy in. It also needed to be more direct and offer appropriate opportunities for people to help us shape future plans. Specifically, there was:

- A lack of belief from stakeholders that we would listen and respond positively
- A lack of corporate support for a Plan for the Park.
- A lack of buy in from stakeholders (to the Plan)
- A culture of partnership working and delivery to other Plans and strategies (this meant that the plan had low status in our own minds (making it difficult to 'sell' to partners)

Project Methodology

The project cast its net wide in the early stages (summer 2004) in order to draw opinion from the general public and our own staff (responding to criticism that the Authority gave few public opportunities to influence future Park management.). It involved public meetings, staff workshops, surveys and a website contact.

The project released a preferred options document (in CD and paper format) to over 600 stakeholders in May 2005.

A sustainability appraisal process was used to test the options. This process involved partners both at the stage of setting appraisal criteria and at the stage of actually appraising options.

The Authority ran a launch event for key stakeholders at the start of a 6-week consultation period. It was attended by 30 organisations. The Authority received a response from 70 organisations (amounting to 700 different points – all recorded for audit purposes and use in other plan reviews).

The vision for the Park was approved by the Authority in June 2005 following consideration of comments from stakeholders on the draft vision

Authority senior staff established the key outcomes required for Park management over the next plan period. (August 2005)

The next stage is the release of a draft plan in April and May 06, with the final launch of the Plan in October 06 *

Launch a Peak District Forum in October to oversee delivery and advise Authority where management issues threaten delivery of required outcomes.

These activities have resulted in a couple of beneficial spin offs:

1. Direct linkage of corporate performance planning and land use planning to National Park Management Plan required outcomes
2. A raising of the status of the Plan within the Authority

Key outcomes and outputs

1. More accountable plan (through more people involved, more partners involved)
2. Improved links to corporate performance management framework and land use planning, (NPMP and corporate plans talk the same language)
3. Partners given role in monitoring of the plan through the proposed Peak District Forum

Demonstrations of innovation

The innovation is in the level of engagement with partners and the general public. The Authority has never devoted the time and resource to really listen to stakeholders before producing a plan that those stakeholders are expected buy into and deliver.

The establishment of a monitoring mechanism comprising partners is a bold step for the Authority to take and shows a real willingness to formalize the shared responsibility for park management

Building capacity and developing learning

At an organisational level the project has led to

- Better cross team working and greater input of staff to corporate and park wide documents.
- Better understanding of when and where to deploy resources on public engagement

Individually (and for the project team) there are

- Project planning skills
- Better knowledge of internal workings of the Authority
- Better knowledge of the National Park Authority status amongst stakeholders

Across the partnership, the work has underlined the need for a partnership of delivery bodies to oversee and advise on delivery, and keep the Plan on track. Delivery of management across an area over which a body has only limited control can only be improved if that body shares management responsibility in an equitable way (i.e. that body places itself around the Management Plan as an equal partner rather than an authoritative watchdog)

From the project, the authority has been able to revise its thinking about when to consult the public and how to do it, as well as developing its thinking about the relationship of the National Park Management Plan to corporate plans and land use plans.

Resources

20K ODPM grant plus £50k planning delivery grant over a two and half year period from Feb 04 to October 06.

Who was involved?

PDNPA Planning Policy Team to get linkage to new land use plans.

Communications team and IT staff kept the profile high and enabled a mechanism for people to contact with the Authority via e-mail and web pages. They responded well to calls for help (helped by the fact that they understood the required profile for the work). They also helped put a standard to publications that demonstrated the profile the Authority was giving the work (e.g. Issues and Options document May 2005)

Management Team and the Chief Executive in particular have given the work a high profile and have lent their support to public meetings and partner work. This demonstrates that the work has support at a high level within the Authority. Their links with people at equivalent levels of partner organizations is vital as this cannot be a role for the staff employed to oversee the project.

Barriers and how were they overcome

The following three key barriers were identified

1. Consultation overload with no obvious benefit for staff or stakeholders and low expectation that things would be different.
2. Member and management preferences for certain agendas to be given high priority (often not reflecting the consultation responses. (The clash when bottom up meets top down).
3. Cultural attitudes throughout the organisation towards new performance management framework,

Steps taken to remove these were

1. Involvement of senior staff and members in consultation (putting the big guns up front to show commitment to partners)
2. Establishing a flow from consultation through to document and reflecting the flavour of consultation responses in the document
3. Establishing flow of influence to corporate plans and land use plans.
4. Providing a forum for continued involvement of key partners

Critical success factors

The main reason for the projects success has been the high level of management commitment

Key contact

Ian Fullilove - Policy Officer, PDNPA

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Learning and Development Project

Project summary

The Peak District National Park Authority agreed its Work Force Plan in May 2005. The year 1 action plan included 3 specific learning and development outcomes, which this project fulfilled.

- a) Develop a Learning and Development Policy
- b) Develop a project plan to obtain Investors in People (IIP) recognition
- c) Provide mentoring opportunities/ policy & training

Background

The Employer's Organisation for Local Government stated that Work Force Planning is about "Getting the right people, with the right skills in the right place at the right time".

Also, that "The success of an authority, its customers' satisfaction, its efficiency, its performance indicators and Comprehensive Performance Assessment (CPA) rating all depend heavily on its employees' skills, ability, knowledge and motivation... Effective people management and development is fundamental to achieving service improvement. Unless an authority can attract, retain, develop, manage and motivate skilled people it will find it difficult to keep pace with the increasing demands for high performance, improvement, modernisation and efficiency."

The National Joint Council for Local Government Services in its 'Joint Guidance on Local Workforce Development Plans' June 2005 encourages authorities to become a 'Learning Local Authority' including seeking and maintaining Investors in People or the Public Sector Excellence Model Status.

Development of a Learning and Development Policy was agreed by Services Committee to underpin the authority's ability to become a learning organisation. As few authorities have developed such a policy, the completed document will be shared throughout the performance improvement partnership. As the other authorities in the performance improvement partnership all have IIP status it was agreed that they could share their learning to enable the PDNPA to develop a project plan to obtain IIP, notwithstanding the fact that a new IIP standard had just been implemented in 2005! Finally 2 of the partners had undertaken some formal mentoring and it was seen that to widen opportunities for mentoring across the partnership/ inter authority would not only be innovative but beneficial to supporting learning and career development.

Key issues/problems that the project addressed

The key issues the project addressed were the absence of a learning and development policy, and the need for a mentoring skills programme. Also that whilst IIP accreditation had been identified as desirable and some scoping had been done, a project plan on the new standard was needed to identify the tasks and resources required.

The project fitted into the Authority's Performance Improvement Plan

"P5 - Increasing the effectiveness of the use of staff, driving up team performance, achieving more objectives through cross-functional teams, greater mobility in the workforce and ensuring high levels of staff morale, personal development and commitment, high confidence in leaders and good quality and timely communication with all staff, including those working in the field."

Project Methodology

All the key milestones determined at the start of the project have been met.

a) Learning and Development Policy

- Research what learning and development processes were in place (including corporate training needs analysis, priority setting, procurement, evaluation)
- Determine what works well, not so well and the gaps
- Bring current and best practise together in a Learning and Development Policy that works on an annual cycle and 5 year horizon
- Recommend a Learning & Development Policy to Head of Human Resources

b) IIP accreditation

- Review work already completed at PDNPA and advise re the gaps
- Review the project plans of the partners who have already achieved IIP accreditation, what worked well etc
- Develop a Project Definition Document
- Develop a Project Plan listing all key activities required and milestone dates
- Submit a final Project Definition Document and Project Plan with advice re how to undertake the process, pitfalls etc to the Head of Human Resources

c) Mentoring pilot

- Recommend a mentoring programme which fits with other learning & development methods in order to guide and support staff who would like to be mentored in their personal development plans
- Develop a pilot mentoring skills training event with handouts/ slides/ tutor notes etc
- Promote the training event in order to select a group of managers, drawn from across the Performance Improvement Partnership (including 4 participants who are intended to subsequently deliver future mentor training) to attend the pilot in order to act as mentors
- Run the pilot training event
- Evaluate the training event using the standard PDNPA evaluation format
- Adapt the programme material and submit the final programme to the Head of Human Resources, so that it can be run in-house within the partnership.

Key outcomes and outputs

The key outcomes were

- To have a Learning & Development Policy to support organisational Work Force Planning by steering the annual learning and development cycle effectively and comprehensively within a 5 year horizon
- To have an IIP project plan to enable PDNPA to understand the activities, timescales and resources required to achieve the accreditation
- Run a mentoring skills training event to equip participants with the skills to mentor (including those who will be mentor trainers subsequently) in order to support personal development and management capacity in the context of a coherent mentoring framework across the partnership.

The key outputs were

- a) A draft Learning & Development Policy for PDNPA which, after adoption, can be shared throughout the partnership
- b) A Project Definition Document and Project Plan for achievement of Investors in People accreditation
- c) A documented Mentoring Programme and a partnership Mentoring Skills training event on 24 March for 8 participants.

Demonstrations of innovation

The project outcomes are innovative in that few authorities have a learning and development policy. In addition whilst few authorities run mentoring skills it is very rare to offer mentoring opportunities across a group of authorities.

Building capacity and developing learning

Capacity to deliver the project outcomes was achieved by letting a contract to a training specialist to deliver the outcomes by 31 March. After a tendering process, Losehill Hall won the contract. The Head of Human Resources managed the project. To deliver the project, 2 other colleagues supported the Losehill specialist. The specialist benchmarked with all the HR teams across the partnership.

Resources

It cost £5000 to deliver the project, including the mentoring training event.

The project ran from October 2005 and 31 March 2006.

There were no unexpected resources.

Who was involved?

Deborah Unwin, Project Champion (Head of Human Resources, PDNPA), briefed the remit, and met with the project leader for progress checks and project steering.

Nikki Wright, Project Leader (Training Team Manager Losehill Hall), responsible for delivering project outcomes through the project team; led on the IIP strand including benchmarking visits with all the partners, developed and ran the Mentoring programme, finalised the Learning and Development Policy.

John Stannard, Project Team Member (Training and Development Officer Losehill Hall) input particularly to the learning and development policy, sourcing best practice with other organisation's policies.

Amanda Sims, Project Team Member (Training and Development Officer Losehill Hall) input particularly to the mentoring skills programme development providing material and learning from running mentoring programmes.

Work Force Plan Steering Team reviewed interim material and gave feedback to the project leader- Ruth Marchington (Director of Corporate Resources), Deborah Unwin (Head of Human Resources) David Griffith (UNISON Representative), Ian Hurst (Area Ranger), Rhodri Thomas (Ecology Team Manager).

Barriers and how were they overcome

The previously anticipated risks were

- a) Potentially raising expectations that in the short term may not be able to be met (i.e. commencing IIP accreditation or being enabled to implement the detail of the Policy will be dependent on specific organisation priorities). Strategic Management Team will determine the IIP priority in May 2006, but the ability to deliver is still a risk given the partners loud and clear steer that resources need to be allocated to delivering the IIP project plan. The detail of the draft policy will now be developed further before being taken to the Authority.
- b) That Mentoring might be seen as providing preferential treatment mitigated by Equality in Employment Policy and involvement of UNISON and Staff Committee in its launch. A new risk identified is the capacity to deliver mentoring across the partnership, but this is to be mitigated by running a second skills workshop to increase the numbers of mentors.
- c) That the project leader may not deliver on time as the funding for the project is limited to 31 March 2006 (this was mitigated by Head of Human Resources meeting the project leader periodically to check progress against project plan).

Critical success factors

The project was successful in giving the opportunity to engage learning and development experts with specialist knowledge, skills and experience to deliver the project. The project had a defined remit and clear outcomes, required reasonable timescales for delivery, and gave clear roles and responsibilities for those involved.

How would you do it better?

May be only for the project manager to liaise with the consultant more than the 3 review meetings.

There were 4 available places on the mentoring skills programme as it had to be delivered before the end of the contract period. The potential participants had committed a lot of time participating in the Exceeding Excellence Programme over the October to March period and were either catching up on workload or leave as a result. This will be resolved by running another programme in June.

Next steps

- a) The draft Learning and development policy will be finalised by the Work Force Plan Steering Team and approved by the Authority before being shared across the partnership
- b) Strategic Management Team will consider the project plan for IIP Accreditation in May to determine when the project should commence.
- c) A second mentoring skills workshop is planned for June 2006, in order to strengthen the number of mentors to 20 and the opportunities for mentoring will be launched across the partnership in the next Exceeding Excellence programme booklet.

Key contact

Deborah Unwin, Head of Human Resources, Peak District National Park Authority

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Litter Project

Project Summary and Background

In 2004 litter was identified as a problem within the Peak District National Park, both by residents and employees. What was unclear is whether the perceived increase was down to the amount of litter being deposited, a greater awareness of litter issues, or that litter was not being dealt with and cleared away as efficiently as it had been.

What was clear is that there had been no background research carried out to investigate the causes of litter and the best way to deal with it. In addition no data existed that quantified the actual amount of litter in perceived problem areas within the National Park. If this research were to be carried out this would provide a baseline from which to move forward in the most appropriate way.

This work was considered timely as it coincided with the introduction of the 'Clean Neighbourhoods and Environment Act 2005'. This provided:-

'local authorities, parish and community councils and the Environment Agency...

...with more effective powers and tools to tackle poor environmental quality and anti-social behaviour.'

In particular the Act includes sections on crime and disorder, nuisance and abandoned vehicles, litter, graffiti, waste, noise and dogs'.

This project aimed to identify the source and scale of the problem, look at best practice solutions and work with Statutory Litter Authorities (local councils) to improve the way litter is dealt with.



Litter at the traffic lights, Ladybower Reservoir, A57 Snake Road.

Project Methodology

There were originally three elements to the project

- To produce a strategic 'Litter Review' for the Peak District National Park.
- To undertake a Litter scoping survey of roads and car parks within the Peak District National Park.
- To organise a meeting of Litter Officers from participating councils.

Litter Review

The report reviewed current research to investigate the causes of litter and the best way to deal with it. It looked at research carried out by Encams that compared the British approach to that of other countries. It concluded that whilst in Britain we are good at campaigning, quality resources are not put onto the ground to resolve the problem. It promotes the Encams and Government view that litter is an anti social behaviour problem rather than environmental and if streets are kept clean other anti-social activities are less likely to take place.

Field data was collected and analysed. This linked directly into the above in that a significant portion of the litter problem within the PDNP is alongside major roads and in car parks as a result of late night anti-social activity.

The report concluded that the majority of people who live, work and visit the PDNP care deeply and do not intentionally drop litter, it is the minority that cause the problem. The report was a start on which to build a measured, managed approach to the improvement of this issue.

Litter Scoping Survey.

This was a manual count of litter on 'A', 'B', 'C' roads, roadside lay-bys and PDNPA car parks. It provided base line data never collected before to try to identify trends with regard to litter. Vehicle usage statistics on roads, where available, were also analysed to ascertain if there is a correlation between traffic use and the amount of roadside litter. The data indicated that the higher the traffic use the greater the amount of roadside litter, however this may be as a result of the roadsides not being cleaned due to health and safety issues. The results for the roadside lay-bys were similar to those of the roads.

The amount of litter is not particularly evident to visitors, except in late winter, due to growing vegetation.

Litter Officer Meeting

Litter Officers from HPBC, DDDC, SMDC and Sheffield City Council attended a half-day workshop meeting at Losehill Hall in August 2005. Topics discussed included roadside litter, enforcement, different environmental management regimes within councils, and litter and communities including linking litter collection to pride initiatives like 'Britain in Bloom'.

The above activities have resulted in an ongoing initiative working with HPBC to investigate how to improve the litter in lay-bys and on roadsides on the cross park A57 Snake Road. The litter count for the scoping survey will also be repeated over the coming years to provide consistent data on the amount of litter within the PDNP.

Key outcomes and outputs

Litter Review:- The extent of the litter problem is now known and how this fits in and compares within a national and local context.

Litter Scoping Survey:- Base line data regarding litter is now available which can be built on in future years.

Both of the above have provided strategic direction within Peak District National Park Management. It is now known 'where we are' and 'where we want to go', work is now being carried out on 'how to get to where we want to go'.

Partnership working:- The project has developed links between staff within partner organisations and provided impetus for potential joint working between the PDNP and HPBC to improve the litter problem alongside and in lay-bys on the A57 Snake Road.

Customer Service:- The project has resulted in improved customer service within the PDNPA in that public enquiries regarding litter are now being replied to with more knowledge and in greater depth.

Demonstrations of Innovation

This project has allowed and given time for the PDNPA to act in a classic strategic way with regard to litter where previously it only had localised and perceptual knowledge. Theoretical knowledge and localised data have been collected and analysed in a holistic way resulting in clear directional outcomes to deal with the issue.

Building capacity and developing learning

The project has demonstrated the benefits of utilising a strategic approach to dealing with an issue where there was previously no direction and mainly perceptual knowledge.

The benefits of this approach have been recognised by the project manager, his line management and the PDNPA Strategic Management Team.

Resources

The total cost of the project has been £3942, with a further £1000 allocated for information boards and other potential works for the joint work with HPBC on the A57 Snake Road.

The project started in January 2005 and it was scheduled to finish at the end of March 2006, however, the joint working with HPBC on the A57 may overrun. Annual litter counts for the foreseeable future will also take place and will be funded from existing time and budgets.

Who was involved?

The project was developed and managed by Bob Young, Area Management and Recreation Facilities Officer PDNPA and championed by Sean Prendergast, Head of Recreation and Access PDNPA.

The Litter View was presented to and supported by the PDNPA Strategic Management Team.

Two litter officers each attended the Litter Officer meeting from HPBC, DDDC, SMDC and Sheffield City Council.

The work on the A57 Snake Road will be co-ordinated by Bob Young, Paul Wetton PDNPA Area Ranger Fairholmes, and Darren Woods Area Supervisor HPBC.

Barriers and how they were overcome, successes and the way forward.

The main barrier to the project has been a shortage of time when compared to the tasks originally identified. It would have been good to pilot other litter reduction projects identical to the ones on the A57 Snake on other main roads in other local council areas throughout the PDNP, however, time and resources did not allow for this. The learning outcome from this is to plan the activities within resources and time available; this is very much based on experience.

It is considered that the success of the project has resulted in the planned strategic approach adopted, taking a step at a time. A clear way forward is now available based on research and consultation. This work will be continued and integrated into the mainstream activity of the PDNPA.

Main contact

Bob Young, Area Management and Recreation Facilities Officer, PDNPA

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Peak District Access Course

- Piloted with the Young Adults' Action Forum (YAAF), Sheffield

Project summary

The aim of the project was to empower black and ethnic minority urban young people with the knowledge, skills and confidence to access the Peak District National Park independently or with friends or family. Its objectives were to enable young people and youth workers to:

- o Access information about what exists in the National Park from within Sheffield
- o Investigate and experience public transport options to, from and within the Park
- o Explore various aspects of navigation – from the basics of using information centres, notice boards and other sources of information to in-depth work on map reading, walk planning and leadership
- o Experience a range of outdoor activities available to all in the National Park
- o Find ways of sharing the experience and empowering young people to access the National Park



Some of the young people learning how to ride a bike at the Derwent Cycle Centre

Project Background

The National Park Authority and Losehill Hall has worked with BME communities in the Peak District and surrounding area for a number of years, including through the national Mosaic initiative. One of the goals with this ODPM funded project was to develop partnerships, awareness and skills among target audiences and to compliment the Mosaic Project in building capacity in our local communities.

The project emerged from a conference organised by SHEBEEN (Sheffield Black and Ethnic Minority Environmental Network) in collaboration with the Peak District National Park Authority's Centre for Environmental Learning at Losehill Hall in October 2004.

The conference was entitled: "Promoting Access for Black and Minority Ethnic Communities to the Peak District National Park" and its aim was to consult with and explore ways of enabling black and minority ethnic communities in Sheffield to access, enjoy and appreciate the Peak District National Park. A range of issues were identified relating to service delivery and development. There was very

strong emphasis on discussion that would lead to action and one of the recommendations was to explore practical ways of empowering BME communities to access the Peak District National Park independently. A specific proposal was to develop a “Peak District Access Course” that would be piloted in the first instance with a Fir Vale based youth group and their three youth workers.

A key challenge to Losehill Hall and the National Park Authority is the provision of services to potentially huge target audiences in and around the Peak District. We believed that one of the ways of rising to this challenge was to examine our own role in relation to the balance between direct provision of services whilst developing our role as an enabler working with our partners. This approach is reflected in our Best Value Performance Plan (2005/06) with our key goals of engaging more effectively with the communities we serve and forging effective and enduring partnerships. Working closely with one of our key voluntary sector partners in Sheffield (SHEBEEN) we developed the set of objectives for this Project as summarized above.

Project methodology

In consultation with members of the Young Adults Action Forum (YAAF) the access course was developed from modules of activities including:

- Planning and preparation for visits, including the use of public transport
- Activities for the young people to experience during
 - (a) A day visit in the green space of Sheffield
 - (b) A day visit in the Peak District and
 - (c) A residential visit in the Peak District
- A video diary of events
- Evaluation and review

Key outcomes and outputs

The young people had control of the agenda and were very actively involved in shaping the Project within the context of the overall brief. They enthusiastically embraced the idea of producing a DVD video diary of their experiences and views and they are keen to promote the project, DVD and their own personal experiences. The DVD, “Go Wild in the Country” is six minutes long and features young people talking about what they got out of the course, why they like the countryside and features snippets of activities and interviews with support personnel such as travel and information centre staff.

SHEBEEN produced a summary report on the Project and both the report and DVD are available from the contacts given below.

We have agreed plans to use the DVD as a tool for discussion around perceptions of, and access to, the countryside and the National Park. The aim is to use the tool with other groups of young people in Sheffield and in the rural areas of the National Park. This can be achieved through the activities and networking of SHEBEEN and also through the Moors For the Future Education Officer based at Losehill Hall.

SHEBEEN has applied for funding from the Awards for All Lottery grant scheme to deliver the access course with a group of young people from the Chinese community of Sheffield. The course would be run by SHEBEEN and youth workers on very similar lines to the pilot and the group will stay at a local Youth Hostel. There may be inputs from National Park Authority staff but the course will not be run entirely by those people.

There may be scope for promoting the access course more widely among the other urban communities around the National Park and also to seek accreditation. We will work with SHEBEEN and other partners on these potential areas for development.

Demonstration of innovation

The PDNPA and other National Parks have worked with BME communities in the past but a key to this project was the development of a product designed by the target audience, which enabled those young people to promote access to the countryside and to the National Park in their own way as opposed to a 'corporate' approach by a lead organisation.

Building capacity and learning

The project built capacity within the youth group and SHEBEEN to promote access to the National Park in the most suitable way for the target audience. The Authority (through Losehill Hall) acted as an enabler as opposed to sole service provider. Key learning points for the PDNPA focus on how to

- (a) Focus on target audiences – their needs, expectations and motivations
- (b) Develop close relationships with key partners and with named individuals in order to build trust and understanding
- (c) Empower partners to deliver within an overall strategic framework
- (d) Identify a programme that can be sustained rather than a fixed term project

Critical success factors

Key to this project were the young people who volunteered to plan and participate in the pilot. As Project Managers it was felt important that the young people owned the project and steered it in the way that best matched their needs and interests. They are likely to be excellent community champions and the DVD is very much a product made by young people for young people.

SHEBEEN was also critical to the project and both Losehill Hall and SHEBEEN staff are committed to partnership working through mutual and equal support. The DVD was produced with limited resources and a key input was that provided as technical support (and a fair degree of additional voluntary work) by Adam Barnes. We believe that the success of the project owes as much to the voluntary inputs as it does the paid role inputs.

Next steps

As mentioned above SHEBEEN has already applied for funding to deliver the Course with another youth group in the Sheffield area and will hopefully be able to develop this approach more widely within the communities of Sheffield. We intend to investigate the scope for applying the model in other areas of the Peak District and to examine ways in which the model could be applied to other target audiences such as community leaders.

Key contacts

Diana Tottle/Maxwell Ayamba, SHEBEEN, shebeen_1@hotmail.com

Richard Campen, Losehill Hall, Peak District National Park Authority, richard.campen@peakdistrict.gov.uk

Reward and Recognition

Project summary

The project created the capacity to respond to a specific remit from the PDNPA Work Force Plan Steering Group. The outputs of the project have been shared within the partnership as all authorities are seeking to address rewards issues in order to enable them to “have the right people in the right place at the right time” (Employer’s Organisation outcome for Work Force Planning). The outcome of the project has been to establish policies that have immediately led to the recruitment and retention of key staff with specialist skills particularly in a team where there is a severe shortage of experienced people.

Background

The Authority approved a Work Force Plan in May 2005. In terms of Reward and Recognition aspects, it identified the following 9 potential solutions (below) to the increasing difficulty in recruitment and retention in areas identified.

The authority is relatively small with limited resources to resolve work force planning issues and its pay structure is governed by the local government job evaluation scheme. Before the project started the authority had no policies or experience of market supplements, golden hellos or recognition schemes, but was aware that other employers were starting to use these tools to recruit and retain employees. In other aspects of the project the authority had limited knowledge and experience, for example one team had established a career grade to good effect and it had decided not to pay professional fees based on the market evidence at the time. Whilst the Work Force Plan Steering team identified these issues there was limited capacity of skilled staff to take these issues forward to resolution.

The Project enabled input from a specialist rewards consultant over a 3-month timescale. His remit was to take the identified ideas forward into workable procedures for immediate implementation. Specific immediate outcomes of his work were

- a) Implementation of a market supplement policy, which led to successful recruitment to a senior post (where benchmarking and non-applicant feedback had expressed concerns over the rewards package).
- b) Implementation of a market supplement policy, which led to 2 other specialist long-term vacancies being filled. This was after repeated attempts to attract experienced applicants had failed and evidence from benchmarking and knowledge of the market (rewards and supply of qualified and experienced applicants) confirmed that we would have continuing difficulty if we were unable to develop the rewards package.
- c) Through development of a career path in a specialist area we have been able to retain 3 employees in key posts (2 of these employees have now ceased their active search for alternative career development/ employment).

Key issues/problems that the project addressed

The potential solutions reward and recognition identified were

1. Differentials in the Authority’s pay spine
2. Policy for market supplements
3. Policy for retention bonuses
4. Policy for ‘Golden Hellos’
5. Reimbursement of professional fees
6. Review of existing allowances
7. Recognition scheme

8. Career grade posts
9. University Sponsorship

The project met the PDNPA's performance improvement plan outcome to have policies and procedures to enable the authority to "have the right people in the right place at the right time" Clearly if this work was not done, the authority would have increasing difficulty to recruit and retain staff in order to meet the organisational objectives. In one team particularly, the inability to fill specialist vacancies was causing severe difficulty to manage workload in an area key to the organisation in delivery of National Park purposes and with a very high public profile.

Timescales were immediate and urgent to get resolutions as key appointments had to be made and it was vital to retain key staff.

What we did

The project methodology was for a 'start up project' with the following milestones achieved as planned

- Recruiting the consultant
- Agreeing the remit/ scope and briefing the consultant for each of the 9 areas
- Fact finding to understand the current situation including policies, practice and culture through interviews of chief executive, directors, heads of service and staff
- External benchmarking to understand policies and market practice of competitor and partner organisations
- Developing ideas with the Work Force Plan Steering Team, seeking specific advice from Walsall Borough Council as leaders in reward and recognition and Sheffield Hallam University to discuss university sponsorship and liaison.
- Developing recommendations and their financial implications with the Head of HR, Head of Finance and Work Force Plan Steering Team
- Writing an interim report and then the final report of recommendations and seeking feedback and gaining approval at both stages from the Work Force Plan Steering Team, Resource Management Team before seeking approval to the final recommendations at Services Committee.

Through this process, the project delivered relevant, costed recommendations in all 9 areas required. This enabled Resource Management Team to prioritise the recommendations before seeking, and gaining approval at Services Committee.

Indirect benefits gained through doing the project were

- a) Improved morale amongst staff as issues were addressed effectively over a short time period, they also appreciated specialist input
- b) Improved networking and sharing outcomes with National Parks, Performance Improvement Partners and other local authorities.
- c) Raising awareness that partner and local authorities are in the same recruitment market and that we should not inadvertently increase costs or competition by untargeted use of the measures.

Key outcomes and outputs

The key **outcomes** were

- a) Approval at March Services (with some interim approval at December Services Committee) Committee of the Reward Specialist's report with a prioritised implementation plan in order to address immediate recruitment and retention issues.
- b) The recruitment of qualified and experienced staff to key posts
- c) The retention of key staff

- d) Improved morale as staff see measures implemented, with an understanding of what can be done and when.

The key **outputs** (with the agreed priority for the timescale for implementation and the ability to allocate funding required) were

- a) A rewards report with recommendations and justifications
- b) Sharing of the report with the performance improvement partners
- c) A Market supplement policy (high priority)
- d) Development of honoraria payments (high priority)
- e) Proposals for a recognition scheme (high priority)
- f) Proposals for career grade structures (high priority)
- g) Recommendations for university relationships (high priority)
- h) Payment of student professional fees in trainee posts (high priority)
- i) Payment of 50% professional fees in other posts (medium priority)
- j) Recommendations with regard to KLM grades of the pay structure (medium priority)
- k) Recommendations for potential use of 'golden hellos' (low priority)
- l) Recommendations for personal additional responsibility (low priority)

Demonstrations of innovation

The project demonstrated innovation by

- Developing rewards procedures not used within National Parks, and only spasmodically used in local government to resolve specific issues
- Utilising the specialist knowledge and skills of a rewards specialist
- Sharing outcomes which might have given the authority a 'competitive edge' for the good of the partnership

Building capacity and developing learning

The project built the capacity of the Work Force Planning Steering Group by gaining the support and insight of a rewards specialist. The 3-month full time focus enabled concentrated and quality work with the resulting quality outcomes.

Capacity has been built for the PIP Partnership by giving them solutions to generic issues as each organisation has similar recruitment and retention issues and would therefore have been individually looking to address them.

Learning outcomes have included the need to

- Focus on specific issues, based on organisation and market profiling.
- Seek specialist expertise.
- To project plan outcomes with specific milestones over a very concentrated period of time.
- That specialist external support requires considerable internal steering and guidance re the issues, context and workability/ acceptability of solutions.

Resources

£10,000 of ODPM capacity building fund to deliver this change/improvement in consultant fees plus allocation of £34,000 authority budget for workforce plan revenue costs. The time of Work Force Plan

Steering team, Management Team and Services Committee to develop, prioritise and approve the measures respectively.

The timescale was 3 months, from 1 November 2005 to 31 January 2006

Unexpected levels of resources required, in kind, were the

- a) Amount of support from project manager (Head of HR) in project steering and guidance re the issues, context and workability/ acceptability of solutions.
- b) Amount of support (but willingly given) in total from other staff within the organisation to supply raw data to the specialist in the scoping phase.
- c) Time taken to benchmark with other organisations, National Parks and authorities within Derbyshire, the PIP Partnership and others.

Who was involved?

Key people involved, their roles & responsibilities

Stephen Carter, Project Leader (Rewards Specialist Maxenco Ltd), - research issues and bring forward solutions

Deborah Unwin, Project Champion (Head of HR), steering and supporting the project leader

In fact finding and scoping the recommendations the key people and their roles were-

PDNPA HR Team- providing work force data, and contacts within the authority and externally

Chief Executive, Directors, Heads of Service and team members in specific teams (e.g. minerals team) to give context and background data

UNISON and staff committee representatives

HR Heads/ Managers in the 10 National Park Authorities- providing benchmark data

Head of HR in the Derbyshire Personnel Officers Group- providing benchmark data

Heads of HR in the Performance Improvement Partnership- providing benchmark data

In gaining feedback and giving approvals the key people and their roles were-

Work Force Plan Steering Team- check that remit was covered, and initial feedback on solutions, in addition worked specifically with rewards Specialist in working up ideas for the Recognition Scheme.

UNISON and staff committee representatives

Resource Management Team- to give support to solutions and agree organisational and financial priorities and identify possible funding streams- current and future

Services Committee- to approve the solutions in order for them to become adopted procedures and give approval to committing future resources.

Barriers and how were they overcome

Barriers that might have threatened the success of the project were

- a) Ability to recruit an experienced rewards specialist (this was overcome by placing an advert, at some cost, in appropriate professional journal)
- b) Willingness of staff to participate in fact finding, mitigated by informing staff of the project remit and timescales, and support for the project by directors keeping staff informed and encouraging participation at a time when work pressure for some was immense
- c) Willingness of partners, and others in providing benchmark data, mitigated by sharing all the benchmark data

- d) Concerns by some staff that they were excluded from eligibility for some of the measures were mitigated by the support of and discussions by Director's, UNISON and Staff Committee. Other key points included developing a remit based on evidenced recruitment and retention difficulties, developing principles for use of each measure, a process (through report to Resource Management team) to consider business cases to implement measures, and the applicability of a measure in a given circumstance. A review is planned with UNISON for both equality and market testing.
- e) Ability of the Authority to finance workforce plan measures. This was mitigated by targeting areas of specific need based on evidence, and by prioritising the implementation of recommendations.

Critical success factors

Ability to obtain specialist advice

Ability of the specialist to remain focused on the remit and work to a project plan

Ability of Head of HR to prioritise Rewards Specialist's requirements for steering and support

Ability to implement some measures (market supplements) in advance of fully worked up principles.

Support of other Heads of HR in supplying benchmark data

Support of Directors and Heads of service and team members in making time to be interviewed and provide strategic context/ background.

How would you do it better?

Probably couldn't! The project was so successful because it had a very clear remit, and timescale and those involved had clear roles and responsibilities.

Next steps

We have implemented market supplements, career pathing, payment of student professional fees and honoraria developments and have the ability to offer Golden Hellos if required.

We have established a small working group taking forward revised ideas on the Recognition Scheme. We are implementing plans for university relationships.

For future when priority and budget available we will take forward recommendations on grading structure, and professional fees at 50%

Key contact

Deborah Unwin, Head of Human Resources, Peak District National Park Authority

deborah.unwin@peakdistrict.gov.uk

Toilet Information Project

Project Summary

There were originally three objectives for the project:

- To improve the quality of services provided by reducing the amount of time taken to identify and report damage, vandalism and faults.
- To make use of toilets as primary information points, reaching out to PDNP users who would not normally be accessing existing information in its various guises.
- To raise the profile of the PDNP through the provision of information which reflects its corporate image.

Background

Good public toilet management impacts on everyone, at some time or another everyone uses them. In 2004 staff within the PDNPA recognised that private sector toilet providers (e.g. Meadowhall, motorway service stations, Macdonalds) had moved ahead in certain aspects of toilet management. This coincided with the recognition that the PDNPA should raise its organisational profile to the public (residents and visitors) through the increased use of its corporate livery and style, particularly at PDNPA owned sites including toilets.

Visits by staff to other local authority owned public toilets and the number of complaints received from members of the public (virtually nil) indicated that our toilets were being managed and maintained in a satisfactory way, with all toilets blocks DDA compliant. It was highlighted that what was needed at these sites was improved information about who owned the sites, and where and how to report problems. Many of the sites are remote and at certain times of the year cleaned less than once per day. Therefore, if there is a problem it can be some time before it is found by staff and reported. By providing the public with this information and asking them to report problems they could be rectified more quickly, thereby, providing improved quality of service.

By providing general visitor information on the outside of toilet blocks it was considered that information would reach groups within society who would not purposefully seek out information about the PDNP in other ways e.g. website, information centres. You always see people outside toilets waiting for people they are with.



External information panel at White Lodge 'composting toilets'.

Project methodology, outcomes and outputs.

Identification, design and sourcing of notices and cabinets

A supplier of A4 (internal) and A3 (external) cabinets was identified and a supply purchased (sixty internal; ten external).

Notices were designed in house by the PDNPA design team. These included full contact details for reporting of problems. The information posters were designed to be replaced quarterly to include up to date information on guided walks and events local to the area of installation.

The Cabinets were installed by in house staff and maintained by field staff.

Internal Communication of reported problems

A contact and instruction sheet was produced to cover all car parks and toilets. Included within this document were locations and weekday and weekend emergency contacts. This was provided to the Rangers Admin section who deal with calls during the week and Castleton information centre who deal with weekend calls.

Whilst there have not been many contacts made regarding problems (this is not seen as a bad thing) feedback has been positive from discussions with users on site.

Partner organisation contact

Contact was made with officers from DDDC and HPBC responsible for the management of toilet facilities. From discussion the traditional in house management of PDNPA operated toilets is looked on favourably. External contractors carry out cleaning of both DDDC and HPBC toilets. Due to the rural location of PDNPA facilities they do not attract as much vandalism as HPBC and DDDC sites. HPBC also provided us with a copy of their recent 'Scrutiny Report' produced for the Council; this looks at the current position and provides options for the future.

Partnership Working.

The project is seen as successful in that the posters produced have resulted in closer cross-functional internal working between units and sections i.e. Area Management and Recreation Facilities, Rangers, Design, Communications, Transport and Sustainable Tourism,

Customer Service

The project has provided public information at new sites and the potential for improved customer service through faster response to rectifying problems at toilet facilities.

Demonstration of Innovation

This project has taken examples of innovation from the private sector, reviewed and assessed them, then adapted them for use within the PDNP environment. The project has also provided the opportunity to think 'outside the box' and look at toilets as primary information points for visitors.

Building Capacity and Developing Learning

Benefits of thinking outside of what is the norm and looking at what happens in the private sector have been demonstrated with this project. The opportunity has also been taken to review Constituent Authority websites to see how they present information on toilets to the public. This has resulted in information on PDNPA toilets being included on the website for the first time. Information provided by the 'British Toilet Association' has also been reviewed and provided an impetus to continually look to improve in this area.

This was a straightforward, relatively simple project, to improve the project greater contact could have been made with other quality recreation providers within the public and private sector.

Resources

The total monetary cost of this project was £3,032 including time and cabinets. This does not include the cost of the design and production of the posters, and the cost of installation of the cabinets this has been funded from core staff time and resources.

Quarterly production of the information posters will be absorbed into core work.

Who was involved?

The project was managed and co-ordinated by Bob Young, Area Management and Recreation Facilities Officer. (PDNPA)

Sarah Gillot of the PDNPA design team undertook design of the posters.

Louise Turner of the communications team undertook co-ordination of the posters and input into the design.

Installation of the cabinets was carried out by Martin Ambrey, Area Management and Recreation Facilities property maintenance.

Sean Prendergast, Head of Recreation and Access championed the project.

Consultation regarding poster content was also undertaken with Jenny Waller, Ranger Team Leader North and Tim Nicholson Transport Technician.

Barriers and how they were overcome.

The only significant barrier has been an initial view that linking quality information provision to toilets was not the most appropriate medium to promote the PDNP. This was overcome through brainstorming and discussion with a range of staff, so the benefits are now recognised.

Critical success factors

The main reason for the success of the project is the recognition that we have to raise and improve the image of the PDNP through the provision of quality information and service wherever that may be.

Key Contact

Bob Young, Area Management and Recreation Facilities Officer, 01629 816297.

bob.young@peakdistrict.gov.uk

Youth Engagement Project

Project Summary

This project aims to provide the Authority with a knowledge base and understanding of the key issues that face young people in the rural areas of the Peak District National Park. By close partnership working with other youth agencies it aims to address some of these more achievable issues at local level by taking actions and continually involving young people in the process. The project focuses on particularly rural and geographically identifiable areas i.e. Staffordshire Moorlands, Hope Valley and Derbyshire Dales.

Background

Prior to the Youth Engagement Officer being appointed the PDNPA identified young people living within and around the Park as a key target group for the Authority to engage with – this was supported by feedback from several public meetings. Much of the work with young people within the Authority was with schools visits organised by the Education Team.

In 2001 the 'Promoting Understanding Action Plan for Young People' was an attempt to pull together work carried out by the Authority for young people. Prior to the recruitment of a specific 'Youth Engagement Officer', engaging young people tended to focus on promoting understanding of the special purposes for which National Parks were created. Although the views of young people were built into the National Park Management Plan consultation process, there were no formalised mechanisms for regular consultation and engagement of young people.



Young people quizzing Jim Dixon (Chief Executive) at the Peak 11 Conference

Project Methodology

The main aims of the project to address the key issues, as mentioned above were to:

- Work with High Peak Borough Council, Derbyshire Dales District Council & Derbyshire Rural Community Council to deliver a young people's engagement event in the priority area of Hope Valley
- Work with Staffordshire Moorlands District Council & Staffordshire County Council to deliver a young people's engagement event in the priority area of Staffordshire Moorlands
- Deliver programme of service improvements resulting from Peak 11 young people's consultation event e.g. website, NPMP links – working with and learning from experiences of Derbyshire County Council Youth Service, Staffordshire Moorlands
- Establish baseline of young people's level of understanding and awareness about the Peak District National Park and the Authority
- Establish network for sharing information and solving issues between and within Authorities relating to young people's concerns and their solutions
- Explore with Derbyshire Dales Youth Service opportunities to engage young people through existing Youth Service provision e.g. Youth Service buses

Key outcomes and outputs

Over the year there have been several positive outcomes from the project, the main ones being the number of young people contacted over the year, the Peak 11 Conference, the Hope Valley Consultation, the one-stop website and Information leaflet and partnership working.

- Between May 2005 and April 2006 the Youth Engagement Officer has contacted over 1500 young people. This means that over 1500 young people who live either in the PDNPA or surrounding towns and villages are aware of the PDNPA and have a basic understanding of where it is and why the Authority feels it is important to have a Youth Engagement Officer. Over 700 have taken part in one PDNPA related workshop (e.g., school year group PSHE session or a citizenship session), and 79 young people have participated more than once on a PDNPA related workshop (e.g., website design group, leaflet design group, Peak 11 conference or school council meeting).
- Peak 11 Conference 2006 – the second conference of its kind proved to be another success. 34 young people attended. The theme for the event was 'Getting yourself heard' and looking at methods of communication.
- Hope Valley Consultation Event – During Local Democracy Week, HPBC Councillors & PDNPA Members attended many schools around High Peak, taking part in assemblies, citizenship sessions and school council meetings. Following on from this we were invited to Hope Valley College to do a Citizenship day with 107 Year 7. From the success of this day we have been invited into other schools in the High Peak (Glossopdale Community College & Buxton Community School) to carry out similar workshops.
- Website/Information Leaflet – Working with Staffordshire Moorlands, Staffordshire Wildlife Trust and Hands On Project in Glossop we are currently developing a one stop website and information leaflet and DVD for young people.
- Membership on several problem solving groups – DD & HP Youth Partnership, CVS Action forum for children, young people and families, Local Strategic Partnership (LSP) & Local Implementation Group (LIG). Close work with Connexions & Youth Services. Youth Act project has been developed to bring together consultation and empowering young people across DDDC & HPBC to campaign on issues that young people feel strongly about. Funding has been gained to support workers and groups of young people.

Demonstrations of Innovation

The PDNPA is the first National Park Authority to have a specific worker dedicated to consulting with young people on their views about living in the National Park. The project is based on the needs of young people and targets were developed for the project from the outcomes from the Peak 11 Conference in 2005, such as website, Councillors & Members in schools etc.

Building capacity and developing learning

The main point that has been learnt by both, the Youth Engagement Officer and the PDNPA is that young people's knowledge and understanding of the National Park (what it is and where it is) is at a minimal. Many young people do not know they live in or around the National Park or quite understand what a National Park is. Therefore, to encourage young people to be engaged in the democratic process of the Authority this baseline of understanding needs to be increased. A few young people were able to give a more detailed explanation of the National Park, this was knowledge gained from the work the Rangers carry out in Primary schools.

Another key aspect of the work is close partnership working, especially within Peak 11 Schools. Young people are a 'captive' audience in schools and are willing to participate in PDNPA related workshops, however, it proved difficult to engage with young people informally, out of school as often young people felt that were constantly consulted about issues and felt their voices don't get heard! Therefore, it is very important to look at alternative methods to consult with young people, which are interactive, informal and fun and have the ability to put across the information and to give young people more knowledge and understanding of the National Park.

Resources

The total budget for this project was approximately £15,000 including the salary cost of the part time Youth Engagement Officer. The main costs are the website, Peak 11 DVD and the promotional leaflet for schools.

The amount in kind support given by other organisations is a high amount. The success of the project has relied heavily on the amount of time given by other organisations, PDNPA Members & HPBC Councillors. The skills and knowledge of other organisations, Members & Councillors has been invaluable to the success of the project.

Who was involved?

The project was developed and managed by Rachael Foster, PDNPA Youth Engagement Officer

The project was line managed by Liz Ballard, PDNPA Education Visits Co-ordinator

The agencies/organisations who played a key role within the project are: High Peak Borough Council, Derbyshire Dales District Council, Derbyshire Rural Community Council, Connexions, Derbyshire County Council Youth Service, Staffordshire County Council Youth Service, Staffordshire Wildlife Trust, Police, Glossop Volunteer Bureau, CVS and Peak 11 Schools

Barriers & how they were overcome

The project started in May 2005, which proved a difficult time to begin developing contacts with other agencies because many were busy in the lead up to the summer holidays and exam times. However, the summer was valuable time to do some groundwork and preparation for the following term. The project, since September, has been a high profile project within schools and has been really busy in all aspects.

The initial time scale for the project was one year. To achieve all the targets within the project was difficult in one year. This was due to the geographical area of the National Park, not having a key group of young people and also working with many agencies. Further funding will enable the project to

move on from the initial groundwork and networking that has been achieved in the first year to more concrete work and outcomes.

Critical success factors

The main success of this project is due to the close partnership working with external agencies. Through this close working, contact with young people was achieved, therefore making the project a success.

Next step?

Due to the extension of the ODPM funding the Youth Engagement work is able to continue. The groundwork has been achieved and the following year (till March 07) will be to develop the work of the Authority and look at sustainable methods of feeding back the views of the young people to the Authority. The project will also work on ways of promoting the PDNP to young people, perhaps through video, DVD, leaflets and role-plays. The work in schools will become much more PDNP focused and promote discussion around PDNPA issues, such as housing, quarrying and farming. The work with the councils will continue and further develop methods of engaging young people in dialogue with decision makers, perhaps through having Community Forums during lunch breaks at the Peak 11 schools.

Key contact

Rachael Foster, Youth Engagement Officer

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Appendix 1:



Performance Improvement Plan

Draft Review for 2005/6 and Priorities 2006/7

including our response to National Park Authorities Performance Assessment

NB This assessment is based on achievement of the Performance Improvement Plan (agreed in 2004 and based on a 5 year timetable). Full details of the Authority's performance and proposed programme for 2005/6 is contained within the Best Value Performance Plan 2005/6.

Peak District National Park Authority

January 2006

P1: Shared leadership with key stakeholders in the National Park through production of a revised National Park Management Plan by 2006 and the Local Development Framework (replacing Structure and Local plans) by 2007

Management Team Lead: Jim Dixon

Increasing the level of engagement and consultation in the development of the plans with both organisational stakeholders and the local community is creating shared leadership.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
Local Development Scheme and Project Plan agreed by Authority and GOEM	Revised Local Development Scheme and project plan agreed by Authority and GOEM by April 2006	Brian Taylor
Combined Issues and Options for Local Development Scheme and National Park Management Plan released for public consultation in May 2005	Local Development Framework Preferred Options agreed by Authority for public consultation by April 2006 with Submission to Secretary of State by October 2006 for further public consultation	Brian Taylor
National Park Management Plan development for launch in draft April 2006	Consultation on draft NPMP during April/May 2006 National Park Management Plan Final Version Agreed and Published October 2006.	Steve Turner
Annual Monitoring Report for LDF submitted to GOEM as required by December 2005	On going policy monitoring to inform 2nd version by December 2006	Andy Cooper
Statement of Community Involvement agreed by Authority in December 2005 and submitted to Secretary of State for public consultation January 2006	Statement of Community Involvement to independent examination in May 2006 leading to publication and increased stakeholder engagement in NPMP & LDF processes	Brian Taylor

P2: Improving the clarity, cohesion, effectiveness and strategic impact of our conservation services, particularly in our cultural heritage work, by linking conservation and the economy and achieving sustainable development through our development control powers and other activities

Management Team Lead: John Lomas

Conservation Service leads this work and has recently been through a Service Review with Management Team, reporting through to the Audit and Performance Committee. Sustainable Development is a National Park Management Plan principle, and will be pursued by a major initiative in 2006 following publication of the new NPM Plan.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
	Develop Minerals Strategy with: <ul style="list-style-type: none"> • Greater focus of resources • Clear long term strategy • National support • Better community engagement (NPAPA recommendation 7)	John Lomas (Champion)
Conservation Service Review to Management Team and Audit & Performance Committee	Key agreed actions integrated into Service Plan, especially: <ul style="list-style-type: none"> • Streamlining grants • Improved frontline service • Estate management 	Jane Chapman
Begin scoping Authority wide Sustainable Development plan	Start work on Authority wide Sustainable Development plan. Develop a project plan by May 2006. From project plan, develop a series of sub plans relating to Authority operations, other bodies working in the National Park, working with communities and systematic review using sustainability appraisal of our policies and strategies	Steve Turner

P3: Maintaining and improving standards for all visitor and recreational facilities focussing on 'getting the basics' right with signage, parking, toilets, safety and accessibility and also delivering a greater degree of access to all of our services by disadvantaged groups

Management Team Lead: John Thompson

Services already operate to high standards of customer care, but there is a need to improve both efficiency, improvements to basics and also to strengthen the commitment to diversity. This will be an important component of the Recreation Strategy.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
<p>Access and Recreation Service Review to Management Team (autumn 2005) and follow up in and Audit & Performance Committee (28 April. 2006)</p>	<p>Key agreed actions (subject to Audit and Performance Committee 28 April 2006) integrated into Service Plan, especially:</p> <ul style="list-style-type: none"> • Review of Ranger Service complete by 12/06 • Reviewing management of open access for all in line with funding • Improving communications to out posted staff • Strategic review - future of recreational facilities • Increasing social inclusion in services provided 	<p>Sean Prendergast</p>
<p>Sustainable Tourism Service Review to Management Team Sustainable Tourism Service Review to this Audit and Performance Committee 27 January 2006</p>	<p>Implement change actions resulting from Strategic Service Review 27 January 2006</p>	<p>Andy Guffogg</p>
<p>Achieved Equality Standard Level 1 (assessed by independent audit group) in September 2005 with policy and all services have Equality Plans and programmes including services for disadvantaged groups and partnerships with SHEBEEN, Mosaic and constituent authorities. Achieve Equality Standard Level 2 by 31 March 2006</p>	<p>Work towards level 3 of the Equality Standard (provisional). (NPAPA recommendation 14)</p>	<p>John Thompson</p>

P4: Engaging more effectively with the communities that we serve in and beyond the Park and forging more effective partnerships so that we can better meet the expectations that residents have of access to services, opportunities for employment and involvement in the work of the Authority

Management Team Lead: Jim Dixon

With assistance from ODPM and a renewed willingness to engage with communities, 2005 has seen a large amount of activity, in both resident communities and in neighbouring urban areas. For 2006, we will need to mainstream these activities, in part by securing greater external resources and in part by making changes to our own staffing arrangements.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
<p>Best value review of stakeholder engagement completed.</p> <p>Communications Task Team completed its programme</p> <p>Review of promoting Understanding Strategy completed</p> <p>Review of Partnerships begun</p>	<p>Rollout of new unified approach to community and stakeholder engagement, promoting understanding and partnership mapping into clear Authority-wide strategy with priorities and SMART action plan. This will be a keynote paper for the Authority 2 February 2006 and its rollout as a project will follow throughout 2006/7.</p> <p>Key objectives to:</p> <ul style="list-style-type: none"> • Co-ordinate engagement with people and communities across the Authority • Focus on priority groups • Provide unified service <p>(NPAPA recommendation 9)</p>	<p>Jim Dixon (Champion)</p> <p>tba (Project Manager)</p>
<p>Sheffield social inclusion project in partnership with Shebeen, 3x Hope Valley Community Area Forum, Youth Engagement Project and 'Children Looked After' project with DCC</p>	<p>Continuation of key community engagement pilots with ODPM funding with a focus on 'lessons learned', promoting the findings and mainstreaming within services</p>	<p>Nic Hutchins</p>
<p>Focused communications with eg parish councils, residents (ParkLife January 2006), constituent authorities (February 2006) and the public concerned with plans reviews</p>		<p>Chris Taylor</p>
<p>Completed review of Losehill Hall and Environmental Education Service completed for Audit and Performance Committee 27 January 2006</p>	<p>Implementation of key recommendations of review following Audit and Performance Committee 27 January 2006</p>	<p>Richard Campen</p>

P5: Increasing the effectiveness of the use of staff, driving up team performance, achieving more objectives through cross-functional teams, greater mobility in the workforce and ensuring high levels of staff morale, personal development and commitment, high confidence in leaders and good quality and timely communication with all staff, including those working in the field

Management Team Lead: Jim Dixon

Two major projects, the Workforce Plan and *Exceeding Excellence* both aim to improve staff performance. We are improving informal opportunities for staff to work together and also the project management framework for colleagues to work together on cross-functional work. Corporate work on performance management is continuing and will be developed as a priority project.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
<p>Leadership Development Programme, <i>Exceeding Excellence</i> introduced with 2/3 of senior staff attending in 2005/6 a:</p> <ul style="list-style-type: none"> • Leadership programme (ILM level 3) • Strategic Leadership programme (ILM Level 4) • E-learning pilot 	<p>Leadership Programme developed through a project team to include:</p> <ul style="list-style-type: none"> • Leadership model, definitions and competences • Additional resources to complete programme for all managers by October 2006 and 'refresher programme' for level 3 managers • Leadership award developed as part of Reward and Recognition Strategy • Promotion of vision and values • Member strategic skills development. Member discussion at SAG. <p>(NPAPA recommendations 3, 6, 7,10, 12)</p>	<p>Jim Dixon (champion)</p> <p>Deborah Unwin (Project Manager)</p>
<p>46 staff trained in project management</p>	<p>Further training and support and monitoring of new project management framework</p>	<p>Deborah Unwin</p>
<p>Workforce Development Plan agreed by Services Committee March 2006. New Training and Development Policy, inc secondment & mentoring policy</p>	<p>Actions related to eg market supplements, professional fees, reward and recognition strategy to be developed</p> <p>(NPAPA recommendation 21)</p>	<p>Deborah Unwin</p>

	<p>Performance management project comprising:</p> <ul style="list-style-type: none"> • Review of paperwork and systems • Common definitions and concepts • Rollout development module • Scrutinise service plans <p>(NPAPA recommendation 3, 4, 5, 11, 15)</p>	Ruth Marchington
Communications Task Team reviewing internal communications and Authority-wide team briefing developed	Rollout of improved communications (NPAPA recommendation 8)	Chris Taylor

P6: Forging effective and enduring partnerships for delivery of National Park objectives including through a more strategic approach to work (focusing initially on developing a cultural heritage strategy), effective relationship management with constituent councils, regional bodies and the voluntary sector

Management Team Lead: Jim Dixon

The Authority needs to focus its resources on partnerships that deliver, through a more tightly controlled partnership protocol and a simpler framework of externally-funded projects.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
Partnership mapping project fieldwork	Rollout approach to new partnership priorities, including those for working with communities and integrated area management (NPAPA recommendation 13)	Steve Turner
ODPM Capacity Building Programme –1 year project in partnership with DCC, DDDC, HPBC, SMDC and LDNPA	Continue Programme (subject to funding) with a focus on leadership, community engagement and disseminating the results of the project to date.	Nic Hutchins
Strategic Investment Group develops '2 corporate projects' model	<ul style="list-style-type: none"> • Moors for the Future 2 project developed and funding secured by December 2006 • White Peak concept project developed and funding secured by March 2007 <p>(NPAPA recommendation 18)</p>	Rhonda Pursglove

P7: Improving the quality, tailoring and responsiveness of the services we offer, capitalising on substantial IEG investment, routinely using customer feedback in decision-making and continuous service improvement, especially for development control, visitor, tourism, education and conservation services

Management Team Lead: Ruth Marchington

Many services are excellent at customer service, however we have areas to improve based around capitalising on IEG investment, using customer feedback more routinely in decision-making and working together as services to provide joint services. Development Control is our priority for 2005/6.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
<p>Development Control 'Fit for the Future' change programme</p>	<p>Continued delivery of the project plan with new Head of Service, Customer Engagement officer and Project manager in place. Focus on:</p> <ul style="list-style-type: none"> • Pre-application advice • Communications • Cross-departmental working • Attitudes, values and morale • Document Management System • Minerals team review. <p>To be reviewed by Audit and performance Committee April 2006</p> <p>(NPAPA recommendation 17)</p>	<p>John Lomas (Champion)</p> <p>Michelle Sarginson (Project Manager)</p>
<p>IEG project – improved IT infrastructure, communications, resilience, CRM, document management, content management, e-Forms, e-Procurement/Payment, A-Z, on-line mapping</p> <p>New website developed and launched December 2005.</p>	<p>Delivery of key IEG outcomes through changing working practices and access to IT services for out posted staff</p> <p>Implementing improvement action following 'mystery shopper' exercise with partners</p> <p>(NPAPA recommendation 20)</p>	<p>Jeff Winston</p>

P8: Tailoring all communications more precisely to the audiences that they serve, engaging in two-way communication where we seek feedback as well as provide information and maximising the range of 'channels' (print, telephone, face-to-face, electronic) by which people learn or contribute

Management Team Lead: Jim Dixon

P8 has a lot of cross over with P4 P6 and P7, but all communications work is being reviewed by the Communications task team with a specific project looking at Improving the Corporate Identify to be completed by March 2006.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
Communications Task Team with focus on: Key corporate themes, Development Control, Design and corporate ID, internal communications, training and consultation and feedback.	Integrate communications work with engaging with people and communities programme. (NPAPA recommendation 6,8)	Chris Taylor
Corporate identity project established with first quick wins	Further rollout of corporate ID	Louise Turner
Developing interactive website including use for feedback and consultation		Chris Taylor/Jeff Winston

P9: Building on the high existing standards of probity and commitment of Authority members by strengthening the committee structure, focusing committee business more on strategy, 'big picture' decisions and scrutiny of executive performance

Management Team Lead: Ruth Marchington

The Authority is generally extremely well-run with high standards of HR, finance and democratic accountability. A major review of governance between 2003 and 2005 has created more effective and streamlined governance. It is envisaged that during 2006 this will bed down and so this area is not a priority in 2006/7.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
Evaluation of new decision-making structures October 2005	Work to improve scrutiny function and links with strategic service /function/ activity reviews	Ruth Marchington
New Audit and Performance committee service review (scrutiny) teams		Heads of Service

P10: Placing our budget and financial management decisions within a stronger strategic context by, for example, ensuring stronger strategic processes to drive annual budget decisions, preparing an asset management plan that drives capital management and purchase and ensuring stronger local decision-making frameworks exist, using better management information and business cases to agree spending

Management Team Lead: Ruth Marchington

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
	<p>Integrated annual strategic planning timetable from March 2006 leading to</p> <ul style="list-style-type: none"> • Objectives linked to vision • SMART outcome-based objectives • Clear prioritisation • Cross-cutting objectives • Linked to key challenges <p>(NPAPA recommendation 1, 2, 3, 4, 5,6)</p>	Jim Dixon
Efficiency savings driven by budget settlement 2006/7	<p>Efficiency savings driven by budget 2007/8 and beyond. Member/Staff group on budget to continue.</p> <p>(NPAPA recommendation 5)</p>	Ruth Marchington
Asset Management Plan agreed with 75 sub projects and major service action plans agreed	<p>Corporate Asset Management Action Plan to be developed corporately and agreed</p> <p>Asset Management actions to be followed through</p>	Ruth Marchington
Procurement strategy being developed (NPAPA recommendation 19)		Philip Naylor
Capital Strategy being developed	Capital Strategy/Programme linked with Asset Management Action Plan to be agreed	Philip Naylor
Strategic Investment Framework (External funding) being established September 2005		Rhonda Pursglove
Risk management strategy and register at level 1	Risk management strategy and register at level 3	Andy Cooper

P11: We need to become an organisation that learns and encourages learning among its people, especially by reviewing the experience of doing things and then applying the lessons to future actions. We must promote exchange of information between people hence creating a more knowledgeable workforce and National Park community. This will produce a very flexible organisation where people will accept and adapt to new ideas and changes through a shared vision.

Management Team Lead: tba

A key attribute of most successful organisations is that they actively encourage the acquisition of knowledge in the organisation, especially knowledge that is helpful to people who may be faced with similar challenges to those experienced already. Innovative organisations apply creative approaches and, crucially, then apply the results of these 'experiments' to mainstream work. At the heart of a learning organisation is the recognition that it is in people, rather than documents, libraries or IT systems, that make an organisation learn.

Action achieved in 2005/6	Action proposed in 2006/7	Lead Officer 2006/7
	Develop a clear programme of work to define the level of achievement we are at, our strengths and the actions we need to take to improve our learning organisation capability. (NPAPA recommendation 16)	Project Champion Project Manager