



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

December 2005

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 (combining structural 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		Brian Taylor
	Local Development Framework development for launch Mar 2007 (tighter targets needed)	Brian Taylor
National Park Management Plan development for launch Mar 2006	Peak District Partnership to engage with NPMP implementation	Steve Turner
Statement of Community Involvement and increased stakeholder engagement in NPMP & LDF process		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

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 (needs tighter targets)	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
Access and Recreation Service Review to Management Team (autumn 2005) and Audit & Performance Committee (April. 2006)	Key agreed actions integrated into Service Plan, especially: <ul style="list-style-type: none"> • Review of Ranger Service • Reviewing management of open access for all in line with funding • Improving communications to outposted staff • Strategic review future of recreational facilities • Increasing social inclusion in services provided 	Sean Prendergast
Sustainable Tourism Service Review to Management Team Sustainable Tourism Service Review to Audit and Performance Committee January 2006	Implement change actions resulting from Strategic Service Review	Andy Guffogg
Achieved Equality Standard Level 1 (assessed by independent audit group) with policy and all services have Equality Plans and programmes, such as Sustainable Development Fund including services for disadvantaged groups and partnerships with SHEBEEN, Mosaic and constituent authorities. Achieve Equality Standard Level 2 by 31 March 2006	Work towards level 3 of the Equality Standard (provisional). (NPAPA recommendation 14)	John Thompson

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
Best value review of stakeholder engagement completed	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. Key objectives to: <ul style="list-style-type: none"> • Co-ordinate community engagement • Focus on priority groups • Provide unified service (NPAPA recommendation 9)	Chris Taylor, Rich Campen, Steve Turner
Sheffield social inclusion project in partnership with Shebeen, 3x Hope Valley Community Area Forum, Youth Engagement Project and 'Children Looked After' project with DCC	Continuation of key community engagement pilots with ODPM funding with a focus on 'lessons learned', promoting the findings and mainstreaming within services	Nic Hutchins
Focused communications with eg parish councils, residents, constituent authorities and the public concerned with plans reviews		Chris Taylor
Completed review of Losehill Hall and Environmental Education Service	Implementation of key recommendations of review	Richard Campen

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:</p> <ul style="list-style-type: none"> • Leadership programme • Strategic Leadership programme • E-learning pilot 	<p>Leadership Programme developed to include:</p> <ul style="list-style-type: none"> • Leadership model, definitions and competences • additional resources to complete programme for all managers • Leadership award • Promotion of vision and values • Member strategic skills development <p>(NPAPA recommendations 3, 6, 7,10, 12)</p>	Jim Dixon
46 staff trained in project management	Further training and support and monitoring of new project management framework	Deborah Unwin
Workforce development plan agreed New Training and Development Policy, inc secondment & mentoring policy	Reward and recognition strategy to be developed (NPAPA recommendation 21)	Deborah Unwin
	<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
	Develop a clearer definition of what we need to do to become more of a learning organisation and reflect in an action plan (NPAPA recommendation 16)	John Stannard

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		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 • White Peak concept project developed and funding secured (NPAPA recommendation 18)	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.

Action achieved in 2005	Action proposed in 2006	Lead Officer 2006/7
Development Control 'Fit for the Future' change programme	Continued delivery of the project plan (NPAPA recommendation 17)	John Lomas
IEG project – improved IT infrastructure, communications, resilience, CRM, document management, content management, e-Forms, e-Procurement/Payment, A-Z, on-line mapping	Delivery of key IEG outcomes through changing working practices and access to IT services for outposted staff Implementing improvement action following mystery shopper exercise with partners (NPAPA recommendation 20)	Jeff Winston

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.	Continue task team work within the overall 'promoting understanding' heading with a focus on improving tailored communications, helping services, corporate ID (especially new website), interpretation and internal communications (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
	Strategic Planning from March 2006 leading to <ul style="list-style-type: none"> • Objectives linked to vision • SMART outcome-based objectives • Clear prioritisation • Cross-cutting objectives • Linked to key challenges (NPAPA recommendation 1, 2, 3, 4, 5,6)	Jim Dixon
Efficiency savings driven by budget settlement 2006/7	Efficiency savings driven by budget 2007/8 and beyond (NPAPA recommendation 5)	Ruth Marchington
Asset Management Plan agreed with 75 sub projects and major service action plans agreed	Corporate Asset Management Action Plan to be developed corporately and agreed Asset Management actions to be followed through	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