

North York Moors National Park Authority Finance, Risk, Audit and Standards Committee

2 February 2015

Performance Management Update

1. Purpose of the Report

- 1.1 To update Members on the review of Performance Indicators, particularly the changes to the National Park Authority Family Indicators as discussed at the Joint Improvement Group and National Park Officers Group.

2. Background

- 2.1 A review of Performance Management is one of the delayed items in the current Business Plan and this was discussed at the Scrutiny Meeting on 14 July. Officers gave a progress update on this and included the recent review of the National Park Authority Family Indicators ('Family Indicators'), which has been conducted at a National level.
- 2.2 The decision to change the Business Plan cycle to a one year update followed by a three year review has an impact on the Performance Management Regime Review.

3. Progress Update

- 3.1 Since the meeting in September Directors have discussed the Performance Indicators in more detail and considered whether there are a number of quick changes which could be made. The result of this is that the draft 15/16 Business Plan will be supplemented by the measurement of performance against fewer targets. Uncertainty around future funding could mean that a decision to change the Indicators fundamentally now could be rapidly superseded by the need to undertake another review when future funding cuts are known.
- 3.2 As the Headline Indicators had been developed and confirmed following public consultation and reaffirmation Directors agreed that these should only be amended or removed from the indicators following a new consultation exercise. The uncertainty means that it is unlikely to be a productive exercise if undertaken before the scales of any further changes are known.
- 3.3 Finally, Directors agreed that internal consultation was very important to ensure that the Officers were engaged with the Performance Management regime and 'owned' the indicators which they were responsible for. It is therefore suggested that Ownership is added to the principles in the next section on Family Indicators.
- 3.4 As an interim measure Directors also agreed the following:
- Continue to collect the Family Indicators
 - Continue to collect the Headline Indicators and during 2015/16 consult on potential changes to ensure that they remain fit for purpose
 - Proposals for some changes to be implemented now (these are detailed in the **Appendix**).
 - Consult with key Members of Staff to develop the Indicators further particularly in areas of Promoting Understanding which is not adequately covered by the

Family Indicators. This consultation will be in readiness for a more fundamental change for the 2016-2019 Business Process

3.5 The Business Plan will continue to focus on a set of Financial Principles which evidence a continued commitment to value for money, and where appropriate processes will be developed using lean thinking.

4. **Family Indicators**

4.1 A paper was presented to Members on 1 September 2014 detailing changes to the new Family Indicators and whether they match with the Authority's aspirations and future direction in relation to the principles and criteria for effective systems of Performance Management. Members agreed that the Authority's Performance Management arrangements should include a Balanced Scorecard the following set of principles for the review;

- Include Outcome based measures covering the achievement of park purposes
- Business Plan indicators should be as far as possible focussed on the activity of the Authority and therefore, should be not within the definition of control of others
- Include qualitative and quantitative measures
- Measures should be in place to evidence value for money
- Measures should enable comparison and Benchmarking
- Measures should include an indication of Organisational Health
- Enable long term trends to be identified

4.2 The Authority remains committed to collecting the Family Indicators in the short term and therefore, they are incorporated into the **Appendix**. Members views are sought regarding the Authority's long term position and continued commitment.

5. **Recommendation**

5.1 That Members agree that the changes proposed become part of the 2015/16 Performance Indicators and that further changes are proposed and included in the 2016-2019 Business Plan process following consultation with staff and stakeholders on the Headline Indicators.

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Background documents to this report

File Ref

None

Reference	Description	Purpose	Revised Family 2014	Proposal to FRASC 2 February 2015	
NATURAL ENVIRONMENT (NE)					
FI NE Cxt1	a) Area of SSSI land in the National Park	First Purpose	Context a) Area of SSSI land in the National Park		
	b) Area of SSSI land in NPA Management		Context b) Area of SSSI land in NPA Management		
FI NE1	% of SSSI land in 'favourable or recovering' condition in:	First Purpose	% of SSSI land in 'favourable or recovering' condition in:		
	a) NPA Management		a) NPA Management		
	b) the National Park as a whole		b) the National Park as a whole		
NYM NE1 01	NP/NE2: Number and percentage of statutory natural environment/cultural heritage consultations requiring a response completed within the agreed period.	First Purpose			STOP
NYM NE 01	NP/NE1 (a): Total area (Ha) of National Park managed in line with NPA conservation objectives.	First Purpose			Continue as Headline but review as part of the Business Plan Process but supplement with new Indicators for 2015/16 on % polygons addressed, number of hectares of PAWS restoration initiated, number of hectares of species rich grassland restored or created
NYM NE 02	NP/NE1 (b): %age of NP managed in line with NPA conservation objectives.	First Purpose			
NYM NE 03	NP/NE 1 (d): Net annual change in area managed inline with NPA objectives. (Ha)	First Purpose			
NYM NE 06	NYM: Area measurement of new Native Woodland and woodland pasture planting achieved.	First Purpose		RETAIN	
NYM NE 07	Number and % of LBAP actions in progress (on or ahead of schedule); Number and % of LBAP actions behind schedule; Number and % of LBAP actions completed; Number and % of LBAP actions not started.	First Purpose		Remove from PI's but continue to report externally only in so far as required in relation to national Biodiversity 2020 targets	
New			Context - Total length (km) of water courses in national park		
New			%age length of regularly monitored water courses with high, good or moderate ecological status		

Reference	Description	Purpose	Revised Family 2014	Proposal to FRASC 2 February 2015	
CULTURAL HERITAGE (CH)					
FI CH1	a) No of conservation areas	First Purpose	Context Number of Conservation Areas		
FI CH1	b) % of conservation areas with up to date character appraisals	First Purpose		Stop	
FI CH Cxt2	a) No of Listed Buildings	First Purpose	Context a) No of Listed Buildings		
	b) No of Listed Buildings 'at risk'		Context b) No of Listed Buildings 'at risk'		
FI CH2	a) No of Listed Buildings 'at risk' rescued during the year.	First Purpose	No. of Listed Buildings "at risk" conserved during the last <u>three</u> years' (on a rolling basis)		
FI CH2	b) % of Listed Buildings 'at risk' rescued during the year.	First Purpose			Stop
FI CH Ctx3	a) No of scheduled monuments	First Purpose	Context a) No of scheduled monuments		
	b) No of scheduled monuments 'at risk'		Context b) No of scheduled monuments 'at risk'		
FI CH3	a) No of scheduled monuments 'at risk' rescued during the year	First Purpose	Number of Scheduled Monuments at high or medium risk conserved during the last three years (on a rolling basis)		
	b) % of scheduled monuments 'at risk' rescued during the year			Stop	
NYM CH 03	Number of new archaeological sites added, or substantial revisions made, to the National Park's Historic Environment Record during the year.	First Purpose		STOP Collecting and consider alternative for 2016-2019 Business Plan	

Reference	Description	Purpose	Revised Family 2014	Proposal to FRASC 2 February 2015	Appendix
RECREATION & PARK MANAGEMENT (RM)					
FI RM Cxt4	Total length of footpaths and other rights of way.	Second Purpose	Context - Total Length of Footpaths and other Rights of way		
FI RM1	% of the total length of footpaths and other rights of way that were easy to use by the general public (even though they may not follow the exact definitive line)	Second Purpose	% of the total length of footpaths and other rights of way that were easy to use by the general public (even though they may not follow the exact definitive line)		
FI RM2	% of total length of footpaths and other rights of way, that were easy to use by the general public; and follow the exact definitive line	Second Purpose		STOP - no longer a Family Indicator	
FI RM3	a) Total no of volunteer days organised or supported by the NPA.	Second Purpose	a) Value of volunteer days organised or supported by the NPA and number of days		
	b) No of those days attended by 'under represented' groups :		b) No of those days attended by 'under represented' groups :		
	Young people (5 -24)		Young people (5 -24)		
	Minority ethnic groups		Minority ethnic groups		
	People with limiting long-term illness or disability		People with limiting long-term illness or disability		
			c) % of those days attended by 'under represented' groups :		
			Young people (5 -24)		
	Minority ethnic groups				
			People with limiting long-term illness or disability		
NYM RM 01	NP/RM2: % of public rights of way signposted where they leave a road	Second Purpose		Continue for 1 year as Headline Indicator but review as part of Business Plan review	
NYM RM 03	NP/RM3: % of land within the National Park open for public access	Second Purpose		STOP Collecting and consider alternative for 2016-2019 Business Plan	
NYM RM 05	NP/RV1: Total number of volunteer days on projects led and/or supported by the NPA.	Second Purpose		STOP - Reports FIRM3	
NYM RM 06	NYM: Total Length of:	Second Purpose		STOP Collecting and consider alternative for 2016-2019 Business Plan	
	• Public Footpaths (KM)	Second Purpose			
	• Public Bridleways (KM)	Second Purpose			
	• Byways open to all Traffic (KM)	Second Purpose			
	• Public Rights of way promoted as suitable for use by disabled	Second Purpose			
• Restricted Byway	Second Purpose				
NYM RM 07	NYM: Number of Orders made to change Rights of Way:	Second Purpose		STOP	
	• Further to application received	Second Purpose			
	• Initiated by Authority	Second Purpose			
NYM RM 08	NYM: Car miles saved by Moorsbus Network	Second Purpose		STOP	
NYM RM 09	NYM: Moorsbus service satisfaction level	Second Purpose			
NYM RM 10	NYM: Net passenger cost of Moorsbus network	Second Purpose			
PROMOTING UNDERSTANDING (PU)					

Reference	Description	Purpose	Revised Family 2014	Proposal to FRASC 2 February 2015
FI PU Cxt 5	No of users of 'promoting understanding' services :	Second Purpose	Context; No of users of 'promoting understanding' services :	
	National Park Centres		National Park Centres	
	Website		Website	
	Events		Events	
	Education Services		Education Services	
FI PU1	% satisfaction rating for users of 'promoting understanding' services:	Second Purpose		Continue to collect for 1 year for reporting as a Headling Indicator but review as part of 2016-2019 Business Plan
	National Park Centres			
	Website			
	Events			
	Education Services			
FI PU2	% increased understanding of what is special about National Parks for users of 'promoting understanding' services:	Second Purpose		STOP Collecting
	National Park Centres			
	Website			
	Events			
	Education Services			
FI PU3	% of users of 'promoting understanding' services from under-represented groups:	Second Purpose		
	Young people (5-24)			
	Minority Ethnic Groups			
	People with limiting long-term illness or disability			
NYM PU 01	NP/TT2: % of NPA public meetings, events, walks and talks that are accessible by means of public transport	Second Purpose		Continue as Headline Indicator and Review as part of Business Plan
NYM PU 05	• % of positive coverage generated from all press work	Second Purpose		Continue and consider possible alternatives as part of Business Plan 2016-2019 Process
	• % of unbiased coverage	Second Purpose		
	• % of negative coverage	Second Purpose		
		Second Purpose		
	• % of articles picked up by 2 or more publications	Second Purpose		
			Context: Estimated number of visitors to the National Park (STEAM data)	

Reference	Description	Purpose	Revised Family 2014	Proposal to FRASC 2 February 2015
DEVELOPMENT CONTROL & PLANNING (DC)				
FI DC Cxt 6	No of planning applications received	Planning	Context: Number of Planning applications received	
FI DC1	% of planning applications by type dealt with in a timely manner:	Planning	%age of Planning applications by type dealt with in a timely manner:	
	b) minor applications deteremined within 8 weeks;		a) major applications determined within 13 weeks b) minor applications within 8 weeks c) other applications within 8 weeks	
	c) other applications determined in 8 weeks.			
FI DC2	% of planning applicants satisfied with the service received	Planning	% of planning applicants satisfied with the quality of service received collected every three years	
NYM DC 01	NYM: As BV106 Percentage of new homes built on previously developed and including conversion of agricultural buildings	Planning		Review as part of Business Plan 2016-2019
NYM DC 02	NYM: As BV106 Percentage of new homes built on previously developed and including conversion of agricultural buildings	Planning		
NYM DC 03	BV204: The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	Planning		RETAIN
NYM DC 07	BV107: Planning cost/ head of population (Development Control Only)	Planning		Retain as Headline Indicator and Review as part of Business Plan 2016-2019
NYM DC9	NYM: Percentage of applications determined within 8 weeks	Planning		Duplication of above REMOVE
NYM DC 10	BV111: Percentage of applicants satisfied with the service received (3 year survey)	Planning		Duplication of above REMOVE
NYM DC 16	% of appeals dismissed (as a 4 year rolling target)	Planning		Retain as Headline Indicator and Review as part of Business Plan 2016-2019
NYM DC 17	DC2: Percentage of decisions delegated to officers	Planning		RETAIN
NYM DC 18	NYM: No. Of social housing units built (Total during the year)	Planning		Review as part of 2016-2019 Business Plan process
New				%age of Planning applications approved

Reference	Description	Purpose	Revised Family 2014	Proposal to FRASC 2 February 2015
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Appendix

CORPORATE & DEMOCRATIC (CD)

FI CD1	No of working days/shifts lost due to sickness absence per FTE	Corporate		RETAIN
FI CD2	Member participation in attending committees	Corporate		RETAIN
FI CD3	CO2 reduction from NPA operations	Corporate	CO2 reduction from NPA operations collected every three years with 13/14 as baseline	
NYM CD 02	BV8: The percentage of invoices for commercial goods which were paid by the authority within 30 days of such notices being received by the authority	Corporate		Review as part of 2016-2019 Business Plan
NYM CD 10	BV13: Persons who leave the employment of the authority voluntarily as a percentage of employees in post	Corporate		RETAIN
NYM CD 11	PPI4: Energy consumption at the main Authority premises.	Corporate		REMOVE focus on CO2 indicator above
NYM CD 12	NYM: Performance against target for answering correspondence (excluding Planning Development Control) within 10 working days.	Corporate		Retain as Headline Indicator and Review as part of Business Plan 2016-2019
NYM CD 13	NYM: Performance against target for answering telephone calls personally within 5 rings.	Corporate		Retain as Headline Indicator and Review as part of Business Plan 2016-2019
NYM CD 14	NYM: Average number of training days per FTE member of staff.	Corporate		RETAIN
NYM CD 16	NYM: Average number of training days per Member of the Authority.	Corporate		RETAIN
NYM CD 19	NP/CDC: % change in energy use per head of staff in all National Park Authority buildings	Corporate		STOP just focus on CO2
NYM CD 20	NYM: No of reported accidents by staff/volunteers.	Corporate		RETAIN
NYM CD 21	NYM: No of working days lost as a % of full time equivalent staff as a result of reported accidents to staff/volunteers.	Corporate		RETAIN