

Report to	Policy & Programme Committee
Date	30 January 2014
By	Director of Strategy & Partnerships
Title of Report	Partnership Management Plan delivery
Purpose of Report	To appraise the Authority on the allocation of responsibilities for delivery and reporting for the Partnership Management Plan

Recommendation: The Committee is recommended to :

- 1. Note the mechanisms in place for effective PMP delivery, reporting and evaluation within the SDNPA;**
 - 2. Note the mechanisms in place to ensure strong PMP buy-in, delivery and reporting by our partners**
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1. Introduction

- 1.1 The Partnership Management Plan (PMP) for the South Downs National Park was approved and adopted by the Authority at its meeting on 3rd December 2013, the culmination of a shared endeavour which began with the creation of the State of the National Park report in 2012 and has involved at least 3,000 individuals and over 100 organisations.
- 1.2 The publication and media launch of the PMP represents a huge milestone and a major achievement for the SDNPA and the many others who have contributed to it: in particular, the members of the South Downs Partnership.
- 1.3 The focus now for the PMP is on delivery. This paper sets out in broad terms the work we are putting in place to ensure that this alignment of plans and investment can be achieved.

2. Alignment and shared delivery

- 2.1 To be on track for the achievement of the 11 outcomes within the plan will require the achieve maximum alignment between:
 - the corporate plan of the NPA itself, our Local Plan policies and planning decisions;
 - the corporate plans of key partner organisations;
 - the activities of local and community groups and businesses;
 - the work of public bodies under their Section 62 requirements, and;
 - the major streams of public and private investment flowing into the National Park.

This is encapsulated by the diagram on page 24 of the PMP document itself.

- 2.2 The PMP Delivery Framework forms the practical end point of the plan, and is set out in table format, aligned under the eleven outcomes, and showing both existing and planned projects.
- 2.3 This framework is the highest level of the architecture for delivering the PMP, and it will be used as the ultimate reference point for all reporting and evaluation. It is the point at which the plans of our key partners and of the NPA with respect to the PMP come together. It is important to remember that this is a shared document between the NPA and the South Downs Partnership (SDP), and many of the activities captured within it will be delivered

partly or even entirely by others.

2.4 In introducing it the PMP says the following:

“The Delivery Framework will be a separate and regularly updated online reporting document. It will show how the PMP outcomes will bedelivered and the action to be taken during the five-year period of this PMP.will focus on the key activities, partnerships and projects that will be implemented by a range of contributors.

Landscape-scale partnerships and their projects and initiatives will provide a focus....These will provide a framework for the many smaller community, volunteer and landowner projects that will be encouraged and supported to help deliver on a landscape-scale.

Smaller-scale delivery will be very significant, and the cumulative effect of many small projects will be important to the success of achieving the PMP outcomes. We want to understand and record as many of these projects as possible, and will support, celebrate and share information on what the private sector, parish councils, voluntary and community organisations are doing for the National Park.

3. **Accountability**

3.1 Ultimate accountability for delivering the PMP lies jointly with the NPA and the South Downs Partnership. Mechanisms are in place for both to ensure focus and alignment on PMP outcomes and the delivery framework

3.2 **Via the South Downs Partnership (SDP)** - the SDP is the high-level group established by the Authority in 2011. It comprises 24 individuals from a range of backgrounds, along with three Members of the SDNPA, and is chaired by the SDNPA chair. Its membership reflects the many different sectors with an interest in the future of the National Park, and includes people from the Statutory Agencies, NGOs and business. It is important to note that whilst many of the partners are heads of organisations and networks, they are on the SDP in their capacity as knowledgeable individuals and champions rather than to represent their organisations *per se*.

3.3 The terms of reference for the SDP state that “The Partnership members will work closely with each other, and with the South Downs National Park Authority itself, in order to:

- *Help shape the development and delivery of the Management Plan for the South Downs National Park for adoption by the SDNPA before the end of March 2014;*
- *Act as active advocates for the National Park;*
- *Use their experience and perspective to provide strategic advice to the SDNPA;*
- *Actively seek to forge new high-level collaborations to deliver actions jointly agreed within the Management Plan and take ownership of those identified actions;*
- *Ensure that the SDNPA takes full account of evidence and of people’s views, creates a wider sense of ownership and has an eye for opportunities and potential pitfalls.*
- *Identify conflicting perspectives amongst wider stakeholders and play an active role in trying to reconcile these.*
- *Hold the SDNPA, each other and external agencies to account for the actions each has agreed to take in furtherance of the Management Plan, in a spirit of constructive challenge”*

3.4 **Within the SDNPA - Governance** - accountability for delivering the PMP lies ultimately with the Members . The terms of reference for new P+P Committee include the following clauses which are of direct relevance:“*To advise the Authority on the adoption and review of the Partnership Management Plan, and to monitor and review its delivery.*

To approve appropriate resource plans (including workforce plans, information strategies, procurement and estates strategy), and policies, procedures and systems to support effective resource management

To agree the submissions of bids for grant funding, and the arrangements for application of grant funds received

To have oversight of the Sustainable Communities Fund (SCF).

To facilitate discussion on major strategic policy areas.

To agree a strategy for the South Downs National Park Authority brand and identity, and to monitor and review its implementation.

3.5 The Governance Committee also has an important role to play - the following parts of its ToR apply directly to the PMP:

“To monitor and review the performance, including financial performance, of the Authority in the context of its business delivery and the management and maintenance of the Authority’s assets in accordance with the Authority’s agreed budget, Corporate Plan and other approved plans.

To consider reports on peer reviews, self assessments, surveys and customer feedback”.

3.6 A key consideration is the remit of the Governance Committee is to consider reports on the review and evaluation of major projects which form part of PMP delivery (see **Appendix 3**)

3.7 Finally, there also needs to be a clear link from the Planning Committee to the PMP. This is important for two reasons. First, so that the NPA can ensure that the policies in our emerging Local Plan and the Joint Core Strategies contribute to the outcomes in the PMP. Second, so that we can track the extent to which the cumulative decisions taken on planning applications (made directly by us and made on our behalf by our host Authorities) support these outcomes.

3.8 **At Officer level** - the new structure not only strengthens front line delivery in development management and area teams, but also aligns our policy staff with the structure of the PMP by the creation of three central teams: Living Landscapes, People & Places and Sustainable Futures.

3.9 Ultimately, however, many teams across the SDNPA will share responsibility as follows:

Team	Head of Team	Directorate	PMP Accountability
Living Landscapes, People & Places and Sustainable Futures	Pete Currell Andy Beattie Angie Blowman	Strategy & Partnerships Strategy & Partnerships Planning	Overview of SDNPA activity against respective part of the PMP; Delivery of major park-wide projects as above; Park-wide advice, funding and partnership
Area Teams	Jeremy Burgess Nigel James Bruce Middleton Nick Heasman	Operations	Overview of SDNPA activity in given area; Delivery of major park-wide projects as above; Park-wide advice, funding and partnership as above
Planning Policy	Tim Richings	Planning	Alignment of Local Plan and other policies in support of PMP outcomes
Development Management	Pat Aird	Planning	Cumulative impact of individual planning decisions in support of PMP outcomes
Communications and Engagement	Ruth James	Strategy & Partnerships	Creation and roll out of shared identity; Behaviour change campaigns
Performance and Projects team	Anne Rehill	Corporate Services	Delivery of support systems and processes for projects; Provide mechanism for SDNPA and partners to monitor and report on progress towards PMP outcomes

4 Reporting

- 4.1 **With other partners** - for the South Downs Partnership, the delivery of the PMP (alongside the development of the Local Plan) will be a central focus for the coming years. This will require a subtle change of emphasis - from advice and scrutiny of the NPA itself to joint accountability and peer oversight- to ensure that, wherever feasible, the plans and programmes of the organisations in the key sectors represented are aligned to the PMP outcomes.
- 4.2 To this end, a review of the structure and function of the SDP is being started which will take account of the views of Members and partners alike and may result in new formats for meetings, a rolling chair, a clearer forward plan for the group and more joint meetings with the NPA.
- 4.3 We will support monitoring and reporting of PMP in a number of ways. The Aspireview performance management system (**Appendix 1**) is being made available to partners to report on delivery of PMP projects. This, in conjunction with the introduction of a system streamlining the application process for grants and bids for project funding, means the SDNPA will have a range of mechanisms to capture information about projects it leads or is a partner in, and projects it funds to support PMP outcome delivery.
- 4.4 Many local organisations (or individuals such as landowners), are running or developing projects which contribute to PMP outcomes. Part of the rollout of the PMP will therefore involve developing a tool which allows these smaller but highly significant players to “show and tell”, perhaps through a shared online resource.
- 4.5 **For the SDNPA - Corporate Plan** - it is already structured around the format of the PMP (Living Landscapes, People & Places, Sustainable Futures), so there is a direct read across from the shared PMP Delivery Framework to our own internal plan, and from this to team objectives and individual PDRs for each officer in the organisation. This Corporate Plan is currently being revised to reflect the budget and organisational priorities for the next three financial years (see **Appendix 2**).
- 4.6 Reporting on corporate outcomes and performance for the SDNPA is being streamlined and standardised across all directorates with the introduction of the Aspireview system, and the former R&P received a first running quarterly report based on this before Christmas. Aspireview is being updated to reflect the final version of the PMP and the changed responsibilities of staff following the restructure. Appropriate training and support, managed and supported by the new Performance and Project Team, will be provided once the rebuild is complete.
- 4.7 **At Project level** - on 17 Sept meeting of the former R&P Committee agreed a framework for the future management, review and evaluation of major projects, (the majority of which will be delivering aspects of the PMP), and a review of current approaches (see **Appendix 3**) in order to deliver:
- better co-ordination of projects across the organisation;
 - a consistent approach to developing, managing, monitoring and evaluating projects,
 - mechanisms for sharing experience and information - avoidance of duplication,
 - a consistent approach to outcome reporting to Members and the public; and,
 - giving people the tools to do the job in the way the SDNPA would like it done.

5 Resources

- 5.1 Development of the delivery framework as an online and interactive updateable document will become part of the core work of the National Park Authority supported by the Aspireview performance management system. Include what was said in the previous NPA report (for consistency) and also include reference to the resources required for the delivery the PMP being included in the 2014/15 budget and medium term financial strategy currently being developed, subject to approval by the NPA on 25 March 2014.

6 Risk management

- 6.1 The key risks at this time are that the five year programme set out in the delivery framework will not be achieved either because the SDNPA itself does not allocate resources effectively or more importantly because there is insufficient alignment of the activities and investments of partners and other organisations. The former risks are being mitigated by the new structure, revised budget and corporate plan for the SDNPA. The latter risk has a number of mitigations in place, including the refresh and refocus of the SDP, and the consistent input to other networks such as LAs, Parish Councils, the South Downs Land Managers' Group etc.

7 Human Rights, Equalities, Health and Safety

- 7.1 As part of the development of the PMP outcomes, it was subject to a thorough, participative assessment against our equality and diversity policy framework, and draft material revised accordingly.

8 Sustainability

- 8.1 In parallel with the development of the PMP and as reported on 3 Dec 2013, an independent sustainability assessment was carried out in accordance with statutory requirements

9 External Consultees

- 9.1 None.

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Appendices

1. Partnership Management Plan Aspireview Dashboard
2. Draft objectives for 2014-16 Corporate Plan
3. Framework for governance, reporting & evaluation of major projects

SDNPA Consultees

Chief Executive Officer, Director of Operations, Director of Corporate Services, Director of Planning, Heads of Teams, Deputy Chief Finance Officer, Legal Services & Monitoring Officer.

Background Documents

None

Partnership Management Plan Aspireview Dashboard

(for both the SDNPA and for partners working with us on its delivery)

The South Downs National Park has decided to use the Aspireview performance management system for reporting progress towards delivery of the Partnership Management Plan for the South Downs. We have chosen the system because it is easy to use and allows our Partners to use the system to report their information if they wish to.

Management Plan August 2013



Management Plan

Indicators		Actions		1. A thriving living landscape											
1.1. Increased capacity within the landscape for its natural resources, habitats and species to adapt to the impacts of climate change and other pressures		1.2. A well managed and better connected network of habitats and increased population and distribution of priority species exist in the national Park		1.3. The condition of cultural heritage assets and their settings is significantly enhanced, more have been discovered and they are contribute positively to local distinctiveness and pride		1.4. The landscape character of the South Downs, its special qualities and local distinctiveness have been conserved and enhanced by managing the impacts of major development and small-scale cumulative change									
Indicators		Actions		Indicators		Actions		Indicators		Actions		Indicators		Actions	

Indicators		Actions		2. People connected with places											
2.1. Widespread understanding of the special qualities of the National Park and the benefits it provides		2.2. More direct action taken and responsibility taken by visitors and residents to conserve and enhance the special qualities and use resources more wisely		2.3. Outstanding visitor experiences are underpinned by a high quality Access network		2.4. Protected range and diversity of traditional culture and skills and increase contemporary arts and crafts inspired by the Special Qualities									
Indicators		Actions		Indicators		Actions		Indicators		Actions		Indicators		Actions	

Indicators		Actions		3. Towards a sustainable future											
3.1. Communities in the National Park are more sustainable and there is better access to essential services and facilities		3.2. A diverse sustainable economy that is positively linked to the special qualities and provides a wide variety of business and employment opportunities and services		3.3. Widespread opportunities exist for skilled employment and livelihoods, in enterprises that are based on the special qualities of the National Park											
Indicators		Actions		Indicators		Actions		Indicators		Actions		Indicators		Actions	

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These boxes turn a different colour depending on the status of the actions and measures used to show progress towards each objective and will be red amber or green

Draft objectives for 2014-16 Corporate Plan

Corporate Plan



Purpose 1

Wooded Heaths; NIA; Farmland Birds Initiative; Sustainable Woodland Management; Secrets of the High Woods

Single Local Plan; Development Management; Design Panel; Neighbourhood Planning; Conservation Action Plan; Volunteers

Purpose 2

LST – modal shift projects; Cycling in National Parks; Birling Gap Interpretation; Alice Holt Interpretation; Our South Downs; Rother Valley Schools

Brand and Identity; Learning Partnership; Behaviour Change Campaign; SDC Interpretation

Corporate Plan



Duty

Community Land Trusts; Promoting Rural Broadband; PAWS; Apprenticeships

Single Local Plan; Neighbourhood Planning; West Sussex Rural Partnership; Support for LEADER; SCF; Brand and Identity

Corporate

Local Plan development; External Funding Strategy; Efficient and Effective Planning Service; Review VFM in corporate contracts; Project Governance

Framework for Governance, Reporting & Evaluation of Major Projects

