

Report to	Resources and Performance Committee
Date	24 November 2011
By	Director of Corporate Services
Title of Report	Quarter 2 Performance Monitoring Information
Purpose of Report	To report quarter 2 performance information

Recommendation: The Committee is recommended to

- 1) note the quarter two monitoring against the 2011 – 12 Business Plan**
 - 2) agree the revised outcome measures at paragraph 2.4**
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1. Introduction

- 1.1 The South Downs National Park Authority (SDNPA), as a publicly accountable body, is responsible for monitoring its performance. Part of the terms of reference for the Resources and Performance Committee are: "To monitor and review performance against the Authority's objectives and priorities, business plan and other resource plans, and all statutory and other performance indicators, or agreed service standards and targets; and reporting to the Authority with recommended changes as appropriate".
- 1.2 The purpose of this report is to provide monitoring information for Quarter 2, July to September 2011 and where possible information about October deadlines.

2. Background

- 2.1 At its meeting on 8 September 2011 the Resources and Performance Committee agreed the format for monitoring achievement of the milestones in the 2011-12 Business Plan (item 11). Members said they would prefer fewer impact measures instead of the longer list proposed in Appendix 3 to that report. They requested that a revised set of four or five headline indicators be developed to monitor the impact of the activities of the South Downs National Park Authority (SDNPA).
- 2.2 Delivery against Business Plan milestones is at **Appendix 1**. The Performance Management Group (PMG) has discussed a range of impact measures which Members are asked to agree. Work can then begin on collating information for this financial year and systems set up to ensure information can be collated easily for next year.
- 2.3 The indicators are designed to cover the highest priority work carried out by the SDNPA in it's first year. Based on the business plan guiding principles the PMG felt these measures were most appropriate now. They are impact measures rather than simply measures of volumes of activity. In conjunction with Business Plan milestone reporting and information about those national indicators that the SDNPA can measure against, Members will have a comprehensive overview of the impact of the work of the Authority in relation to it's stated priorities.
- 2.4 The measures proposed are:
 - Planning – The efficiency and effectiveness of our planning service in achieving Park Purposes and the Duty
 - Engagement and partnership working – how effective SDNPA engagement is and how the organisation is perceived as a partner

- Communities – what impact have the SDNPA had on local communities, at least partially captured by the impact of the contributions from the Sustainable Communities Fund
 - Land management – to measure the impact of the work of the Ranger teams on the ground, to include outcomes resulting from work on Environmental Stewardship, in particular the Higher Level Scheme and the impact of farm visits and advice
 - Promoting understanding - this will measure the impact of our awareness and educational work
- 2.5 Each measure will be supported by a range of input, output and outcome measures. They will be developed using the Log-frame approach as set out in the performance framework document.
- 3. Resources**
- 3.1 There are no specific costs associated with this proposal, other than staff time to collate information. These can be contained within existing budgets. In future years some resources may be required for survey or other work to measure some indicators. As measures are developed these areas will be highlighted for Members.
- 3.2 The information will be published on the internet and in summary form in the Annual Review.
- 4. Risk management**
- 4.1 There are no significant risks related to the proposal. The main risk would be if no performance information were produced. There is a residual risk that lack of baseline data may make some of the measures used more difficult to measure or set targets for.
- 5. Human Rights, Equalities, Health and Safety**
- 5.1 There are no implications arising from this report.
- 6. External Consultees**
- 6.1 None.

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Appendices	Appendix 1 - Business Plan Milestone Monitoring
SDNPA Consultees	Chief Executive Officer, Director of Corporate Services, Director of Planning, Director of Strategy and Partnerships, Head of Operations, Chief Finance Officer, Deputy Chief Finance Officer, and Monitoring Officer.

Business Plan Milestones	Dept	Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status	Notes
Objective 1																
1.1.2 Establish a Sustainable Communities Fund and community grants panel	S&P	External Fund Mgr			*										✓	SDNPA has funded 40 projects throughout the Park. There have been 162 inquiries, 32 non-eligible projects, 6 applications being progressed and 47 projects awaiting further information. The total SCF commitment is £319,443.51. The investment ratio: for every £1 of SDNPA grant funding £4 is matched by other funders.
1.1.2 Provide advice and encouragement to projects in the development and delivery of their proposals	S&P	External Fund Mgr	*	*	*	*	*	*	*	*	*	*	*	*	✓	The Area Managers, Rangers and Strategic Leads have worked closely with the External Funding Manager offering advice, encouragement and support to community groups and organisations, social enterprises, businesses and Authorities. Area teams have given a range of advice to from linking projects to the National Park purposes and duty to more specialist advice on habitat restoration, information and interpretation, volunteers etc. This has resulted in improved quality of bids and increased benefits to the NP
1.1.3 Complete an initial review of the impact of this funding	S&P	External Fund Mgr											*		→	A report is going to the Authority in December with a review of the SCF including measurements and proposals for impact assessment.
1.2 Protocol signed off; report on maximisation of HLS funding	Ops						*			*					✓	The final draft of the protocol is now agreed with Natural England and we are arranging official sign off. Summary report on Funding to be produced in November
1.3.1 Establish an effective Local Access Forum and hold at least 4 meetings	S&P	SL Access & Recreation & RoW Officer												*	✓	Third SDLAF meeting held. Working group meeting also held.
1.3.2 Develop a strategy for the management of the South Downs Way	Ops	SL Access & Recreation & RoW Officer				*								*	✓	Agreement on management signed with local highway authorities. National review underway and National Park policy review commenced in late July with an update to SMT in November
1.3.3 Compile an evidence base of access-related issues in urban fringe areas	Ops	SL Access & Recreation & RoW Officer	*					*							✓	Questionnaire now sent as part of the larger visitor survey work, results due in December. Evidence has been gathered from previous surveys and police data. Summary report in January
1.3.4 introduce a pilot test ways of helping resolve tensions between farmers and visitors	Ops	SL Access & Recreation & RoW Officer							*					*	✓	Volunteer role has been defined and potential resource requirements identified. Pilot will be developed after analysis of results of questionnaire ideally to be launched in early Spring
1.3.5 Develop a partnership with the Highway Authorities to support improved management of the rights of way network	Ops	SL Access & Recreation & RoW Officer	*						*					*	✓	Presentation made to Leadership event and working group established, which has met 3 times, initial draft accord created for further discussion by the working group with target of final agreement by end of March

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1.3.6 Develop the SDNPA's responsibilities for Access Land	Ops	SL Access & Recreation & RoW Officer						*						*	✓	An audit of all open access sites was completed in September. Draft MOA with Natural England for the delivery of legal services relating to access land has been prepared. Following access land audit a plan for future management and development will be prepared.
1.3.7 Manage the Volunteer Ranger Service and encourage other community engagement and produce a report to the Authority	S&P and Ops	SL Communities & Vol co-ordinator												*	✓	Management of the Volunteer Ranger service has been maintained including a comprehensive programme of activities and involving partnership organisations. Area teams have developed initial contacts with communities and voluntary groups within areas.
1.3.8 Undertake a review of volunteering across the National Park	S&P and Ops	SL Communities & Vol co-ordinator												*	✓	Volunteer review commenced with workshop at July leadership event to develop scope.
Objective 2																
2.1.1 Establish National Park Forum	S&P	Partnership Delivery mgr	*			*									✓	Online Forum now in full swing with 40 active discussions and over 570 members
2.1.2 Arrange a series of at least 7 workshops	S&P	Partnership Delivery mgr	*							*					✓	All seven technical working groups have been established and have met at least once. An Autumn Workshop programme of nine public workshops park-wide has been completed, drawing in 446 stakeholders
2.1.3 Establish partnership to guide NPMP delivery and hold 4 meetings	S&P	Partnership Delivery mgr	*											*	✓	Partnership of 20 senior officers has been established. Two meetings have been held and a third is planned for 16th November
2.2.1 Clarify the evidence base required for the National Park Management Plan	S&P	Evidence & Performance mgr	*					*							✓	1. A gap analysis of evidence by MP theme was completed by April 2011. 2. New/updated evidence has been commissioned to address priority evidence gaps - this is ongoing. Key evidence has been identified and Evidence & Performance will draw in Partner-held evidence over the coming months for the State of the National Park Report (SNPR). Evidence already held by SDNPA has been catalogued.
2.2.2 Produce a timetable for its collection and presentation, to support the development of a State of the National Park Report	S&P	Evidence & Performance mgr	*				*								→	A project plan for the publishing of a Draft State of the National Park Report has been produced. There are detailed project plans for developing each element of the State of the National Park Report. Evidence and Performance is working closely with the strategy leads, Operations and Planning on the development and implementation of these detailed evidence project plans.
2.3 Develop a clear understanding of the main priorities for the South Downs National Park	S&P	Partnership Delivery mgr	*							*					✓	November to January will be a period of analysis of all evidence and opinion to understand the emerging priorities final analysis due April 2012. This will include analysing the output from previous engagement work, Technical working groups, the Forum debates, our nine Autumn Workshops, and our Postcards for the Future campaign. It will also include the data analysis for the SOPR, which also help with the management plan.

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2.4 3 or more partnership activities to support emerging priorities	S&P	Partnership Delivery mgr	*											*	✓	Key initiatives around a Meon Valley Partnership, Local Sustainable Transport Fund and a practical online community communication tool (Community 21) are currently being developed with partners. Also the NPA has been successful in the first round of bids to become a pilot Nature Improvement Area, which is related to the outputs from the Environment White Paper. Others being considered are an electric bike network pilot and a partnership project with the organisation Learning Through Landscapes.
2.5 Establish effective governance and management structure to drive the Management Plan process	S&P	Partnership Delivery mgr									*				✓	A more detailed plan for the elements of the Management Plan is being drafted that covers Vision (and 30 years impacts proposed), Drivers for change and Issues affecting special qualities and Objectives for the management plan (What everyone is going to do)
Objective 3																
3.1.1 Agree the planning service level agreements	P	Director of Planning		*											✓	All Section 101 Agreements have been signed and completed at 7th November 2011.
3.1.2 Establish effective monitoring arrangements for planning services	P	Planning Service Development Lead			*										✓	East Hampshire District Council has prepared and submitted a draft Performance Report using the agreed format for the first quarter of 2011/12. Chichester District Council is now preparing a similar report for the first two quarters of 2011of 2011/12. These will then be used to roll-out reports for Lewes District Council and Winchester City Council for future quarters and for other LPAs annually. All LPAs should be ready to submit reports as required from 1st April 2012.
3.1.3 Ensure the effective creation and operation of systems, procedures and governance for the SDNPA planning related work	P	Planning Service Development Lead			*										✓	Protocols revised and agreed, arrangements for call-in operating effectively, link officer procedures and monitoring in place and draft Service level Agreement and planning processes in preparation for service delivery from 1st April 2012 onwards.
3.2.1 Agree the implementation programme for the SDNPA planning system by April 2011 with an agreed go live date	P	Director of Planning		*											✓	Programme agreed, contract confirmed and go live date maintained for 1st April 2012.
3.2.2 Implement the SDNPA planning system, including training, scanning and data transfer, for the transitional year 2011-12	P	Director of Planning					*								→	The timetable has been reviewed as there has been some implementation slippage due to external causes and other operational issues. The revised programme, which maintains a go live date of 1st April 2012, includes all relevant training. However, the scanning and data transfer for the transitional year 2011/12 has been deferred to help ensure that the overall timetable is maintained and achieved.
3.3.1 Produce a report for the Authority which recommends the initial approach to be adopted to produce the Planning Core Strategy	P	LDF Lead		*	*										✓	July 2011 Planning workshop review of policies and programme for Core Strategy
3.3.2 Define the technical stages to producing the Planning Core Strategy	P	LDF Lead						*							✓	NPA approved the Local Development Scheme (the LDF project plan) in September
3.3.3 Prepare advice to the Authority on interim planning policy	P	LDF Lead													✓	Approach to Interim Planning Policy agreed at August 2011 workshop as advice note for applicants
3.3.4 Prepare advice to the Authority on Joint Core Strategies	P	LDF Lead			*										✓	Authority considered and agreed Joint Core Strategies at June 2011 meeting

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3.4 Ensure that the people and organisations across the National Park are aware of the planning arrangements introduced on 1 April 2011. Interim strategy produced	S&P	Head of Communications					*								✓	Strategy for agreement by SMT next week. Presentation to Leadership event on 3rd November and October. Revised Q&A published and distributed in September based on questions from the public. Website now fully operational on new CMS.
Objective 4																
4.1 Develop and implement an effective Communication and Engagement Strategy for the SDNPA	S&P	Head of Communications				*									→	Strategy for agreement by SMT next week. Presentation to Leadership event on 3rd November and October
4.2 Introduce a clear performance management framework	CE			*											→	Performance management process agreed, although formal reporting and review cycle yet to be established.
4.3 Complete recruitment of permanent staff	CS	HR business partner & HR mgr						*							→	Headcount increased from 66 to 74.6 employees between 1st August and the end of October. 12.6 FTE remain to be recruited into. Extra support is in place to support the recruitment process.
4.4 Develop and implement a full suite of HR policies	CS	Head of HR						*							→	75% of policies are in place, a revised date for the delivery of the rest of the policies will be agreed by the end of November rather than September following the appointment of the new Director of Corporate Services .
4.5 Develop an approach to a sustainable development in the management of the organisation	CS	Director of Corporate Services													→	A timetable for this activity will be established before the end of the year.
4.6 Review and secure effective support services, where appropriate through partnership arrangements	CS	Director of Corporate Services												*	→	Tender processes are underway for ICT and Finance.
4.7 Carry out refurbishment of the new headquarters building through achievement of agreed timetable	CS	Head of Estates													→	Detailed project plan to be established
4.8 Review the provision of area offices to support local services and arrange improved facilities To agreed timetable	CS	Head of Estates													→	Detailed project plan to be established
4.9 Define and implement the approach to knowledge and information management	CS	Director of CS and Director of S&P												*	→	Review of access to information policies underway and research into options for document management systems is being addressed as part of a wider project looking at EDRMS and data management for the Management Plan and LDF consultations. Approach to Knowledge management will be developed as part of this.

Key

✓ Achieved

X Not achieved

→ On schedule