

Report to	Resources and Performance Committee
Date	08 February 2012
By	Director of Corporate Services
Title of Report	Quarter 3 performance monitoring information
Purpose of Report	To report quarter 3 performance information using the Business Plan milestone tracker and to propose high level indicators to be used in conjunction with the tracker and national indicators as performance measures until the South Downs National Park Management Plan is completed.

Recommendation: The Committee is recommended to

- 1) note the quarter three monitoring against the 2011 – 12 Business Plan**
 - 2) agree the revised impact measures at paragraph 2.4 and Appendix 2**
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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 3, 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 (Report RPC 12/11). The Committee requested fewer impact measures instead of the longer list proposed in Appendix 3 to that report. The Committee requested that a revised set of four or five high level indicators be developed to monitor the impact of the activities of the 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 the Committee are asked to agree. Work can then begin on collating information for the 2011/12 financial year and systems set up to ensure information can be collated easily for the 2012/13 year.
- 2.3 The indicators are designed to cover the highest priority work carried out by the SDNPA in until such time as the South Downs National Park Management Plan (NPMP) is in place. Based on the Business Plan and the 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 an overview of the impact of the work of the Authority in relation to its stated priorities.

- 2.4 The measures proposed are:
- Planning – The 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 has the SDNPA had on local communities, at least partially captured by the impact of the contributions from the Sustainable Communities and Major Partnerships Funds
 - Land management – to measure the impact of the work of the SDNPA on the ground, to include outcomes resulting from work on Environmental Stewardship, in particular the Higher Level Stewardship Scheme and the impact of farm visits and advice
 - Promoting understanding - this will measure the impact of our awareness raising and educational work.
- 2.5 Each measure will be supported by a range of input, output and outcome measures. They have been developed using the Log-frame approach as set out in the performance framework document. They are at **Appendix 2**.
- 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 Report
- 4. Risk management**
- 4.1 The SDNPA maintains a Corporate Risk Register where high level risks are regularly reviewed by the Strategic Management Team and by the Audit Committee. Operational risk is monitored at directorate and at individual project level and escalated to the Corporate Risk Register as required.
- 4.2 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 Appendix 2 – Proposed Key Performance Indicators
SDNPA	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, Monitoring Officer & Senior Solicitor.
Consultees	

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 51 projects throughout the Park. There have been 174 inquiries, 40 non-eligible projects, 5 applications being progressed and 29 projects awaiting further information. The total SCF commitment is £372,354.01. The investment ratio: for every £1 of SDNPA grant funding £6 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						*			*					X	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 February
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 sent as part of the larger visitor survey work in December, results due in late January. Evidence has been gathered from previous surveys and police data. Summary report to SMT and Members in March
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. Initial meeting held to discuss accord with 4 local highway authorities
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.

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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												*	✓	An audit of volunteering opportunities within the NP that support Purposes and duty has been commissioned and will be completed by late Feb. A draft questionnaire for current volunteers has been produced and planning is underway for a series of workshops. A review of introductory training has been finalised.
Objective 2																
2.1.1 Establish National Park Forum	S&P	Partnership Delivery mgr	*			*									✓	Online Forum continues to be active and growing. Recently undertaken a consultation to help inform the Local Sustainable Transport Fund bid being prepared
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. Three additional technical working sub groups have been established to help develop partnerships and the management plan: Museums and Attractions, Arts and Crafts and Marine / Coastal.
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 a third Partnership meeting held on 16th November looked at the State of the Park Report
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	*											*	✓	The Nature Improvement Area (NIA) and Local Sustainable Transport Fund Bids have been approved by the Major Projects Panel to be taken forward by the Authority. The next for consideration by the panel will be the Meon Valley Partnership (landscape-scale delivery), Lidar (Discovering new heritage assets on the wooded Estates), Our South Downs (Learning Through Landscapes Partnership).
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. Monitoring of activity levels and payments for 2011/12 has progressed significantly and offers of proposed payments to the 11 LPAs that are continuing with delegation from 1st April 2012 were made on 15th December 2011. Negotiations are underway at present with a number of LPAs, with the all of settling payments for 2012/13 by 31st January 2012.
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 has also since prepared a similar report for the first two quarters of 2011of 2011/12. These are currently being used to prepare similar 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. Now moving into detailed implementation stages with appropriate training soon to be provided for SDNPA and external LPA staff.
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 was 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

Business Plan Milestones	Dept	Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status	Notes
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
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, formal reporting and review cycle for business plan milestones in place. Organisational performance indicators in development (to be agreed at R&P in February 2012).
4.3 Complete recruitment of permanent staff	CS	HR business partner & HR mgr						*							→	Headcount increased from 66 to 80.6 employees between 1st August and 13 January 2012. There are 3 pending starters in February and 10 FTE remain to be recruited into
4.4 Develop and implement a full suite of HR policies	CS	Head of HR						*							X	75% of policies are in place. The remaining policies will be delivered in stages from 1 March to 30 June 2012.
4.5 Develop an approach to a sustainable development in the management of the organisation	CS	Director of Corporate Services													→	A corporate group has been set up to take this work forward, milestones will be set as part of the work of this group.
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.

✓ Achieved

X Not achieved



On schedule

? Not on schedule

Business Plan Impact Measure: Communities

What impact does the SDNPA have on local communities? In part through the contributions from the Sustainable Communities Fund

	Description	Indicators	Availability of data to support indicator	Sources of Verification	Assumptions (Risks)
Impacts	Communities with the NP are more sustainable due to the involvement of the NPA	Assessment of the economic, social and environmental impacts resulting from the outputs and outcomes delivered by each project	12/13 – set baseline	Long term data SCF longer term evaluation New NPA community projects database – a major projects proposal TBC re approval	Changes measured are real, significant and at least in part attributable to outcomes
Outcomes	Community projects with NPA involvement have brought in match funding from partner organisations	EX match funding brought in for local community projects Ratio of NPA grant to match for these projects	11/12 11/12	SCF fund summary Major projects fund details	Outcomes can be reliably attributed at least in part to SDNPA outputs
Outputs	Local community projects with NPA involvement support sustainable communities	Local community projects with NPA involvement deliver their planned outputs successfully No of communities developing a community led plan, with NPA involvement No. of communities completing a community plan, with NPA involvement	12/13 set baseline 12/13 set baseline 12/13 set baseline	SCF project database New NPA community projects database – a major projects proposal TBC re approval	Outputs are effective in influencing outcomes
Inputs	Staff time providing advice, guidance, support and project delivery for identified community needs (across directorates) NPA grant awards to communities projects	No. of community led plans and projects receiving staff advice, support etc. No. of community projects receiving NPA funding (SCF, major projects, Ops funded projects)	12/13 – set baseline	SCF project database New NPA community projects database – a major projects proposal TBC re approval	Inputs are efficient (proportionate) and effective (targeted at most important outputs) Inputs measures quantity of support etc but not as easy to measure quality of support – can be developed

Business Plan Impact Measure: Promoting Understanding

What impact does the SDNPA have on awareness and education work?

	Description	Indicators	Availability of data to support indicator	Sources of Verification	Assumptions (Risks)
Impacts	People have a greater understanding and awareness of the special qualities of the South Downs National Park	% satisfaction rating for users of promoting understanding services % increased understanding of what is special about National Park for users of promoting understanding services % of users of promoting understanding services from under-represented groups	12/13 –set baseline using national methodology 12/13 –set baseline using national methodology 12/13 –set baseline using national methodology (see NFNPA database for recording this info)	Long term time series data often collected through partnership activity	Changes measured are real, significant and at least in part attributable to outcomes
Outcomes	Projects to deliver improved understanding and awareness of the SDNP Special Qualities have levered in match funding from partner organisations Range of organisations	£x match funding levered in from partner organisations Number of partners by	11/12	Third party evidence and attribution to SDNPA	Outcomes can be reliably attributed at least in part to SDNPA outputs

	Description	Indicators	Availability of data to support indicator	Sources of Verification	Assumptions (Risks)
	working in partnership with SDNPA to promote understanding and awareness of the Special Qualities of the SDNP	sector type engaged with SDNPA e.g. TWGs, projects	11/12		
Outputs	Public and staff engaged through the use of new media	Number of followers on Twitter Number of hits on SDNPA website	11/12 11/12	Attendance, media coverage, awareness	Outputs are effective in influencing outcomes
	A range of education sessions and activities provided by SDNPA	Number of learning service contacts by SDNPA (number of education contacts, outreach contacts and community contacts – see spreadsheet)	11/12		
	Participate in a public events programme relevant to the Special Qualities of the National Park	Number of events open to the public attended by the SDNPA	11/12		
	SDNPA resources committed to projects	Number of understanding	11/12		

	Description	Indicators	Availability of data to support indicator	Sources of Verification	Assumptions (Risks)
	promoting understanding and awareness of the Special Qualities of the National Park	and awareness projects wholly or partly funded by the SDNPA (SCF, major projects)			
Inputs	Officer time from Communications, Strategy, operations in delivering a range of programmes and projects relating to understanding and awareness including behavioural; campaign work, public events, education sessions etc	<p>Operations and Strategy and Partnerships Business plan objectives met.</p> <p>% of core budgets allocated to this area of work – including SCF, Major Projects Board, team budgets.</p>	11/12	Management reports including assessments of time input	Inputs are efficient (proportionate) and effective (targeted at most important outputs)

Business Plan Impact Measure: Landscape management indicator

The impact of the work of the SDNPA on the ground, to include outcomes resulting from work on Environmental Stewardship, in particular the Higher Level Stewardship Scheme and the impact of farm visits and advice

	Description	Indicators	Sources of Verification	Assumptions (Risks)
Impacts	<p>Stakeholders are engaged and involved with conserving and enhancing the South Downs.</p> <p>Stakeholders work with SDNPA and each other to resolve conflicting interests</p>	<p>Successful joint delivery of Action Plan stemming from the NPMP objectives in regard to landscape.</p> <p>Stakeholder opinion</p>	<p>Long term time series data often collected through partnership activity and monitoring of actual landscape change in major projects such as wooded heaths</p> <p>Baseline not available in 11/12</p>	<p>Baseline data exists but needs collating for each project developed</p>
Outcomes	<p>Connected areas of key habitats in good condition and under suitable sustainable management</p>	<p>HLS Resources targeted to the South Downs (compared with neighbouring areas)</p> <p>The number of landscape project partnerships that have been initiated by the NPA that result in successful project outcomes/external funding</p>	<p>Evidence collected internally and through partners by ongoing surveys and integrated site assessments</p>	<p>Outcomes can be reliably attributed at least in part to SDNPA outputs</p>

	Description	Indicators	Sources of Verification	Assumptions (Risks)
		Issues taken forward on behalf of LMG		
Outputs	An Authority which is committed to adding value in managing the protected landscape	<p>Number of partnership-funded landscape projects initiated</p> <p>Area of new HLS agreements within SDNP</p> <p>Set up of LMG and engagement as a partner in major initiatives</p>	<p>Project reporting mechanisms</p> <p>HLS data from Natural England</p>	Outputs are effective in influencing outcomes
Inputs	Expenditure, staff and volunteer time, stakeholder participation and commitment of partner resources	<p>Number of farm visits by staff</p> <p>Number of volunteer workdays on Habitat management</p>	VRS and Farm visit records	Inputs are targeted through HLS targeting group and guided by priorities such as NIA, Farmland bird initiatives and Wooded Heaths

Business Plan Impact Measure: Partnership working and engagement indicator

	Description	Indicators	Sources of Verification	Assumptions (Risks)
Impacts	<p>Stakeholders are engaged and involved with conserving and enhancing the South Downs.</p> <p>Stakeholders work with SDNPA and each other to resolve conflicting interests</p>	<p>Successful joint delivery of Action Plan stemming from the NPMP objectives.</p> <p>Stakeholder opinion</p>	<p>Long term time series data often collected through partnership activity</p> <p>Baseline not available in 11/12</p> <p>Stakeholder opinion can be gathered through a survey – issued, for example, through Park Life</p>	<p>No previous baseline exists. Hard to prove that impacts wouldn't have occurred without partnership working approach</p>
Outcomes	<p>Changes in the attitude or behaviour of other partners or organisations. More people taking action to care for the South Downs</p>	<p>Number of Volunteer days</p> <p>Resources targeted to the South Downs (compared with neighbouring areas)</p> <p>The number of partnerships that have been 'convened' by the NPA that result in successful project outcomes/external funding</p>	<p>Evidence collected internally and through partners</p>	<p>Outcomes can be reliably attributed at least in part to SDNPA outputs</p>

	Description	Indicators	Sources of Verification	Assumptions (Risks)
		Issues taken forward on behalf of LMG (and/or other partnerships that we have set up ?)		
Outputs	An Authority which is committed to Partnership working and fully engaging stakeholders.	Number of stakeholders we have engaged Number of MOUs / accords in place Number of partnership-funded projects Number of engagement meetings/workshops No of new partnerships set up	Attendance, media coverage, awareness	Outputs are effective in influencing outcomes
Inputs	Expenditure, staff, member and volunteer time, stakeholder participation and commitment of partner resources	Cost of engagement campaigns e.g. autumn workshops Number of major projects impacting on South Downs that SDNPA is part of.	Management reports including assessments of time input, financial commitment etc	Inputs are efficient (proportionate) and effective (targeted at most important outputs)