

Report to	Resources and Performance
Date	21 June 2012
By	Director of Corporate Services
Title of Report	Quarter 4 performance monitoring
Purpose of Report	To report year end and quarter 4 performance information for 2011-12

Recommendation: The Committee is recommended to

- 1) note quarter four monitoring against the 2011-12 Business Plan,**
 - 2) note annual performance for 2011-12**
 - 3) agree that it be published on the internet,**
 - 4) agree proposals for 2012-13 Business Plan priority monitoring.**
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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 4, January to March. In addition, the report includes a table covering performance for the whole year of 2011-12. It is proposed that once approved, this be placed on the internet.
- 1.3 The report also sets out proposals for reporting on the 2012-13 Business Plan priorities.

2. Quarter four monitoring information

- 2.1 At its meeting on 8 September the Resources and Performance Committee agreed the format for monitoring achievement of the milestones in the 2011-12 Business Plan. Delivery against Business Plan milestones is at **Appendix 1**. Members should note that the activities scheduled have more or less all been completed. However they have not always been completed in the timescales originally agreed in the 2012 Business Plan. Better systems are now in place to plan and manage multiple projects and there is increased capacity in the organisation. Members have received updates on the specific issues relating to the implementation of the IDOX system for planning.
- 2.2 The SDNPA is required to produce annual performance information in common with all other National Parks. The measures have been agreed with ENPAA and are provided to Defra. Members have agreed to provide as much information as possible for these indicators. Performance against National indicators is also at **Appendix 2**.
- 2.3 It is proposed that a simple table, setting out achievements against the Business Plan for 2011-12 is published on the internet. The table setting out annual performance is at **Appendix 3**.

3. Proposals for monitoring 2012-13 priorities

- 3.1 Following feedback from the meeting of the Resources and Performance Committee in February, the Performance Management Group has developed a revised process for

reporting against priorities for 2012-13.

- 3.2 It is proposed that at each meeting of the Committee it reviews a tacking Gantt chart, which sets out what is due to be achieved and whether it is on track. The plan will be quite detailed and is based on the activities identified in Directorate Service Plans. The Gantt chart for the first quarter of 2012-13 is at **Appendix 4**.
- 3.3 In addition to the Gantt chart, it is proposed that the Committee agree a table which sets out clearly and simply what progress there has been towards the activities in the Business Plan. It is proposed that the tables are put on the intranet for staff and on the internet for the general public and Stakeholders and Partners to see. This demonstrates openness and accountability in reporting performance information. The table for the first quarter of 2012-13 is at **Appendix 5**.
- 3.4 At its meeting on 8 February 2012 the Resources and Performance Committee agreed five high level impact indicators. They cover, delivery of our planning function, engagement and partnership working, supporting communities, land management and promoting understanding. It is proposed that performance against local indicators is reported annually. Information on the indicators will be published at the end of 2012-13. Where baseline information has been established we will report on performance during 2011-12.

4. Resources

- 4.1 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.

5. Risk management

- 5.1 The SDNPA maintains a corporate risk register where high level risks are regularly reviewed by the senior 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.
- 5.2 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.

6. Human Rights, Equalities, Health and Safety

- 6.1 There are no implications arising from this report

7. External Consultees

- 7.1 External Consultees, none.

HÉLÈNE ROSSITER **Director of Corporate Services**

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Appendices Appendix 1 – Quarter four milestone monitoring
Appendix 2 – Local and National KPI information
Appendix 3 – Table of achievements 2011-12
Appendix 4 – Proposed Gantt chart for 2012-13
Appendix 5 – Proposed reporting table for quarter 1, 2012-13

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, Monitoring Officer & Senior Solicitor.

Background Documents Report to R&P Committee February 2012

Agenda Item 10 Appendix 1

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			*										✓	The Panel was fully formed in 2011. There were six Panel meetings in 2011/12, and 57 projects have been approved. Training has started for the Panel members.
1.1.2 Provide advice and encouragement to projects in the development and delivery of their proposals	S&P	External Fund Mgr	*	*	*	*	*	*	*	*	*	*	*	*	✓	This is reflected in the 57 successful projects, and all £400,000 of the year's funding has been committed
1.1.3 Complete an initial review of the impact of this funding	S&P	External Fund Mgr											*		✓	The initial review has been completed and is being developed further in the External Funding Strategy for 2012/13
1.2 Protocol signed off; report on maximisation of HLS funding	Ops						*			*					X	Protocol not signed until February 2012. £1.4 million was bought into the Downs. While the protocol was being finalised SDNPA and partners were working to the fundamental points agreed.
1.3.1 Establish an effective Local Access Forum and hold at least 4 meetings	S&P	SL Access & Recreation & RoW Officer												*	✓	Done established and 4 meetings held
1.3.2 Develop a strategy for the management of the South Downs Way	Ops	SL Access & Recreation & RoW Officer				*								*	✓	Completed
1.3.3 Compile an evidence base of access-related issues in urban fringe areas	Ops	SL Access & Recreation & RoW Officer	*					*							X	Evidence base is being compiled using the Visitor Survey which concluded in March 2012. The delay was caused by linking the evidence based development to the Visitor Survey and the timing of the survey.
1.3.4 introduce a pilot test ways of helping resolve tensions between farmers and visitors	Ops	SL Access & Recreation & RoW Officer							*					*	X	No piloting undertaken as the evidence base is required before it can start. There is a action plan in place for carrying this work forward in 2012-13.
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	*						*					*	✓	Partnership established. Accord has been agreed and worked to. Awaiting formal sign off by Partner Organisations.
1.3.6 Develop the SDNPA's responsibilities for Access Land	Ops	SL Access & Recreation & RoW Officer						*						*	✓	SDNPA has taken on legal responsibilities as Access Authority and has been determining applications for restrictions.
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												*	✓	Volunteer Ranger Service fully integrated into SDNPA. A range of activities and events were carried out in 2011-12.
1.3.8 Undertake a review of volunteering across the National Park	S&P and Ops	SL Communities & Vol co-ordinator												*	✓	Underway - due to conclude in June 2012.

Business Plan Milestones	Dept	Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status	Notes
Objective 2																
2.1.1 Establish National Park Forum	S&P	Partnership Delivery mgr	*			*									✓	Forum successfully established in July 2011. An online forum was also established it has 734 users.
2.1.2 Arrange a series of at least 7 workshops	S&P	Partnership Delivery mgr	*							*					✓	All 7 Technical Working Groups established and met. 9 Autumn engagement workshops were delivered in 2011.
2.1.3 Establish partnership to guide NPMP delivery and hold 4 meetings	S&P	Partnership Delivery mgr	*											*	✓	The South Downs Partnership was established in June 2011. It meets 4 times a year.
2.2.1 Clarify the evidence base required for the National Park Management Plan	S&P	Evidence & Performance mgr	*					*							✓	Priorities for obtaining new evidence in 11/12 agreed with Partnerships Delivery Team and LDF Policy team.
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	*				*								✓	New evidence commissioned, some completed in 11/12, e.g. Landscape Character Assessment update, and others due to complete in 12/13 e.g. Visitors Survey (3 parts)
2.3 Develop a clear understanding of the main priorities for the South Downs National Park	S&P	Partnership Delivery mgr	*							*					✓	The priorities for the national park have begun to emerge from the wide ranging work on the State of the National Park Report data and engagement work. This provides the foundation to prepare for further engagement with our stakeholders to develop shared priorities during 2013.
2.4 3 or more partnership activities to support emerging priorities	S&P	Partnership Delivery mgr	*											*	✓	Partnerships established: Our South Downs, Wooded Heaths and the Nature Improvement Areas. Others are being established.
2.5 Establish effective governance and management structure to drive the Management Plan process	S&P	Partnership Delivery mgr									*				✓	Project Board comprises SMT, the ongoing project management group meets regularly. A project plan has been drafted and a more iterative approach is being followed as requested by Members' and SMT.
Objective 3																
3.1.1 Agree the planning service level agreements	P	Director of Planning		*											X	A number of draft Service Level Agreements have been prepared and developed. A workshop is planned later in May 2012 the outcomes of which will be considered by the 11 host authorities which continued with delegation after 1 April 2012. The SLA will include a number of measures to improve the overall planning service, based around customer service and improved quality and performance. These will be formally introduced in the summer 2012.

Business Plan Milestones	Dept	Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status	Notes
3.1.2 Establish effective monitoring arrangements for planning services	P	Planning Service Development Lead			*										X	In 2011, a considerable amount of groundwork was completed through a joint MEPS (Managing Excellent Planning Services) with all LPAs across the National Park. This included the development of an initial draft Service Level Agreement (SLA) which is now being refined. The Section 101 Agreements with the host authorities require the SLA to be negotiated and agreed. This will form the basis of the future monitoring and reporting for planning services across the National Park.
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			*										✓	This is being developed through the Service level Agreements.
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		*											✓	Achieved. This was an untested and ground-breaking partnership initiative, which has not been achieved on this scale before.
3.2.2 Implement the SDNPA planning system, including training, scanning and data transfer, for the transitional year 2011-12	P	Director of Planning					*								X	This was implemented on 1 April 2012. Host authority and SDNPA staff have been trained, some data has been transferred. Due to technical issues and potential cost, it was decided not to transfer 2011/12 data but to leave it with the Local Authorities.
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		*	*										✓	Achieved
3.3.2 Define the technical stages to producing the Planning Core Strategy	P	LDF Lead						*							✓	The Local Development Scheme was adopted by the full NPA in September 2011 setting out the project plan for the LDF. This information was included in the Local Development Scheme.
3.3.3 Prepare advice to the Authority on interim planning policy	P	LDF Lead													✓	Interim planning policy advice on landscape, biodiversity and cultural heritage to be submitted to the Planning Committee in April 2012.
3.3.4 Prepare advice to the Authority on Joint Core Strategies	P	LDF Lead			*										✓	This advice is on-going as the five joint core strategies are progressed.
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					*								✓	Achieved
Objective 4																
4.1 Develop and implement an effective Communication and Engagement Strategy for the SDNPA	S&P	Head of Communications				*									X	Ongoing, expected for sign-off by end of Q2 2012/13
4.2 Introduce a clear performance management framework	CE			*											✓	Performance management process agreed, all plans in place and PDR process in place with reviews of 2011-12 carried out and objectives for 2012-13 set.

Business Plan Milestones	Dept	Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status	Notes
4.3 Complete recruitment of permanent staff	CS	HR Manager						*							✓	Done
4.4 Develop and implement a full suite of HR policies	CS	HR Manager						*							X	Ongoing
4.5 Develop an approach to a sustainable development in the management of the organisation	CS	Director of Corporate Services													✓	A sustainable development group set up in March 2012 to address internal SDNPA sustainability issues. Quick wins have been identified. Leadership shared between Director of Corporate Services and Director of Strategy and Partnerships.
4.6 Review and secure effective support services, where appropriate through partnership arrangements	CS	Director of Corporate Services												*	X	Contract for Financial services successfully retendered. Provider chosen is Brighton and Hove City Council. Contract for ICT successfully let. Provider chosen is Advance 365- currently going through due diligence contract due to start in July 2012. Contract for Legal Services due to be let by the end of June 2012. The date for the procurement process was changed due to lack of capacity to manage a number of procurement exercises at the same time.
4.7 Carry out refurbishment of the new headquarters building through achievement of agreed timetable	CS	Head of Estates													→	Project plan agreed and project management arrangements in place - scheduled move of staff to Capron House moved from late 2012 to May 2013
4.8 Review the provision of area offices to support local services and arrange improved facilities To agreed timetable	CS	Head of Estates													→	Ongoing
4.9 Define and implement the approach to knowledge and information management	CS	Director of CS and Director of S&P												*	X	Review of access to information policies completed. There has been little progress on this due to other priorities within Corporate Services. An approach will be developed to information governance to run along side the project plan for the relocation of staff into the new headquarters building (Capron House).

NPA NATIONAL PARK INDICATORS 2011-12

South Downs

Conservation of Cultural Heritage

PI CH 1	a) No. of conservation areas	165	
	b) % of conservation areas with up-to-date character appraisals	29%	
PI CH 2	a) No. of Listed Buildings 'at risk' rescued during the year	Will be able to report next year	
	b) % of Listed Buildings 'at risk' rescued during the year	Will be bale to report next year	
PI CH 3	a) No. of scheduled monuments 'at high or medium risk' conserved during the year	Will be able to report next year	
	b) % of scheduled monuments 'at high or medium risk' conserved during the year.	Will be able to report next year	

Conservation of Natural Environment

PI NE1	% of SSSI Land in 'favourable or recovering' condition in:		
	a) NPA Management	0%	
	b) the National Park as a whole	95%	

Corporate & Democratic

PI CD 1	No. of working days/shifts lost due to sickness absence per FTE	1.3	
PI CD2	Member participation in attending committees	85%	
PI CD 3	% change in annual greenhouse gas emissions from National Park Authority operations	No reliable baseline in place	

Development Control

PI DC 1	% of planning applications by type dealt with in a timely manner:		
	a) major applications determined within 13 weeks	52%	
	b) minor applications determined within 8 weeks	64%	
	c) other applications determined within 8 weeks	77%	
PI DC 2	% of planning applicants satisfied with the service received	No data collected until Nov 2012	(collected in alternate years starting in 2009/10) - due now

NPA NATIONAL PARK INDICATORS 2011-12

Promoting Understanding

PI PU1	% of users satisfied with 'promoting understanding' services (for each individual service):	
	a) National Park Centres	NA SD does not have any
	b) Events	
	c) Education	
	d) Website	
PI PU2	% of users whose learning increased about South Downs National Park as a result of using 'promoting understanding' services	
	a) National Park Centres	NA
	b) Events	
	c) Education	
	d) Website	
PI PU3	% of Users of 'promoting understanding' services from under-represented groups	
	a) National Park Centres	NA
	b) Events	
	c) Education	
	d) Website	

Recreation Management

PI RM 1	% 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).	
PI RM 2	% 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.	
PI RM 3	Volunteer Days	
	a) Total No. of volunteer days organised or supported by the NPA	5,300
	b) No. of those days attended by 'under represented' groups	Should be able to report this next year

Delivery against SDNPA Business Plan Objectives – 2011-12

Business plan objective 1 Work with communities and partners to meet emerging local and park-wide priorities that support National Park Purposes and the Duty		
What we said we would do		What have done
Set up a £400,000 Sustainable Communities Fund to support local initiatives that help achieve the National Park Purposes and the Duty.		The fund was established successfully with arrangements in place to administer and support applications. 57 projects were given grants in 2011-12. This has facilitated up to an estimated three million pounds in additional funding to be attracted into the National Park, as organisations can apply for other sources of funding as well as the SCF grant.
Provide a first stop shop for advice and assistance on the development and delivery of local action.		SDNPA has offered advice, encouragement and support to community groups and organisations, social enterprises, businesses and Local Authorities. Area teams have given a range of advice specialist advice on habitat restoration, information and interpretation.
During 2011-12 complete a review of volunteering arrangements across the National Park aimed increasing and diversifying opportunities for volunteering, and improving the coordination of volunteering opportunities.		Volunteering review carried out and due to be completed in June 2012. Key successes are: full transfer of Volunteer Ranger Service to SDNPA, a series of workshops held with existing volunteers to develop the service. Information collated on all volunteering taking place in the National Park.
Work with Natural England and farmers to attract the maximum level possible of Higher Level Stewardship funding to the area and encourage good environmental practice.		Area Teams supported 43 farmers to maximise the value of stewardship funding resulting in £1.4 million in Higher Level Stewardship investment in the SDNP.
Establish a Local Access Forum for the South Downs National Park, involving a range of partners, to provide to advice on how access can be improved and better managed.		Access Forum established in June 2011 which met 4 times in 2011-12. Some improvements to access points onto Access Land were made by the SDNPA Area Teams as a result of the advice from the Forum.
Develop a partnership with the Highway Authorities to support improved management of the rights of way network and to develop a strategy for the South Downs Way that will improve management and identify new opportunities.		Partnership established. Rights of Way Accord agreed in February 2012.
Work with farmers, visitors and other partners to identify the nature of problems with inappropriate or antisocial behaviour by visitors to the countryside and potential solutions.		Evidence collected via the Farmer and Partners element of the Visitor Survey which was carried out in January/February 2012. Action plan in place for carrying this work forward in 2012-13.
Aim to develop at least one pilot scheme to test solutions.		Not achieved as the evidence base was not available until the relevant parts of the Visitor Survey had been carried out.

Objective 2 Define the most important strategic priorities and actions for the South Downs National Park by working effectively with partners and stakeholders to develop the National Park Management Plan		
What we said we would do		What we have done
Establish a South Downs National Park Forum, supported by regular information and networking opportunities, arrange workshops on particular topics and establish a partnership to guide the development and delivery of the National Park Management Plan.		<p>The National Park Forum was successfully established in July 2011. An online forum was also set up, it has 734 users.</p> <p>The South Downs Partnership was established in June 2011. It meets 4 times a year. 9 Community based workshops were held during the autumn of 2011 to help identify the emerging priorities for the Management Plan.</p>
Review existing evidence about the condition of the National Park, commissioning new evidence where there are gaps, and work towards publication of a State of the National Park report.		<p>Evidence and data was collected during 2011 and some new evidence obtained. The Special Qualities of the Park were identified and a document published in December 2011. The State of the National Park Report is on track to be published in the Autumn of 2012.</p>
By the end of the year have a clear understanding of the priorities for the National Park and will be developing strategies for action with our partners.		<p>The priorities for the national park have begun to emerge from the wide ranging work on the State of the National Park Report data and our engagement work. This provides the foundation to prepare for further engagement with our stakeholders to develop shared priorities during 2013.</p>

Objective 3**Deliver effective and efficient planning services that support the National Park Purposes and Duty**

What we said we would do		What we have done
Aim to introduce an agency agreement with each local authority that will enable them to determine the large majority of applications on our behalf.		Formal agency agreements were put in place during 2011 with the 11 host authorities which agreed to provide a development management service on our behalf from 1 April 2012. All 15 host authorities provided a similar service throughout 2011/12, there were formal legal agreements with each host authority. The SDNPA manages the planning workload from 4 local Authorities (Arun, Brighton and Hove, Eastbourne and Wealden) which no longer wished to provide this service on our behalf after 31 March 2012.
Implementation of a new planning IT system by April 2012 to ensure consistency of approach and a seamless process for those using the system.		The IDox UNIFORM planning administration system was introduced on 1 April 2012. This is a unique project which seeks to enable 11 different host authorities to work effectively together in real and meaningful partnership. Initial impacts and issues arising from the introduction of the system are monitored and corrective action taken to address any problems.
In 2011/12 start work to develop a consistent planning policy framework for the National Park.		Work is progressing on the first SDNPA Local Plan which will help to bring together a common and consistent set of planning policies across the South Downs National Park. This is taking a lead from the emerging Management Plan which will set the strategic framework for future land use policies. It is planned to have this in place following a statutory adoption process by 2015.
Prepare a Supplementary Planning Document in 2011/12 to strengthen consistency across existing policies.		This was not progressed during 2011/12 as it was decided that resources would be better applied to the development of the SDNPA Local Plan, and begin assessment of Conservation Areas.
Make strenuous efforts to communicate these changes effectively to a wide range of interested parties.		Throughout the year, SDNPA planning officers have extensively communicated changes through regular meetings and other events with Parish Councils, host authorities, SDNPA and Local Planning Authority Members, agents and other planning users. It is an on-going process with workshops, meetings, presentations and discussions planned during 2012/13 and beyond.

Objective 4 Ensure an effective and efficient organisation that is able to support achievement of National Park Purposes and the Duty		
What we said we would do		What we have done
During 2011/12 complete the recruitment of staff to core roles, so that there is a full complement by September 2011.		Achieved – Senior Management Team (SMT) agreed establishment posts which were recruited to by January 2012. Deadline revised and agreed by SMT due to lack of capacity/resources to recruit to the original September deadline.
Take action to develop a consistent culture in the organisation, based on the values that we have already adopted and a culture of high performance.		Staff survey carried out in February 2012 to provide a baseline figure. An action plan following the survey is being developed. A Performance Development Review Scheme was introduced. All people managers were trained in setting performance objectives in a consistent way. Demonstrating agreed organisational values is part of the PDR process.
Progress work on the refurbishment of the organisation's new headquarters building in Midhurst to enable occupation in late 2012.		Project Manager in post and project plan for the refurbishment agreed. The date for full occupation has been moved to June 2013 following a feasibility study and detailed assessment of the extent of work required to refurbish the buildings effectively.
Review the current provision of area offices to ensure that staff working with local communities are supported in their work by well maintained accommodation and good communication links.		Not yet completed as resource not in place to carry out the work to develop an estates strategy while managing the refurbishment of the new Headquarters building was underway. An Estates and Administration Manager started in February 2012 and will develop a comprehensive estates strategy for the Authority. Some elements of communication will be improved once the new ICT provider takes over the contract during 2012.
Complete reviews of support services to ensure their effectiveness, aiming to use local authority providers where possible.		Support services reviewed and contracts for the supply of financial and ICT services were let during 2011-12. The contract for Legal services will be let by the end of June 2012.

Objective 1 Working with partners, we will define the most important strategic priorities for the South Downs National Park, and ensure they are reflected in our own plans and strategies														
1 Produce a State of the Park report which provides robust evidence about the condition of the South Downs 2 Identify a vision and objectives for the National Park in a draft Management Plan 3 Identify key elements of the Core Strategy	Q1			Q2			Q3				Q4			Directorate
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		Progress
Produce a State of the Park report which provides robust evidence about the condition of the South Downs														
Complete and publish State of Park Report							*						S&P	1
Wide use of State of the National Park Report and its evidence by the media & communities											*		S&P	1
Demonstrate use of shared evidence base in the development of the Core Strategy and other Park-wide policy development												*	PLG	1
Identify a vision and objectives for the National Park draft Management Plan														
Support the development of the South Downs Management Plan						*							PLG	1
Agree a partnership Vision for the South Downs National Park						*							S&P	1
Identify the emerging priorities for the Management Plan with partners									*				S&P	1
Consult on the priorities												*	S&P	1
Identify key elements of the Core Strategy														
Develop the Core Strategy												*	PLG	1
Define the shape and thrust of joint Minerals and Waste core strategy with West Sussex County Council					*								PLG	2
Embed National Park Purposes and Duty in Joint Core Strategy work with 6 Local Planning Authorities & adopt 3												*	PLG	1
Minerals and Waste core strategy joint working with East Sussex and Hampshire County Councils					*								PLG	1

* = date due

1 Green = on track or completed

2 Amber = not on track but low risk

3 Red = not on track but high risk

Objective 2 Work effectively with communities and partners to deliver outcomes that meet National Park Purposes and Duty, and bring additional resources into the South Downs														
1 Conclude and implement outcomes from policy reviews started last year														
2 Deliver and enable major projects and partnerships														
3 Communicate and engage effectively with communities and partners														
4 Support local communities														
5 Deliver a locally effective and efficient planning service														
6 Investigate options to increase funding available to support delivery of National Park Purposes and Duty														
	Q1			Q2			Q3			Q4			Directorate	Progress
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
Conclude and implement outcomes from policy reviews started last year														
Produce action plan for Hotspots review and implement agreed actions			*									*	OPS	1
Conclude Volunteer Ranger Service review, agree priorities & implement agreed actions			*										OPS	1
Deliver South Downs Way Management Plan with Local Highways Authorities												*	OPS	1
Work with Local Highways Authorities to deliver access projects as per LHAs/NPA Accord			*									*	OPS	1
Ensure all Access Land sites are open & accessible, working with NE on restrictions / closures												*	OPS	1
Deliver and enable major projects and partnerships														
Work in partnership to conserve, enhance and link Wealden greensand heaths												*	OPS/S&P	1
Build first year Nature Improvement Area project work particularly in the 5 focal areas												*	OPS/S&P	1
Establish Heritage Coast Partnership and hold initial partnership meeting									*				OPS	1
Establish Meon Valley Partnership			*						*			*	OPS	1
Establish Strategic Water Partnership						*							S&P	1
Establish Sustainable Tourism Partnership									*				S&P	2
Establish Sustainable Transport Partnership						*							S&P	1
Manage Our South Downs Partnership project management plan and milestones agreed									*				S&P	1
Manage South Downs Learning Partnership project management plan and milestones agreed									*				S&P	1
Support 4 ongoing projects partnerships, Arun & Rother Connections, Mosaic 2, Our Land RDPE(?), Forestry Partnership									*				S&P	1
Establish 3 new initiatives, Rother soil loss, Lidar heritage mapping,									*				S&P	1
Detailed proposals for local sustainable transport fund prepared						*							S&P	1
Agree overhead wire undergrounding projects for Steering Group												*	OPS	1
Carry out practical works to enhance the condition of designated sites with an average of 4 per SDNPA Area per year												*	OPS	1
Administer South Downs Local Access Forum and ensure relevant actions are addressed												*	OPS	1
Communicate and engage effectively with communities and partners														
Develop a National Park identity											*		S&P	1
For each SDNPA Area carry out an average of 5 activities to increase awareness of SDNP												*	OPS	1
Develop and implement a behaviour change campaign										*			S&P	1
Deliver an average of 10 community events per SDNPA Area												*	OPS	1
Develop a Communications Strategy for Planning that celebrates and re-enforces our actions.												*	PLG	2
Develop a virtual SCF awards ceremony										*			S&P	1
Support local communities														
Manage and report on Major Partnerships budget												*	S&P	1
Support small scale projects through the Sustainable Communities Fund												*	S&P	1
Establish a generic set of tools for Parish Planning									*				PLG	1

Objective 2 Work effectively with communities and partners to deliver outcomes that meet National Park Purposes and Duty, and bring additional resources into the South Downs														
1 Conclude and implement outcomes from policy reviews started last year														
2 Deliver and enable major projects and partnerships														
3 Communicate and engage effectively with communities and partners														
4 Support local communities														
5 Deliver a locally effective and efficient planning service														
6 Investigate options to increase funding available to support delivery of National Park Purposes and Duty	Q1			Q2			Q3				Q4			
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Directorate	Progress
Provide support to local communities that want to develop Neighbourhood Plans									*				PLG	1
Identify and manage key Locally listed and Heritage at Risk sites across the Park									*				PLG	1
Deliver a locally effective and efficient planning service														
Deliver a pre-application process that reflects National Park Priorities												*	PLG	1
Implement a Community Infrastructure Levy programme ready for introduction by 2014												*	PLG	1
Provide Landscape guidance									*				PLG	1
Establish Design Guidance programme for the National Park												*	PLG	1
Establish Design Panel using local and national expertise						*							PLG	1
Investigate options to increase funding available to support delivery of National Park Purposes and Duty														
Research, develop and produce an external funding strategy for SDNPA												*	S&P	1

* = date due

1 Green = on track or completed

2 Amber = not on track but low risk

3 Red = not on track but high risk

Objective 3 As an ambitious and enterprising organisation we will work in productive and responsive ways to enable us to deliver our priorities and support the achievement of National Park Purposes and Duty														
1 Make sure we have systems and processes in place to allow us to deliver our objectives 2 Support and develop our people to help them deliver 3 Look at ways to continually improve what we do and how we do it	Q1			Q2			Q3				Q4			Directorate
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		Progress
Make sure we have systems and processes in place to allow us to deliver our objectives														
Develop a corporate GIS Strategy for the SDNPA			*			*							S&P	1
Produce a National Park Research Strategy									*				S&P	1
Develop a Communications and Engagement Strategy						*							S&P	1
Develop a Sustainable Development Strategy and Action Plan						*			*				S&P	1
IDOX / Uniform implemented and embedded with access to Members and public												*	PLG	1
Performance Management system linked to IDOX introduced												*	PLG	1
Feedback from customers established and actions taken to address issues raised												*	PLG	1
Effectively monitor and improve upon Development Management agency arrangements						*							PLG	1
Annual Monitoring Plan									*				PLG	1
Manage the refurbishment and relocation to Capron House													CS	1
Develop an Estates Strategy for SDNPA						*							CS	1
Procurement and implementation of ICT service to provide corporate IT infrastructure			*										CS	1
Build and develop new Estates and Administration Team for use as a corporate resource									*				CS	1
Development of a Business Continuity/Disaster Recovery plan						*							CS	1
Development of an ICT timeline and preparation for development of an ICT Strategy													CS	1
Complete renegotiation of interim leases			*										CS	1
Review premises H&S and implement relevant recommendations as necessary in line with corporate H&S policies			*										CS	1
Manage the retender of legal services contract			*										CS	1
Lead on the review of Member Governance documentation with the organisation and implement revised documentation			*										CS	1
Investigate provision of archive/retention policy for Member Services									*				CS	1
Develop a strategy for the delivery of facilities management services and implement for Capron House and Area Offices as appropriate												*	CS	1
Ensure SDNPA manages and stores information appropriately												*	CS	1
Support and develop our people to help them deliver														
Review premises H&S and implement relevant recommendations			*										CS	1
Develop a Learning and Development Strategy and Programme for 12/13												*	CS	1
Establish appropriate SDNPA H&S arrangements			*										CS	1
Develop and implement a full suite of HR Policies and Procedures			*									*	CS	1
Development of a Soft Benefits package												*	CS	1
Provision of Occupational Health Support												*		1
Evaluate the effectiveness of the Member Development Programme and implement proposals for member development in 2012/13			*										CS	1

Objective 3 As an ambitious and enterprising organisation we will work in productive and responsive ways to enable us to deliver our priorities and support the achievement of National Park Purposes and Duty														
1 Make sure we have systems and processes in place to allow us to deliver our objectives 2 Support and develop our people to help them deliver 3 Look at ways to continually improve what we do and how we do it	Q1			Q2			Q3			Q4			Directorate	Progress
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
Evaluate the Member Induction Programme and implement revisions to the process as necessary													CS	1
Undertake a review of current HR policies and terms and conditions of employment to check that they are fit for purpose						*							CS	1
Look at ways to continually improve what we do and how we do it														
Feedback from planning customers established and actions taken to address issues raised												*	PLG	1
Performance Management system linked to IDOX introduced and influencing actions and improvements												*	PLG	1
Prepare for and manage the NPAPA visit and use findings to develop an improvement action plan									*				CS	1
Compile Contracts Register			*										CS	1
Apply recommendations from Internal Audit to Procurement Policy and Procedures						*							CS	1
Embed learning from the complaints process in business processes & produce annual report						*						*	CS	1
Working across the organisation, develop the SDNPA approach to Equality and Diversity									*				CS	1
Review Member Attendance and implement any learning from this						*							CS	1
Develop and roll out a Member Survey and implement any recommendations from it's findings						*							CS	1
Work with officers from across the Authority to develop a 'good practice' guide for meeting preparation, report writing and minute taking												*	CS	1
Re-evaluate Member Services web site content						*							CS	1
Manage and prepare quarterly performance reporting and preparation of the 2013/14 Business Plan												*	CS	1
Review and improve SCF application process									*				S&P	1
Develop a Communications and Engagement Strategy							*						S&P	1

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Delivery against SDNPA Business Plan Objectives – Quarter 1 April – June 2012

Business plan Objective 1 Working with partners, we will define the most important strategic priorities for the South Downs National Park, and ensure they are reflected in our own plans and strategies		
What we said we would do		What we have done
Produce a State of the National Park report which provides robust evidence, shared with partners, about the current condition of the South Downs National Park		By the end of June we have consulted internally with staff and Members and externally with a range of stakeholders, including the South Downs Partnership, on various drafts of the State of the National Park Report. We have taken account of this feedback and the final report is scheduled for discussion and approval at the National Park Authority meeting in July 2012
Publish information on the special qualities of the National Park		Following extensive consultation, the special qualities of the National Park were published in December 2011. These special qualities have formed the framework of the State of the National Park Report.
Work with partners to publish a State of the National Park report and use it as a baseline from which to inform the National Park Management Plan and Core Strategy		As at June 2012, the State of the National Park Report is on track to be published in the Autumn 2012. The teams responsible for developing the National Park Management Plan and Core Strategy are taking account of the baseline evidence in the State of the National Park Report as they develop their plans and policies.
Work to ensure that the report and its underpinning evidence base lends itself to extensive use by the communities and media in and around the National Park, with the potential to become the principal authoritative source of information about the area		We have worked to create an accessible, plain English reports and we have plans in place to create an online micro site that will be updated regularly.
Agree the Vision and a set of draft, shared objectives for the emerging National Park Management Plan		
As a stepping stone to the National Park Management Plan we will build a shared agreement with communities and partners on a vision for the National Park		Vision workshops held with Staff, Members and the South Downs Partnership. Online Forum and key partners consultation has taken place, vision currently being finalised for approval in Q2.
We will agree with a wide range of communities and partners shared objectives for the National Park Management Plan		We have developed a draft framework of emerging priorities following the previous engagement and evidence.

Business plan Objective 1 Working with partners, we will define the most important strategic priorities for the South Downs National Park, and ensure they are reflected in our own plans and strategies		
Ensure that the key themes and spatial/land use implications emerging from work on the National Park Management Plan are addressed in the Core Strategy and other planning policy documents		Work is progressing well on the first SDNPA Local Plan which will help to bring together a common and consistent set of planning policies across the South Downs National Park. This is taking a lead from the emerging Management Plan which will set the strategic framework for future land use policies. It is planned to have this in place following a statutory adoption process by 2015.
While the National Park Management Plan and Core Strategy are being developed, we will ensure that proposed development supports the National Park Purposes and Duty, and the Vision for National Parks in England		National Park Purposes and Duty and the Vision for National Parks in England were the starting point for all planning decisions made in the National Park. The great majority of the 4,000 planning decisions made to date, were by host authorities under delegation arrangements. The more significant ones by the Park Authority itself. Improved reports will build upon this by ensuring that these key drivers carry even more weight in the future. SDNPA and host authority officers are improving monitoring of all planning activity in the National Park to help ensure that National park purposes and duty are met.

Objective 2 Working with communities and partners, we will together deliver outcomes that meet the Purposes and Duty, and bring additional resources into the South Downs National Park		
What we said we would do		What we have done
Conclude the policy reviews started in 2011/12 and implement the conclusions.		
We will produce short-term action plans, for based on our early engagement work and policy reviews into Rights of Way; The South Downs Way; Hot Spots; Branding; and Volunteering that do not pre-empt work on the National Park Management Plan and s to implement them		Once RoW Accord signed by Partners. Working groups have been set up to agree detailed action plans as a result. SDW – management plan in place with Partners work ongoing throughout the year to maintain SDW in good condition with good signage and other improvements to promote access. Hot spots Action plan will be completed by June 2012 and presented to the South Downs Land Management Group. Volunteering review will be complete by end of June 2012.

Objective 2 Working with communities and partners, we will together deliver outcomes that meet the Purposes and Duty, and bring additional resources into the South Downs National Park		
Deliver and enable a number of new major projects and partnerships		
We will develop a series of new Major Partnerships, based on the overall approach to partnership delivery developed during 2011-12		Forestry Partnership established, Water Partnership principles being established and initial ideas for its focus developed Local Sustainable Transport Fund bid Partnership established
We will deliver the year one objectives and milestones for the Major Partnerships we formed in 2011-12		NIA project – establishing governance arrangements and procuring contractors to carry out habitat management work. Our South Downs reporting arrangements in place. South Downs Learning Partnership Steering Group met once in Q1 Extension to Collabor8 agreed
We will support new local projects, for example through the Sustainable Communities Fund ensuring the delivery of National Park Purposes and the Duty in projects selected, and stimulating income generation		This year we have committed to 35 Community projects through the Sustainable Communities Fund
Work with communities and partners to engage them in the National Park and develop shared messages		
We will engage with stakeholders to develop a set of shared brand values for the National Park which allows local communities, managers, visitors and others to showcase their contributions to it and derive benefit from it		Work is due to start in Q4 2012/13
Support local communities through advice, planning support and funding		
We will provide advice, practical help and financial support, as appropriate, to local communities, land managers, visitors & others on how to conserve & enhance the National Park and to deliver activities to promote understanding and enjoyment of the special qualities of the National Park		Area teams organised 5 events, attended 6 Parish meetings/ walks/ education visits and carried out 28 farm advice visits (of which 9 were HLS application visits) during April and May.
We will work with networks of small businesses and social enterprises to identify ways of maximising their contribution to the National Park and the benefits of the National Park to them		In March Collabor8 hosted 3 business workshops and 10 one to one consultations in marketing and new media, aiming to improve sense of place marketing skills and methods to increase sales, these were attended by 25

Objective 2 Working with communities and partners, we will together deliver outcomes that meet the Purposes and Duty, and bring additional resources into the South Downs National Park		
		<p>SME's. It financed and facilitated the development of a joint brand for a museums partnership in East Hampshire which will be used to increase visitor spend at these attractions and this part of the South Downs. A new Steyning and District business map has been produced directing people to the South Downs from town to encourage better access link between town and country. Two Welcome to the South Downs Training Courses were held and with 18 businesses attending, qualifying for Welcome Host customer service and South Downs sense of place certificates. Work has progressed on developing the Stanmer experience activity trails, creating better access to the South Downs and promoting exercise, these will be launched late June. Collabor8 has supported 9 businesses in achieving Green Tourism Business Scheme accreditation. One business newsletter was opened by 226 business contacts in the South Downs, informing them of SDNPA projects and developments.</p>
Deliver a locally effective and efficient planning service		
<p>We will deliver excellent planning services in a cost-effective manner, both directly and through our local authority partners, in order to deliver the National Park Purposes and the Duty</p>		<p>During the first year of operation in 2011/12, the gross cost of the development management function (before planning fees) was approximately £3.59 million. Effective negotiations with the 11 Authorities which are continuing to provide the service mean the cost in 2012-13 is expected to be over £300,000 less. The SDNPA is encouraging the better standards of service and more consistent than during the first year. This is delivered through a variety of customer service, quality and performance measures which will form the basis of Service Level Agreements (SLAs) with each of the 11 host authorities to be completed in the summer 2012. A SDNPA customer survey is planned later in 2012/13 to measure the extent to which these objectives have been met.</p>
Develop an income generation strategy which identifies the potential for the SDNPA to act as a catalyst to bring new public and private income into the National Park in ways that support the Purposes and Duty		
<p>Taking account of the pressures on public finance in the country and of the potential for National Park status to be able to attract</p>		<p>Initial research completed and baseline of internal funding available to support projects completed. On track to deliver External Funding Strategy by end of</p>

Objective 2 Working with communities and partners, we will together deliver outcomes that meet the Purposes and Duty, and bring additional resources into the South Downs National Park		
additional resource to the South Downs, we will investigate options to increase the streams of public and private income available to support delivery of National Park Purposes and Duty		Q4.

Objective 3 As an ambitious and enterprising organisation we will work in productive and responsive ways to enable us to deliver our priorities and support the achievement of National Park Purposes and Duty		
What we said we would do		What we have done
Make sure our systems and processes support effective delivery of our objectives		
Take action to strengthen the building blocks for the organisation, giving our staff, volunteers and Members the tools they need to be able to deliver for the National Park Authority as well as the South Downs National Park		ICT preferred supplier identified contract due to be signed by the end of the quarter. Legal Services are being procured, the process should be finished by the end of June.
Support and develop our people to help them deliver		
Develop a People Strategy, to help our people (staff, Members and volunteers) to understand their roles, feel valued, supported and able to deliver effectively for the organisation		Organisational learning and development plan agreed. H&S policy and arrangements finalised and circulated. Ongoing support for recruiting managers provided. Review of HR policies and procedures underway. Performance development reviews completed for 2012-13.
Seek continuous improvement in what we do and how we do it		
Give focus to continuous improvement, creating a plan of action for key areas for development, using the results of the staff survey preparations for the peer review, feedback from stakeholders and other sources		Staff survey results communicated to staff and Members. Staff survey follow up workshops held. Outcomes fed into proposed improvement plan.
Produce action plans which allow us to work towards best practice in Sustainable Development and in Equality & Diversity, both for ourselves as a public authority and in the strategies and policies for the National Park		Specialist advisers for development of equality and diversity policy tendered for and selected. Sustainable development strategy being developed. Quick wins identified and being implemented. Baseline information for monitoring established.