

Report to	Resources & Performance Committee
Date	13 February 2013
By	Director of Corporate Services
Title of Report	Quarter 3 Performance Report
Purpose of Report	To provide the most recent monitoring information against the 2012/13 Business Plan objectives

Recommendation: The Committee is recommended to

- 1) note Quarter 3 monitoring against the 2012/13 Business Plan; and**
 - 2) consider if it wishes to make any recommendations arising from the report**
-

1. Introduction

- 1.1 The South Downs National Park Authority (the Authority), as a publicly accountable body, is responsible for monitoring its performance. Part of the terms of reference for the Resources and Performance Committee is 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 if appropriate”.
- 1.2 The purpose of this report is to provide monitoring information for Quarter 3 October to December 2012. This report should be read in conjunction with the Budget Monitoring report elsewhere on this agenda.

2. Background

- 2.1 The tracking spreadsheet, which shows progress towards achieving Business Plan milestones for Quarter 3 is at **Appendix 1**. The narrative table providing more detailed explanatory information is at **Appendix 2**. Section three provides further information on those milestones which are not being met.
- 2.2 At its meeting on 14 November 2012 the Committee requested a revised approach to presenting the performance information. Some changes have been incorporated in this report where possible and a revised format will be used in full for 2013/14 performance information.
- 2.3 Where the revised date for an overdue milestone is no later than the end of Quarter 4 it is marked with an R in the spreadsheet. Where the date is in next year, the quarter for predicted completion is shown after the coloured column. Where actions are green and complete this has been marked clearly. Other items which are green are therefore on track to deliver as predicted.

3. Commentary on objectives that are not being met

- 3.1 The Committee are asked to note that of the 14 milestones which are not on track 13 are amber, which means they are low risk. One milestone is red, which means it is a high risk. Revised timescales for these milestones have been included in **Appendix 1**.

- 3.2 There are no actions which are not on track under objective 1. Action 3.2: define the shape and thrust of joint Minerals and Waste core strategy with West Sussex, has been closed as the process has been overtaken by changes to legislation as reported at time.
- 3.3 Under objective 2 (the second page of the spreadsheet) action 2.3: establish Heritage Coast Partnership and hold initial partnership meeting was due in December 2012. The initial meeting is now scheduled to take place in Q4 or early in Q1 2013-14.
- 3.4 Action 2.7: establish sustainable Transport Partnership was due in September 2012. The Partnership was established in November 2012, growing from the Project Board for the Sustainable Transport Solutions for England's Two Newest National Parks bid into the Local Sustainable Transport Fund.
- 3.5 Action 3.1: develop a National Park identity is both off track and a high risk. This work has taken longer than anticipated due to the need to establish a permanent team, agree a Communications and Engagement Strategy, and to agree the formation of both external partners and Members groups. It is anticipated that key activities, including setting up the groups will be complete by the end of Q1 2013-14.
- 3.6 Action 3.3: develop and implement a behaviour change campaign was due in January 2013. Progress on this campaign is crucially dependent on the work in paragraph 3.5 and will follow on from it. The development of a behaviour change campaign will be largely completed by the end of Q2 2013-14.
- 3.7 Action 3.5: develop a Communications Strategy for Planning that celebrates and re-enforces our actions, was due by the end of Q4. However there has been an on-going programme of publicity for a number of different planning decisions, actions and initiatives throughout the year. This has been found to be a more sound and effective way of communicating in relation to planning matters and will be continued in the future. Therefore this action is now closed.
- 3.8 Under objective 3 (the third page of the spreadsheet) action 1.9: annual Monitoring Report was due in December 2012. An Annual Monitoring Report will be developed as progress is made on the development of the South Downs National Park Local Plan. An interim Annual Monitoring Report is being prepared for 2012 at the present time, and should be complete by the end of Q4.
- 3.9 Action 1.10: manage the refurbishment and relocation to the South Downs Centre was not due to be delivered in this financial year. Costs are being evaluated and an update report will be presented to the South Downs National Park Authority in February 2013.
- 3.10 Action 1.11: develop an Estates Strategy for SDNPA was due in September 2012. We are working closely with partners on feasibility work at Queen Elizabeth Country Park and Stanmer Park on the future of both sites. Progress has been reported in detail to previous meetings of this Committee. This work is ongoing.
- 3.11 Action 1.15: development of an ICT timeline and preparation for development of an ICT Strategy was due during the year, with no specific date identified. This is being worked on and a draft strategy is due to be prepared before the end of March 2013.
- 3.12 Action 1.19: review Member Governance documentation with the organisation and implement revised documentation was due in June 2012. The Member/Officer Protocol is on hold pending the consideration of a working group of peer review outcomes and the Member Away Day scheduled for the 19 April 2013. The Officer Code of Conduct was put on hold to align with timing of the Localism Act. Members agreed the approach in December 2012, and this part of the action will be implemented in Q4.
- 3.13 Action 1.20: investigate provision of archive/retention policy for Member Services was due in December 2012. It has been decided that it would be appropriate to link this work to organisation-wide approach to archiving and retention. This in turn will be linked to the move to the South Downs Centre. See also action 1.22 below.
- 3.14 Action 1.21: develop a strategy for the delivery of facilities management services and implement for the South Downs Centre and Area Offices as appropriate was due by the end of Q4. This work is underway but is linked to the South Downs Centre project, see actions

1.10 and 1.11 above.

- 3.15 Action 1.22: ensure the Authority manages and stores information appropriately was due by the end of Q4. However lack of capacity in Corporate Services due mainly to the peer review process has delayed progress. A Project team has been established and extra resource is being sought via a tender for advice and implementation before end of Q4 for delivery in 2013/14 (linked to the move to the South Downs Centre).
- 3.16 Action 2.9: undertake a review of current HR policies and terms and conditions of employment to check that they are fit for purpose was due in September 2012. The revised date for delivery is the end of Q4. The delay was deemed appropriate as the original date was set before the outcomes of the staff survey were known. The revised date to allows input from the Terms & Conditions Working Group (set up in response to the staff survey) has presented it's recommendations and these have been communicated to staff.
- 3.17 Action 3.7: working across the organisation, develop the Authority approach to Equality and Diversity was due in December 2012. The full policy and toolkit will be in place before the end of Q4.
- 3.18 The Committee is asked to consider if it wishes to make any recommendations arising from this report.

4. Resources

- 4.1 The main costs associated with this paper, are staff time to collate the information. This is within existing budgets. Revised resource requirements for particular projects will be reported as part of the Budget Monitoring Report. In future years, resources may be required for survey work or other work to measure some types of performance.
- 4.2 The tender for advice and work on information management will be contained within the existing budget for consultancy. Resources to support the implementation of a document management system, should one be recommended, will be part of the Corporate Services budget for 2013-14.
- 4.3 Other resources will be contained within directorate and project budgets.

5. Risk management

- 5.1 There are no specific risks associated with reporting performance information, indeed not to report performance would be a reputational risk to the organisation. However the Committee will note there is one high risk relating to the delivery of a high priority project (action 3.1 in paragraph 3.5 above).

6. Human Rights, Equalities, Health and Safety

- 6.1 There are no specific implications arising from this report.

7. External Consultees

- 7.1 None.

HÉLÈNE ROSSITER **Director of Corporate Services**

Contact Officer: Anne Rehill Performance and Business Planning Manager

Tel: 01730 811737

email: Anne.rehill@southdowns.gov.uk

Appendices Appendix 1 – milestone tracker spreadsheet

Appendix 2 – reporting table for quarter 3

SDNPA Consultees Chief Executive Officer, Director of Corporate Services, Director of Planning, Director of Strategy and Partnerships, Director of Operations,

Chief Finance Officer, Deputy Chief Finance Officer, Monitoring Officer & Legal Services.

Background Documents

Report to Resources and Performance Committee November 2012
(Report RPC18/12)

Delivery against SDNPA Business Plan Objectives – Quarter 3 October – December 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 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		
Publish information on the special qualities of the National Park		The Special Qualities have been published on our website, and a series of seven post-cards has been produced around the Special Qualities and distributed at our summer events, accompanied by interactive displays around the Special Qualities.
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		The State of the National Park Report was published on 13 November 2012, and a micro-site hosted on the SDNPA website allows users to click through and explore the report in greater detail.
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		A mass mail-out to key stakeholders took place in Q3; there has been widespread promotion of the online micro-site. A CD-Rom version will be distributed during Q4.
Agree the Vision and a set of draft, shared objectives for the emerging National Park Management Plan		

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		
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		We engaged widely with communities and partners through the Online Forum and face-to-face stakeholder meetings, building on the extensive Postcards for the Future campaign of 2011, and Sense of Place workshops in 2010. The Vision was agreed by members of the National Park Authority on 26 th July 2012. The outcomes and policies for the Management Plan are being worked up now and will be consulted on over the spring of 2013.
We will agree with a wide range of communities and partners shared objectives for the National Park Management Plan		Work has taken place with stakeholders to suggest a set of outcomes (“shared objectives”), through an engagement period over autumn and winter 2012, including technical workshops, a public survey through the Online Forum, and face-to-face stakeholder meetings. Further consultation on these and some suggested policies will take place over the spring of 2013.
Ensure that the key themes and spatial/land use implications emerging from work on the National Park Management Plan are addressed in the National Park Local Plan and other planning policy documents		
While the National Park Management Plan and Local Plan are being developed, we will ensure that proposed development supports the National Park Purposes and Duty, and the Vision for National Parks in England		<p>All proposed development planning decisions are taken in the context of National Park Purposes and Duty. These are now referred to in all reports for both Member and delegated decisions and since the introduction of our own planning administration system on 1 April 2012, these are also now being used by all 11 partner host authorities before they make decisions on our behalf.</p> <p>Each proposal is carefully assessed against our purposes and duty as part of the overall appraisal of each proposal. Development will normally only be permitted if these important objectives are met. These will also continue to be carefully assessed once the Management Plan and Local Plan are adopted as part of the overall planning framework for the National Park.</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		
What we said we would do		What we have done
Conclude the policy reviews started in 2011/12 and implement the conclusions.		The policy reviews were concluded and reported to Members in July. Implementation has commenced through the South Downs Way Management Plan; developing access improvements with the Local Highway authorities, initiatives to tackle rural crime, dogs and access issues, and preparation of a Volunteer action plan and proposed work on branding.
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		<p>The Nature Improvement Area 'South Downs Way Ahead' project</p> <ul style="list-style-type: none"> • SDNPA has started the chalk grassland work in the five focal areas: Winchester, Harting & Midhurst, Worthing, Brighton & Hove and Lewes and Eastbourne, with the South Downs Way linking through these areas. The majority of the work will take place during Q3 and Q4 due to seasonal nature of the work. • NIA Administrator in post from 30 July 2012. • £160,000 to be spent on chalk grassland work by SDNPA in Year 1. • Procurement framework developed and implemented. • Sub-group meetings taking place to plan delivery and agree monitoring and evaluation methodologies. • Partners' projects are progressing according to their project plans. • Press Releases issued by Communications team regarding match funding secured from SITA and Veolia and chalk grassland work. • Members' Tour held on 7 November 2012 with site visits to Washington Chalk Pits and Chanctonbury Ring. • File sharing webpage being developed. • A schedule of NIA events for 2013 is being developed.

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		
We will deliver the year one objectives and milestones for the Major Partnerships we formed in 2011-12		<p>Major partnership work with YHA at Itford Farm is underway with building work commenced and interpretative planning well advanced. Interpretation planning is underway at Birling Gap with the National Trust.</p> <p>Active heath work has been carried out on 25 heath sites with many partners over these last 3 months and 4 hectares of heath creation have been carried out at Hurston Warren on the golf course using Higher Level Stewardship money.</p> <p>A three year agreement has been signed by all partners in the Meon Valley and delivery of the action plan in proceeding Partners are considering setting up a Trust to secure long term future of the river valley.</p>
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		<p>A full report and analysis of progress was reported to the National Park Authority meeting on 11th December 2012.</p> <p>The Sustainable Communities Fund (SCF) has funded 76 community based projects to date with a further 25 projects at 'Applications in Progress' stage. The SCF has provided grant support of £0.508m against total project value of £10.016m. For every £1 invested by the South Downs National Park Authority, SCF projects attracted an average of £19.70 in matched funding.</p>
Work with communities and partners to engage them in the National Park and developed shared messages		
We will engage with stakeholders to develop a set of shared brand values for the National Park which allows local communities, land managers, visitors and others to showcase their contributions to it and derive benefit from it		<p>Our Operations Team have been involved in 7 health walks, several guided walks and 8 talks including a lecture at University of Brighton. They have also attended parish meetings across the National Park.</p> <p>Area tours were undertaken for:</p> <ul style="list-style-type: none"> Professors from Kyushu University Japan, to study the implementation of

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>Health Walk schemes within the SDNP.</p> <ul style="list-style-type: none"> • MSc students from Leeds University, regarding tourism in protected landscapes. • NPA Members, with 4 themed tours to explain key work areas across the National Park.
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		<p>Our staff gave practical advice and support on a number of sites, including 16 nationally designated sites (SSSI's and SAMs).</p> <p>We have developed a Community Planning Toolkit aimed at providing Communities with the right information and guidance to produce a community-led plan. The Our Land and Collabor8 projects continue to support businesses and visitors to become more sustainable.</p>
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		<p>A €150,000 extension to the Collabor8 project was approved by the EU to match fund staff. The project supports the development and promotion of a Sense of Place Toolkit, Branding Identity work and new technology tools for the National Park. These outcomes will enable businesses to promote the special qualities of the South Downs National Park.</p> <p>The Our Land Website reached 77 business members, an increase of 17 businesses from Q2. Businesses received 178 enquiries from customers looking to book through the website. All these businesses signed up to the promise supporting positive change on the landscape, community and environment.</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		
		<p>13 Businesses attended the Our Land Landscape Field Day on 21st November, where they were given a Landscape talk and tour of Butser Hill by SDNPA staff, a talk from a local archaeologist about the Petersfield Barrows, and demonstration of the Electric bike network by CPRE Hampshire. These businesses will be expected to promote the landscape stories to their customers.</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>We reduced the cost of the hosted planning service between 2011/12 and 2012/13 and we expect to do so again further in 2013/14. We have also progressed Service Level Agreements with the 11 host authorities who continue to work in partnership with us, which will help deliver further improvements in service quality and bring standards more closely together.</p> <p>Completion of these has enabled robust and effective performance management to be further developed, with the aim of continuously improving both performance and quality of the overall service. Regular performance monitoring reports are also now being prepared and reported to the SDNPA Planning Committee on a regular basis. These help demonstrate our commitment to excellence of service and the delivery of National Park purposes and Duty.</p> <p>The customer focussed outcomes from all of this will be assessed through the Planning Service Customer Survey that we plan to undertake in the early part of 2013. This will help drive a planning service improvement plan that should deliver further service improvements in the future.</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		

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		
ways that support the Purposes and Duty		
Taking account of the pressures on public finance in the country and of the potential for National Park status to be able to attract 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		A Funding Strategy is on track to be delivered by Q4. The first major part for the Funding strategy report to identify all the internal funding sources, clarifying their criteria, procedure and governance has been completed and approved by Operations teams and Strategic Lead officers.

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		<p>All major contracts for support services have been let within agreed timescales. Mechanisms are being developed make sure that effective contract monitoring takes place, for these contracts and the agreements we have with Planning Authorities. Work to deliver an Estates Strategy is underway and was reported to the Resources and Performance Committee in September. A number of systems are being procured to support our grant making process, support performance management and assist with monitoring the condition of Rights of way and managing the work schedules for SDNPA volunteers.</p> <p>We have established an agreement that the Health and Safety Adviser to the</p>

		Peak District National Park will also act as the SDNPA Health and Safety Adviser. This will allow us to share best practice and provides good value for money.
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		<p>Mid-year reviews were completed on track. An Employee Assistance Programme was introduced in September. An employee representative group has been established and held its first meeting in August 2012.</p> <p>Following feedback via the staff survey, a working group was set up to review terms and conditions and benefits. Following feedback from employees, certain changes to terms and conditions have been prioritised. The prioritised terms and conditions and benefits have been agreed in principle and, subject to feedback from staff and Unison, these recommendations will be implemented before the end of March 2013.</p> <p>Training as per the organisational Learning & Development plan has been arranged and is starting to be delivered. Outstanding recruitment has been timetabled to complete the full staff compliment by the end of 2012/2013. There will be some ongoing recruitment for externally funded posts as major projects are initiated and as required by staff turnover.</p>
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		<p>An action plan was developed following the staff survey which took place in January 2012. The actions it contained are being delivered. An improvement plan related to the peer review was developed and submitted as part of the self assessment document. The peer review took place in November 2013. The final peer review report was received on 17 January 2013 the improvement plan will be reviewed and revised during spring 2013, taking account of the recommendations in the final report.</p>
Produce action plans which allow us to work towards best practice in Sustainable Development and in Equality & Diversity,		The Sustainable Development Action Plan and Strategy were approved by SMT in October 2012.

both for ourselves as a public authority and in the strategies and policies for the National Park		The SDNPA engaged consultants to support the development of its approach to Equality and Diversity, which was due to be complete in December 2012. It is now expected that full policy and toolkit will be in place by March 2013.
---	--	--