South Downs
National Park Authority

Report to	**Resources & Performance Committee**
Date	**20 June 2013**
By	**Director of Corporate Services**
Title of Report	**Year End Performance Report**
Purpose of Report	**To report performance for quarter 4 of 2013**

Recommendation: The Committee is recommended to:
1) **note year end performance;**
2) **agree the external reporting schedule in Appendix 4 to the report; and**
3) **agree the proposed changes to how and when performance information is reported as set out in section 5.**

1.   Introduction

1.1   This report provides an overview of performance for 201-13 along with proposals for how to monitor performance in the future now the National Park Management Plan (NPMP) is closer to being in place. This is in accordance with the terms of reference for the Resources and Performance Committee which state that the purpose of the Committee is to: "advise the Authority on resource plans and to monitor the use of resources and performance".

2.   Background

2.1   The Resources and Performance Committee receive quarterly reports on performance and budget. This report is for performance against objectives for the year ended 2012-13. The report includes milestone reporting for the business plan showing how well we delivered the actions agreed last year and information for the outcomes and outputs in the LogFrames agreed in 2011. The national Key Performance Indicators (KPIs) will be tabled at the meeting as it was not possible to incorporate them before the deadlines for the Committee.

2.2   At previous meetings, Members have suggested improvements and changes to the way in which performance is reported, expressing a wish for a more outcome focused approach with less information about process.

2.3   This view was echoed by the peer review report (January 2013) which stated at paragraph 6.6 that "*accountability and performance management are not yet fully effective*" and that "*there is a focus on processes such that Members review progress on the delivery of tasks including SCF funded projects but there is little consideration of outputs, outcomes and the quality of service delivery*". The team recommended that "*the planned review of performance management system needs to address the current shortcomings and early consideration needs to be given to producing a system that can be used by the South Downs Partnership to allow SMT and Members to rigorously monitor delivery against the NPMP and Business Plan*".

2.4   To address the concerns expressed, the performance framework has been reviewed to reflect the links between the Corporate Plan 2013-16 and the NPMP. It adopts a different approach, but one which still allows a focus on outcomes and impact but it is not based on the LogFrame approach. The report also sets out proposals for reporting in future years including the integration of budget and performance information and the introduction of an automated performance reporting system called Aspireview and the benefits we foresee. These changes should help embed a performance culture across the organisation and improve the quality of performance information available to officers, Members and other stakeholders.

3. Review of performance for 2012-13

3.1 The review of performance for 2012-13 includes LogFrame measures, Business Plan milestone reporting and planning performance. Of the actions contained in the Business Plan for 2012-13, 88% were completed on time or within revised timescales. Of those actions, 11% had revised timescales. 12% remain outstanding. The table at **Appendix 1** sets out those not completed, with an update on the current position. The Business Plan tracking spreadsheet is at **Appendix 2**.

3.2 Five areas were agreed as high level outcome and impact measures in 2011. They are:
- Planning – effectiveness of our planning service in achieving Park Purposes and the Duty
- Engagement and partnership working – effectiveness of South Downs National Park Authority (SDNPA) engagement and how SDNPA is perceived as a partner
- Communities – impact of SDNPA on local communities, partially captured by the impact of the contributions from the Sustainable Communities Fund (SCF)
- Land management – impact of the work of the Ranger teams on the ground including outcomes resulting from work on Environmental Stewardship, in particular the Higher Level Scheme and the impact of farm visits and advice
- Promoting understanding - impact of our awareness and educational work

3.3 The tables at **Appendix 3** provide an update on the outcomes and main outputs for these areas. As expected, there is little or nothing to report on the intended impacts; as the timeframe for impact reporting is likely to be 5 years or longer. This is explored further in the revisions to the performance framework. In general terms good progress is being made towards the desired impacts. Monitoring of impacts will be incorporated into the monitoring arrangements for both the Corporate Plan 2013-16 and the NPMP.

3.4 The Committee is asked to note year end performance.

4. Review of Performance Framework

4.1 A review of framework was carried out by Performance Management Group (PMG) (a cross-directorate group) in spring 2013 and approved by SMT. A revised approach is needed because of the incorporation of the NPMP and to respond to Members requests and the recommendations of the peer review team. It sets out the links between the work of the Authority and delivery of the NPMP. The Corporate Plan for 2013-16 was the first step for this revised approach.

4.2 The aim is to move towards a more mature approach, based on actively managing performance rather than simply reporting on what has been achieved. There will be less focus on process and more on achieving outcomes and ultimately impact.

4.3 It is proposed that the following information is reported to this Committee quarterly along with corporate risk which is reported to the Standards and Audit Committee:
- Corporate plan indicators
- SDNPA performance information.

4.4 It is proposed that other information is reported annually and that the State of the National Park Report and the NPMP are reviewed every five years. The proposed external performance monitoring and reporting framework is at **Appendix 4**. A more detailed schedule for internal monitoring and reporting is in the appendix to the performance framework, which can be found on the intranet.

4.5 The Committee is asked to agree the external reporting schedule.

5. Proposals for reporting performance and budgets

5.1 It is proposed that all performance reporting for SDNPA Members in future will be to the Resources and Performance Committee in the first instance. This is a change to current practice where planning performance is reported to the Planning Committee and arrangements for reporting major projects vary. This divergence of reporting was raised in verbal feedback from the peer review team. The changes proposed will allow Members to have a consolidated overview of performance across the organisation at the Resources and Performance Committee. The Performance and Business Planning Manager, the Finance and

Procurement Manager and the Deputy Chief Finance Officer are drawing up proposals for integration of budget and performance reporting to mirror as far as possible the approach adopted in the Corporate Plan 2013-16. The approach will be developed before the next meeting of this Committee.

5.2 In addition the introduction of the Aspireview reporting system will help to streamline the collection of performance information. It is used extensively in the public sector and is used by all Welsh National Parks The system will be used to report on both SDNPA performance and where possible the indicators in the NPMP, the State of the National Park Report key data and the delivery of the NPMP outcomes.

5.3 The system can be used by partners outside the SDNPA and they will be encouraged to use it to report their performance in delivering the NPMP outcomes they are responsible for. This approach of recording performance directly into Aspireview is being piloted with Brighton and Hove City Council (SDNPA Financial Services providers) and Advanced 365 (SDNPA ICT Service providers). The system is already being tested with the corporate risk register, the performance information for planning applications and the operational plan.

5.4 Monthly and quarterly organisational performance will be recorded in Aspireview and used by managers and project leaders to proactively manage delivery and quality and to drive improvement. Output from the system will form part of the regular reporting to this Committee.

5.5 The Committee is asked to agree the proposed changes to how and when performance information is reported.

6. Resources

6.1 The cost of the Aspireview reporting system, a three year license and implementation support and training was £25,980 and was approved. There will be an ongoing commitment after the first three years of £4,995 per year for license fees. System users have access to a dedicated helpline and online support on a continuing basis.

6.2 The introduction of the system has required extensive staff time from a small number of staff but in future should release staff capacity as users adapt to providing regular updates direct into the system, reducing the need for members of PMG to spend time chasing and collating performance information.

7. Risk management

7.1 There are few risks associated with reporting performance information – indeed it shows that the Authority is open and transparent and the greater risk would be not reporting performance information.

7.2 There are some risks associated with the introduction of the Aspireview System. The system could fail to deliver consistent information. The mitigation for this is spending time ensuring that the system is populated correctly and to provide appropriate support and training for staff to provide update information.

7.3 There is a potential risk that partners will not be willing to use the system to record their information. This can only be partially mitigated by trying to persuade them of the benefits of putting information directly into the system, but in the event that they are unwilling to provide information then SDNPA staff could take responsibility for putting information into the system once it has been received from partners.

8. Human Rights, Equalities, Health and Safety

8.1 There are no implications arising from this report.

9. Sustainability

9.1 Reporting performance information and the proposed changes to the reporting will contribute to the sustainability principle 4 set out in the SDNPA Sustainability Strategy, promoting good governance by providing information that members of the public have access, contributing to transparency and openness. It also contributes to principle 5 using evidence to support proposals. Evidence about performance can potentially be used to

justify developing alternative policy options or different approaches. There may also be some minimal impact in terms of reduction in use of paper as Officers get used to using the Aspireview system to record information; it is possible to provide information from the system direct to the intranet or the internet.

10. External Consultees

10.1 None.

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Appendices	Appendix 1 – Exception report for 2012-13 Business Plan milestones
	Appendix 2 – Business Plan Tracking Spreadsheet
	Appendix 3 - LogFrame report for 2012/13
	Appendix 4 - External performance monitoring and reporting schedule
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, Performance Management Group.
Background Documents	Peer review report - January 2013 http://www.southdowns.gov.uk/__data/assets/pdf_file/0011/302132/South-Downs-NPA-Final-Assessment-Report.pdf
	Nov 2011 performance report http://www.southdowns.gov.uk/__data/assets/pdf_file/0005/162572/Agenda-Item-7.pdf

Exception report for 2012-13 Business Plan milestones

Reference	Action	Update
Objective 2 Action 2.3	Establish Heritage Coast Partnership and hold initial meeting	This was due in December 2012. The Partnership was established in March 2013. The first meeting has not been held due to capacity constraints within Eastbourne Borough Council who agreed to arrange it.
Objective 2 Action 2.5	Establish Purchasing Ecosystems Services (water partnership group)	This was due in September 2012. After consideration it was decided not to establish a separate partnership and use existing partnerships instead.
Objective 2 Action 3.1	Develop a National Park identity	This was due in February 2013. It was picked up by the peer review team and has been addressed through the peer review improvement plan. An external group has been set up to help develop the approach to a shared identity. The Sense of Place Toolkit has been published. Extra resource has been recruited into the Communications Team to support this work. Roll out of new brand and identity is expected by the end of December 2013.
Objective 2 Action 3.1	Develop and implement a behaviour change campaign	This was due in January 2013. It is being addressed through the Peer Review improvement plan and is due by the end of September 2013.
Objective 3 Action 1.9	Annual Monitoring Report	This was due in December 2012 and then a revised date of March 2013. The Annual Monitoring Report will be developed as progress is made on the development of the SDNP Local Plan. An interim Annual Monitoring Report is being prepared for 2012 at the present time. The 2012-13 report will be produced by the end of December 2013.
Objective 3 Action 1.10	Manage the refurbishment and relocation to South Downs Centre	This was due at a revised timescale in January 2013. In April 2013 the National Park Authority approved the final scope and budget for the project aiming to achieve BREEAM Excellent accreditation. A revised programme is being developed with completion likely during April – May 2014.
Objective 3 Action1.1	Develop an Estates Strategy for SDNPA	This was due in September 2012. This is linked to the certainty about the South Downs Centre and feasibility work that is currently underway (led by partners) for two area offices. It has been agreed that regular updates are provided to Resources and Performance Committee.
Objective 3 Action1.20	Investigate provision of archive/retention policy for Member Services	This was due in December 2012. It has been put on hold to align with the corporate work on information management. (See 1.22 below).
Objective 3 Action1.21	Develop a strategy for the delivery of facilities management services and implement for Capron House and Area Offices as appropriate	This was due in March 2013. This is underway but is linked to the move to the South Downs Centre.
Objective 3 Action1.22	Ensure SDNPA manages and stores information appropriately	This was due in March 2013. Delay is mainly due to lack of capacity, mainly as a result of the peer review. It is a key priority for 2013/14. In-Form Consulting has been appointed to assist with a review of information governance arrangements, including revisions to policies, procedures and

Reference	Action	Update
		information storage where necessary. The review is linked to the move to the South Downs Centre and is due to be completed by the end of September 2013.

Business Plan Tracking Spreadsheet

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

No

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	Progress
		Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
1	**Produce a State of the Park report which provides robust evidence about the condition of the South Downs**														
1.1	Complete and publish State of Park Report							*						S&P	
1.2	Wide use of State of the National Park Report and its evidence by the media & communities											*		S&P	
1.3	Demonstrate use of shared evidence base in the development of the Core Strategy and other Park-wide policy development											*		PLG	
2	**Identify a vision and objectives for the National Park draft Management Plan**														
2.1	Support the development of the South Downs Management Plan					*								PLG	
2.2	Agree a partnership Vision for the South Downs National Park					*								S&P	
2.3	Identify the emerging priorities for the Management Plan with partners								*					S&P	
2.4	Consult on the priorities											*		S&P	
3	**Identify key elements of the National Park Local Plan**														
3.1	Develop the Local Plan											*		PLG	
3.2	Define the shape and thrust of joint Minerals and Waste core strategy with West Sussex County Council					*								PLG	Superseded
3.3	Embed National Park Purposes and Duty in Joint Core Strategy work with 6 Local Planning Authorities & adopt 3											*		PLG	
3.4	Minerals and Waste core strategy joint working with East Sussex and Hampshire County Councils													PLG	

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

No.

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

No.		L	Q1 Apr	May	Jun	Q2 Jul	Aug	Sept	Q3 Oct	Nov	Dec	Q4 Jan	Feb	Mar	Directorate	Progress
1.1	Produce action plan for Hotspots review and implement agreed actions				*									*	OPS	green
1.2	Conclude Volunteer Ranger Service review, agree priorities & implement agreed actions				*										OPS	green
1.3	Deliver South Downs Way Management Plan with Local Highways Authorities													*	OPS	green
1.4	Work with Local Highways Authorities to deliver access projects as per LHAs/NPA Accord				*									*	OPS	green
1.5	Ensure all Access Land sites are open & accessible, working with NE on restrictions / closures													*	OPS	green
2	**Deliver and enable major projects and partnerships**	L														
2.1	Work in partnership to conserve, enhance and link Wealden greensand heaths	L												*	OPS/S&P	green
2.2	Build first year Nature Improvement Area project work particularly in the 5 focal areas	L												*	OPS/S&P	green
2.3	Establish Heritage Coast Partnership and hold initial partnership meeting	L								*				R	OPS	amber
2.4	Establish Meon Valley Partnership	L		*						*				*	OPS	green
2.5	Establish Purchasing Ecosystems Services (water partnership group)	L					*								S&P	Closed
2.6	Establish Sustainable Tourism Partnership	L								*					S&P	green
2.7	Establish Sustainable Transport Partnership	L					*		R						S&P	
2.8	Manage Our South Downs Partnership project management plan and milestones agreed	L								*					S&P	
2.9	Manage South Downs Learning Partnership project management plan and milestones agreed	L								*					S&P	
2.10.	Support 4 ongoing projects partnerships, Arun & Rother Connections, Mosaic 2, Our Land RDPE(?), Forestry Partnership									*					S&P	
2.11	Establish 3 new initiatives, Rother soil loss, Lidar heritage mapping,									*					S&P	
2.12	Detailed proposals for local sustainable transport fund prepared						*								S&P	
2.13	Agree overhead wire undergrounding projects for Steering Group	L												*	OPS	
2.14	Carry out practical works to enhance the condition of designated sites with an average of 4 per SDNPA Area per year													*	OPS	green
2.15	Administer South Downs Local Access Forum and ensure relevant actions are addressed													*	OPS	green
3	**Communicate and engage effectively with communities and partners**															
3.1	Develop a National Park identity												*		S&P	amber
3.2	For each SDNPA Area carry out an average of 5 activities to increase awareness of SDNP													*	OPS	green
3.3	Develop and implement a behaviour change campaign									*					S&P	amber
3.4	Deliver an average of 10 community events per SDNPA Area													*	OPS	green
3.5	Develop a Communications Strategy for Planning that celebrates and re-enforces our actions.													*	PLG	
3.6	Develop a virtual SCF awards ceremony									*					S&P	green
4	**Support local communities**															
4.1	Manage and report on Major Partnerships budget													*	S&P	green
4.2	Support small scale projects through the Sustainable Communities Fund													*	S&P	green
4.3	Establish a generic set of tools for Parish Planning									*					PLG	green
4.4	Provide support to local communities that want to develop Neighbourhood Plans									*					PLG	green

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

No.

1 Conclude and implement outcomes from policy reviews started last year
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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

No.		Q1			Q2			Q3			Q4			Directorate	Progress
		Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
4.5	Identify and manage key Locally listed and Heritage at Risk sites across the Park								*					PLG	
5	**Deliver a locally effective and efficient planning service**														
5.1	Deliver a pre-application process that reflects National Park Priorities												*	PLG	
5.2	Implement a Community Infrastructure Levy programme ready for introduction by 2014												*	PLG	
5.3	Provide Landscape guidance								*					PLG	
5.4	Establish Design Guidance programme for the National Park												*	PLG	
5.5	Establish Design Panel using local and national expertise						*							PLG	
6	**Investigate options to increase funding available to support delivery of National Park Purposes and Duty**														
6.1	Research, develop and produce an external funding strategy for SDNPA												*	S&P	

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

No		Q1 Apr	May	Jun	Q2 Jul	Aug	Sept	Q3 Oct	Nov	Dec	Q4 Jan	Feb	Mar	Directorate	Progress
1	**Make sure we have systems and processes in place to allow us to deliver our objectives**														
1.1	Develop a corporate GIS Strategy for the SDNPA			*			*							S&P	green
1.2	Produce a National Park Research Strategy								*					S&P	green
1.3	Develop a Communications and Engagement Strategy						*							S&P	green
1.4	Develop a Sustainable Development Strategy and Action Plan						*			*				S&P	green
1.5	IDOX / Uniform implemented and embedded with access to Members and public											*		PLG	green
1.6	Performance Management system linked to IDOX introduced											*		PLG	green
1.7	Feedback from customers established and actions taken to address issues raised											*		PLG	green
1.8	Effectively monitor and improve upon Development Management agency arrangements						*							PLG	green
1.9	Annual Monitoring Report									*			R	PLG	yellow
1.10.	Manage the refurbishment and relocation to South Downs Centre								R					CS	yellow
1.11	Develop an Estates Strategy for SDNPA						*							CS	yellow
1.12	Procurement and implementation of ICT service to provide corporate IT infrastructure			*										CS	green
1.13	Build and develop new Estates and Administration Team for use as a corporate resource									*				CS	green
1.14	Development of a Business Continuity/Disaster Recovery plan						*							CS	green
1.15	Development of an ICT timeline and preparation for development of an ICT Strategy													CS	yellow
1.16	Complete renegotiation of interim leases			*										CS	green
1.17	Review premises H&S and implement relevant recommendations as necessary in line with corporate H&S policies			*										CS	green
1.18	Manage the retender of legal services contract			*										CS	green
1.19	Review Member Governance documentation with the organisation and implement revised documentation			*									R	CS	green
1.20.	Investigate provision of archive/retention policy for Member Services									*				CS	green
1.21	Develop a strategy for the delivery of facilities management services and implement for Capron House and Area Offices as appropriate											*		CS	yellow
1.22	Ensure SDNPA manages and stores information appropriately											*		CS	yellow
2	**Support and develop our people to help them deliver**														
2.1	Review premises H&S and implement relevant recommendations			*										CS	green
2.2	Develop a Learning and Development Strategy and Programme for 12/13											*		CS	green
2.3	Establish appropriate SDNPA H&S arrangements			*										CS	green
2.4	Develop and implement a full suite of HR Policies and Procedures			*								*		CS	green
2.5	Development of a Soft Benefits package											*		CS	green
2.6	Provision of Occupational Health Support											*			green
2.7	Evaluate the effectiveness of the Member Development Programme and implement proposals for member development in 2012/13			*										CS	green
2.8	Evaluate the Member Induction Programme and implement revisions to the process as necessary											*		CS	green
2.9	Undertake a review of current HR policies and terms and conditions of employment to check that they are fit for purpose						*						R	CS	green
3	**Look at ways to continually improve what we do and how we do it**														
3.1	Feedback from planning customers established and actions taken to address issues raised											*		PLG	green

No		Q1			Q2			Q3			Q4			Directorate	Progress

Objective 3
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1 Make sure we have systems and processes in place to allow us to deliver our objectives
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No	Task	Q1			Q2			Q3			Q4			Directorate	Progress
3.2	Performance Management system linked to IDOX introduced and influencing actions and improvements												*	PLG	Green
3.3	Prepare for and manage the NPAPA visit and use findings to develop an improvement action plan											*		CS	Green
3.4	Compile Contracts Register		*											CS	Green
3.5	Apply recommendations from Internal Audit to Procurement Policy and Procedures								*					CS	Green
3.6	Embed learning from the complaints process in business processes & produce annual report								*				*	CS	Green
3.7	Working across the organisation, develop the SDNPA approach to Equality and Diversity											*	R	CS	Green
3.8	Review Member Attendance and implement any learning from this						*							CS	Green
3.9	Develop and roll out a Member Survey and implement any recommendations from it's findings						*							CS	Green
3.10.	Work with officers from across the Authority to develop a 'good practice' guide for meeting preparation, report writing and minute taking												*	CS	Green
3.11	Re-evaluate Member Services web site content						*							CS	Green
3.12	Manage and prepare quarterly performance reporting and preparation of the 2013/14 Business Plan												*	CS	Green
3.13	Review and improve SCF application process											*		S&P	Green
3.14	Develop a Communications and Engagement Strategy								*					S&P	Green

Green = on track or completed and low risk

Amber = not on track but low risk

Red = not on track and high risk

L= SDNPA lead on external project

LogFrame report for 2012/13

	Description	Indicators	2012-13
Partnership working and engagement indicator			
Outcomes	Changes in the attitude or behaviour of other partners or organisations. More people taking action to care for the South Downs	Number of Volunteer days	5030
		Resources targeted to the South Downs (compared with neighbouring areas)	Not possible to provide comparative figures as baseline information not available.
		The number of partnerships that have been 'convened' by the NPA that result in successful project outcomes/external funding	Our South Downs - learning through landscapes is the major example along with 18 projects funded by SCF over two years focused at learning and outreach activities.
		Issues taken forward on behalf of LMG (and/or other partnerships that we have set up)	Livestock worrying: raised as a key issue. In response SDNPA has identified 5 initiatives to help deal with the problem (banner on our website, Rangers liaising with Landowners in hot-spots, media promotion of responsible dog behaviour, a policy in the SDMP, longer-term behaviour change campaign)*
Outputs	An Authority which is committed to Partnership working and fully engaging stakeholders.	Number of stakeholders we have engaged	954 members of the Online Forum as at end April 2013

	Description	Indicators	2012-13
		Number of MOUs / accords in place	5 MOUs in place
		Number of partnership-funded projects	35 through SCF; 3 through MPF
		Number of engagement meetings/workshops	20 "engagement workshops" have been held in 2012-13 to help develop the NPMP and NPLP, in addition to topic-specific liaison meetings and stakeholder meetings which take place routinely
		No of new partnerships set up	3 (Health and Wellbeing Partnership, South Downs Public Transport Forum, Sustainable Tourism Network)
Communities			
Outcomes	Community projects with NPA involvement have brought in match funding from partner organisations	£X match funding brought in for local community projects	SCF - £10,841,615
		Ratio of NPA grant to match for these projects	1/16 (SCF – 1 / Match funding – 16)
Outputs	Local community projects with NPA involvement support sustainable communities	Local community projects with NPA involvement deliver their planned outputs successfully	35 (projects paid in 12/13),
		No of communities developing a community led plan, with NPA involvement	41
		No. of communities completing a community plan, with NPA involvement	0

Landscape management

Outcomes	Connected areas of key habitats in good condition and under suitable sustainable management	HLS Resources targeted to the South Downs (compared with neighbouring areas)	£2.5 Million in 2012-13 value of new HLS schemes in SDNP Landscape project NIA
		The number of landscape project partnerships that have been initiated by the NPA that result in successful project outcomes/external funding	NIA is the major example of landscape scale projects, 2 other major projects with a landscape focus have also been successful in attracting funding; work with the Forestry Commission to bring small woodlands into sustainable management, the Wooded Heaths Landscape project
		Issues taken forward on behalf of LMG	Livestock worrying (see above marked*)
Outputs	An Authority which is committed to adding value in managing the protected landscape	Number of partnership-funded landscape projects initiated	3 major partnerships projects although it should be noted that much of the work of the Operations Teams on the ground is directed towards smaller scale landscape and environmental projects.
		Area of new HLS agreements within SDNP	No figure available
		Set up of LMG and engagement as a partner in major initiatives	LMG established and supported by SNPA

Promoting Understanding

Outcomes	Projects to deliver improved understanding and awareness of the SDNP Special Qualities have levered in match funding from partner organisations	Number of partners by sector type engaged with SDNPA e.g. TWGs, projects	93 Sustainable Communities Fund and 11 Major Projects Fund projects have levered in £10.842 million in match funding from partners over two years.
	Range of organisations working in partnership with SDNPA to promote understanding and awareness of the Special Qualities of the SDNP	Number of partners by sector type engaged with SDNPA e.g. TWGs, projects	Approximately 120 groups including outdoor training providers; local and regionally based national conservation and wildlife groups; district and county councils; partners to some of our major projects such as the Nature Improvement Area and recipients of grant funding from the Sustainable Communities Fund which include a range of community groups.
Outputs	Public and staff engaged through the use of new media	Number of followers on Twitter	2404
		Number of hits on SDNPA website	451,587
	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)	944 students, 3300 reached through education events. 45 adults through outreach, total of 4289
	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	34

	SDNPA resources committed to projects promoting understanding and awareness of the Special Qualities of the National Park	Number of understanding and awareness projects wholly or partly funded by the SDNPA (SCF, major projects)	SCF 23 – MPP 2 (Birling Gap Interpretation and Rother Valley Forest Schools)

Planning

Outcomes	A planning service that is of a high quality and which focuses upon the key areas of high customer standards, high quality of service and a good level of performance	Comprehensive set of indicators developed	Comprehensive set of indicators form the basis of the Service Level Agreements that are now being worked to by the 11 host authorities
Outputs	A high quality service that does not disregard sound speed of decisions and applies effective performance management to ensure that objectives are met	Customer feedback and satisfaction.	Customer survey to be undertaken in the summer 2013
		Monitoring agreed indicators and setting targets for performance across the National Park	Total applications: 3085 Planning fee income: £1,066,206 £230,206 above estimate % applications determined in time 59% (1,810) Targets set: 65 % minor applications in 8 weeks 80% of other applications in 8 weeks 60% major applications in 13 weeks 60 % applications requiring EIA in 13 weeks Decisions issued within 2 days of date of decision

Revised performance monitoring and reporting framework

South Downs National Park monitoring and reporting framework

	Reporting to Partners and the Public	**Reporting to SDNPA Members**
Every 5 years	National Park Management Plan Review State of National Park Report Review	
Annually	National Park Management Plan Indicators State of National Park Key data Local plan Annual Monitoring Report	National Park Management Plan Indicators State of National Park Key data Local plan Annual Monitoring Report Major Project Data Corporate Plan measures
Quarterly		Corporate Plan measures Risks SDNPA finance and performance information Major Project update