

Report to	Policy & Resources Committee
Date	16 July 2020
By	Performance and Research Lead & Project Management Lead
Title of Report	Quarter 4 Project Performance report

Recommendation: The Committee is recommended to:

- 1) Receive and note the Quarter 4 Corporate Performance and Project Performance report**

1. Introduction

- 1.1 The SDNPA considers it important as a publicly accountable body, to monitor its performance. The Policy and Resources Committee has terms of reference which include *“To monitor and review the performance, including financial performance, of the Authority in the context of its business delivery, and the management and maintenance of the Authority’s assets in accordance with the Authority’s agreed budget, Corporate Plan and other approved plans, and make recommendations for changes as appropriate” and “To monitor and identify improvements arising from the outcomes and evaluation of projects identified by the Committee, audits, survey and other feedback and make recommendations as appropriate”.*
- 1.2 The purpose of this report is to update the Policy & Resources Committee on the Authority’s project performance during Quarter 4 of 2019/20: 1 January to 31 March 2020.

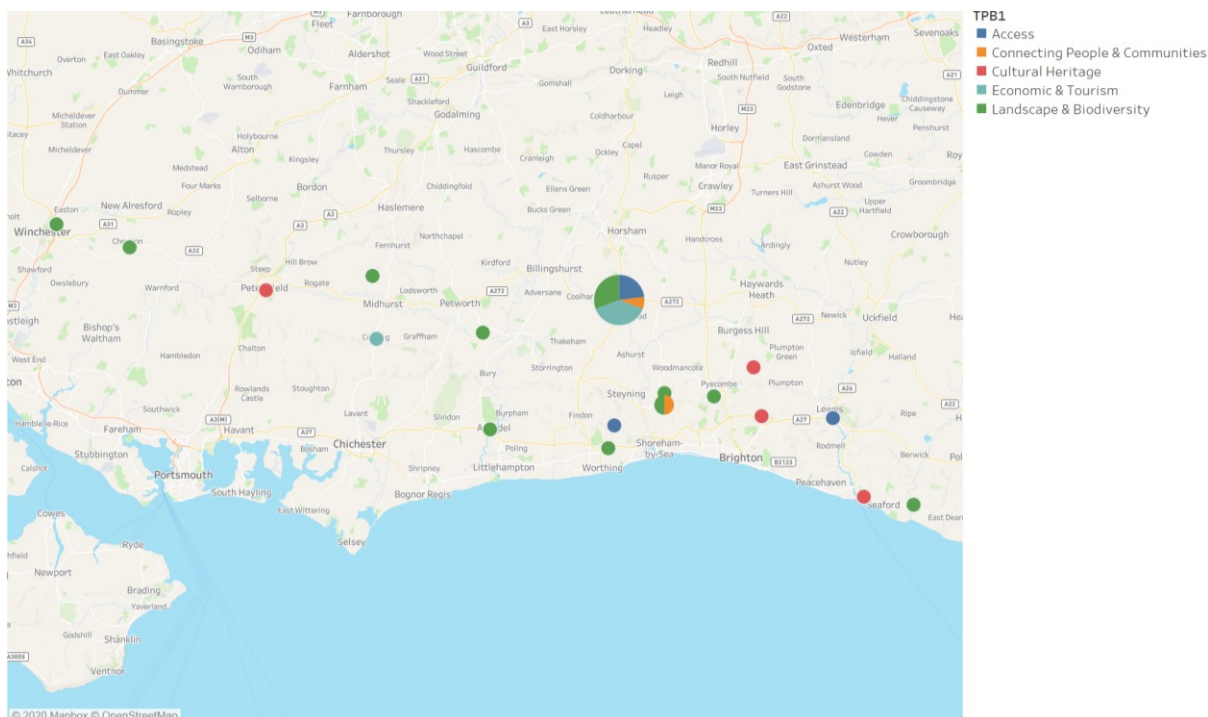
2. Issues raised by members in advance of the meeting

- 2.1 A version of this report was circulated to 2019/20 P&R Committee Members in advance of the Committee. Answers to questions and comments raised have been incorporated into the final report.

3. Project Performance Reporting: Projects in Delivery

- 3.1 A link to the Tableau Dashboards for Quarter 4 is
https://public.tableau.com/views/PRProjectsDashboardQ420192020/ProgrammeandRAGstatus?:display_count=y&publish=yes&:origin=viz_share_link
- 3.2 There is one worksheet on this Tableau Dashboard (following comments by members to remove some of the previous graphs) which is shown in **Appendix I** however please note the detailed project information can only be seen by using the above link to interpret the dashboards in Tableau.
- 3.3 A link to the training video on how to use the Tableau Dashboards is included here:
<https://drive.google.com/file/d/1pIWbMxclCNUbBBwRzkLTxNCJdnSXafnQ/view?usp=sharing>
- 3.4 The dashboard worksheet shows the location of all projects currently in delivery across the park (this is included below for reference). All park-wide projects have been represented under a ‘park wide’ clickable area that is outside the park boundaries. The colour of the projects identify which Theme Programme Board (TPB) the project is being governed through e.g. green shows projects being governed by the Landscape & Biodiversity TPB. At

the end of Quarter 4 there were 32 projects in delivery involving SDNPA inputs either through costs or resourcing.



- 3.5 The dashboard shown in **Appendix I** shows the project programme of delivery or timeline. An extract of this graph is included overleaf. The colours on this graphic display the RAG status of the projects to help provide an overview of project issues and remaining duration for project delivery. The RAG (Red, Amber and Green) status shows if a project is on track or not. The RAG status is based on an assessment including key deliverables and achievement of targets as well as whether the budget is on or off track. If a project is behind or ahead with delivery or behind or ahead with budget, it will be Amber. If it is both off track in terms of delivery and also in terms of budget it will be red. Where projects have an Amber or Red status the comments relating to the RAG status can be found using the linked Tableau dashboard and using the Tableau Reader software to examine the project data in more detail.
- 3.6 A greater amount of project detail, such as who the lead partners are on each project, can be found using the linked Tableau dashboard and using your mouse to either filter on team area, location or by clicking on the project name to examine the project data in more detail. This information is not available from the PDF version in **Appendix I**.
- 3.7 The 'Programme and RAG status' shows five of the projects in delivery at the end of Quarter 4 have an **amber RAG status**.

Projects at Amber or Red RAG status	Q3 RAG	Q4 RAG	Reason for RAG status
Truleigh Hill Habitat and Access	Amber	Amber	<p>Progress had been made on interpretation material but these were unable to be installed due to COVID-19 shutdown restrictions. Once these have been lifted the interpretation boards and material will be installed and this project completed.</p> <p>Action: Await COVID-19 restriction to stop.</p>

Truleigh Hill Landscape Project	Amber	Amber	Action: Project extended to October and await lifting of COVID-19 restrictions to finalise project.
Pump it Up	Green	Amber	The legal agreement has taken time to complete and is delayed due to COVID-19.
Winchester Study	Green	Amber	Structure of final report now agreed after some discussion with the consultants. Some delay due to other work commitments on both sides.
Truleigh Inspiring	Green	Amber	All sessions except the last session have taken place. The last one was postponed due to Covid-19. There will be a celebration event when we have the clearance to do so.

4. Project Performance Reporting: New Project Approvals

4.1 There were 32 projects in delivery at the end of Quarter 4 (excluding The Aquifer Partnership as although approved in Quarter 4 it won't start until Quarter 1). Four new projects were approved during Quarter 4 these include:

- Environmental Summer at Ditchling Museum- An Arts Engagement project, including an exhibition, education events and activities with John Newling and Sebastian Cox.
- Tide Mills A Living History with LYT Production- This is a community engagement project focusing on cultural heritage of Tide Mills. So that more people in the community will understand, value and engage with the fascinating heritage of Tide Mills, with community projects and arts engagement culminating in a three night event at the site.
- Changing Chalk Dew Ponds (the funding for these projects were agreed by P&R committee on 25/03/2018 and have been allocated from the strategic fund but the HLF only gave the official go-ahead for the project in January 2020). This is a large landscape project with multiple partners, led by the National Trust and funded by the Heritage Lottery Fund.
- Changing Chalk Grazier (the funding for these projects were agreed by P&R committee on 25/03/2018 and have been allocated from the strategic fund but the HLF only gave the official go-ahead for the project in January 2020). This is a large landscape project with multiple partners, led by the National Trust and funded by the Heritage Lottery Fund.

5. Project Performance Reporting: Project Closures

Three projects were closed during Quarter 4 these included:

- **Centurion Way** – planning was approved on the 10 October 2019. This completes this phase of the pre-project work. Some surveys will be completed in 2020 as a condition of planning.
- **Brighton CHAMP** – this large landscape scale project completed in Quarter 4 and was presented to P&R. ChaMP2 was due to launch on 23 March but this has had to be postponed due to COVID19. From now on the project will be known as The Aquifer Partnership (TAP), representing the value of the aquifer and the importance of partnership and collaboration to our work.

- **Egrets Way Phase 4-** The Phase 4 element of this project was constructed and completed on time. The Phase 5 has now obtained all the necessary permissions and funding and will start to be constructed in Quarter I 2020. This will be reported on in the Quarter I P&R report.

6. Seven Sisters Project Update

- 6.1 By the end of Quarter 4 works completed by the project team to date included the appointment of the Architects and QS who have completed designs for Phase I. All forensic and planning surveys have been completed to inform the Phase I designs and overall masterplanning of the site.
- 6.2 A two-day resident's consultation event was held at Seven Sisters Country Park (SSCP) Visitor Centre to engage with the local communities about what they would like us to change at SSCP. These events were well attended with 250 people attending. Further consultation events will be held as part of our wider communication plan for the project, this will depend on COVID-19 restrictions.
- 6.3 A landscape consultant has also been appointed to help us draft a landscape management plan for delivery at SSCP. Discussions have also started with existing tenants.
- 6.4 Phase I works include the signage, refurbishment and interpretation works in the Visitor Centre with improved toilet facilities at Exceat. Improved catering and retail is also proposed at Exceat to support the SSCP approved Business Case. Additional works in Phase I include repairs and basic renovation of the Foxhole cottages and a renovation of the Camping Barn and Facilities to provide a robust holiday offer to visitors.
- 6.5 In Quarter I we will be submitting our Phase I planning application and confirming all costs with the appointed QS. We will also be progressing our work with ESCC on the legal agreements and hopefully these will be submitted to the Secretary of State for approval.

7. Project Performance Reporting: Strategic Fund Implications

- 7.1 The budget for the Strategic Fund from 2019-2020 to 2023-24 is set out in the overview table below. The level of funding available for projects may vary depending on the level of funding carried over as well as the annual allocation of funds into the Strategic Fund on an annual basis. The annual budget contributions are based on assumptions within the Medium Term Financial Strategy approved by the NPA in March 2019.

	Budget 2019-20	Budget 2020-2021	Budget 2021-22	Budget 2022-23	Budget 2023-24
Annual Budget (£)	220,000	300,000 (As agreed at March NPA)			
Carry Forward from projects setup in 2018/2019	136,069	Not yet known			
Budget Carried forward (£)	589,658	237,285	332,070	281,355	240,640
Total Budget	909,727	537,285	332,070	281,355	240,640
Requirement for funding	672,442*	205,215	50,715	40,715	61,140
Estimated funding available	237,285	332,070	281,355	240,640	179,500

*This total includes projects that have been approved funding but are currently on-hold awaiting other funding decisions.

There is a separate project pipeline for PMP projects over the next 5 years. The project pipeline funding requirements are NOT included in the above table (Requirement for funding) which only shows projects that have been through the Funding Approval process.

8. Other Implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	It will be the case that per the standing orders and the terms of reference for this Committee projects will come forward for approval in due course.
Does the proposal raise any Resource implications?	There are no direct resource implications to this report as the recommendations are for receive and review only. This report reports a position for projects in delivery at the end of Quarter 4 which includes projects funded from the Strategic Fund which is funded from approved budgets.
How does the proposal represent Value for Money?	Value for money for individual projects is assessed at the development stage, midway through a project and at the end, through an evaluative process that is reported to this Committee. Setting aside a fund to support projects represents a positive return on investment as it enables projects to go ahead which might not otherwise
Are there any Social Value implications arising from the proposal?	No, not directly. All projects will contribute positively to some extent to the delivery of Partnership Management Plan outcomes, some of which are aimed at delivering social enhancements, health and wellbeing and connecting communities.
Have you taken regard of the South Downs National Park Authority's equality duty as	Yes – as the subject matter of the report is an update on organisational performance, no specific issues arise. Projects are subject to an equalities impact assessment at the

contained within the Equality Act 2010?	appropriate stage of their development
Are there any Human Rights implications arising from the proposal?	No
Are there any Crime & Disorder implications arising from the proposal?	No
Are there any Health & Safety implications arising from the proposal?	No
Are there any Data Protection implications?	No
Are there any sustainability implications based on the 5 principles set out in the SDNPA Sustainability Strategy	No, not directly although during development of the Corporate Plan, sustainability issues are included as part of the process. All projects will contribute positively to some extent to the delivery of Partnership Management Plan outcomes, all of which are aimed at delivering sustainability

9. Risks Associated with the Proposed Decision

9.1 Robust corporate planning and monitoring of performance are part of the mitigations for our corporate risk as detailed in the table below:

Risk	Likelihood	Impact	Mitigation
Unforeseen changes to the level of funding provided by relevant Government departments for future years	Likely	Minor	A robust monitoring and project approval system and regular reporting to relevant Committees on projects and the budget available along with a corporate plan which sets clear priorities to support delivery of Partnership Management Plan outcomes.
There may be some risks to our reputation if we are unable to provide match funding for some of our larger projects. This would also potentially reduce the types of funding we were able to apply for.	Possible	Moderate	The main mitigation for this is to keep close scrutiny of the Strategic Fund and apply a rigorous prioritisation process when approving those projects that commit the SDNPA to significant funding over a number of years. Further mitigation for this risk is the work that will be carried out to generate income for the South Downs National Park and also potentially for the SDNPA.

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Appendices I. Q4 Projects Tableau Dashboard
SDNPA Consultees Chief Executive; Director of Countryside Policy and Management; Director of Planning; Chief Finance Officer; Monitoring Officer; Legal Services, Business Service Manager; Countryside and Policy Managers
External Consultees None
Background [Tableau Dashboard Link for Q4 Report](#)
Documents [Tableau training video](#)