Report to	**Policy & Resources Committee**
Date	**24 September 2020**
By	**Performance and Research Lead & Project Management Lead**
Title of Report **(Note)**	**Quarter1 Corporate Performance and Project Performance Report**

Recommendation: The Committee is recommended to:

1. **Receive and note the Quarter 1 Corporate Performance and Project Performance report**

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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 **corporate and project performance** during Quarter 1 of 2020/21: 01 April to 30 June 2020.

2. **Corporate Performance Reporting**

2.1 For an overview of performance for each of the three areas of strategic priority and the area of organisational priority in the Corporate Plan, see the Excel spreadsheet: **Appendix 1: Corporate Performance report Q1 2020/21**. Key data (where applicable), commentary, a Red, Amber or Green (RAG) status[1] for performance (and in some instances, also budget) and next steps & potential risks is noted for each **key priority**.

2.2 Members should note that where **projects** are mentioned in the Corporate Plan, these are reported through Tableau as part of the general project update.

2.3 In general, and despite Covid-19, good progress towards achieving our performance objectives is being made across the board, with **33** of the 49 key priorities or areas of core work achieving **green RAG status** for **performance**, showing that the work is on track

2.4 The table below and overleaf lists the **14** key priorities or areas of core work with an **amber RAG status for performance**, where our work has fallen slightly behind schedule, and the reason for this:

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[1] Depending upon whether delivery is on track (green), slightly behind schedule (amber) or significantly behind schedule (red)

Corporate Plan objective	Key priority	In year 1 of our Corporate Plan we will:	Reason for performance amber status
Strategic priority 1: Enhance We will develop strategies and support or lead strategic overarching partnerships and projects which deliver the first Purpose of National Parks: to conserve wildlife, the natural beauty of the landscape and cultural heritage	Deliver the strategic approach to spatial elements of the People and Nature Network	Pilot the GI National standards working with Natural England	Impact of Covid-19 on ability to connect with partners whose staff have been furloughed
	Roll out the Footsteps App	Identify organisations that may benefit from use of the App…etc	Impact of Covid-19 on ability to connect with partners whose staff have been furloughed
	Create and Install 'Meet the Archaeologist' NFC plaques	Work with historic environment county and district specialists to identify key sites and relevant archaeological expertise…etc	Impact of Covid-19 on ability to connect with partners whose staff have been furloughed
Strategic priority 2: Connect We will develop strategies and support or lead strategic overarching partnerships and projects which deliver the second Purpose of National Parks: to promote understanding and enjoyment and improve health and well-being through volunteering & learning, high quality access management and providing information and events	Deliver 10th Anniversary programme of celebration	Deliver programme of celebration as set out in the Comms Plan	Celebration events were cancelled due to Covid. Celebrations now planned for 2021
	Develop the 'Our South Downs' Learning Network	Pilot the ambassador schools programme with Bury Primary School and Droxford Junior School, etc..	Covid-19 forced schools to close
	Develop our Health and Wellbeing work programme by developing our partnerships	Support the delivery of the Southern National Parks and Public Health England social prescribing conference	Conference cancelled due to Covid-19
	Develop our youth engagement programme	Review the youth ambassador pilot and extend the role to other National Park areas, etc…	Impact of Covid-19 has delayed this work

Strategic priority 3: Thrive We will develop strategies, support or lead strategic overarching partnerships and projects which deliver the Duty of National Parks: to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism	Deliver the extended National Park Experience Collection (ENPEC), including roll out of Ranger Experiences	Deliver the Discover England Fund 2 (DEF2) project with UK National Parks	Funding withdrawn due to Covid-19. Will resubmit application later this year.
	Assist in the development of the Sussex Heritage Coast Visitor Management Plan	Commission the development of a Visitor Management Plan with Heritage Coast Partners	Delayed due to Covid-19
	Develop and launch the SDNP Dark Skies Welcome scheme	Develop criteria and branding	Delayed due to Covid-19
Organisational priorities We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our organisational objective: to be a confident and secure organisation exercising effective influence; providing excellent customer service, and value for money and generating income to support our work	Deliver a robust and well performing enforcement service	1) Undertake investigations within agreed timetables 2) Ensure swift resolution and conclusion of investigations	Due to Covid-19, we have experienced challenges in the delivery of enforcement function.
	Set up thematic research networks with academics and sector specialists based on research requirements highlighted through strategic reviews and in the PMP	Identify themes and potential partners	Work on hold due to Covid-19. Will commence in Q3/4.
	Improve performance and project reporting information on the SDNPA website	Provide accessible information for stakeholders on our website	Currently assessing current content and formulating plan
	Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the Authority	Relocate the Weald and Downland (Central) area team to new suitable accommodation	Focus in Q1 was on examining alternative sites for the Wealden area office, not relocating the Central area office

2.5   The table below lists the **two** key priorities with a <u>**red**</u> **RAG status for performance**, where our work has fallen significantly behind schedule, and the reason for this

Corporate Plan objective	Key priority	In year 1 of our Corporate Plan we will:	Reason for <u>performance</u> red status
<u>Strategic priority 3: Thrive</u> We will develop strategies, support or lead strategic overarching partnerships and projects which deliver the Duty of National Parks: to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism	Develop an annual challenge fund to support the development of community facility enhancements that contribute to multiple PMP outcomes	1) Launch the concept and define the criteria 2) Seek external funding to create the fund	Funding not secured
<u>Organisational priorities</u> We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our organisational objective: to be a confident and secure organisation exercising effective influence; providing excellent customer service, and value for money and generating income to support our work	Commission a new Staff Survey and create an action plan	Plan the survey ready for commission and implementation the following year	Change in HR priorities in relation to the Covid situation.

3.   Project Performance Reporting: Projects in Delivery

3.1   A link to the Tableau Dashboards for Q1 is
https://public.tableau.com/views/PRProjectsDashboardQ120202021/ProgrammeandRAGstatus?:language=en-GB&:display_count=y&publish=yes&:origin=viz_share_link

3.2   There is one Tableau Dashboard which is also shown in **Appendix 2** however please note the **detailed project information can only be seen by using the above link to interpret the dashboards in Tableau. A project summary has now been added to the project information available on 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/1p1WbMxcICNUnBBwRzkLTxNCJdnSXafnQ/view?usp=sharing

3.4   The dashboard worksheet shows the location of all projects currently in delivery across the park. All park-wide projects have been represented under a 'park wide' clickable area that is outside the park boundaries (shown near Billingshurst on the map). 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 Q1 there were 43 projects in delivery involving SDNPA inputs either through costs or resourcing.

3.5   The dashboard shown in **Appendix 2** shows the project programme of delivery or timeline. 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, a project summary and comments by the project manager from each quarter, can be found using the linked Tableau dashboard and using your mouse to either filter on team area, or project name by the location map or programme chart to examine the project data in more detail. This information is not available from the PDF version in Appendix 2.

3.7   The 'Programme and RAG status' shows 5 of the projects in delivery at the end of Q1 have an **amber RAG status**.

Projects at Amber or Red RAG status	Q4 RAG	Q1 RAG	Reason for RAG status
Truleigh Hill Habitat and Access	Amber	Amber	Progress had been made on interpretation material and these have now been installed following the lifting of COVID-19 restrictions. YHA concepts completed and awaiting agreement with YHA. Action: Await YHA agreement to install.
Truleigh Hill Landscape Project	Amber	Amber	Action: Project extended to October and await lifting of COVID-19 restrictions to finalise project.
Pump it Up	Amber	Amber	The legal agreement has taken time to complete but is now agreed.
Winchester Study	Amber	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	Amber	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 43 projects in delivery at the end of Q1. A new Theme Programme Board (TPB) funding and approval process started in April at the beginning of Q1. As a direct result of the new process 11 new projects were approved through TPB's during Q1, these include:

- Three new projects for the Connecting People and Communities TPB: Artscape 2, SuDS for Schools and Beat the Streets.

- Three new projects were approved from the Access TPB: Midhurst Greenway, Permissive Paths and the Rother Valley Way.
- One new project was approved through the Landscape and Biodiversity TPB: Lullington Heath
- Three new COVID funded projects were approved through the Sustainable Economy and Tourism TPB: Connecting our communities, Survive, Thrive and Revive and the Direct to Consumer Model.
- One new COVID funded project was approved through the Cultural Heritage TPB which was the COVID collection care and security grant project.

4.2 It should be noted a couple of areas of core work were also approved from the TPB funds during Q1 but these are not considered projects and aren't governed in the same way so do not appear on the Tableau dashboards.

4.3 During Q1 the COVID recovery fund was launched and the authority received significant interest from many small businesses and partners. Four COVID projects were officially started in Q1 as outlined above, however the remaining COVID funding will be allocated in Q2 as there has been sufficient interest to now consider the fund 'allocated'.

5. Project Performance Reporting: Project Closures

5.1 There are 3 projects that completed in Q1 and a further 2 due to finish imminently, these will be formally closed and evaluated in Q2 these include:

- The Winchester Study
- Truleigh Inspiring
- Business Survey
- Linking Communities
- Truleigh Hill Landscape project

6. Grassroots 'Reactive project' Delivery in Q1

6.1 Grassroots projects refer to on the ground reactive projects that are delivered by our Ranger Teams across the SDNP. These projects are reactive small projects ranging from a few hundred pounds up to a few thousand pounds in cost. They include small landscaping elements such as wildflower meadow seed, scrub clearance, tree planting and new fencing. These projects are managed directly by the four area teams.

6.2 Traditionally we have summarised the grassroots delivery at the end of each year, however as we become more outcome and delivery focused it was agreed to include a quarterly update on the grassroots spending and delivery within the quarterly project reporting.

6.3 Unfortunately Ranger activity was restricted significantly during Q1 as a direct result of COVID-19 restrictions. Therefore reducing the activity normally delivered at this time. However, despite the challenges the Ranger teams have managed a total of 8 projects during this time including chalk grassland management, tree planting, surveys and access improvements for a total of £10,535.

7. Seven Sisters Project Update

7.1 Work was progressed in Q1 with ESCC on the Heads of Terms and these were completed by the end of the quarter. Unfortunately, the forms to the Secretary of State were not able to be submitted until recently in August (Q2) but these have now been issued and we await a response in earnest. Once this is received there is a likely period of 4 months of legal conveyancing between the SDNPA and ESCC before we become the official owners of the Seven Sisters Country Park.

7.2 By the end of Q1 works completed by the project team included the completion and submission of our Phase 1 planning application which was submitted in May 2020. Further consultation to the community on our proposals and wider vision for the site was proposed for April but unfortunately as a result of COVID restrictions we had to cancel these consultation events.

7.3 A separate paper was taken to the NPA in May regarding the proposed Trading Company to be set up by the authority and this was approved in principle pending a member workshop which is due to take place in September, and a further specific decisions by the Authority in December 2020.

7.4 An overall masterplan and vision for the site was also completed and approved by the Project Board in May and this was presented to the NPA in July along with the revised business plan and a request for additional funding for Phase 1 delivery. This paper also included, for noting, the draft Phase 2 masterplan concepts for the Foxhole part of the site, that have been developed by the project team and architects.

7.5 The landscape management plan was progressed during Q1 with a specialist consultant appointed and Phase 1 ecology surveys underway. A separate land agent was also commissioned to help the authority with grazing/landscape management options for the short term following the submission of 'notice' by the existing farming tenant. The farm tenancy will end on April 30th and we will need to identify a potential short term option to manage the landscape from this date.

8. Project Performance Reporting: Strategic Fund Implications

8.1 The budget for the Strategic Fund from 2020/21 to 2024/25 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 2020.

	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Annual Budget (£)	300,000				
Budget Carried forward (£)	669,705	339,480	288,765	248,050	186,910
Total Budget	**969,705**	**339,480**	**288,765**	**248,050**	**186,910**
Requirement for funding	*580,225	50,715	40,715	61,140	**0**
Estimated funding available	**339,480**	**288,765**	**248,050**	**186,910**	**186,910**

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

9. Project Performance Reporting: Theme Programme Board Fund Implications and PMP delivery of Outcomes.

9.1 There is a separate project pipeline for PMP projects over the next 5 years for smaller proactive projects, these will be funded (where budgets allow) from the Theme Programme Boards (TPB) funds approved in the March NPA 2020. The TPB are split into areas responsible for delivering against specific PMP outcomes (and priorities) **(see Appendix 3)** as follows:

- Landscape and Biodiversity (PMP outcomes 1, 2 and 3)
- Access (PMP outcome 5)
- Cultural Heritage (PMP outcome 4)
- Sustainable Economy and Tourism (PMP outcomes 1.3, 8, 9 and 10)

- Connecting people and communities (PMP outcomes 5.1, 6, 7, 8.1 and 9.2)

9.2 In addition to the funds outlined above to help deliver against our PMP priorities, a separate COVID recovery fund was also launched providing each TPB with an additional £70,000 for COVID specific projects.

9.3 The below table summarises the spend allocation by each TPB at the end of Q1 with respect to PMP outcome delivery.

TPB	TPB Budget Approved in March NPA (not including COVID recovery fund)	Approved for projects by the end Q1	PMP outcomes delivered (by these and other projects in delivery funded through strategic fund)	COVID funding projects allocated funding (by end of Q1)
Landscape and Biodiversity	170,000	61,804	1, 2 and 3	0
Access	95,000	93,075	5	0
Cultural Heritage	90,000	0	4.1 and 4.2	20,000
Sustainable Economy and Tourism	90,000	12,000	10.1, 10.2, 10.3, 9.2 and 9.3	11,300
Connecting people and communities	58,000	45,000	5.1, 6.1, 7.1 and 9.2	0

10. 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 note only. This report reports a position for projects in delivery at the end of Quarter 1 which includes projects funded from the Strategic Fund and Theme Programme Boards which are 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.
Are there any Social Value implications arising from the proposal?	No
Have you taken regard of the South Downs National Park Authority's equality duty as contained within the Equality Act 2010?	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 appropriate stage of their development
Are there any Human Rights implications arising from the	No

proposal?	
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

11. Risks Associated with the Proposed Decision

11.1 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	1. Corporate Performance report Q1 2020/21
	2. Q1 Projects Tableau Dashboard

3. PMP Outcomes

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   None
Consultees

Background   Corporate Plan 2020/21
Documents   Tableau Dashboard Link for Q1 Report
                    Tableau training video