

Business Plan Milestones	Dept	Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status	Notes
Objective 1																
1.1.2 Establish a Sustainable Communities Fund and community grants panel	S&P	External Fund Mgr			*										✓	SDNPA has funded 33 projects throughout the Park. There have been 108 inquiries, 20 non-eligible projects, 17 applications being progressed, 38 projects awaiting further information. The total SCF commitment is £296,567.50. The investment ratio: every £1 of SDNPA grant funding £5015 is brought additionally into the Park.
1.1.2 Provide advice and encouragement to projects in the development and delivery of their proposals	S&P	External Fund Mgr	*	*	*	*	*	*	*	*	*	*	*	*	✓	The Area Managers and Rangers have worked closely with the External Funding Manager offering advice, encouragement and support to community groups and organisations, social enterprises, businesses and Authorities. Area teams have given a range of advice to over 25 applicants ranging from linking projects to the National Park purposes and duty to more specialist advice on habitat restoration, information and interpretation, volunteers etc. This has resulted in improved quality of bids and increased benefits to the NP
1.1.3 Complete an initial review of the impact of this funding	S&P	External Fund Mgr											*		→	Activity in place to make sure this milestone will be delivered
1.2 Protocol signed off; report on maximisation of HLS funding	Ops						*			*					✓	The final draft of the protocol is awaiting approval by Natural England prior to official sign off.
1.3.1 Establish an effective Local Access Forum and hold at least 4 meetings	S&P	SL Access & Recreation & RoW Officer												*	✓	Local access forum established and first two meetings held.
1.3.2 Develop a strategy for the management of the South Downs Way	Ops	SL Access & Recreation & RoW Officer				*								*	✓	Agreement on management signed with local highway authorities. National review underway and National Park policy review commenced in late July
1.3.3 Compile an evidence base of access-related issues in urban fringe areas	Ops	SL Access & Recreation & RoW Officer	*					*							✓	Draft questionnaire to be sent to all land managers prepared, to be sent Sept. Evidence being gathered from previous surveys and police data.
1.3.4 introduce a pilot test ways of helping resolve tensions between farmers and visitors	Ops	SL Access & Recreation & RoW Officer							*					*	✓	Pilot will be developed after analysis of results of questionnaire
1.3.5 Develop a partnership with the Highway Authorities to support improved management of the rights of way network	Ops	SL Access & Recreation & RoW Officer	*						*					*	✓	Presentation made to Leadership event and working group established, next meeting of this group is September with target of final agreement by end of March
1.3.6 Develop the SDNPA's responsibilities for Access Land	Ops	SL Access & Recreation & RoW Officer						*						*	✓	An audit of all open access sites is underway to be completed by September. Draft MOA with Natural England for the delivery of legal services relating to access land has been prepared. Following access land audit a plan for future management and development will be prepared.
1.3.7 Manage the Volunteer Ranger Service and encourage other community engagement and produce a report to the Authority	S&P and Ops	SL Communities & Vol co-ordinator												*	✓	Management of the Volunteer Ranger service has been maintained including a comprehensive programme of activities and involving partnership organisations. Area teams have developed initial contacts with communities and voluntary groups within areas.

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1.3.8 Undertake a review of volunteering across the National Park	S&P and Ops	SL Communities &												*	✓	Volunteer review commenced with workshop at July leadership event to develop scope.

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Objective 2																
2.1.1 Establish National Park Forum	S&P	Partnership Delivery mgr	*			*									✓	Forum launched on 19th July at Stanmer Park with 180 attendees. An online forum has also been established and has about 300 members signed up
2.1.2 Arrange a series of at least 7 workshops	S&P	Partnership Delivery mgr	*							*					✓	5 Technical Workshops have been held (Biodiversity, Learning and Outreach, Cultural Heritage, Communiites and Rural Economy) two more planned for Aug / Sept. Nine Autumn Workshops are planned and organised with independent facilitators (Sept and Oct)
2.1.3 Establish partnership to guide NPMP delivery and hold 4 meetings	S&P	Partnership Delivery mgr	*											*	✓	Partnership of 20 senior officers has been established. First meeting held on 28th July. Next meeting planned for 21st September.
2.2.1 Clarify the evidence base required for the National Park Management Plan	S&P	Evidence & Performance mgr	*					*							✓	1. A gap analysis of evidence by MP theme was completed by April 2011. 2. New/updated evidence has been commissioned to address priority evidence gaps - this is ongoing. Key evidence is being identified for each MP theme with the technical working group partners to complete by 30/9/11 (last Technical Working Group 8/9/11). Evidence already held by SDNPA is being listed by theme. The first stage of evidence collation is timed to fit with the parallel process of agreeing the NP special qualities as these will determine the focus of the State of the Park Report.
2.2.2 Produce a timetable for its collection and presentation, to support the development of a State of the National Park Report	S&P	Evidence & Performance mgr	*				*								→	A project plan for State of the Park Report (sub-section of NPMP project plan) has been produced. The master project plan includes start and end dates for 'evidence base collation' and 'evidence base priority gaps and commissioning'. There are detailed project plans for each of these. Evidence and Performance is working closely with the strategy leads, Operations and Planning on the development and implementation of these detailed evidence project plans. This includes making best use of the available NPA funding for evidence commissions.
2.3 Develop a clear understanding of the main priorities for the South Downs National Park	S&P	Partnership Delivery mgr	*							*					✓	Workshops and postcard campaign are currently underway to help with this understanding. November to January will be a period of analysis of all evidence and opinion to understand the emerging priorities final analysis due April 2012
2.4 3 or more partnership activities to support emerging priorities	S&P	Partnership Delivery mgr	*											*	✓	Wooded Heaths Landscape Partnership established and funded for three years by the NPA. This will help conserve heathlands and work with local communities. It will work towards a longer term bid for a larger scale, integrated landscape initiative. A number of smaller-scale initiatives are also being developed
2.5 Establish effective governance and management structure to drive the Management Plan process	S&P	Partnership Delivery mgr									*				✓	Project board established and a programme with programme manager appointed for the State of the Park Report, Local Development Framework and Management Plan timetables.

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Objective 3																
3.1.1 Agree the planning service level agreements	P	Director of Planning		*											X	WSSC agreement still outstanding as at 19/8/11 - all other agreements resolved an either signed, or in process of being signed
3.1.2 Establish effective monitoring arrangements for planning services	P	Planning Admin mgr			*										?	Model draft quarterly performance review under discussion with East Hampshire District Council for roll-out to Lewes District Council, Chichester District Council, Winchester City Council for second quarter. Performance being
3.1.3 Ensure the effective creation and operation of systems, procedures and governance for the SDNPA planning related work	P	Planning Admin mgr			*										✓	Protocols revised and agreed, arrangements for call-in confirmed, link officer procedures and monitoring in place
3.2.1 Agree the implementation programme for the SDNPA planning system by April 2011 with an agreed go live date	P	Planning Admin mgr		*											?	Programme agreed and contract confirmed, but implementation delays due to external causes
3.2.2 Implement the SDNPA planning system, including training, scanning and data transfer, for the transitional year 2011-12	P	Planning Admin mgr					*								?	Training, scanning and data transfer arrangements all programmed. Some implementation delay due to external factors. Still programmed for go-live April 2012
3.3.1 Produce a report for the Authority which recommends the initial approach to be adopted to produce the Planning Core Strategy	P	LDF Lead		*	*										✓	July Planning workshop review of policies and programme for Core Strategy
3.3.2 Define the technical stages to producing the Planning Core Strategy	P	LDF Lead						*							✓	Core Strategy plan prepared in outline, schedule of evidence base prepared
3.3.3 Prepare advice to the Authority on interim planning policy	P	LDF Lead													✓	Approach to Interim Planning Policy agreed at August workshop
3.3.4 Prepare advice to the Authority on Joint Core Strategies	P	LDF Lead			*										✓	Authority considered and agreed Joint Core Strategies at June meeting
3.4 Ensure that the people and organisations across the National Park are aware of the planning arrangements introduced on 1 April 2011. Interim strategy produced	S&P	Head of Communications					*								?	Draft strategy with SMT for consultation. Presentation to Members on 1 September for agreement by SMT in September. Planning Frequently Asked Questions (FAQ) leaflet distributed at 32 public events over summer and at Planning Committee. Revised Planning FAQ planned for launch in September. Pre and post Planning Committee press releases sent for each committee. Press coverage achieved for each committee.

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Objective 4																
4.1 Develop and implement an effective Communication and Engagement Strategy for the SDNPA	S&P	Head of Communicatio				*									?	Draft strategy with SMT for consultation. Presentation to Members on 1 September for agreement by SMT in September.
4.2 Introduce a clear performance management framework	CE			*											→	Performance management process agreed, although formal reporting and review cycle yet to be established.
4.3 Complete recruitment of permanent staff	CS	HR business partner & HR mgr						*							?	Headcount increased from 48 to 66 employees between April and the end of July. 17.5 FTE remain to be recruited into. Extra support has been bought in to support the recruitment process.
4.4 Develop and implement a full suite of HR policies	CS	Head of HR						*							→	75% of policies are in place, a revised date for the delivery of the rest of the policies will be agreed in September.
4.5 Develop an approach to a sustainable development in the management of the organisation	CS	Director of Corporate													→	A timetable for this activity will be established before the end of the year.
4.6 Review and secure effective support services, where appropriate through partnership arrangements	CS	Director of Corporate Services												*	→	Tender processes are underway for ICT and Finance.
4.7 Carry out refurbishment of the new headquarters building through achievement of agreed timetable	CS	Head of Facilities													→	Detailed project plan to be established
4.8 Review the provision of area offices to support local services and arrange improved facilities To agreed timetable	CS	Head of Facilities													→	Detailed project plan to be established
4.9 Define and implement the approach to knowledge and information management	CS	Director of CS and Director of S&P												*	→	Review of access to information policies underway and research into options for document management systems is being addressed as part of the IDOX implementation for Planning.

Key

✓ Achieved

X Not achieved

→ On schedule

? Not on schedule