




Corporate Plan 2016-2021 performance measures

Objective 1 conserve and enhance – a thriving living landscape					
PMP Policy	CP	Delivery	By when	Measure of success	Who
		Strategy			
1-8,11,12, 19,22	1.1	Develop SDNPA Landscape & Biodiversity strategy (Defra 8PP)	Q1 17-18 Annually 2017-21	Strategy and associated action plan developed Demonstrable influence on the projects and partnerships SDNPA undertakes Contribution towards PMP outcomes	Landscape and Biodiversity Leads
9,10	1.2	Develop SDNPA Cultural Heritage Strategy (Defra 8PP)	Q2 17-18 Annually 2017-21	Strategy and associated action plan developed Demonstrable influence on the projects and partnerships SDNPA undertakes Contribution towards PMP outcomes	Cultural Heritage Lead
All	1.3	Submit and adopt a sound local plan that supports the delivery of Partnership Management Plan outcomes	Q3 17-18 2018	Submission Adoption Successful defence of the approach at examination	Planning Policy Manager
27,57	1.4	Submit and adopt a joint West Sussex Minerals Local Plan that supports the delivery of Partnership Management Plan outcomes	Q4 16-17 Q2 17-18 Q4 17-18	Submission Successful defence of the approach at examination Adoption	Planning Policy Manager


Objective I conserve and enhance – a thriving living landscape					
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27,57	1.5	Submit and adopt a joint East Sussex Waste and Minerals Sites Plan that supports the delivery of Partnership Management Plan outcomes	Q1 16-17 Q3 16-17 Q4 17-18	Submission Successful defence of the approach at examination Adoption	Planning Policy Manager
4,49,50	1.6	Produce a South Downs Green Infrastructure Framework setting out the strategic principles for the planning, delivery and management of green infrastructure (Defra 8PP)	Q1 16/17 2017/18	Approved by SDNPA Partners signed up to the framework	Infrastructure & Environmental Assessment Lead
		Support strategic overarching partnerships to deliver objective I outcomes:			
2-7,11-15	1.7	<ul style="list-style-type: none"> • Water • Chalk • Farmland • Heathlands • Forestry / Woodland • Heritage • Crosscutting themes eg ecosystem services, natural capital, green infrastructure 		Increase in Ha of chalk grassland % of chalk grassland in good or improving condition % woodland in in good or improving condition % of water bodies and rivers in good or improving condition	Countryside and Policy Managers Strategy Leads
		Lead or support a number of focused partnerships within each theme, for example:			
1,3,4,5,6,11,12,15,23-25	1.8	Water: Support the Meon Valley Partnership to make real improvements on the ground and promote consistent messages to the local community	Q2 17 / 18 2017-21	Develop Meon Valley Management / Business Plan Outcomes eg projects successfully funded and delivered	Western Area Team

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PMP Policy	CP	Delivery	By when	Measure of success	Who
23-26	1.9	Water: Support Catchment Partnerships to deliver improved water quality and a more ambitious River Basin Management Plan that contributes to meeting national targets under the European Water Framework Directive	Q4 Annually	% of water bodies and rivers in good or improving condition Demonstrable SDNPA influence on catchment area plans eg: references in the strategic plans of others	Water Policy Lead
7	1.10	Chalk/Water : Lead the Heritage Coast Partnership to plan for the effective protection and management of this defined and heavily visited area	Q4 Annually	Implement SDNPA responsibilities within the Heritage Coast strategy % of action plan completed	Water Policy Lead Eastern Area Team
1,4,5,6, 8,9,10,11-15	1.11	Farmland: Support the West Weald Landscape Partnership to restore and reconnect a matrix of woodland habitats within the West Weald landscape	Q4 Annually	Numbers of partners actively contributing Outcomes eg projects successfully funded and delivered	Woodlands Policy Lead
4,5,6,811-15,17-22	1.12	Farmland: Assist with 5 Countryside Stewardship facilitation fund applications / development of farm cluster areas (Defra 8PP)	Q3-16/17 2017-21	Proportion of applications that are successful Within one year of a successful application farm clusters produce business plans which contain explicit reference to the PMP Business plans that demonstrably deliver PMP outcomes	Countryside and Policy Managers And Area Teams
4,5,6,8,16, 29,32	1.13	Heathlands: Lead the Heathlands Partnership aimed at restoring and reconnecting a range of	Q4 Annually	Deliver project specific outcomes – (see below)	Woodland Policy Lead




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		heathland habitats within the SDNP, and encouraging responsible use of heathlands (Defra 8PP)		Demonstrable influence on national approaches to Heathland restoration and management	
17-22	1.14	Forestry/Woodlands: Lead the South Downs Forestry Partnership supporting active management of and increasing the area of woodland in the National Park (Defra 8PP)	Q4 Annually	Increase the numbers of stakeholders actively engaged in this area Increase in Ha of woodland in active management Establish 3 forestry apprenticeships within the South Downs National Park	Woodland Policy Lead
10,	1.15	Heritage: Support Stanmer Park Partnership to regenerate the Home Farm complex as an interpretation centre, with a variety of small retail / business units and a focal point for visitors to the park and wider area (Defra 8PP)	Q2 16-17 2017-19	Demonstrable SDNPA impact on the process and formal outcome	Cultural Heritage Lead
10	1.16	Heritage: Support the Parks for People - HLF application for Stanmer Park to restore the park landscape (Defra 8PP)	Q2 16-17 2017-19	Provide input into the submission of stage 2 application Implementation	Cultural Heritage Lead
		Support or lead strategic Projects to deliver objective I outcomes:			
12,19,2 4,26	1.17	Water: Landscapes for Groundwater - Woodland and chalk grassland creation to mitigate nitrate pollution in the aquifer	Q4 Annually	Increase in Ha of chalk grassland Increase in Ha of woodland % of chalk grassland in good or improving condition % woodland in in good or improving condition	Countryside and Policy Managers with Area Teams


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		(Defra 8PP)		% of water bodies and rivers in good or improving condition	
2,6,23-26,	1.18	Water: Complete pilot with Brighton Chalk Management Integrated Catchment Partnership (ChAMP) to protect and improve the quality of groundwater in the Brighton Chalk, to ensure it remains a sustainable resource for public water supply (Defra 8PP)	Q4 18-19	Steer the project to ensure agreed actions and interventions have been completed Ensure project is run to time and budget	Water Policy Lead
1,2,4,6, 15, 24,26	1.19	Water: Develop landscape scale projects which focus on restoration and management of chalk landscapes (Defra 8PP)	2017-2021	Lead and facilitate landscape scale projects and partnerships Secure funding to support landscape scale chalk restoration projects	Landscape and Biodiversity Leads
4,6,8,11, 29,31,33	1.20	Heathlands: Deliver 5 year Heathlands reunited partnership project to deliver bigger better, joined-up heathland in the South Downs National Park (Defra 8PP)	By 2021	Create 648ha of heathland Create 9km of heathland corridors Train and support 300 volunteers doing 5,700 days	Woodland Policy Lead & Heathlands Reunited Project Manager
3,4,6,17, 20	1.21	Forestry/Woodlands: Life Support Plus Woodland bats projects to restore and reconnect a high-quality matrix of woodland habitats to enhance biodiversity, landscapes, and dark night skies (Defra 8PP)	Q2 16-17	Deliver agreed actions for the Life Plus Woodland Bats project	Woodland Policy Lead
17-22	1.22	Forestry/Woodlands: Restoration of PAWS woodland		Proportion of woodland owners whose woodland goes into active management	Woodland Policy Lead

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		(Defra 8PP)		target - 10% at the end of 5 years (approx. 50 per year) Increase in Ha of woodland in active management	
9,10,15, 17,21	1.23	Heritage: Complete project delivery for Secrets of the High Woods partnership project and develop and implement exit strategy (Defra 8PP)	2017-18	Number of volunteers who become integrated into the SDVRS Number of new sites identified in addition to those in the Historic Environment Record Proportion of enquiries which result in follow on projects prompted by use of the data	Cultural Heritage Lead & Secrets of the High Woods Project Officer & Research & Evidence Officer
9,10,32	1.24	Heritage: Develop project(s) to conserve designed historic landscapes and promote awareness of their importance to the cultural heritage of the SDNP (Defra 8PP)	Q1 16-17 17-18 onwards	Mapping carried out Project developed and successful funding bid developed and submitted	Countryside and Policy Manager Eastern Area & Cultural Heritage Policy Lead
6,15,23-26	1.25	Ecosystem Services: Complete Rother Payment for ecosystems services pilot establishing the sources of sedimentation within the River Rother valley, and the identification of associated	2016/17 2017/18	Complete A-STAR element SMART element to complete	Water Policy Lead

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PMP Policy	CP	Delivery	By when	Measure of success	Who
		mitigation measures to deliver improvements under the European Water Framework Directive			
		Core strategic work			
All	I.26	Planning decisions that deliver the PMP outcomes as defined in the emerging Local Plan for the National Park	Q4 annually	Value added to development through enhanced outcomes for the National Park Proportion of decisions which add value in line with the PMP outcomes	Planning Development Management Team
I	I.27	Develop landscape & habitat mapping and spatial targeting tools to monitor landscape scale change	Q4 annually	Tools developed and available to use Effectiveness of Local Plan Policies in mitigating the impact of development and design which has landscape scale impact	Chalk Policy Lead & Research and Evidence Officer
I,4,5,6,7,8,19,22,24,26	I.28	Carry out work to support landscape scale and habitat specific restoration and creation	Q4 annually	% of chalk grassland in good or improving condition % woodland in in good or improving condition % of water bodies and rivers in good or improving condition	Area Teams & relevant project teams
I-27	I.29	Climate Change Adaptation Reporting Plan	Q1 16-17 2016-20 2021-22	Create action plan & submit to Defra Deliver priority actions for SDNPA Review Adaptation Reporting Plan every five years	Landscape and Biodiversity Leads & Performance and Research Lead




Objective I conserve and enhance – a thriving living landscape					
PMP Policy	CP	Delivery	By when	Measure of success	Who
	1.31	Influence national networks by demonstrating approaches for payments for eco-systems services	2020-21 Q4 annually	Citations in national guidance or best practice examples taken up by national or regional statutory bodies Demonstrable impact on development of relevant national policy Take up of pilot projects at national or regional level SDNPA regarded as a good test bed for testing national policy approaches	Countryside and Policy Mangers and Landscape and Biodiversity Leads.
1,56	1.34	Develop schemes with UK power networks for undergrounding cables	Q4 16-17	Identify priority schemes Develop 2 schemes per year	Infrastructure & Environment Lead
3,32,41, 45	1.35	Implement future strategy for dark night skies (DNS) including production of guidance for developers and development of a partnership to ensure local plans include DNS policies	Q3 16-17 2020-21 Q4 Annually	Guidance produced 100% of future lighting development conforms to standards Ongoing monitoring of sky quality in the South Downs target – no deterioration from baseline position Inclusion of DNS policies in neighbourhood plans and whole estate plans	Lead Ranger (Dan Oakley)
47	1.36	Explore opportunities, with partners, to develop heritage conservation apprenticeship standards (Defra 8PP)	Q1 2018-19	Partnership established Standards drafted	Cultural Heritage Lead

Objective 2 understanding and enjoyment – people connected to places					
PMP	CP	Delivery	By when	Measure of success	Who
		Strategy			
35,37,38, 41	2.1	Cycling and Walking (Defra 8PP)	Q4 16-17 Annually 2017-21	Strategy and associated action plan developed Demonstrable influence on the projects and partnerships SDNPA undertakes Contribution towards PMP outcomes	Access and Recreation Lead
35-40	2.2	Develop an approach to Sustainable Transport for the SDNPA to influence key delivery organisations and monitor delivery	Q4 17-18	The approach is adopted by SDNPA and referred to by partners	Access & Recreation Lead
31,42,	2.3	Review Communications and engagement strategy to update and include Public Affairs	2016-17	Complete review of strategy and develop and implement action plan	Communications and Engagement Manager
		Lead or support a number of focused partnerships to deliver objective 2 outcomes for example:			
35,37,38, 41	2.4	Work with partners to secure funding to build on success of LSTF and Cycling Ambition projects (Defra 8PP)	2016-17 2016-21 Q4 annually	Identify sources of funding and develop 'shovel ready projects' and a pipeline of schemes to use for future finding bids to LEPs DfT and others Funding in place and projects delivered	Access & Recreation Lead
29,30,31, 33,45	2.6	Work with partners to identify ways to increase the number of young people who experience the South Downs National Park as part of Citizen Service by 2020 (Defra 8PP)	Q4 16-17 Q1 17-18 2017-18	Partnership approach established Initiatives have started Young people attending in SDNP during National Citizen Service Week	Education and Outreach Lead
		Support or lead strategic Projects to deliver objective 2 outcomes:			


Objective 2 understanding and enjoyment – people connected to places					
PMP	CP	Delivery	By when	Measure of success	Who
29,	2.7	Agree approach to Health and Well-being work, establish relevant partnerships and identify sources of funding and develop projects to promote health and well-being (Defra 8PP)	2017-21	Projects and partnerships established Increase in use of activities promoted for health and well-being benefits in the South	Countryside and Policy Manager Eastern Area
29,31,33	2.8	Lead the Heathlands Partnership aimed at restoring and reconnecting a range of heathland habitats within the SDNP, and encouraging responsible use of heathlands (Defra 8PP)		Deliver specific actions as set out in the project activity plan for the following areas: Interpretation Digital Events and engagement Behaviour change campaigns	Woodland Policy Lead and Heathlands Reunited Project Manager
31,32,33,	2.9	South Downs Alphabet (Defra 8PP)	Q4 16-17 Q4 16-17	Book produced Schools and U3A fully participative in 6 joint sessions during 2016-17	Education and Outreach Lead
28,37,38	2.10	Develop Centurion Way from West Dean to the South Downs Way as a 'shovel ready project' (Defra 8PP)	Q4 2018-19	Relevant planning and other permissions in place	Countryside and Policy Manager Western Area & Access and Recreation Lead
		Core strategic work			
35,37,38, 41	2.12	Promote opportunities for Walking and Cycling by creating digital routes and associated links from SDNPA Webpages (Defra 8PP)	16/17 Q4 annually	60 digital routes uploaded via Viewranger and SDNPA webpages updated	Access and Recreation Lead and Area Teams Communications and Engagement Manager

Objective 2 understanding and enjoyment – people connected to places					
PMP	CP	Delivery	By when	Measure of success	Who
35,37,38,41	2.13	Develop the role of the South Downs Cycling Ambassadors as a means of promoting enjoyment and understanding of the National Park within local communities (Defra 8PP)	16/17 Q4 annually	Cycle Ambassadors engagement events x 3	
15,28,29,49,	2.15	Carry out a condition survey of all areas of Access Land within the South Downs National Park and develop a plan for maintenance on a proportion of sites annually	Q4 17-18 Q1 18-19 Annually	Condition survey complete Establish a maintenance programme Carry out agreed proportion of maintenance	Access and Recreation Lead and Area Teams
49,51,56	2.16	Seek to influence proposals for major infrastructure projects to fully take account of their impact on the special qualities of the National Park	2016-21 Q4 Annually	Demonstrable influence on decision making Changes to routes or reports as a result of SDNPA comments/input	Countryside and Policy Manager Wealden Heaths
28,29,	2.17	Build on to the Access and Rights of Way Accord to <ul style="list-style-type: none"> Add value to LHAs delivery of their rights of way statutory responsibilities Focus SDNPA resources on agreed strategic routes to improve accessibility and connectivity 	Q2 17-18 2016-21	Review Access and Rights of Way accord with LHAs Develop and implement projects which add value to LHAs delivery of their rights of way statutory responsibilities, including strategic routes Miles without Stiles routes published and promoted	Access and Recreation Lead and Area Teams
30,33	2.18	Development work to diversify the age range, ethnicity, abilities and social background of volunteers across SDNP and the creation of a volunteer development plan (Defra 8PP)	2016-17 Q4 annually 2017-18 2017-18	Collect baseline figures and measure increase in diversity of the volunteer service in terms of age, ability, social background and ethnicity Creation of SDNP volunteer passport Establish SDNP volunteer Forum	Education and Outreach Lead




Objective 2 understanding and enjoyment – people connected to places					
PMP	CP	Delivery	By when	Measure of success	Who
30,33	2.19	Diversify the range and types of activity supported by the South Downs Volunteer Ranger Service (Defra 8PP)	Q4 annually	Increase in the range of tasks undertaken by the SDVRS	Education and Outreach Lead
31,32,45	2.20	Facilitate our learning approach through the Our South Downs partnership and other targeted learning activities including: John Muir Award in the South Downs National Park Geocaching (Defra 8PP)	Q4 annually	Number of schools within the 10 k buffer that use SD or outdoor learning 2 x Provider network meetings per year Annual Teachers conference held and 75% satisfaction with event ½ termly newsletters	Education and Outreach Lead


Objective 3 sustainable communities – towards a sustainable future					
PMP	CP	Delivery	By when	Measure of success	Who
		Strategy			
41-43	3.1	Develop delivery plan for sustainable tourism strategy	Q4 16-17 2017-21	Delivery plan developed Implement delivery plan	Sustainable Tourism Lead
48-55	3.2	Develop sustainable rural economy strategy	Q4 16-17 2017-21	Strategy and delivery plan developed Implement delivery plan	Sustainable Economy Lead
		Lead or support a number of focused partnerships to deliver objective 3 outcomes for example:			
52,53, 55	3.3	Work with LEPs and related partnerships, including relevant Rural Partnerships, to influence their strategies and access funding opportunities to support sustainable economic growth and sustainable tourism in the National Park (Defra 8PP)	Q4 16-17 Q4 16-17	Propose/support a minimum of 5 projects in the National Park to be funded by LEPs Demonstrable impact on LEP policy and targeting of LEP funding to rural areas Demonstrable impact on the refresh of LEP Strategic Economic Plans	Sustainable Economy Lead
52,53, 55	3.4	Influence LEADER programmes to ensure appropriate investment in the rural economy	2016-20 2016-20 2017-18	Support 3 LEADER programmes Demonstrate the number, value and type of LEADER-funded projects in the National Park Demonstrable contribution to review of LEADER programmes	Sustainable Economy Lead
14,52, 53,	3.5	Work in partnership to explore opportunities to deliver South Downs Protected food names with the Great British food Unit (Defra 8PP)	2017-18 2019-20	Delivery plan developed At least one South Downs Protected Food name delivered	Sustainable Tourism Lead
		Support or lead strategic Projects to deliver objective 3 outcomes:			

Objective 3 sustainable communities – towards a sustainable future					
PMP	CP	Delivery	By when	Measure of success	Who
51,	3.6	SDNPA will continue to support the three county BDUK superfast programmes during the rollout of Phase 2 and the allocation of 'gainshare' funds	2017-18 Q4 16-17 2016-18	We will also seek to influence future funding allocations and activity by national government, the LEPs and the county councils. Be an active partner in the Coast to Capital Rural Broadband Pilots and support delivery of superfast broadband connection grants for rural businesses in West Sussex.	Sustainable Economy Lead
42,43	3.7	Develop hubs and gateways to the National Park to provide visitor and accommodation information	2016-21	Identify opportunities for and develop 5 hubs and gateways over the 5 year plan period	Communications and Engagement Manager & Access and Recreation Lead
35,38,41	3.8	Support tourism providers to enable them to develop a sustainable car-free itineraries and to target their marketing accordingly (Defra 8PP)	2016-21	Car free itineraries developed for x 4 destinations Cyclist and Walkers Welcome rolled out in x 4 destinations	& Sustainable Tourism Lead
42,43,52	3.9	Roll out the shared identity and increase use by stakeholders of the National Park as an asset in their branding, marketing and promotion (Defra 8PP)	Q4 16-17 Q4 16-17 Annually	Create 'Communicating South Downs' online resource No of businesses using the resources	Communications and Engagement Manager & Sustainable Tourism Lead
14,31,42,52,	3.10	Support continued development of the Food and Drink Website/Portal	Q4 16-17 Q4 16-17 Q4 16-17 Q4 16-17	500 businesses registered 10,000 subscribers receiving the South Downs Foodie News 500 events listings	Communications and Engagement Manager & Sustainable Tourism Lead

Objective 3 sustainable communities – towards a sustainable future					
PMP	CP	Delivery	By when	Measure of success	Who
		(Defra 8PP)		'One-year-on' business impact survey developed, run and reported	
13,42,43,52	3.11	Develop a project bid to the Discover England fund to target the international market (Defra 8PP)	2017-18	Increase in proportion of visitors to the South Downs that are international	Communications and Engagement Manager & Sustainable Tourism Lead
		Core strategic work			
48,49,50,	3.12	Provide support for community planning including; Facilitate the timely delivery of neighbourhood development plans Ensure that the 5 year housing land supply of the SDNP is not prejudiced by a lack of progress by NDPs Provide timely support, advice and guidance to communities pursuing a community led plan Adoption and Endorsement of Parish Plans, Village Design Statements and Local Landscape Character Assessments by the SDNPA	Q4 annually Q4 annually Q4 annually Q4 annually	Number of neighbourhood plans reaching referendum (per year) Number of neighbourhood plans reaching examination (per year) Number of neighbourhood plans made (per year) Five Year housing lands supply (from the Authority Monitoring report) Community Led Planning group annual survey. Surveying volunteers to understand the quality of support advice given by SDNPA Adopt or endorse 3 Community led Plans as Supplementary Planning Documents per year	Strategic Planning Lead & Communities Lead

Objective 3 sustainable communities – towards a sustainable future					
PMP	CP	Delivery	By when	Measure of success	Who
48,49	3.13	Prepare Community Infrastructure Levy Charging Schedule and Infrastructure Delivery plan for examination and adoption	Q1 16-17 Q2 16-17	Examination Adoption Schedule and IDP complete examination process with minimal changes	Planning Policy Manager
34,48,49	3.14	Ensure community infrastructure projects are influenced by and contribute to the outcomes in the PMP	Q4 2021	The projects delivered are of a design and type that reflect their location in a National Park Deliver £1 million worth of projects in accordance with the priorities in the SDNPA IDP	Income Generation and Marketing Manager

Objective 4 an organisation that is confident, secure and respected - providing value for money					
PMP	CP	Delivery	By when	Measure of success	Who
		Strategy			
	4.1	Continue to refine an agreed approach to income generation and start implementing priority actions	Q1 16-17	Implementation plan developed	Income Generation and Marketing Manager
		Lead or support a number of focused partnerships to deliver objective 4 outcomes for example:			
	4.2	Explore opportunities for delivering shared services with other National Parks and environmental organisations including: Planning Administration GIS Training Financial services Insurance Procurement Support work of National Parks Partnerships	Q4 20-21 Q4 16-17	Business cases to support this approach developed and approved One shared service contract set up	Head of Business Services
		Support or lead strategic Projects to deliver objective 4 outcomes:			
48,49,50	4.3	Explore opportunities for developing and delivering chargeable activities including: Neighbourhood planning Develop SDNPA trading arm Affordable Housing development model Planning Performance Agreements established	Q4 16-17 2020-21 Q3 16-17 Q4 16-17	Neighbourhood planning business case established and commercial arm set up Trading arm established – using affordable housing as a first initiative Initial Partnership established Future approach agreed No of units available	Head of Business Services Performance and Technical Manager

Objective 4 an organisation that is confident, secure and respected - providing value for money					
PMP	CP	Delivery	By when	Measure of success	Who
	4.4	Explore potential for Natural Capital Accounting costs and benefits for National Parks	Q4 16-17 Q4 17-18 Q4 18-19	Develop concept and SDNP balance sheet Identify key areas for pilots Carry out pilots	Head of Business Services
46	4.5	Set up a Citizen's Panel for the SDNP	Q4 16-17 Q4 17-18 2017-18 onwards	Scope and agree preferred approach Recruit Panel Positive use of the panel for measuring behaviour change and awareness	Performance and Research Lead
		Core strategic work			
Indirect support to all	4.6	Set up and independent Charitable Trust for SDNP Finalise case for support Identify key Trusts to support income generation and match against potential projects Establish targets for income generation – major donors Make alterations to the SDNPA Website to support individual giving and legacies	2017-18 Q4 16-17 Q4 16-17 2017-18 Q4 16-17	Trust established and starting to generate income Cases for support agreed for relevant audiences/priorities as required Trusts identified and applications made Proportion of applications made that are successful Targets agreed and a method of engagement established Website alterations complete Income being generated from this source	Income Generation and Marketing Manager

Objective 4 an organisation that is confident, secure and respected - providing value for money					
PMP	CP	Delivery	By when	Measure of success	Who
Indirect support to all	4.7	Seek to reduce the environmental footprint of the organisation (NB: carbon footprint)		Reduction in the amount of paper used from base level Reduced use of private vehicles for business travel Increase in business miles using SDNPA leased vehicles	Head of Business Services
Indirect support to all	4.8	Drive efficiencies through the renegotiation of key contracts including: Move to a model of cost per application and other related work for the provision of planning services Seek cost reductions in the retender of the contract for financial services Seek best value by reviewing and retendering of the GIS contract	Q1 17-18 Q4 16-17 Q2 18-19	SLAs agreed and implemented with overall reduction in costs New contract in place with robust performance measures monitored via Key Performance Indicators (KPIs) New contract in place with robust performance measures monitored via KPIs	Head of Business Services
Indirect support to all	4.10	Lead the review of the Partnership Management Plan and develop an approach to keeping the PMP delivery framework relevant and refreshed	Q4 16-17 Q4 19-20 Q4 19-20	Agreed approach developed with partners Review carried out in line with agreed approach Agreed approach developed with partners	Performance and Projects Manager & Countryside and Policy Managers
Indirect support to all	4.12	Work with partners to demonstrate how they have delivered their responsibilities and commitments to delivering the PMP	Q4 19-20	References to the PMP in the strategic plans of partner organisations Publish information on the achievement of projects set up in the PMP by partners	Performance and Projects Manager & Countryside

Objective 4 an organisation that is confident, secure and respected - providing value for money					
PMP	CP	Delivery	By when	Measure of success	Who
					and Policy Managers
Indirect support to all	4.13	<p>Keep accommodation outside of the South Downs Centre under review in order to meet changing business needs in the longer term</p> <p>Ensure SDNPA has fit for purpose area offices by: Working with partners to develop proposals at Stanmer Park to provide SDNPA staff and volunteer accommodation Working with partners to secure funding to remodel the use of space at Queen Elizabeth Country Park to provide SDNPA staff and volunteer accommodation</p>		<p>Area teams housed in appropriate accommodation which includes flexible space to be used by SDNPA staff and partners</p> <p>Facilities to support the SDVRS are fit for purpose</p> <p>National Park presence is visible in particular localities</p>	Head of Business Services