

Agenda Item 17
Report NPA24/18

Report to	South Downs National Park Authority
Date	03 July 2018
By	Performance and Projects Manager
Title of Report Decision	Framework for the review of the Partnership Management Plan

Recommendation: The Authority is recommended to:

- 1. Endorse the revised timescale & approach for the review of the Partnership Management Plan which was agreed by the Policy and Resources Committee on 24 May 2018.**
- 2. Agree the proposed changes to the PMP Outcomes and Policies, as set out in Appendix I.**

1. Introduction

- 1.1 The purpose of the report is to request that Members endorse the revised framework, process and timetable for the Partnership Management Plan (PMP) review as proposed by the PMP Task and Finish Group (T&FG) on 18 April and agreed by the Policy and Resources (P&R) Committee on 24 May. The Committee also considered the proposed changes to the PMP outcomes and policies at **Appendix I** and resolved to recommend approval to the National Park Authority.
- 1.2 The original process and timeline was agreed with Members at a workshop in 2016 and there were subsequent agenda items at P&R Committee meetings in May and September 2017. The PMP review also featured at all meetings of the South Downs Partnership in 2017 and 2018.

2. Policy Context.

- 2.1 National Park Authorities are required by Section 66 of the Environment Act 1995, to produce a Management Plan and to keep it under review. Section 66 (4) specifies that “a National Park Authority shall review its plan within the period of 5 years of its operational date and, after the first review, at intervals of not more than five years”. Section 66 (6) (a-c) requires National Park Authorities to determine if any amendments should be made, make them and then publish a report on the review specifying any amendments made.

3. Issues for consideration

- 3.1 Work started on the review of the PMP in late 2016, when the general approach was presented to Members. The key stages of the review were agreed as:



- 3.2 This general approach, together with a set of objectives for the PMP review, was presented to Members first in a workshop in December 2016, at a joint meeting of Members and the South Downs Partnership (SDP) on 31st January 2017 and subsequently at a P&R Committee meeting in May 2017. The objectives are outlined at **Appendix 2**, which also summarises progress made to date against these.
- 3.3 The “review” part of the process (the second box in the arrow above) included looking at the drivers for change set out in Chapter 1 of the PMP in the light of new evidence or changes in policy. Emerging issues identified in 2017 included:
- Health and Well-being (leading to the proposal for a new outcome as mentioned below);
 - Natural Capital;
 - The awaited Defra 25 Year Plan;
 - Major infrastructure and development pressures;
 - Potential changes to agri-environment schemes.
- Given the rapidly changing external environment, the drivers for change will be kept under review by the PMP T&FG (see below).
- 3.4 It was felt at the time by Members, the SDP and staff that the 2050 vision, outcomes, policies and the bulk of the PMP “front end” remained largely sound. There was no appetite for a major rewrite, rather the appetite was to concentrate on delivery of the existing PMP. Changes to one outcome, and minor revisions to policies (see below) were subsequently suggested at an SDP meeting (1st December 2016), reviewed at internal meetings in December and January and tested at meetings with networks of partners and stakeholders during the summer and autumn of 2017. The key proposal (Appendix 1) is that outcomes 10 (economy) and 11 (skills) be merged, and a new outcome 11, on health and well-being, added.
- 3.5 As part of the approach agreed in 2016, Strategy Leads began a series of eight strategic reviews. These looked at fresh evidence and changes in policy since 2012 when the PMP was published. The first of these reviews (Cycling & Walking) went through the full process including P&R Committee and NPA approval during 2017. However, it was felt that the approach being taken was too fragmented and that more Member engagement was needed earlier in the process and at the stage when the results of all eight reviews were consolidated. A Partnership Management Plan Member Task & Finish Group (PMP MT&FG) was therefore established at the end of 2017. This had its first meeting in February 2018, at which it reviewed the proposed changes to outcomes and policies, agreeing these should be recommended to the P&R Committee and subsequently the NPA, but also asked for a revised approach for the subsequent stages of the review. The PMP T&FG was also keen to ensure the revised PMP is as engaging and accessible as possible for National Park stakeholders and the public. Changes to the core text of the PMP will be minimised, but the format will be amended to ensure it is easy to understand and access. Where appropriate, links to supporting information will be included.
- 3.6 The focus of our ongoing PMP review work will therefore be on creating a **Joint Action Plan**, including a set of **Priority Actions**, for **2020-2025**. This will be an integral part of the PMP and replaces the old Delivery Framework, and it is being informed by the eight underlying strategic reviews still under way.
- 3.7 Based on all the above, the PMP T&FG has agreed a revised approach for the PMP review. This will allow more time for Member, staff and stakeholder engagement, and includes;
- A revised timeline for the project which sees the review completed in April 2019, a few months later than originally planned - see **Appendix 3**;
 - A draft framework for the Joint Action Plan, which identifies priority actions for 2020-2025 - See **Appendix 4**;
 - A set of draft criteria for determining what the priority actions should be – See **Appendix 5**; and,
 - A communications & engagement plan, with a proportionate level of public engagement bearing in mind the very extensive engagement carried out by the Authority in its

shadow year and the first two years after going live. The plan will set out how all relevant stakeholders have been involved in the review and subsequent delivery of the plan. This is in preparation and will be finalised once the process and timescale has been agreed by the NPA.

3.8 In addition, the T&FG agreed that a summary of the PMP should be produced and that the new Joint Action Plan should be put at the front.

3.9 Over the next few months the T&FG and strategy leads will be working together to review material as it arises from the eight strategic reviews, in order to develop a draft Joint Action Plan with priority actions and indicators. **This will be considered at a full day, independently facilitated, Member, staff and partner workshop on 25th September.** Staff will, of course, continue to work externally with stakeholders and networks on developing priority actions feeding these in to the process.

3.10 In line with the new process, the Joint Action Plan will be used as the basis for engagement with wider audiences (including parishes/communities, landowners and the Citizens' Panel) between December and January. A second workshop will then consider the results and finalise the Joint Action Plan, priority actions and other changes to the PMP including the new summary. This package will be taken to P&R Committee and subsequently the NPA, in early 2019.

4. Options & cost implications

4.1 There are no significant additional direct costs associated with the revised PMP review framework. However, SDNPA staff resources will have to be redirected due to the longer timescale and the enhanced communications and engagement work.

4.2 The extended timescale means that the first opportunity to create a five-year Corporate Plan which takes full account of PMP review will be for 2020-2025. The proposed approach to value based budgeting for 2019-20 will go ahead but applied to a second bridging Corporate Plan to cover 2019-20.

5. Next steps

5.1 The next steps for the PMP review include:

- NPA endorsement of the revised approach agreed by P&R Committee;
- Work by Members, Strategy Leads and partners to identify a short list of priority actions to be included in the new Joint Action Plan - to be concluded at an all Member workshop in September;
- Consultation and engagement on these proposed priority actions;
- Consolidation of the Joint Action Plan in early 2019;
- Revision as required of the indicators and performance measures for the PMP, and measures for the new Joint Action Plan;
- Further work with partners on shared reporting and profile raising including case studies;
- Development of a summary for the PMP and more accessible and engaging information about it.

6. Other Implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	The final proposed revised Joint Action Plan and subsequent changes will be considered by the P&R Committee and then the NPA in the first half of 2019.
Does the proposal raise any Resource implications?	The review process itself does have a small budget allocated for publishing the report on the review and any revised versions of the PMP that it may be appropriate to produce. There has been some expenditure to commission evidence updates, but this has been contained within existing budgets.

	Much of the resource required for the review is staff time.
How does the proposal represent Value for Money?	By creating a robust, shared, Joint Action Plan for 2020-25 more resources from a wide range of partners can be focused on the National Park.
Are there any Social Value implications arising from the proposal?	None
Have you taken regard of the South Downs National Park Authority's equality duty as contained within the Equality Act 2010?	An equalities impact assessment for the PMP will be carried out as part of the process.
Are there any Human Rights implications arising from the proposal?	None
Are there any Crime & Disorder implications arising from the proposal?	None
Are there any Health & Safety implications arising from the proposal?	None
Are there any Data Protection implications?	None
Are there any Sustainability implications based on the 5 principles set out in the SDNPA Sustainability Strategy	The sustainable development principles are a fundamental part of the original PMP and therefore influence its outcomes, policies and delivery

7. Risks Associated with the Proposed Decision

- 7.1 Lack of buy in from partners and agreement to their delivery of priority actions;
New priorities emerge via the Glover Review;
Timescale is extended further and we miss the opportunity to align the PMP and the next five year corporate plan.

Risk	Likelihood	Impact	Mitigation
Stakeholders and the public suffer from 'consultation fatigue' following existing engagement and extensive public engagement as the current PMP was being developed	3	2	Consultation and engagement will be proportionate and tailored to relevant audiences. The communications plan for the PMP will ensure that relevant and appropriate media are used to support the process.

There is insufficient buy in from partners and no agreement to their delivery of priority actions	2	3	Work is scheduled as part of the process to engage partners and get joint agreement to delivery actions and reporting. The South Downs Partnership has been closely involved and will be reviewed as part of the process to ensure it is fit for purpose in the future
The timescale is extended further and we miss the opportunity to align the PMP and the next five year corporate plan	1	2	The proposed framework allows sufficient time for all elements of the process to be carried out effectively.

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Appendices

1. Proposed changes to outcomes and policies
2. Objectives for the review
3. Timeline
4. Joint Action Plan format
5. Criteria

SDNPA Consultees

Chief Executive; Director of Countryside Policy and Management; Director of Planning; Chief Finance Officer; Monitoring Officer; Legal Services, Members of the Partnership Management Plan Task and Finish Group

External Consultees

None

Background Documents

Partnership Management Plan
Member workshop
History of development of the Partnership Management Plan

Amalgamated proposed changes to PMP outcomes and policies

Possible changes to the outcomes and policies in the Partnership Management Plan (PMP) have been discussed at the South Downs Partnership (SDP), by strategy staff and at meetings with networks of partners. The drivers for change were considered by both the SDP and staff in determining the changes that need to be made to the PMP. All have agreed that as a 50 year vision, that the bulk of the PMP is sound and does not be changed.

The SDP discussed possible changes to outcomes at a meeting on 01 December 2017. Internal discussions took place at meetings on 04 December 2017 and 09 January 2018. Other discussions with networks have also taken place over the last few months, including the Local Access Forum, on 30 November.

The tables set out the changes recommended to outcomes and policies informed by those discussions. The focus of our work for this 5 year review, will be on reframing the delivery plan which sets out the priorities for the next five year period. Any changes to the text of the PMP to take account of these changes will be picked up and as minimal as possible.

Outcome	Who change suggested by	Proposed change
Outcome 1 The landscape character of the South Downs, its special qualities and local distinctiveness have been conserved and enhanced by effectively managing the land and the negative impacts of development and cumulative change	SDP meeting 01/12/17 Farmers sub group	The landscape character of the South Downs, its special qualities and local distinctiveness have been conserved and enhanced by effectively managing the land and mitigating the negative impacts of development and cumulative change
Outcome 2 There is increased capacity within the landscape for its natural resources, habitats and species to adapt to the impacts of climate change and other pressures	SDP meeting 01/12/17 Farmers sub group	There is increased resilience within the landscape for its natural resources, habitats and species to adapt to the impacts of climate change and other pressures
Outcome 9 Communities in the National Park are more sustainable with an appropriate provision of housing to meet local needs and improved access to essential services and facilities	SDP meeting 01/12/17 Economy sub group	Communities in the National Park are more sustainable with an appropriate provision of housing to meet local living and working needs and improved access to essential services and facilities
Outcome 10 A diverse sustainable economy has developed that provides a wide variety of business and employment opportunities, many of which are positively linked to the special qualities of the National Park	SDP meeting 01/12/17 Economy sub group	A diverse sustainable, dynamic economy has developed that provides a wide variety of business and employment opportunities, many of which are positively linked to the special qualities of the National Park and local people have access to skilled employment and training opportunities
Outcome 11 Local people have access to skilled employment and training opportunities	Internal meeting, supported by SPD	Delete and amalgamate with Outcome 10 – see above

Outcome	Who change suggested by	Proposed change
Outcome 11 new wording		The South Downs National Park is a well-used and well recognised asset for improving mental and physical health and wellbeing
Policies	Who change suggested by	Proposed change
4. Create more, bigger, better managed and connected areas of habitat in and around the National Park, which deliver multiple benefits for people and wildlife	10/10/2017 internal meeting SDP meeting 01/12/17 Purpose 1 sub group	Create more, bigger, better managed and connected areas of habitat in and around the National Park, and its settlements , which deliver multiple benefits for people and wildlife
11. Support land managers to access and maintain agri-environment schemes that deliver high quality results on the ground and influence the development and delivery of new incentive schemes	SDP meeting 01/12/17 Purpose 1 sub group	Support land managers to access and maintain agri-environment schemes that deliver ecosystems services on the ground and influence the development and delivery of new incentive schemes
14. Develop the market for and production of sustainable food, drink and other products with a South Downs National Park provenance	SDP meeting 01/12/17 Farmers sub group	Develop and support the market for and production of sustainable food, drink and other products with a South Downs National Park provenance
32. Encourage and support creative and cultural activities which connect with and increase appreciation of the National Parks' special qualities	10/10/2017 internal meeting	Encourage and support the creative industries , creative economy and cultural activities which connect with and increases appreciation of the National Parks' special qualities.
36. Improve existing public transport provision for visitors and local communities, especially by increasing the availability of Sunday and evening bus and train services	LAF meeting 30 November 2017	Improve existing public transport provision for visitors and local communities
37. Encourage cycling for both commuting and leisure purposes through the development and promotion of a seamless and safer network and by protecting the potential opportunities for future off road cycling infrastructure	LAF meeting 30 November 2017	Encourage cycling for both commuting and leisure purposes through the development and promotion of a seamless and safer network and by protecting the potential opportunities for future cycling infrastructure
47. Support and encourage traditional rural skills by providing training and skills development which relate to the historic and natural environment necessary to conserve, enhance and enjoy the special qualities of the National Park	10/10/2017 internal meeting and SDP meeting 01/12/17 Farmers sub group	Support and encourage traditional rural skills by providing training and skills development which relate to arts and cultural traditions , the historic, farmed, wooded and natural environment necessary to conserve, enhance and enjoy the special qualities of the National Park

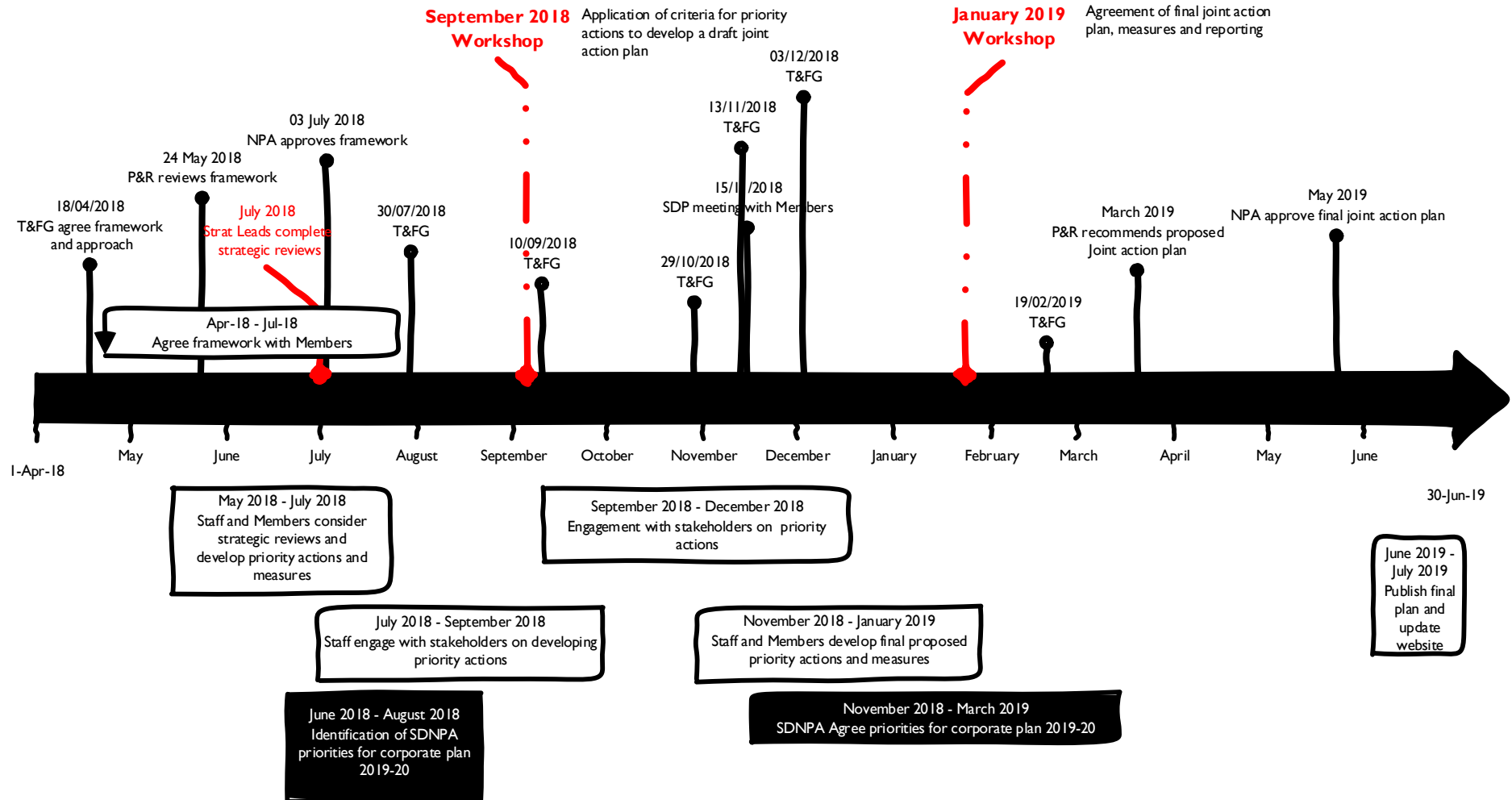
Work done to date to deliver the high level objectives for the PMP review

PMP objective (reported to Members in 2016 and 2017)	What has happened	What we will be doing Updated by the T&FG on 18 April 2018
<p>To get all partners more deeply engaged and locking in more commitments to the PMP through their own business plans</p>	<p>Workshops with the SDP, work with Members and Staff since late 2016 which have agreed:</p> <ol style="list-style-type: none"> 1. Drivers for change 2. Changes to outcomes 3. Ideas for reporting, including partner organisation case studies 4. Reviewed the proposed format for the delivery plan <p>Consulted broadly with relevant expert networks and key partners on the development of our strategic priorities</p> <p>Started to engage with partners to align their business plans with the PMP more explicitly</p> <p>Engaged explicitly and more deeply with the Lawton partners with the Water Companies and with the Coast 2 Capital LEP.</p>	<p>Continue to engage the SDP and other key delivery partners in developing the format and agreeing the aims and breakthroughs for the next 5 years</p> <p>Consult with key stakeholders and engage as widely as possible on the approach we are taking to the review of the PMP via a communications and engagement plan, to include both the period of the PMP and PMP delivery</p> <p>Review of the purpose and function of the South Downs Partnership</p>
<p>To focus SDNPA work via the next Corporate Plan, and inform the fundraising work of the new South Downs NP Trust</p>	<p>Strategy Leads have:</p> <ol style="list-style-type: none"> 1. Where necessary commissioned new research to identify changes to need and any new evidence which might change our priorities 2. Identified the proposed strategic priorities for the next 5 years for SDNPA 	<p>Make sure the strategic reviews are sufficiently well developed to influence the development of the corporate plan for 2019-20</p> <p>Use the priority actions to inform the revised 5 year corporate plan for 2020-25.</p>
<p>Engage Members, staff, partners and volunteers fully up to speed so they can be champions and advocates</p>	<p>Information available in update</p> <p>Set up the Member task and Finish Group to help develop the delivery plan</p> <p>Some presentations to Members on the review</p>	<p>Use our various internal communications mechanisms including the next all staff and Members event in the autumn to update staff on the review in line with the communications and engagement plan</p>

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		<p>P&R and the NPA to review and agree the draft and final aims and priority actions</p> <p>Interesting and relevant information about the PMP and delivery for the next 5 years available on the website</p>
<p>To maximise the synergy between the Local Plan and the PMP</p>	<p>The format and structure of the Local plan is intrinsically linked to the PMP. It was developed as a delivery mechanism for the PMP and as such synergy has been maximised as much as possible.</p>	<p>Integration of the local plan staff into the development sessions for the aims and priority actions</p> <p>Ensuring that the part the Local Plan has to play in delivering the PMP is made explicit</p>
<p>To work with all our partners to really raise the profile of the whole National Park “project” and bring the PMP alive for residents, neighbouring communities and visitors</p>	<p>Wording on the website has been changed to reflect the fact that a review is taking place</p> <p>Here</p>	<p>Engagement with stakeholders and local communities via parish meetings on the draft aims and priority actions</p> <p>Development of a range of mechanisms to raise awareness of the PMP review and to engage communities once the delivery plan has been developed</p> <p>Engaging information about the PMP and delivery for the next 5 years available on the website</p> <p>More case studies and regular annual reporting on the delivery against the 5 year priority actions</p> <p>Provide wide ranging opportunities for stakeholders and communities to engage in the review of the PMP</p> <p>Engage partners in promoting the PMP.</p>

Top level timeline for PMP review – revised April 2018



Framework for PMP Joint Action Plan 2020-2025

	Contribution to Outcomes 1, 2, 3 → 11	1	2	3	4	5	6	7	8	9	10	11	Example Projects	Partners involved
	Priority Actions													
1														
2														
3														
4														
5														
6														

Proposed criteria for identifying priority actions

Members asked for a set of criteria that would help them to prioritise the proposed objectives and breakthrough actions for the PMP delivery plan. The following proposed criteria were developed at the last Strategy Lead meeting and then discussed and revised at a meeting of the SDP and the Member T&FG on 18th April 2018.

1. Need / Evidence – what evidence is there to support a particular approach
2. National policy context – is there an important national driver
3. Urgency of the challenge – there is a critical action that needs to happen in the next 5 years
4. Collaboration – does it need input from a number of partners for it to be achieved
5. Sustainability / exit strategy –will the priority action be sustained after the end of 5 years
6. Scale of impact in 5 years – what impact is possible in 5 years, what will have most impact
7. Stretching but achievable – is this a challenging target, beyond business as usual