

P&R Committee 18th July 2019; agenda item 9
Appendix 5: Corporate Performance Report 2018/19

Corporate Plan Objective	Subheading	Key priority	Quarter	Responsibility	Key data	Commentary	RAG Budget	RAG Performance	Next steps & potential risks	
Objective 1: We will develop strategies and support or lead strategic overarching partnerships and projects which deliver our first objective to conserve wildlife, the natural beauty of the landscape and cultural heritage - a thriving living landscape	Future of farming and agri-environment work	1. Continue to have input into national policy for future agri-environment schemes and if successful, deliver government pilot for lowland farmland	Q1-Q4 round-up (Apr 2018-Mar 2019)	Nigel James	South Downs proposal to be taken along with 48 others	Staff continue to liaise / work with officers across the English National Parks to influence the development of the new Environmental Land Management Scheme (ELMS) and ensure a consistent approach. DEFRA confirmed that the SDNPA's tests & trials proposals, 'Farming the Future: South Downs National Park Pilot Scheme' will be taken forward along with 48 other proposals across England. Following a meeting with DEFRA in February 2019, the SDNPA proposal was split into two parts: farmer workshops to assess scheme 'building blocks' and working with Farm Clusters to use the Land App to plan delivery of priority objectives at the landscape scale. The workshop element was approved by DEFRA in March 2019 to be delivered this calendar year. The Land APP element is still in development.	N/A		Work with DEFRA to develop and refine the tests and trials approach in the SDNP. Deliver 7 farmer workshops across the SDNP in May (3) and October (4). Finalise and submit Farm Clusters/Land App proposal to DEFRA	
		2. Provide support that promotes a consistent approach across all farm clusters	Q1-Q4 round-up (Apr 2018-Mar 2019)	Nigel James	Arun to Adur Group Open Farm Day attended by over 600 people . The Southern Facilitators Group comprises 15 Farm Cluster Groups across Southern England. The South Downs Farm Cluster Network twitter account has 241 followers .	The six South Downs farm cluster groups continue to look at ways to engage with the public, with the Winchester Downs Group running a successful Bioblitz and the Arun to Adur Group an Open Farm Day. Following the establishment of social media channels for the South Downs Farm Cluster Network, group facilitators and farmer members have been invited to add content. All six farm cluster groups are now represented on Social Media (twitter, facebook and instagram) as the South Downs Farm Cluster Network. The Operational Management Plan approach designed by the Winchester Downs Cluster has now been adopted by the other groups, providing a consistent way to present their aims, objectives and deliverables. The farm clusters continue to engage at a national level with attendance at two meetings (Natural England/Defra and GWCT) sharing knowledge/experiences and identifying opportunities for tests & trials of ELMS. Following the success of the Arun to Adur Farmers Group 'Meet the Farmer' videos, the Eastern South Downs Farmers Group is planning to repeat the project. Farm Clusters are also looking into alternative funding streams. Southern Water are working with the Arun to Adur and Rother Valley Groups, and Portsmouth Water with the South Downs Group, to develop small scale grant schemes for farmers to improve water resource protection.	N/A		Moving forward, the group will meet twice a year to share best practice, ideas and issues. We will promote the farm sign template to all groups and continue discussions with South Downs farm clusters around the opportunities through tests & trials. We will review social media farmer take-over and identify future opportunities with the South Downs Farm Cluster Network. Filming for the Eastern South Downs Farmers Group Meet the Farmer videos is taking place in May 2019.	
	Lead or support projects and partnerships that deliver Objective 1 outcomes	1. Develop landscape scale projects which focus on restoration and management of chalk landscapes	Q1-Q4 round-up (Apr 2018-Mar 2019)	Chris Fairbrother	See separate Truleigh Hill project update					
		2. Deliver Year 2 of the Woodland Trust and SDNPA woodland partnership program targeting woodland owners with support to enable sustainable management	Q1-Q4 round-up (Apr 2018-Mar 2019)	Andy Player	41 site visits were carried out covering 1,242 hectares of woodland Two woodland management days were held for Farm Clusters	Detailed geoprocessing of mapping data regarding the nature of woodlands and woodland ownership in the SDNP was undertaken and a full data report with maps produced. A targeting exercise to identify areas of highest priority for more targeted intervention re provision of advice was completed. We have also been building data on supply chains in the SDNP. Site visits were spread across the whole National Park and a detailed follow-up report produced for each, including recommendations for next steps. We produced a Woodland Advisory Service Flyer to promote the service. Work was undertaken in each of the priority areas. We continued to build connections between different parts of the forestry supply chain network in the SDNP, including visiting processors and sharing information about supply and demand for forest products.	N/A			
		3. Facilitate the development of the South Downs Forestry Champions Group action plan	Q1-Q4 round-up (Apr 2018-Mar 2019)	Andy Player		Forestry Champions subgroups were established to identify and drive forward actions under the headings of People, Place and Prosperity. Clear action plans have come from each subgroup. Subgroups for three main workstreams (People, Place, Prosperity) met in autumn 2018, with action plans established for each. These were compiled into a programme plan which was fed back to main group in February 2019 and progress is being made under all main headings.	N/A			
		4. With partners, deliver Phase 1 for Archaeology on the Edge	Q1-Q4 round-up (Apr 2018-Mar 2019)	Liz Gent	See separate Archaeology on the Edge project update					
		5. Develop arts and cultural projects which focus on the special qualities and promote social inclusion (Defra 8pp)	Q1-Q4 round-up (Apr 2018-Mar 2019)	Liz Gent	See separate Audio Trails and Inn Crowd project updates					
	Submit and adopt a sound Local Plan that supports the delivery of Partnership Management Plan outcomes	1. Successful defence of the approach at examination during 2018	Q1-Q4 round-up (Apr 2018-Mar 2019)	Lucy Howard		Local Plan submitted to the Secretary of State for examination 26th April 2018. The examination took place in November and December 2018. The Inspector's report required the Local Plan team to make minor modifications to the policies which were then consulted on.	N/A		The whole Plan is due to go for adoption by this Authority in July 2019.	

Develop a Natural Capital approach for the SDNP	1. Agree an integrated work programme for ecosystem services, natural capital and green infrastructure delivery	Q1-Q4 round-up (Apr 2018-Mar 2019)	Claire Kerr		The Green Infrastructure Framework (GIF) was finalised by the end of 2018/19 and a wider programme plan has been developed for taking the work forward to delivery during the new Partnership Management Plan (PMP) period between 2020 and 2025. A Green Infrastructure internal cross-departmental working group was established and is meeting regularly. A programme of work is in place which has agreed a two-step approach: Step 1: to update, refresh and publish the GI Principles & Evidence base in 2019; Step 2: to develop a strategy for the Green Infrastructure Investment Areas (GIIS) (spatial element) over the next 12-18 months. The GIF is now referred to as the "South Downs People and Nature Network".	N/A		We plan to host a GI workshop with our South East and East Protected Landscapes (SEEPL) partners in June 2019. We also plan to publish and "soft launch" the Principles and Evidence base by late summer 2019.
Core work	1. Complete ChaMP project to improve the quality of groundwater in the Brighton Chalk, to ensure it remains a sustainable resource for public water supply (Defra 8pp)	Q1-Q4 round-up (Apr 2018-Mar 2019)	Jeremy Burgess	See separate Brighton ChaMP project update				
	2. Deliver Year 3 of Heathlands Reunited to deliver bigger, better, joined up heathland in the South Downs National Park (Defra 8pp)	Q1-Q4 round-up (Apr 2018-Mar 2019)	Colin Carre	See separate Heathlands Reunited project update				
	3. Local environmental improvements via on the ground projects	Q1-Q4 round-up (Apr 2018-Mar 2019)	Tanya Hibberd		The Performance and Research Lead met with Lead Rangers in Feb 2019 to discuss the way forward for on the ground project reporting as the collection of it was ad hoc and not especially robust. As a result of the meeting, the 'Highlights' spreadsheet was adapted to collect more useful information in a more robust way and for this to be reported quarterly. See website for a detailed list of on the ground activities this year https://www.southdowns.gov.uk/national-park-authority/our-work/on-the-ground	N/A		Examples of On the Ground Projects have also been showcased in the Annual Review.
	4. Deliver priority actions from the Climate Change Adaptation Plan	Q1-Q4 round-up (Apr 2018-Mar 2019)	Chris Fairbrother	Three spatial projects running Catchment level responses developed across five catchment partnership areas	The Defra consultation on the next round of Adaptation Reporting (ARP3) was launched. SDNPA led on co-ordinating and preparing the response on behalf of National Parks England and the other NPAs. The ARP plans for a medium term horizon of 2050 and a long term horizon to 2080 based on current UK climate change projections. During 2018-19 we developed our Green Infrastructure (GI) Framework which highlighted areas for GI Investment in and around the Park. We have three spatial projects currently up and running: East Winchester, Chichester A259 Corridor and A27 Arundel Corridor. We have developed catchment level responses across five catchment partnership areas, and worked with water companies to influence their forward plans.	N/A		For the next round of reporting the NPAs are to combine their Climate Change risk assessment and action plan with their PMP reviews. Planned actions on species diversity, water quality, forestry, farming and soils have all been taken forward as priority programmes as part of the PMP review.
	5. Activities to influence national networks by demonstrating approaches for payments for ecosystem services	Q1-Q4 round-up (Apr 2018-Mar 2019)	Chris Fairbrother	The first of two national level 'knowledge exchange' events was run to disseminate learning from the Interreg funded Channel Payments for Ecosystem Services (CPES) project.	Work has been underway to refine and develop a set of Natural Capital Accounts for the National Park, based on current best practice. Including pilot work on how to monitor improvements in environmental condition. SDNPA has contributed to the development of innovative work on Natural Capital valuation alongside key partners such as the Sussex Local Nature Partnership and the Water Companies. SDNPA have also been developing and refining the process of assessing Ecosystem Services benefits and opportunities as part of developing exemplary Whole Estate Plans. We attended a development workshop and seminar to help influence the design and outputs for the Natural Environment Valuation Online (NEVO) natural capital mapping tool being developed for national government by Exeter University, on the back of this SDNPA were invited to submit a proposal to be considered as test users of the NEVO tool, which was accepted. This was on the basis of us having a good track record in this area, and being a good test bed to demonstrate the capabilities and versatility of the tool. The NEVO case study was carried out and a summary submitted to Exeter University at the end of March 2019.	N/A		This work will be continued and developed during the rest of the year
	6. In partnership with Historic England undertake condition monitoring of scheduled monuments and undertake prioritisation and associated conservation work of scheduled monuments (vulnerable/at risk)	Q1-Q4 round-up (Apr 2018-Mar 2019)	Annoshka Rawden		Condition monitoring was completed, however due to an internal re-organisation, Historic England haven't been able to prioritise this work, and an action plan hasn't been developed. Nevertheless SDNPA officers and volunteers from the SDVRS have undertaken practical works where possible to safeguard sites in the interim. The action plan will be produced by HE in due course.	N/A		

<p>Objective 2: We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our second objective to promote understanding and enjoyment through volunteering & learning, high quality access management and providing information and events - people connected to places</p>	<p>Lead or support projects and partnerships that deliver Objective 2 outcomes</p>	<p>1. Develop Centurion Way from West Dean to the South Downs Way as a 'shovel ready project'</p>	<p>Q1-Q4 round-up (Apr 2018-Mar 2019)</p>	<p>Nigel James</p>	<p>Four route modification requests resolved</p>	<p>Four complex route modification requests from landowners and tenants, which delayed the submission of the planning application, were successfully resolved. Drawings and associated documents were finalised and the planning application was submitted in December 2018. Opportunities for project funding are being looked into.</p>	<p>N/A</p>	<p>There is some risk to the project if the planning application is not approved. However, the extensive process of negotiation and development of the proposal, including a successful consultation event are effective mitigations against this risk. The planning application is due to be heard by SDNPA Planning Committee in May 2019.</p>
		<p>2. Agree approach to Health and Wellbeing work, establish relevant partnerships and identify sources of funding and develop projects to promote health and wellbeing</p>	<p>Q1-Q4 round-up (Apr 2018-Mar 2019)</p>	<p>Anne Rehill</p>		<p>A strategic review is being developed as part of the PMP review process. Work is ongoing to define what specific activity is required for this area of work. A strategic meeting was held with Hampshire Health and Wellbeing Board and the New Forest National Park in Q3. In Q4 we provided a response to the consultation on the priorities for Health and Wellbeing for Hampshire and West Sussex. Recruitment for a health and wellbeing post was agreed, with the successful appointment of Kate Drake who starts on 15th July 2019.</p>	<p>N/A</p>	<p>Identify and contact key stakeholders who we will need to work with to deliver added value. Explore the appropriateness of developing a South Downs Health partnership, to bring relevant partners and stakeholders together. A defined action plan will be produced by the end of Q2 2019-20 once Kate Drake starts in post.</p>
		<p>3. Develop new sustainable partnerships with the arts and culture sector leading to development and delivery of projects (Defra 8pp)</p>	<p>Q1-Q4 round-up (Apr 2018-Mar 2019)</p>	<p>Andrew Lee/ Andy Beattie</p>	<p>See project reporting for specific projects</p>			
		<p>4. Implement Lewes North Street Quarter Community Heritage project</p>	<p>Q1-Q4 round-up (Apr 2018-Mar 2019)</p>	<p>Liz Gent</p>		<p>The release of section 106 funding is dependent on the development starting and reaching a certain point. To date, not enough work has been completed on the development to trigger the release of the funding. Therefore the community project is not able to start. A project manager has been appointed internally to oversee this project once it goes into delivery.</p>	<p>N/A</p>	
<p>Position the National Park as a visitor destination</p>		<p>1. Increase the awareness of the South Downs National Park, particularly in the South East of England (Defra 8pp)</p>	<p>Q1-Q4 round-up (Apr 2018-Mar 2019)</p>	<p>Ruth James</p>	<p>We attended 31 events during Q2: over 1,000 people attended our Wild Chalk event, and we engaged with 500 people during National Parks week. 60,000 young people attended Boomtown; we directly engaged with over 1,200 of them. We spoke with over 600 people at Southampton Mela. In a YouGov poll in Feb 2019, 42% of those in the South East were aware of the National Park designation, compared to 39% in 2016. 3,000 people attended over 30 Dark Night Skies events.</p>	<p>Our focus in 2018-19 was on reaching new audiences in the South East. This included spending two days at the Big Church Day Out at Wiston, the country's largest Christian music festival attracting over 30,000 visitors from all over the South East including many from BME backgrounds. We also supported the Arun to Adur Farm Cluster Open Day, piloting the new 'meet the farmer' plaques with the public, and sponsored a highly successful Family Bike Ride as part of the Winchester Cycle Fest. In Q2 during National Parks Week we took the events van into four key urban fringe areas: Brighton, Crawley, Southsea and Worthing. We had a stand at the Boomtown Festival and at Southampton Mela, an Asian festival in the heart of Southampton. In November 2018 we launched our Miles without Stiles collaboration with Gatwick airport and put out information regarding accessing the National Park for those with disabilities. We held a Dark Night Skies Festival in February where we engaged with 3,000 people in venues in and on the urban fringes of the National Park. Installation began on the first of our 19 entry signs in our pilot programme.</p>	<p>N/A</p>	<p>After the signs have been installed during the pilot phase, a lessons learned paper will be brought to P&R committee</p>
		<p>2. Development of mutually beneficial promotional opportunities, including use of the shared identity between National Park based tourism businesses and the SDNPA (Defra 8pp)</p>	<p>Q1-Q4 round-up (Apr 2018-Mar 2019)</p>	<p>Katharine Beer</p>	<p>Two information sessions held for 60 tourism providers. 103 businesses were promoting the Cyclists & Walkers Welcome Scheme. The two current Visitor Giving partners submitted first 6 months donations to the South Downs National Park Trust.</p>	<p>The roll out of the Discover England Tourism project was underway in Q1 with two information sessions held for 60 tourism providers, explaining how they could join the programme to develop their experiences for the international markets and be part of England's National Park Experience Collection. The Visitor Giving programme was rolled out to tourism businesses in and around the National Park. We are currently working with partners on 10 projects where the shared identity will be included. Two Visitor Giving partners have submitted the first 6 months donations to the Trust, and discussions continue with 5 confirmed and 3 potential partners.</p>	<p>N/A</p>	<p>Discussions are underway to extend the Cyclists and Walkers Welcome scheme to Horsham, Chichester and Eastbourne areas.</p>
<p>Core work</p>		<p>1. Establish a monitoring and maintenance programme for CROW Access Land furniture and signage. Repairing and replacing infrastructure on a prioritised basis for 2018-19</p>	<p>Q1-Q4 round-up (Apr 2018-Mar 2019)</p>	<p>Andy Gattiker</p>	<p>In 2018/19 the following dedicated open access furniture was replaced: 2 old step stiles were replaced with new step stiles 1 step stile was replaced with a pedestrian gate 5 step stiles were replaced with kiss gates 4 old kiss gates were replaced with new kiss gates</p>	<p>A policy of Open Access land surveying across the National Park is being led by Area Ranger teams and monitored via CAMS.</p>	<p>N/A</p>	
		<p>2. Diversify the range and types of activity supported by the South Downs Volunteer Ranger Service (Defra 8pp)</p>	<p>Q1-Q4 round-up (Apr 2018-Mar 2019)</p>	<p>Amanda Elmes</p>		<p>This year we have worked to ensure all new and existing volunteer roles have accompanying role profiles. These cover an impressive number of diverse volunteering opportunities including Public Events, Serpent trail and Geocache Surveyor, Sheep Looker and Dark Night Skies Electrical Display Volunteer. These are in addition to the Practical Conservation Volunteer roles. In addition this year we have piloted a new role of Youth Ambassador which included promotion of Micro-Volunteering through an Instagram takeover.</p>	<p>N/A</p>	

		3. 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 and Geocaching	Q1-Q4 round-up (Apr 2018-Mar 2019)	Amanda Elmes	Ran outdoor learning training for 160 trainee teachers	We held a successful Schools Conference at Amberley Museum in Q1. We supported Hampshire County Council and West Sussex County Council Outdoor Learning Conferences delivering keynote talks and running workshops promoting the Our South Downs learning model. In addition we ran outdoor learning training for 160 trainee teachers at Brighton University in conjunction with members of the Learning Network. The John Muir Award (JMA) has been used effectively to deliver learning across the Heathlands Reunited (HeRe) project through joint awards with HeRe partner organisations. Furthermore, the Education Team has run more training on delivering the JMA for members of the Learning Network. A new geocaching passport was created to simplify engagement and the new bronze level was successfully launched for the South Downs Geotour.	N/A		
Objective 3: We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our third objective to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism - towards a sustainable future	Lead or support projects and partnerships that deliver Objective 3 outcomes	1. Deliver Discover England's National Park programme to deliver increased SDNP exposure and new South Downs bookable tourism experiences tailored towards international markets	Q1-Q4 round-up (Apr 2018-Mar 2019)	Katharine Beer	60 attendees came to hear more about the Programme and how to get involved. There were 34 applications to develop South Downs English National Park Experience Collections from accommodation providers and 19 applications from lead experience providers, 8 of which have been developed.	Business Information Sessions were held for tourism providers in Lewes and Midhurst. One-to-one 'Experience' training sessions were run by the business support consultant for the 9 lead experiences and 6 accommodation providers. In addition, 2 'Growing your International Visitor Numbers' workshops were held with providers in the National Park. An application to extend the programme through the Discover England Fund Amplification Fund was approved and each National Park Authority has committed match funding of £5,500 each. The experiences were formally launched in January 2019 in the Peak District, along with the release of the trade buyers guide and website.	N/A		We will be delivering workshops with existing providers in September 2019. Meetings with National Park partners are also taking place to discuss the legacy post-Sept 2019.
		2. Develop hubs and gateways to the National Park to provide visitor and accommodation information	Q1-Q4 round-up (Apr 2018-Mar 2019)	Ruth James	1 new gateway at Gilbert White Museum; 1 new gateway in Winchester Tourist Information Centre; 1 shared identity hub in Midhurst; 4 interpretation panels at Stansted Forest; 2 interpretation panels at Kingley Vale; 15 sites in Eastbourne Downland with shared identity ladder signage; 7 sites with HeRe Welcome interpretation signage; 2 Visitor Giving sites with SDNPT gateway maps	A number of hubs and gateways with the shared identity were delivered, including: Gilbert White Museum gateway, Midhurst Town Council information/Shared ID hub, Stansted Forest gateway, Kingley Vale (NE) gateway, Eastbourne Downland (EBC), St Hubert's Church, Idsworth, HeRe Welcome interpretation signage, Winchester County Council offices, Holden Farm campsite (Cheriton), and the visitor giving sites.	N/A		Discussions are ongoing with a number of partners, including: Brighton and Hove City Council (Stanmer Park), Charleston, Highdown Gardens, Petersfield Museum, Hampshire County Council (Queen Elizabeth Country Park), Blue Bell Inn, Cocking, Fitzcanes cafe, Midhurst, and Cotswolds Outdoors (re SDNP gateways in five stores across South East).
		3. Website improvements to deliver business support for the visitor economy (Defra 8pp)	Q1-Q4 round-up (Apr 2018-Mar 2019)	Ruth James	Completion of website testing by 21 citizens panel members	In Q2, we carried out some detailed website testing using the Citizens Panel to discover how easy it is to find information on the site, including for visitors. Briefs for website design and structure changes and development of Discovery Map based on learning from web testing being developed.	N/A		Work moved to begin Q1 2019/20 due to staff changes
Objective 4: We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our fourth	Core work	1. Ensure infrastructure which supports the development of the National Park is delivered in a timely fashion by: a. Managing an effective Community Infrastructure Levy (CIL) collection process b. Using the Infrastructure Business Plan (IBP) to prioritise and identify the location of infrastructure projects c. Managing Section 106 obligations effectively	Q1-Q4 round-up (Apr 2018-Mar 2019)	Kelly Porter (a&B) Gill Welsman (c)	a) & b) Examples of the 2017/18 CIL receipts allocated in 2018/19 include: £70,275 to West Sussex County Council; £23,425 to East Sussex County Council; £20,230 towards Egrets Way – to provide a shared path / 'non-motorised user' route between Lewes and Newhaven; £20,230 towards South Downs Way, Winchester route improvements. At the end of the financial year we had collected £1,094,367.65 in CIL receipts to be awarded in 2019/20. We have over 400 projects to review / assess for the 2018/19 IBP. c) We funded 52 section 106 projects totalling £551, 722.18	Parishes receive a proportion of CIL from development in their area. The process for creating the IBP (and spending of CIL receipts) was approved by Planning Committee in November 2018. The team have dealt with a number of CIL appeals which is informing how we apply CIL to new developments and if we accept any. The 52 funded Section 106 projects include: replacement flooring to Sheet village hall; purchase of a Speed Indicator Device to aid traffic calming on the B3004 for Worldham Parish Council, and refurbishment of the existing Newton Vallence Village Hall Play Area.	N/A		The 2018/19 IBP (spending of the CIL receipts) will be considered by Planning Committee in July / August 2019.
		2. Provide support for community planning including: a. Facilitate the timely delivery of Neighbourhood Development Plans (NDPs) b. Ensure that the 5 year housing land supply of the SDNP is not prejudiced by a lack of progress by NDPs c. Provide timely support, advice and guidance to communities pursuing a community led plan d. Endorsement of Parish Plans, Village Design Statements and Local Landscape Character Assessments by the SDNPA	Q1-Q4 round-up (Apr 2018-Mar 2019)	Chris Paterson	15 community-led plans were supported by the SDNPA and/or submitted for examination. 55 Neighbourhood Development Plans (NDPs) are at various stages.	Neighbourhood Planning officers continue to work with a range of Neighbourhood Development Plan (NDP) groups. They supported Bury, Patching, Plumpton and Ditchling Westmeston and Streat NDPs which have successfully passed referendum and have been formally 'made' by the NDP, and - provided formal responses to Fittleworth, Stedham with Iping and Lewes NDPs. Officers are working with Hambledon Village Design Statement (VDS), Selborne VDS, West Meon VDS and Swanmore VDS who have prepared initial drafts of their plans. They are also working with Easebourne and Jevington Parishes on the early stages of Village Design Statement preparation. They also endorsed Newton Valence Parish Plan at P&R Committee in May 2018. SDNPA response to the updated Findon Neighbourhood Plan was agreed at August 2018 Planning Committee. Petworth NDP was made at July 2018 Planning Committee. Officers continue to prepare the new Village Design Statement (VDS) toolkit and are working closely with Easebourne and Jevington parishes to prepare VDS using the new toolkit. Lyminster and Crossbush Neighbourhood Area was designated by the SDNPA in December 2018. Lewes NDP successfully passed its referendum.	N/A		Stedham with Iping NDP Examination is on hold pending the adoption of the South Downs Local Plan. The Examination will continue once the Local Plan has been adopted.
Objective 4: We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our fourth	Make correct and high quality decisions on	1. Deliver a robust and well performing development management service	Q1-Q4 round-up (Apr 2018-Mar 2019)	Mike Hughes	85% of planning applications determined within statutory timescales 68% of appeals were dismissed. 77% of applications validated within 5 working days	Speed of decision making is good and all government targets are being met. Appeal performance continues to be sound. Validation is significantly improved on the previous financial year.	N/A		Although overall satisfaction with the planning service rose slightly between the 2014 and 2017 Planning Customer Satisfaction Surveys, actions are being incorporated into the Development Management Improvement Plan to improve performance in response to the findings of this survey

objective to be a confident and secure organisation exercising effective influence delivering shared outcomes through excellent customer service, providing value for money and generating income to support our work	development management proposals	2. Work with host authorities to improve the quality of their decision making and performance	Q1-Q4 round-up (Apr 2018-Mar 2019)	Mike Hughes	Approximately 80% of all planning decisions taken in the National Park in the financial year were taken by the 5 host authorities	Although host authority performance is generally good there is some variation in host authority performance which is being addressed.	N/A		A full comparative report on host authorities (and our own) performance will be provided to Policy and Resources Committee in September 2019.				
	Increase the income available for projects delivering the Partnership Management Plan	1. Continue to work with the Trust to encourage a culture of philanthropy for the National Park, promoting legacy giving, donations and visitor payback	Q1-Q4 round-up (Apr 2018-Mar 2019)	James Winkworth	This is reported via the Trust at NPA meetings								
		2. Pursue commercial partnerships that help us deliver our Purposes and Duty	Q1-Q4 round-up (Apr 2018-Mar 2019)	James Winkworth	This is reported via the Trust at NPA meetings								
	Drive efficiencies in new contracts	1. Complete retendering of the GIS contract	Q1-Q4 round-up (Apr 2018-Mar 2019)	Adam Brown				New contract let to existing providers, following a competitive process.	N/A				
	Lead the review of the Partnership Management Plan and develop an approach to keeping the PMP delivery framework relevant and refreshed	1. Engage partners, key stakeholders and staff in delivering a revised PMP delivery plan for launch in April 2019	Q1-Q4 round-up (Apr 2018-Mar 2019)	Anne Rehill	26 partners attended the workshop on 25 September 2018. Over 130 projects have been submitted by partners. A further 113 potential projects that may come forward have also been discussed with partners. Approximately 80 stakeholder meetings with over 250 participants have taken place.	The PMP Task and Finish group reviewed work on Strategic reviews, the evidence base and drivers for change. It also helped guide the development of the workshop on 25 September 2018 which included staff, SDNPA Members and partners to review the work on the review of the PMP so far and to help prioritise areas for delivery over the next 5 years. Stakeholder meetings took place until the end of February 2019. The Member Task and finish group reviewed the priority programmes and suggested rationalisation, with the revised outcomes, priorities, approach to communication and monitoring and draft joint action plan being endorsed at a joint SDNPA and partner workshop on 21 March 2019.			N/A		P&R Committee will consider the revised draft outcomes, priorities, approach and communication at its meeting on 25 April and recommend approval of same to the NPA at its meeting in May 2019. Final approval at the NPA will be in October 2019 and, after further refinements to the text by the Communications Team, the revised plan and joint action plan will be published at the end of the year.		
		2. Work with partners to demonstrate how they have delivered their responsibilities and commitments to delivering the PMP	Q1-Q4 round-up (Apr 2018-Mar 2019)	Anne Rehill	Three partners gave specific examples of how their work has contributed to the PMP at the workshop in September 2018. An analysis of the previous delivery framework showed that 96% of the 112 projects listed in the Partnership Management Plan Delivery Framework have been delivered.	There are a number of case studies available on the SDNP website. There is evidence of water companies explicitly referencing the SDNP PMP. An exercise was undertaken to see which activities from the PMP had been delivered. This was reported to the Member Task and Finish Group on the PMP in September 2018. Ideas for how best to capture partner commitments have been discussed and proposals will be included in the package of papers that goes to the NPA in July 2019. It is likely that some form of written confirmation will be adopted.			N/A		We will be agreeing with partners how they will report against delivery of projects for the PMP as part of the approval process. This will be in place by July 2019. Detailed reporting on PMP delivery will be in place in time for reporting at the end of year 1 of the revised PMP.		
		3. Complete thematic evidence reviews and development of strategic priorities for the PMP and the next corporate plan (Defra 8pp)	Q1-Q4 round-up (Apr 2018-Mar 2019)	Anne Rehill				Evidence reviews completed and reviewed by the Partnership Management Plan Task and Finish Group. Information is now available on the website and will be used in the development of the Corporate Plan 2020-25. Strategic Reviews are all complete apart from full completion of Health and Wellbeing and Cultural Heritage strategies. The Cultural Heritage Lead has started in post and aims to have the strategic review complete during 2019-20. The Health and Wellbeing Officer post has been recruited to successfully and work on completing this strategic review will be completed by the end of 2019.	N/A				
	Key accommodation outside the South Downs Centre under review in order to meet changing business needs in the longer term	1. Implement outcomes from the accommodation review for area offices	Q1-Q4 round-up (Apr 2018-Mar 2019)	Alan Brough	Three area team office moves completed			The Western area team relocated to Wallops Wood in Droxford during August 2018. The Eastern Area Team moved into the new offices at Stanmer in September 2018. The Central Area Team moved to Longport House in the Weald and Downland Museum in Q3. Accommodation has been identified for the Wealden Area Office. An outline agreement with the National Trust for the long term lease of Heath Barn Farm to SDNPA has been agreed and an architect appointed to produce design plans and cost for refurbishment.			N/A		Final lease arrangements dependant on refurbishment costs. Expected to be finalised end of 2019.
	Foster a culture where our people are empowered and supported to deliver their potential	1. Implement key recommendations from the culture group	Q1-Q4 round-up (Apr 2018-Mar 2019)	Debbie Hartman				Workshops with staff resulted in the identification of 3 key values: Collaboration; Respect; Innovation . The key values were communicated to staff using posters and lanyards and workstreams were set up to progress implementation. The Culture Group are working to ensure these values are demonstrated within organisational behaviours and they are liaising with the Chair of the Performance Learning and Improvement Group to ensure any areas of corporate learning are taken forward. Action Plans from the Staff Survey and Culture Group have now been amalgamated and work is being distributed between group members. New members are also being sought for the group and as work develops to meet the actions identified other members of staff will be invited to workshops in key work areas.			N/A		
		2. Carry out a staff survey and define measures and targets	Q1-Q4 round-up (Apr 2018-Mar 2019)	Vicky Paterson	92% response rate			The Staff survey was carried out between 21 September and 19 October 2018 with a very good response rate achieved. The results of the staff survey were fed back to staff at an all staff meeting on 11 December 2018. A working group was established to formulate an action plan in January 2019, which included members of the Culture, Health & Wellbeing, PLIG and Employee rep group. The staff survey action plan was finalised and agreed by SMT and OMT on 11 March 2019.			N/A		Staff Survey Action Plan to be communicated to all staff at the end of April 2019.

