

Corporate Performance Report Q1 (April to June) 2019-20

Corporate Plan Objective	Key priority, project or core work	What we will do	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	Key priority: Tests and trials for environmental land management schemes	Work with Defra and farm clusters on tests and trials of the new environmental land management scheme	Nigel James	3 ELMs tests and trials (T&T) farmer workshops run in May 2019 attended by 48 farmers, land managers and advisors	We successfully ran the first three of seven ELMs T&T farmer workshops in the SDNP (Colemore, Funtington and Plumpton). Each event was attended by 16 farmers, landowners and advisors, generating good discussion around the four questions that were asked. Key themes across all three workshops were for a scheme that is simple, flexible and utilises local advice and knowledge in a collaborative way. In June, we met with DEFRA Officials as part of the English National Parks Environment, Agriculture and Rural Development Group (EARDG). Constructive discussions were held on the role of NPs within T&Ts, and enables us to set out our longer term vision of having significant involvement with the ELMs National Pilot from 2024.	N/A		Next steps: - Liaise with DEFRA to finalise SDNPA T&T proposal costings now that the reimbursement policy has been agreed - Liaise with DEFRA to develop our Land App/Farm Cluster T&T proposal - Collate feedback from the workshops run in May and report back to attendees Potential risks: Farmers lose confidence in the T&T process due to delays in DEFRA and negative media in the farming press	
	Key priority: Establish the South Downs as a nature recovery network	Publish the South Downs GI Framework and implement a programme of work	Claire Kerr	To progress the Southern People & Nature Network (formerly the SD GI Framework) and deliver a pilot project for one of the spatial priorities identified in the network.	The Southern People & Nature Network (formerly SD GI Framework) document is currently being refreshed with a view to publishing the Principles and Evidence base during 2019. Partner support is also being sought and at the June South East England Protected Landscapes SEEPL meeting there was support for the Principles to be adopted across the south east protected landscapes. Close working with NE has also been undertaken and they are supportive of the SDNP approach. The East Winchester Landscape Project is underway as one of the network spatial priority areas. We are working with local stakeholders to develop a project implementation plan from a high level strategic vision. SDNPA also attended a Natural England-led workshop on the development/definition of nature recovery networks.	N/A		Next steps: aiming to publish document in the autumn. Input further into development/ definition of nature recovery networks. Risks: Slippage due to staff capacity.	
	Project: Develop landscape scale projects which restore and manage priority landscapes	Complete and implement the Winchester Area study	Roni Craddock	These projects are reported on in the Quarter 1 Project Update					
		Implement the action plan for the Truleigh Hill landscape project	Chris Fairbrother						
	Project: Heathlands Reunited	With partners, deliver year 4 of the HLF programme	Colin Carre						
	Project: Extend Catchment management approach	Identify partners and work up project proposals for CHAMP from Brighton to Worthing	Jeremy Burgess						
	Project: Woodland Trust partnership	Deliver year 3 of the partnership programme helping woodland owners with support to enable sustainable management ('Bringing back the ELMs')	Andy Player						
	Core work: Maintain heritage assets	Agree action plan for implementing recommendations for scheduled ancient monuments and non-designated assets	Anooshka Rawden		Historic England currently processing information provided by ranger teams in 2018 as part of piloting monitoring and recording work. Meetings have been held with Historic England to review a draft bid based on a project proposal designed in 2017/18. Historic England felt that project needed to refocus and consider grant criteria in more detail. Project will be reframed and scoped to consider expertise required, project outputs to ensure delivery framework is sustainable and technological support to reduce staff time impacts in conducting monitoring and recording.	N/A		Partnership with National Trust will need to be revisited. Meetings with Historic England to continue in Q2 to scope and consider project - will also liaise with County and District Archaeologists and Historic Environment Record centre officers re data sharing and resourcing impacts.	
	Core work: Maintain International Dark Sky Reserve Management Plan	Explore collaborative areas of work through a DNS partnership with existing IDA sites and other UK protected areas	Dan Oakley	Two International Dark Skies Association (IDA) meetings	Preliminary work with other NPA sites ongoing. MOU produced and circulated. Issues with IDA Chapter regulations complicated first edits. Sitting on IDA Dark Sky Committee for policy discussion.	N/A			
		Develop opportunities for addressing key lighting threats and increasing engagement	Dan Oakley	Four DNS Events (including STEM) attended	Farm Lighting guide being produced.	N/A		Institution of Lighting Professionals (ILP) accredited engineer to be commissioned to verify technical data.	
Maintain key IDA requirements for the Reserve (e.g. mapping, events, annual reporting, planning)		Dan Oakley	Four DNS Events (including STEM) attended No Software Quality Metrics (SQM) data	Planning applications responded to - approx 3 per week. Attended special solar viewing and NASA 50th Moon landings events.	N/A		Mapping to happen later in the year. IDA reporting to take place in October 2019		

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	<u>Core work:</u> South Downs Forestry Champions	Support the delivery of the Forestry Champions action plan	Andy Player		<p>People work area: Discussions held with Royal Forestry Society (RFS) to deliver training courses for foresters in the SDNP under umbrella of popular RFS one day courses. FC/RFS have been working on a course for military personnel leaving forces and re-training in forestry, delivered through Plumpton</p> <p>Place work area: lots of work around ash dieback, e.g. members of the South Downs Forestry Champions (SDFC) group that are site managers are actively managing ash dieback on their estates, Tree Council published AD toolkit for local authorities. South Downs Deer Management Group (DMG) formed and starting to meet</p> <p>Prosperity work area: Discussions held with an SDNP estate about potential for provision of affordable homes for estate workers</p>	N/A		People work area: recruitment for forestry ranger set for August; 1 arborist apprentice to be recruited in autumn and to start from Jan '20. Big Wave TV commissioned to film videos to 'tell the story' of forestry industry in the SDNP and filming with key stakeholders during summer '19
	<u>Core work:</u> Site specific habitat management	1. Agree the approach and plans to control invasive non-native species (INNS)	Jeremy Burgess	9 partners	Partners working to deliver the priorities in the South Downs Invasive Species Strategy	N/A		Increase engagement via the catchment partnerships
2. Agree habitat management for INNS with partners		Jeremy Burgess	12 species plans	Project Plans to control individual species in geographic areas (river catchments)	N/A		Additional plans for priority species in key catchments	
3. Habitat management to protect and enhance priority habitats		Jeremy Burgess	6 planned projects implemented	Projects implemented this quarter towards delivery of species plans and INNS strategy. Many projects are seasonal in nature	N/A			
	<u>Core work:</u> Landscape character refresh	1. Commission and oversee consultants to update the landscape character assessment for the South Downs	Chris Fairbrother		Contract let to LUC in May with the Inception meeting held on June 5th 2019. Format for the LCA classification agreed and initial ideas for the GIS based platform discussed.	N/A		Workshop event with external partners planned for the 11th July.
		2. Pilot the use of monitoring the SDNP from space	Chris Fairbrother		Test data obtained from the farm cluster for the Landscape Scale pilot. This was used to refine the land cover classification - particularly crop cover. Change detection tool further refined. Trial of vineyard detection using pattern recognition.	N/A		
	<u>Core work:</u> Tranquillity mapping	Set up a citizen science project to refresh the existing tranquillity map	Chris Fairbrother	Two Parishes identified as pilot areas.	Met with the Parish Clerks and representatives to discuss the pilot work and encourage uptake from Parish volunteers. New mapping platform and App' tested.	N/A		Risk that not enough volunteers come forward to survey the pilot areas.

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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	Key priority: Improve the health and wellbeing of communities and residents	1. Complete the strategic review for health and wellbeing	Anne Rehill & Kate Drake		The final completion of the strategy is awaiting the appointment of the Health and Well-Being Officer	N/A		Health and Well-Being Officer due to start in post in mid July.
		2. Identify projects that will deliver PMP priorities	Anne Rehill & Kate Drake	3 potential project ideas have been identified and are being developed		N/A		The projects will be developed further and funding allocated if appropriate. The John Muir family engagement project will be in delivery during Q2
	Key priority: Engage new audiences from underrepresented groups	Promote the John Muir programme as outreach to families who would otherwise not engage with the National Park	Amanda Elmes & Families Outreach Officer		Finalised person specification and job description so the job could go out for advert.	N/A		Job Description and Person specification finalised and advert going out w/c 22 July 2019. Interview date to be 16 August 2019
	Project: Centurion Way	Secure planning permission for the next phase	Nigel James	This project is reported on in the Quarter 1 Project Update				
		Secure funding opportunities for project delivery	Nigel James					
	Project: Introduce entry signage to the SDNP	Erect 19 entry signs across the SDNP	Ruth James & Liz Gent	This project is reported on in the Quarter 1 Project Update				
		Assess the impact and consider the installation of further signs	Ruth James & Liz Gent					
	Project: Public awareness campaign to celebrate the 70th Anniversary of protected landscapes	Develop 9 posters advertising key sites accessible by sustainable transport	Ruth James & James Winkworth	The campaign to celebrate 70 years of protected landscapes, Going Out Out (http://going-outout.co.uk/), will be launched on July the 19th with posters displayed across Great Western Rail, Great Eastern, Metro bus, Stagecoach and Brighton Busses.				
		Promote the sites across the South East transport network during summer 2019	Ruth James & James Winkworth					
	Core work: Selected improvements to the existing network	1. Complete improvements to the South Downs Way funded by the Mend Our Way campaign	Andy Gattiker	Specifications and relevant permissions obtained for the 3 Mend our Way funded improvement schemes completed	Specifications for improvement works at Hyden Land, Hampshire, Old Winchester Hill, Hampshire and Pen Hill, West Sussex have been drafted and approved by Local Highways Authorities as well as Historic England and Natural England. Tenders have been advertised for the Hyden Lane scheme.			Tenders for Old Winchester Hill and Pen Hill works to be advertised in Q2. Contract for Hyden Lane work to be awarded and commence in Q2. Ecological survey at Old Winchester Hill highlighted the proximity of badger activity to the works for which a DEFRA licence is required. This has been applied for but any delay in obtaining the licence could delay the start of construction of the Old Winchester Hill Scheme.
	2. Complete phase 4 of the Egrets Way shared route	Allison Thorpe		Planning permission was secured for the revised route; specifics relating to grazing arrangements were agreed, as were the terms of a licence between SDNPA and Lewes DC. We undertook additional ecological surveys; completed pre-construction tree works and site walkovers with contractors; confirmed a start date of 1st July with contractors; designed and ordered site signage, and agreed to split construction phasing due to repairs needed to sluice gate	N/A		Mobilise construction team on site and begin build. Continue to progress legal agreements with third parties, recognising the potential risk in terms of a delay to the construction of later phases if legal agreements cannot be negotiated.	
Core work: Learning	Host the National Parks UK Learning and Engagement Network 2019	Amanda Elmes		Lodge Hill booked as venue and date advertised to NPUK Learning and Outreach group	N/A		Finalise programme, workshops and guest speakers	
Core work: Diversify park-wide volunteering opportunities	Establish a volunteer youth pilot scheme/project	Amanda Elmes	5 x Summer Youth Action programme dates planned and advertised		N/A			
Core work: Improve visitor information on the website	Update the Discovery Map and make it more prominent	Ruth James		Full brief is being developed for the entire website, working alongside the Sustainable Tourism Lead	N/A			

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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	<u>Key priority:</u> Position the National Park as a sustainable tourism destination	Develop a sustainable tourism network for providers within the South Downs National Park	Kat Beer		Meeting with the Research and Evidence team in place for Q2 to discuss the business survey. Business survey planned for January 2020 - March 2020.	N/A		Produce EOI and project brief for conducting business survey to get approval for funding. Send out brief October, commission work January 2020. Risk of no funding to support evidence required for developing the network.	
	<u>Key priority:</u> Improve the visitor experience	Improve the SDNP website to deliver business support for the visitor economy and rural enterprise	Ruth James, Kat Beer & Mark Alden		Full brief is being developed for the entire website, working alongside the Sustainable Tourism Lead and Rural Economy Lead	N/A		Meeting in Q2 to discuss content	
	<u>Key priority:</u> Promote rural innovation	Identify the Top 100 enterprises within the South Downs National Park that deliver National Park purposes	Mark Alden		Data has now been obtained and a prioritisation matrix created. All required data is ready for analysis with new data being obtained from Point of Interest and existing Companies House data used for the Economic Profile being refreshed. A 'Prioritisation Matrix' has been developed and is ready to be applied to the data.	N/A		Meetings have been scheduled for early Q3 to sift the data down to the required 100 businesses. An emerging support strategy is being developed to ensure the right type of support is offered to the Top 100 once they are identified.	
	<u>Key priority:</u> Increase delivery of affordable housing	Operation of the Authority's affordable housing grant scheme and continued prioritisation of (free) planning advice for affordable housing schemes	Mike Hughes		The number of affordable homes delivered are reported yearly in the Authority's Annual Monitoring Report. Affordable housing sites often take years to move from site selection to delivery. However, the Authority is dealing with a high number of planning enquiries to bring sites forward for affordable housing.			The first SDNPA affordable housing grant (£150k) for Wickham Community Land Trust (CLT) will be paid as the 10 affordable dwellings are delivered in Autumn/Winter.	
	<u>Project:</u> Discover England - National Park Experience phase II	Develop South Downs bookable tourism experiences tailored towards national and international markets	Kat Beer		This project is reported on in the Quarter 1 Project Update				
	<u>Core work:</u> Deliver a robust planning framework	1. Consult on main modifications to the Local Plan in spring 2019	Lucy Howard		Consultation ran 31-01-19 to 28-03-19. Responses to consultation being analysed.	N/A			
		2. Adopt the Local Plan summer 2019	Lucy Howard		Planning Inspectorate (PINS) invoice came in £20K above projected budget			NPA to adopt Local Plan 02-07-19. Judicial Review period finishes 13-08-19.	
		3. Produce guidance to support the implementation of the Local Plan	Lucy Howard		Work started on various Supplementary Planning Documents (SPDs) and Technical Advice Notes (TANs) including Design, affordable housing and house extensions	N/A		Draft Affordable Housing SPD going to Planning Committee in July 2019. Draft Design SPD due to go to Planning Committee in January 2020 and the Draft Sustainable Construction SPD is due to go to Planning Committee in March 2020	
	<u>Core work:</u> Develop hubs and gateways	Create at least one new hub or gateway to the National Park incorporating the shared identity	Ruth James		One new gateway in development	SDNP Gateway/access signage delivered for Balsdean SSSI, East Sussex	N/A		
	<u>Core work:</u> Whole Estate Plans	Progress four more Whole Estate Plans	Nick Heasman		8 WEPs being undertaken	Although 8 WEPs are in progress, they are all at different stages. Dates are dependent on P&R committee meeting dates and member visits to estates as well as the individual WEP being ready for draft submission	N/A		BREXIT and uncertainty in the land management sector may lead to hiatus and delay
	<u>Core work:</u> Neighbourhood planning	1. Continue to support communities inside the National Park in the preparation of Neighbourhood Development Plans and other community-led plans	Chris Paterson		56 Neighbourhood Development Plans (NDP) at various stages across the SDNP. One new NDP area has been designated for the Parish of Greatham in Hampshire. The updated Findon Neighbourhood Plan was submitted for examination on 12 June 2019.	A request from Greatham Parish Council was received to designate the whole parish for the purposes of preparing a Neighbourhood Plan. Findon Parish Council have submitted the updated Findon Neighbourhood Plan. The Examiner for Fittleworth NDP submitted some initial questions on 30 April 2019. Fittleworth Parish Council and SDNPA have prepared a joint response to these questions. A Strategic Environmental Assessment scoping report for Rogate Parish Council was published in June 2019	N/A		The submission of the updated Findon NDP will be considered through an Examination. The Examiners report on Fittleworth NDP is anticipated for July. Stedham with Iping NDP examination has resumed.
		2. Continue to share best practice inside and outside the National Park to fully utilise and develop the neighbourhood planning team	New Senior Policy Planner			The role has not yet been recruited to so this work has been put on hold. We will next report on this at year end.	N/A		Will next be reported at year end

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	Core work: Ensure timely provision of infrastructure to support development in the National Park	1. Operate S106 and CIL processes effectively to maximise receipt of monies owed	Kelly Porter	For CIL £43,421.73 has been paid to 18 parishes . For S106 £812,632.63 has been spent on 11 projects / passed to County Councils	For S106 the types of projects being funded include educational services in West Sussex, Egrets Way Phase 4, a play area in Buriton and road improvements in Sheet.	N/A		
		2. Implement the Infrastructure Business Plan to prioritise allocation of CIL income	Kelly Porter	Over 400 projects are being assessed for inclusion on the 2018 IBP (i.e. spending of 2018/19 CIL Receipts)		N/A		
Objective 4: We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our fourth 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	Key priority - Our services: Make correct and high quality decisions on development management proposals	1. Deliver a robust and well performing development management service	Rob Ainslie	80% of all decisions taken are done so in a timely manner		N/A		
		2. Work with host authorities to improve the quality of their decision making and performance	Mike Hughes	Approximately 80% of all planning decisions taken in the National Park are 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. A full comparative report on host authorities (and our own) performance is being provided to Policy and Resources Committee at its meeting in September 2019.	N/A		
	Key priority - Our services: Improve performance reporting and project management	1. Provide improved performance reporting on the SDNPA website	Tanya Hibberd		Once the website has been updated in Q3, we will liaise with Comms to ensure improved performance information is included on the website.	N/A		Will next be reported at year end
		2. Embed the revised project management process across the SDNPA	Liz Gent	Three projects have been through the new approval process and of these only 1 has so far produced a delivery plan equating to 33%.	To measure how well the revised project management process has been embedded across the SDNPA, we are calculating: the number of projects that have been through the project approval process, and the % of these that have produced delivery plans.	N/A		Our aspiration is for all projects that have been through the process to have produced a delivery plan.
		3. Introduce new project reporting for Members	Liz Gent		Tableau dashboards rolled out to Members at P&R committee and used in quarterly project reporting.	N/A		
	Key priority - Our services: Make improvements to the SDNPA website	Review and implement relevant recommendations from the Citizens Panel online community work	Ruth James		Full brief is being developed for the entire website, working alongside the Sustainable Tourism Lead and incorporating the learning from the Citizen's Panel feedback	N/A		
	Key priority - Our organisation: Support the SD Trust to deliver 1/2 million £ of funding for projects across the National Park	1. Provide communications support including one public fundraising campaign	James Winkworth	£10k raised	The South Downs National Park Trust launched Beelines in April with £10k raised to date	N/A		
		2. Work with partners to develop attractive projects for external funding	James Winkworth	The Trust has secured £260k with an additional £105k in warm business. Statutory funding post now embedded within the organisation with around £1.7 million of asks in progress		N/A		Regarding Trust income - Fundraising Dinner planned with Wine GB for April, forecast to raise at least £50k. Risk - Significant increase in Income Target makes 2019/20 a challenging year for the Trust, this has been hampered by problems with the Beacon Hill project which accounted for £100k of our pledged income. It is still possible to hit target but the effort involved should not be underestimated.
	Key priority - Our organisation: Drive efficiencies in new contracts	Seek continuous improvement within contracts and on the renewal of term contracts, reducing costs and/or enhancing service provision	Alan Brough		NPA Recruitment Advertising: the tender for whole UK NPA framework under way to reduce costs, share data and improve recruitment process	N/A		

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	<p><u>Key priority - Our organisation:</u> Keep accommodation outside of the South Downs Centre under review in order to meet changing business needs in the longer term</p>	<p>Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the Authority</p>	Alan Brough		<p>Wealden Area Office relocation: on-going work on Heath Barn Farm, Architect presented initial designs to the Design Review Panel</p>	N/A		<p>Architect completing design and reviewing costs. Costs critical to viability of scheme.</p>
	<p><u>Key priority - Our people:</u> Foster a culture where our people are empowered and supported to deliver to their potential</p>	<p>Review and implement recommendations from the staff survey</p>	Vicky Paterson		<p>Staff survey actions allocated to working groups to take forward. Plan communicated to all staff via e-mail on 1 May 2019, requesting further staff involvement in the actions.</p>	N/A		