

Appendix 1: Corporate Performance Report Q2 (July to September) 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		Following the 3 ELMs Tests & Trials (T&T) farmer workshops in May, the points put forward across all three workshops were collated and grouped into common themes/concepts. This was then shared with all attendees to ensure they felt their opinions were represented. In the lead up to the remaining four workshops in early October, they were re-advertised to farming networks across the Park. This prompted a good response with all workshops filling quickly. Alongside the farmer workshop ELMs T&T, we also developed and submitted a second test proposal in September. It proposes that Farm Clusters will work with the Land App to assess, plan and design the delivery of priority objectives at a landscape scale. Initial feedback from DEFRA has been encouraging and we await a formal response. If successful, the test will run during winter/spring 2019/20.	N/A		Next steps - Arrange and deliver remaining four farmer workshops in October - Start preparation of the final report, based on the outputs from all seven workshops, for submission by Christmas - Follow-up on Farm Clusters/Land App proposal following feedback from DEFRA Potential risks - Farmers lose confidence in the T&T process due to delays in DEFRA and negative media in the farming press - DEFRA reject our Farm Clusters/Land App T&T proposal	
	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		The text for the People & Nature Network (formerly SD GI Framework) is ready for design and print. We have agreed an internal timeline and are taking the draft designed document to November P&R for approval. The Winchester study is nearing completion after extensive stakeholder and public engagement and consultation. The final stage - preparation of the delivery plan - is due for completion by the end of November 2019. SDNPA has been approached by Natural England in relation to piloting the national GI Standards.	N/A		Next Steps: design and print framework document. Invitation to present at the Sussex Local Nature Partnership in December, which links to Natural Capital Investment Strategy for Sussex work. 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 2 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		Successful Changing Chalk bid has highlighted a similar project to that proposed in 2017/18 as part of the Changing Chalk Activity Plan, to be led by National Trust. There will be benefits to collaborative delivery, particularly as Changing Chalk Development Plan cites intention to apply to the same Historic England funding stream as SDNPA had identified to fund the same project in the wider South Downs landscape. Draft report received from Archaeology on the Edge Project has also highlighted and clarified scale and range of need around recording and monitoring in this area of the National Park. Still awaiting report from Historic England.	N/A		Historic England due to release 2019 Heritage at Risk report in October. No feedback or data will be available until the report is published.	
	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	Three International Dark Skies Association (IDA) committee meetings including one on SQM accuracy	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	One talk given to Institution of Lighting Professionals Conference	Farm Lighting guide being produced. Institution of Lighting Professionals (ILP) obtrusive lighting guidance updated with SDNPA SQM Environmental Lighting Zone (E zone) data	N/A			
Maintain key IDA requirements for the Reserve (e.g. mapping, events, annual reporting, planning)		Dan Oakley	Six Dark Night Skies Events with South Downs Planetarium for Moon Landings. Two National Citizen Service events in Southampton; One at Lodge Hill.	IDA report submitted and approved. No issues reported. Preliminary SQM Data for Western Anomaly taken. Western Anomaly verified.	N/A		Hi resolution SQM to come in winter (started 22nd Oct). Highly probable that E zones and %-age darkness areas to increase as a result - to be confirmed in Q3 reporting		

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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: Big Wave TV videos filmed, ready for use early in 2020.</p> <p>Place work area: 'Bringing back the Elms' successfully planted 600 Dutch Elm-resistant elms in 2018/19, order placed for a further 700+ trees for 2019/20. New Ash Dieback resilience officers at West Sussex County Council and at Forestry Commission who we will be working with on strategic planning. Providing ongoing support and funding one day training course for deer managers for CPD.</p> <p>Prosperity work area: no new update</p>	N/A		<p>People work area: Start of forestry and arboriculture apprentice delayed until 2020. SDNPA/Royal Forestry Society (RFS) training course programme being developed for 6 courses running from April to October for foresters in 2020.</p> <p>Place work area: South Downs Trust about to begin fundraising for Ash Dieback (AD) resilience fund to help plant replacement trees. Develop AD action plan and develop mechanisms for delivering AD resilience fund. Delivery of forestry and deer management training though late 2019 and 2020.</p>
	<u>Core work:</u> Site specific habitat management	1. Agree the approach and plans to control invasive non-native species (INNS)	Jeremy Burgess	12 partners	Partners working to deliver the priorities in the South Downs Invasive Species Strategy.	N/A		Continue engagement through Catchment partnerships to ensure catchment based approach and best use of resources
2. Agree habitat management for INNS with partners		Jeremy Burgess	15 species plans	Project Plans to control individual species in geographic areas (river catchments).	N/A		Continue to develop additional plans for priority species in catchments not yet covered.	
3. Habitat management to protect and enhance priority habitats		Jeremy Burgess	14 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		Draft text for example Landscape Character Type developed, with new illustrative approach to highlighting Landscape Sensitivities. Mock up of the on-line 'story-map' version of the classification produced. LUC have also started on the new content for the Landscape Descriptions. Additional work has been done on refining the 'Open Downland' Character Type.	N/A		
		2. Pilot the use of monitoring the SDNP from space	Chris Fairbrother		The test data has helped to develop a crop cover map for the Farm Cluster, and is also being used to extend this to a Park Wide classification. Further data is being shared as a result of a request going out to additional land owners and estates. Discussions have started on how this might help support the development of the ELMs 'tests & trials' work. Work has also started in applying Earth Observation techniques to the monitoring/valuation of Natural Capital assets across the National Park.	N/A		
	<u>Core work:</u> Tranquillity mapping	Set up a citizen science project to refresh the existing tranquillity map	Chris Fairbrother		Upham Parish have expressed an interest in developing a survey for their area. The new platform to support the survey has been trialled and has proven easy to use and robust.	N/A		Training dates will be set up during Q3 in readiness for the survey commencing in the Spring of 2020.

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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		Draft strategic review developed.	N/A		Draft strategic review will be sent out for internal and external consultation and feedback during Q3. Once the strategy and associated action plan is finalised, it will guide delivery for Health & Wellbeing priorities and projects	
		2. Identify projects that will deliver PMP priorities	Anne Rehill & Kate Drake	2 arts and 1 connecting to nature through natural materials pilot projects are being developed for delivery during 2019-20 & early 2020-21.	Evaluation and monitoring being built into the pilots. Being delivered as a way of testing whether the social prescribing to SDNPA partnership is effective.	N/A		Projects to begin Q3/4.	
	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			Families Outreach Officer appointed. Funding secured for entire year 1 project delivery.	N/A		Sian Jones starts in post on 21 October 2019
	Project: Centurion Way	Secure planning permission for the next phase	Nigel James	This project is reported on in the Quarter 2 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 2 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	This project is reported on in the Quarter 2 Project Update		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 Buses. At least 235,000 people reached. In the summer of 2019 we launched a campaign with the National Parks and AONBs of the South East (South Downs, High Weald, Kent Downs, Surrey Hills and Chichester Harbour), to celebrate 70 years of protected landscapes. The campaign, Going Out Out (http://going-outout.co.uk/), was launched on 19 July with posters displayed across Great Western Rail, Great Eastern, Metro bus, Stagecoach and Brighton Buses. The campaign, which encourages young people to visit our special landscapes, was launched with the enthusiastic support of Julian Glover. Gatwick Airport displayed our posters across the airport during the 29th and 31st of July with another promotion in the Autumn - we are still collating figures for the overall campaign but the Gatwick posters alone reached 231,555 people.			
		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	950m of byway was resurfaced at a cost of £48,000.		Hyden Lane Mend our Way project completed on time and within expected budget. Tenders assessed and contract awarded for the Old Winchester Hill Mend Our Way improvement project.			Old Winchester Hill start date for construction delayed due to late issuing of DEFRA Badger Licence. Expected start date of WC 7th Oct. But risk bad weather further delays works on the ground.
		2. Complete phase 4 of the Egrets Way shared route	Allison Thorpe	Works to southern section approx. 60% complete		Construction commenced 1st July. Path works to northern section completed, excluding area adjacent to Environment Agency sluice gate works approx. 75m.	N/A		Works on site suspended until post-bonfire night celebrations w/c 11 Nov. Legal agreements with the remaining third parties are in progress and it is anticipated that these will be completed before construction resumes post bonfire night.
	Core work: Learning	Host the National Parks UK Learning and Engagement Network 2019	Amanda Elmes			Booking form sent to delegates, programme finalised.	N/A		
	Core work: Diversify park-wide volunteering opportunities	Establish a volunteer youth pilot scheme/project	Amanda Elmes	4 x South Downs Youth Action Days took place with one postponed due to bad weather.		The feedback from participants and staff was very positive and a review meeting was held with staff and Youth Ambassadors to plan next steps.	N/A		Autumn programme finalised and being promoted now.
Core work: Improve visitor information on the website	Update the Discovery Map and make it more prominent	Ruth James			Full web tender went on In-tend.	N/A		39 tenders received. Selection process will be completed by early November when work to website can commence.	

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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	Key priority: Position the National Park as a sustainable tourism destination	Develop a sustainable tourism network for providers within the South Downs National Park	Kat Beer	£35,000 approved from OMT/SMT to deliver a business survey and support the development of the network	Funding approved for the Business Survey which will underpin the foundations for the sustainable tourism network.	N/A		Produce an ITT and recruit consultants to undertake the Business Survey in January 2020.	
	Key priority: 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	1 meeting held with Luke Walter on website re-development.	Meeting held with Comms to feed into the brief which has now gone out to tender.	N/A		39 tenders received. Selection process will be completed by early November. Supplier interviews taking place in Q3. Kat will feed into the tourism information in Q3 & Q4.	
	Key priority: Promote rural innovation	Identify the Top 100 enterprises within the South Downs National Park that deliver National Park purposes	Mark Alden		Works have commenced on cleaning up the two independent data sets procured for this project. Development of the prioritisation matrix is ongoing with a final draft targeted for completion for Q3.	N/A		Deadline of 8th November 2019 has been set to clean all data and leave ready for insertion into the prioritisation matrix.	
	Key priority: 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.			Other grant schemes are in the pipeline and will come forward depending on other issues (securing planning permission and achieving landowner agreement for instance).	
	Project: 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 2 Project Update				
	Core work: Deliver a robust planning framework		1. Consult on main modifications to the Local Plan in spring 2019	Lucy Howard		The responses to the consultation which took place 31_01_19 to 28_03_19 were summarised and sent back in full to the Inspector who considered them in his final report on the Plan.	N/A		
			2. Adopt the Local Plan summer 2019	Lucy Howard		The Local Plan was adopted at NPA on 2 July 2019	N/A		
			3. Produce guidance to support the implementation of the Local Plan	Lucy Howard		Technical Advice Note (TAN) on replacement homes and extensions was published in July.	N/A		Affordable Housing Supplementary Planning Document (SPD) consultation will take place in Q3, with adoption due in Q4. Work underway on Sustainable Construction SPD which will go out to consultation in December 2019 for 8 weeks. Work ongoing on Design SPD with consultation 20-21. Work starting on a Parking SPD in Q4 with consultation in 2020-21. Future work planned on a Biodiversity Net Gain SPD . Work due to start on Viticulture TAN in 20-21
	Core work: 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	Planning underway for new gateway at Seven Sisters Country Park	N/A		
	Core work: Whole Estate Plans	Progress four more Whole Estate Plans (WEPs)	Nick Heasman		9 WEPs being undertaken	WEP guidance has been reviewed and revised and is now in draft phase prior to publishing. An action plan of all endorsed WEPs has been developed to monitor post endorsement, progress and manage relationships with the estates over the life of the WEP	N/A		
Core work: Neighbourhood planning	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. 2 NDPs are abandoned (Sheet and Singleton). The updated Findon Neighbourhood Plan was Published for Submission Consultation from 22 July - 16 September 2019. Fittleworth Examiners report published July 2019, SDNPA Decision statement agreed 12 September 2019.	Findon NDP Submission consultation was held between July - September 2019. An Examiner has been appointed and the Examination will begin in October 2019. The Examination of Fittleworth NDP concluded that the NDP could proceed to referendum following modification, the Examiners report was published in July 2019. The SDNPA agreed the modifications in their Decision Statement of September 2019. A Strategic Environmental Assessment and Habitats Regulation Assesments have been prepared for the Rogate NDP.	N/A		The following NDP activities are anticipated: Fittleworth NDP Referendum to be held 7 November 2019. The Examination of the updated Findon NDP will begin in October 2019, The Examiners report for Stedham with Iping NDP is expected in October 2019. Following the consideration of thr Habitats Regulations Assessment (HRA) and Strategic Environmental Assessment (SEA), the Rogate NDP Submission is anticipated for Q3. Following the publication of the HRA and SEA, the Twyford Pre Submission Consultation is anticipated for Q3.	

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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 S106 £252,592.29 has been spent on 10 projects / passed to District Council.	For S106 the types of projects being funded include footpath improvements, kissing gates and a disabled toilet in Sheet.	N/A		
		2. Implement the Infrastructure Business Plan to prioritise allocation of CIL income	Kelly Porter	Over 400 projects were assessed for inclusion on the 2018 IBP.	Projects assessed and recommendations for spending 2018/19 CIL Receipts going through IBP process.	N/A		Heading for November Planning Committee.
Objective 4: We will develop strategies, support or lead strategic 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	100% of government targets in terms of decision making have been met 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.	Following the presentation to Policy and Resources Committee in September, extra focus will be given to the performance of host authorities in respect of enforcement.	N/A		A Member workshop on planning data is being scheduled. SDNPA Agents Forum held in October where Host Authority performance was discussed but not at length.
	Key priority - Our services: Improve performance reporting and project management	1. Embed the revised project management process across the SDNPA	Liz Gent	Five projects in delivery have been approved through the new system. Four of these have a project delivery plan, and the remaining one is in draft. Equating to 80%.	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 number of these that have produced delivery plans.	N/A		4 of 5 project have now completed this and the remaining one is 50% complete as a draft which we will include in our Q3 reporting.
		2. Introduce new project reporting for Members	Liz Gent	Used in P&R to report on Q2 projects.	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		Built Local Plan webpages based on feedback from the Citizens Panel. We also improved navigation through those pages e.g. shorter text on parent pages, more hyperlinks linking to major content pages, etc. The result of that is faster load times and a more coherent navigation for the user.	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	£18k raised	Over £18k has been raised to date and the appeal has been chosen as the beneficiary of a forest holidays initiative, which is expected to raise a further £10k. We are preparing to launch a new appeal in Q3 which seeks to raise funds for the planting of trees, in response to Ash Die Back.	N/A		
		2. Work with partners to develop attractive projects for external funding	James Winkworth	The Trust has secured £316k with an additional £180k in warm business. Within Statutory Funding we have just under £1.2 million in serious consideration with asks of £3.2 million in development.		N/A		
	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		Engagement with Crown Commercial Services framework to reduce train travel costs and admin.	N/A		
	Key priority - Our organisation: Keep accommodation outside of the South Downs Centre under review in order to meet changing business needs in the longer term	Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the Authority	Alan Brough		Revised Cost Plan for Heath Barn Farm - final negotiations with National Trust to follow.	N/A		
	Key priority - Our people: Foster a culture where our people are empowered and supported to deliver to their potential	Review and implement recommendations from the staff survey	Vicky Paterson		Actions progressing well. An updated plan was communicated to staff via Update on 16 August 19 confirming progress.	N/A		