

Agenda Item 13
Report PRI9/20-35

Report to	Policy & Resources Committee
Date	27 February 2020
By	Performance and Research Lead & Project Management Lead
Title of Report (Note)	Q3 Corporate Performance and Project Performance Report

Recommendation: The Committee is recommended to:

- 1) Receive and note the Quarter 3 Corporate Performance and Project Performance report**
- 2) Consider whether it wishes to make any recommendations to Officers arising from the report**

1. Introduction

- 1.1 The SDNPA considers it important as a publicly accountable body, to monitor its performance. The Policy and Resources Committee has terms of reference which include *“To monitor and review the performance, including financial performance, of the Authority in the context of its business delivery, and the management and maintenance of the Authority’s assets in accordance with the Authority’s agreed budget, Corporate Plan and other approved plans, and make recommendations for changes as appropriate”* and *“To monitor and identify improvements arising from the outcomes and evaluation of projects identified by the Committee, audits, survey and other feedback and make recommendations as appropriate”*.
- 1.2 The purpose of this report is to update the Policy & Resources Committee on the Authority’s corporate and project performance during Quarter 3 of 2019/20: 1 October to 31 December 2019.

2. Corporate Performance Reporting

- 2.1 For an overview of performance for each of the four objectives in the Corporate Plan, see **Appendix 1: Corporate Performance report Q3 2019-20**. Key data (where applicable), commentary, a Red, Amber or Green (RAG) status¹ for performance (and in some instances, also budget) and next steps & potential risks is noted for each key priority or area of core work. Note that projects are reported on later in this report.
- 2.2 Members should note that where projects are mentioned in the Corporate Plan, these are reported through Tableau as part of the general project update.
- 2.3 In general, good progress towards achieving our performance objectives is being made across the board, with 38 of the 43 key priorities or areas of core work achieving green RAG status for performance, showing that the work is on track

¹ Depending upon whether delivery is on track (green), slightly behind schedule (amber) or significantly behind schedule (red)

- 2.4 The table below and overleaf lists the five key priorities or areas of core work with an amber RAG status for performance, where our work has fallen slightly behind schedule, and the reason for this:

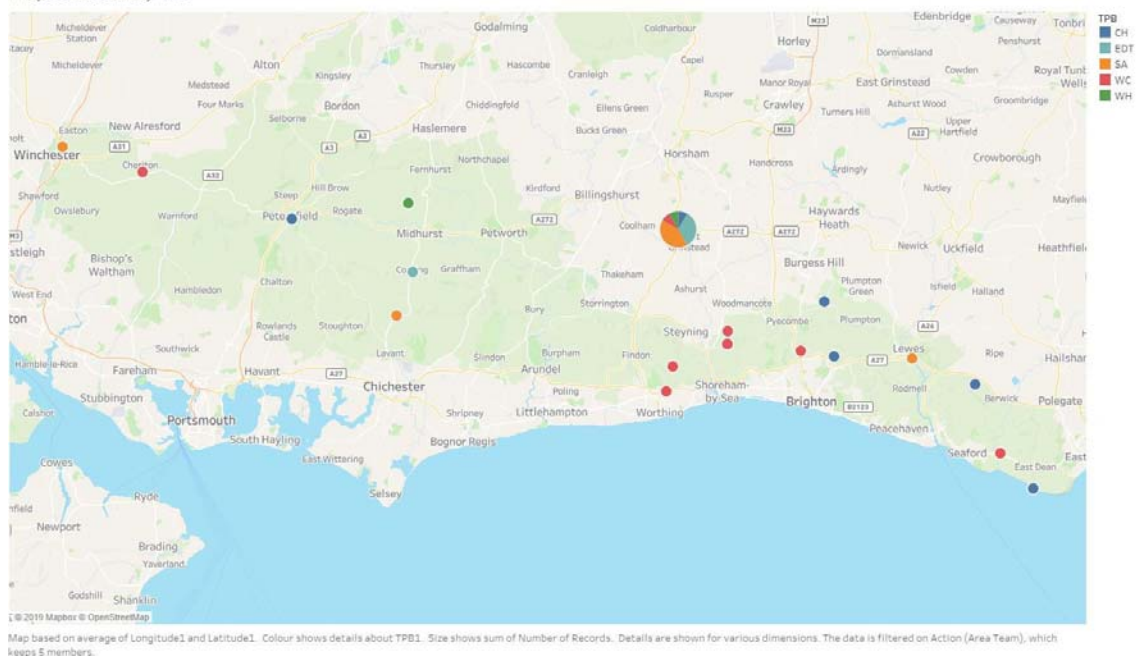
Corporate Plan objective	Key priority, project or core work	What we will do	Reason for performance amber status
<u>Objective 1:</u> We will develop strategies and support or lead strategic overarching partnerships and projects which deliver our first objective to conserve wildlife, the natural beauty of the landscape and cultural heritage - a thriving living landscape	<u>Key priority:</u> Establish the South Downs as a nature recovery network	Publish the South Downs GI Framework and implement a programme of work	Not yet published but ready for publication in Q4
	<u>Core work:</u> Maintain heritage assets	Agree action plan for implementing recommendations for scheduled ancient monuments and non-designated assets	Picking partnerships up after a period of change and starting to develop project ideas and action plan
<u>Objective 2:</u> 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	<u>Core work:</u> Improve visitor information on the website	Update the Discovery Map and make it more prominent	Website and Discovery Map due to be delivered in Q4
<u>Objective 3:</u> 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	Survey from which businesses will be recruited to form a network due to take place in Q4
	<u>Key priority:</u> Improve the visitor experience	Improve the SDNP website to deliver business support for the visitor economy and rural enterprise	Website on target for delivery Q4

- 2.5 In most instances, there is no RAG status for budget. The two exceptions (both of which show a green RAG status for budget) are:
- 1) Complete improvements to the South Downs Way funded by the Mend Our Way campaign, and
 - 2) Operation of the Authority's affordable housing grant scheme and continued prioritisation of (free) planning advice for affordable housing schemes.

3. Project Performance Reporting: Projects in Delivery

- 3.1 A link to the Tableau Dashboards for Q3 is https://public.tableau.com/views/PRProjectsDashboardQ320192020/ProgrammeandRAGstatus?:display_count=y&origin=viz_share_link
- 3.2 There are two worksheets on this Tableau Dashboard which are shown in **Appendix 2** however please note the detailed project information can only be seen by using the above link to interpret the dashboards in Tableau.
- 3.3 A link to the training video on how to use the Tableau Dashboards is included here: <https://drive.google.com/file/d/1p1WbMxclCNUbBBwRzkLTxNCJdnSXafnQ/view?usp=sharing>
- 3.4 The dashboard worksheet titled 'Location and TPB' shows the location of all projects currently in delivery across the park. An extract of the Project Location by Theme Programme Board (TPB) is included below for reference. All park-wide projects have been represented under a 'park wide' clickable area that is outside the park boundaries. The colour of the projects identify which TPB the project is being governed through e.g. green shows projects being governed by the Water and Chalk TPB. At the end of Q3 there were 32 projects in delivery involving SDNPA inputs either through costs or resourcing.

Project Location by TPB



- 3.5 The 'Location and TPB' dashboard worksheet also shows how all the projects are progressing in terms of % Completion and % Spend. Using the Tableau link if you hover your mouse over the graph it will provide you with information on the project, budgets and comments directly taken from the Q3 progress reports.
- 3.6 The RAG (Red, Amber and Green) status shows if a project is on track or not. The RAG status is based on an assessment including key deliverables and achievement of targets as well as whether the budget is on or off track. If a project is behind or ahead with delivery or behind or ahead with budget, it will be Amber. If it is both off track in terms of delivery and also in terms of budget it will be red. Where projects have an Amber or Red status the comments relating to the RAG status can be found using the linked Tableau dashboard and using the Tableau Reader software to examine the project data in more detail.
- 3.7 The 'Programme and RAG status' dashboard worksheet on the Tableau Q3 report and also shown in **Appendix 2** shows the project programme of delivery or timeline. An extract of this graph is included overleaf. The colours on this graphic display the RAG status of the projects to help provide an overview of project issues and remaining duration for project delivery.

- 3.8 A greater amount of project detail, such as who the lead partners are on each project, can be found using the linked Tableau dashboard and using your mouse to either filter on team area, location or by clicking on the project name to examine the project data in more detail. This information is not available from the PDF version in **Appendix 2**.
- 3.9 The 'Programme and RAG status' shows four of the projects in delivery at the end of Q3 have an amber RAG status.

Projects at Amber or Red RAG status	Q2 RAG	Q3 RAG	Reason for RAG status
Truleigh Hill Habitat and Access	Amber	Amber	Ongoing delay as YHA plans not started. Therefore remaining interpretation cannot be installed and project can't be completed. Decision made by the YHA to delay the planned refurbishment of the Truleigh Hill hostel, as a result of contractor quotations coming in higher than expected, mainly as a result of the need to install a new power supply to deliver the required upgrade in capacity. Therefore refurbishment will not be occurring during early 2020 as originally planned and will be rescheduled for winter closure 2020/21 or 2021/22. Action: Await YHA refurb to progress. Or close project early.
Footsteps	Amber	Amber	Version 1 App has been shared with SDNPA and Partners for feedback. Project timetable revised to give additional time for Version 1 App editing – does not impact on overall timetable for launch of app, which is planned for Spring 2020. Action: Project is now wrapping up. Due for closure in Q4.
Truleigh Hill Landscape Project	Amber	Amber	Project expenditure is slightly behind forecast, but again this is not a of high concern, as the Landscape Officer is confident that proposed interventions within the Action Plan will exceed allocated project budget and will require prioritising or phasing over a longer period (scope to extend the project through additional funding allocation). Still awaiting news on resubmitted Froglife proposal to HLF relating

			to Dew Pond development and education at Truleigh Hill. Action: Steering Group to meet and agree a way forward for the project.
Beggars Bush	Amber	Amber	The original proposed route has been changed, following conversations with landowner and tenant farmer. All of this additional work to 'upgrade' the original project will cause significant delay in project completion. In addition, the forecasted amended budget is also yet to be ascertained. Action: new scope revision required. Project has evolved so new programme and scope to be agreed.

4. Project Performance Reporting: New Project Approvals

4.1 There were 32 projects in delivery at the end of Q3 (excluding CHAMP2). Seven new projects were approved during Q3, these include:

- **Truleigh Inspiring Project:** £5000 funded with Public Health England to explore the relationship between social prescribing and the SDNPA. Working with a community Arts group in Worthing to explore the relationship between Arts and Green spaces (Truleigh Hill).
- **Pump it Up:** Approved in October £25,000, to facilitate infrastructure at two sites to enable grazing and chalk grassland maintenance. In partnership with Natural England, Eastbourne Borough Council and a local Farmer.
- **Business Survey and development of a business network:** Approved in October £35,000 to conduct a business survey and develop a network which will provide evidence to inform the creation of an action plan for business support as well as contribute to the sustainable tourism strategy review scheduled for 2020.
- **Floodplain Meadows in Rother Valley:** Approved in October £25,000 To complete floodplain meadow restoration trials at two sites in the Rother Valley, West Sussex. Develop a repository of local guidance and knowledge to aid future restoration of floodplain meadows.
- **Arun Vision:** Approved in October £20,000 To find a sensible and affordable balance between the needs of conservation, land management and the protection of people and property for the future of the Arun Valley.
- **CHAMP2:** funding was approved in December by the NPA but the project doesn't start until April 2020 so this is not considered to be in delivery and won't be reported on as a live project until April 2020.
- Funding was also approved for the **Falmer to Woodingdean Path**, a partnership project with B&HCC. A contribution of £100,000 was agreed from the strategic fund however this project is not considered to be in delivery as the project is securing remaining funding before it starts.

- 4.2 There are five projects that completed in Q3 and are due to be evaluated and closed in Q4 these include the Centurion way, Discover England, Sussex Modern, LSTFI and Linking communities.

5. Project Performance Reporting: Project Closures

- **Archaeology on the Edge** was closed in December 2019. The key deliverables this project achieved was a data set of archaeology 'at risk' from erosion along the Heritage Coast.
- **Maunder Maps** was closed in November 2019. The key deliverable of this project was an exhibition and workshop at Ditchling museum reaching 4500 people.
- **The Inn Crowd** which was closed in December 2019. The key outputs of this project were that 483 people were actively engaged in drama/singing activities, art works and shared stories were created as part of the project's community engagement, across 20 individual events and activities. In addition, an audience of 270 people engaged with Cherry Soup, the one-woman show that was produced as a result of the community engagement, across 9 venues.

6. Project Performance Reporting: Strategic Fund Implications

- 6.1 The budget for the Strategic Fund from 2019-2020 to 2023-24 is set out in the table below. The level of funding available for projects may vary depending on the level of funding carried over as well as the annual allocation of funds into the Strategic Fund on an annual basis. The annual budget contributions are based on assumptions within the Medium Term Financial Strategy approved by the NPA in March 2019.

	Budget 2019-20	Budget 2020-2021	Budget 2021-22	Budget 2022-23	Budget 2023-24
Annual Budget (£)	220,000	300,000 (to be agreed at NPA in March)			
Carry Forward from projects setup in 2018/2019	136,069				
Budget Carried forward (£)	589,658	261,185	355,970	305,255	264,540
Total Budget	909,727	561,185	355,970	305,255	264,540
Requirement for funding	648,542*	205,215	50,715	40,715	61,140
Estimated funding available	261,185	355,970	305,255	264,540	203,400

*This total includes projects that have been approved funding but are currently on-hold awaiting other funding decisions.

- 6.2 There is a separate project pipeline for PMP projects over the next 5 years. The project pipeline funding requirements are NOT included in the above table (Requirement for funding) which only shows projects that have been through the Funding Approval process.

7. Other Implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	It will be the case that per the standing orders and the terms of reference for this Committee projects will come forward for approval in due course.
Does the proposal raise any Resource implications?	There are no direct resource implications to this report as the recommendations are for receive and review only. This report reports a position for projects in delivery at the end of Quarter 3 which includes projects funded from the Strategic Fund which is funded from approved budgets.
How does the proposal represent Value for Money?	Value for money for individual projects is assessed at the development stage, midway through a project and at the end, through an evaluative process that is reported to this Committee. Setting aside a fund to support projects represents a positive return on investment as it enables projects to go ahead which might not otherwise
Are there any Social Value implications arising from the proposal?	No
Have you taken regard of the South Downs National Park Authority's equality duty as contained within the Equality Act 2010?	Yes – as the subject matter of the report is an update on organisational performance, no specific issues arise. Projects are subject to an equalities impact assessment at the appropriate stage of their development
Are there any Human Rights implications arising from the proposal?	No
Are there any Crime & Disorder implications arising from the proposal?	No
Are there any Health & Safety implications arising from the proposal?	No
Are there any Data Protection implications?	No
Are there any sustainability implications based on the 5 principles set out in the SDNPA Sustainability Strategy	No, not directly although during development of the Corporate Plan, sustainability issues are included as part of the process. All projects will contribute positively to some extent to the delivery of Partnership Management Plan outcomes, all of which are aimed at delivering sustainability

8. Risks Associated with the Proposed Decision

- 8.1 Robust corporate planning and monitoring of performance are part of the mitigations for our corporate risk as detailed in the table below:

Risk	Likelihood	Impact	Mitigation
Unforeseen changes to the level of funding provided by relevant Government departments for future years	Likely	Minor	A robust monitoring and project approval system and regular reporting to relevant Committees on projects and the budget available along with a corporate plan which sets clear priorities to support delivery of Partnership Management Plan outcomes.
There may be some risks to our reputation if we are unable to provide match funding for some of our larger projects. This would also potentially reduce the types of funding we were able to apply for.	Possible	Moderate	The main mitigation for this is to keep close scrutiny of the Strategic Fund and apply a rigorous prioritisation process when approving those projects that commit the SDNPA to significant funding over a number of years. Further mitigation for this risk is the work that will be carried out to generate income for the South Downs National Park and also potentially for the SDNPA.

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Appendices 1. Corporate Performance report Q3 2019-20
2. Q3 Projects Tableau Dashboard

SDNPA Consultees Chief Executive; Director of Countryside Policy and Management; Director of Planning; Chief Finance Officer; Monitoring Officer; Legal Services, Business Service Manager; Countryside and Policy Managers

External Consultees None

Background Documents [Corporate Plan 2019/20](#)
[Tableau Dashboard Link for Q3 Report](#)
[Tableau training video](#)

Appendix 1: Corporate Performance Report Q3 (October to December) 2019-20						
Corporate Plan Objective	Key priority, project or core work	What we will do	Responsibility	Key data	Commentary	RAG BudgetRAG PerformanceNext 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	Farming Officer & Countryside and Policy Manager	4 ELMs tests and trials (T&T) farmer workshops run in October 2019 attended by 77 farmers, land managers and advisors Farm Cluster/Land App T&T was approved by Defra	We successfully ran the four remaining ELMs T&T farmer workshops in the SDNP (The Holt, SDC, Sullington and Alfriston) in October. The workshops were attended by 77 farmers, landowners and advisors, continuing good discussion around the four questions following on from the workshops in May. With the workshops completed, a report was compiled for Defra providing feedback from all seven workshops. In November, the Farm Clusters/Land App ELMs T&T proposal was approved by Defra. Four farm cluster groups are involved (Eastern South Downs, Rother Valley, Selborne Landscape Partnership and Winchester Downs) looking at chalk grassland, resource protection, pollinators and access respectively.	N/A
	Key priority: Establish the South Downs as a nature recovery network	Publish the South Downs GI Framework and implement a programme of work	Countryside and Policy Manager - Claire Kerr		The draft designed and formatted People & Nature Network – Green Infrastructure in the South Downs National Park and Wider South East document was presented to P&R on 28 November 2019. Work with Chichester DC and Eastbourne BC is being developed around the preparation of their respective local plans. Chichester DC also involves three Neighbourhood plan areas. Our proposed East Winchester GI Project has been selected by Natural England as a pilot project to test the GI national standards.	N/A
	Project: Develop landscape scale projects which restore and manage priority landscapes	Complete and implement the Winchester Area study	Infrastructure and Environment Strategy Lead		These projects are reported on in the Tableau Dashboard for the Q3 Corporate Performance and Project Performance report	
	Project: Heathlands Reunited	With partners, deliver year 4 of the HLF programme	Heathlands Reunited Project Manager			
	Project: Extend Catchment management approach	Identify partners and work up project proposals for CHAMP from Brighton to Worthing	Landscape and Biodiversity Lead (Water)			
	Project: Woodland Trust partnership	Deliver year 3 of the partnership programme helping woodland owners with support to enable sustainable management ('Bringing back the ELMs')	Landscape and Biodiversity Lead (Woods & Heaths)			
	Core work: Maintain heritage assets	Agree action plan for implementing recommendations for scheduled ancient monuments and non-designated assets	Cultural Heritage Lead			
					Developing partnerships after a significant period of change (staffing, emergence of other projects i.e. Changing Chalk) in order to form a working group of stakeholders to develop and design a project and associated action plan to prepare for an external funding bid. Archaeology on the Edge report distributed to external stakeholders in December 2019, including Historic England, National Trust etc. Discussions begun with District and County Council historic environment teams within the SDNP to scope nature and needs of phase 2 of the project. Cultural Heritage Lead to create excel database of assets based on Historic England Heritage At Risk using new published report.	N/A
					Next steps: meetings with National Trust and RSPB scheduled to take place in January and February 2020 as potential partners on a project re scheduled ancient monuments and non-designated assets. Potential risks: (1) changes that have occurred since this was first highlighted as a priority focus area - i.e. staffing and strategic changes - within potential partner organisations and, (2) restructure of Historic England with parallel revision of their grants programme. However, all potential challenges / risks also present opportunities to rethink the approach to a scheduled monument project, bring additional partners around the table and reconsider how we build in longer term resilience around a project-funded approach.	
		Explore collaborative areas of work through a DNS partnership with existing IDA sites and other UK protected areas	Lead Ranger (Wealden Heaths)	Two International Dark Skies Association (IDA) meetings attended	MOU with other NPA sites withdrawn	N/A
					Meeting for March organised with wider network.	

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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
	<u>Core work:</u> Maintain International Dark Sky Reserve Management Plan	Develop opportunities for addressing key lighting threats and increasing engagement	Lead Ranger (Wealden Heaths)		Met with Hampshire Astronomy Group for Space trail at QECP. Talks to Bignor. Developing of guidance for Tide Mills. Farm guidance final stages with lighting engineer	N/A		
		Maintain key IDA requirements for the Reserve (e.g. mapping, events, annual reporting, planning)	Lead Ranger (Wealden Heaths)		SQM recording for DNS map started. Hampshire focus due to existing anomaly with data. Initial indications show that anomaly was real and that Hampshire sky IS darker than originally recorded. Suggests that Western Hampshire would be 'core'	N/A		Jan-Dec for more collection to come.
	<u>Core work:</u> South Downs Forestry Champions	Support the delivery of the Forestry Champions action plan	Landscape and Biodiversity Lead (Woods & Heaths)		People work area: Big wave TV videos produced; Royal Forestry Society (RFS) courses now programmed and being advertised widely Place work area: Greater co-ordination for ash dieback through new posts and West Sussex county and confirmation of Forestry Commission resilience officer- link to RFS courses, including one on ash dieback; SDMPA supporting South Downs Deer Management Group (DMG) and supporting Natural England funding bid for Yew regeneration; providing advice and working with key stakeholders on potential significant tree planting scheme in Meon Valley; Trees for the Downs fundraising campaign now launched	N/A		People work area: Apprenticeship still technically delayed, but potential to work with HeRe apprentices to add value through forestry experience following the end of their current apprenticeship to HeRe Prosperity work area: providing support to building with timber workshop being planned for June 2020 by Fourth Door research at Lewes
	<u>Core work:</u> Site specific habitat management	1. Agree the approach and plans to control invasive non-native species (INNS)	Landscape and Biodiversity Lead (Water)	12 Partners	Partners continue work to deliver priorities in the South Downs Invasive Species Strategy. Most work was completed for this year by early Autumn but we are continuing monitoring and planning for the next control season	N/A		Continue to influence other partners and engage through the catchment partnerships to ensure best use of resources and catchment wide approach
		2. Agree habitat management for INNS with partners	Landscape and Biodiversity Lead (Water)	15 species plans	Project Plans in place 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	Landscape and Biodiversity Lead (Water)	15 planned projects implemented	Projects have been implemented this quarter towards delivery of species plans and INNS strategy. Many projects are seasonal in nature and less work is undertaken on the ground in the period from October to March	N/A		
	<u>Core work:</u> Landscape character refresh	1. Commission and oversee consultants to update the landscape character assessment for the South Downs	Landscape and Biodiversity Lead (Chalk)		LUC submitted draft text for the majority of the Landscape Character Types. These are being reviewed for comments and final sign-off. Natural England have expressed an interest in the project as they are starting work to update the National Character Area (NCA) Profiles and have selected NCA 125 'South Downs' as the pilot as they feel this is a National Exemplar.	N/A		
		2. Pilot the use of monitoring the SDNP from space	Landscape and Biodiversity Lead (Chalk)		The request for test data has been extended into other Farm Cluster areas so we can improve the Park Wide classification. A draft format for the reporting has been produced and will be further refined up to the year end. This reporting approach has focussed on items relevant to the Local Plan Annual Monitoring Report (AMR), the Partnership Management Plan and monitoring Natural Capital assets. We also intend to consider how it might help us monitor the impact of Climate Change on the National Park.	N/A		
		Set up a citizen science project to refresh the existing tranquility map	Landscape and Biodiversity Lead (Chalk)		Training dates have been set for Upham Parish for survey in Spring 2020. Survey Maps have been produced to support the Parish in this survey work.	N/A		

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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 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	<u>Key priority:</u> Improve the health and wellbeing of communities and residents	1. Complete the strategic review for health and wellbeing	Health and Wellbeing Officer & Countryside and Policy Manager		Internal consultation is complete. The draft Strategic Review has been shared with County public health teams and some external National Park colleagues for comment and feedback before the end of March	N/A		Following feedback the aim is to have a complete Strategy by April/May 2020	
		2. Identify projects that will deliver PMP priorities	Health and Wellbeing Officer & Countryside and Policy Manager	Undertaking 1x project entitled "Truleigh Inspiring" working with Arts group Creative Waves. On average between 9 and 15 participants attended weekly.	The "Truleigh Inspiring" project engages with vulnerable individuals who are referred via social prescribing and other health routes. This has involved two trips to Truleigh Hill as well as creating arts pieces to then place at Truleigh Hill as a trail by the end of March. The other two pilot projects are being developed to start delivery in January 2020 and March/April 2020. Evaluation is being weaved into all the projects.	N/A		Pilot project 'Truleigh Inspiring' is active. Pilot project 'Deep Time' will start in January 2020 and pilot project 'Moulscoomb Forest Garden' is due to start March/April 2020	
		Promote the John Muir programme as outreach to families who would otherwise not engage with the National Park	Learning, Outreach and Volunteer Lead & Families Outreach Officer	2 organisations have confirmed participation	Work is well underway to identify community organisations working with our target families. Contact made with several groups and follow-up visits arranged to recruit families. Two organisations have confirmed participation already (Safety Net and Enable ability)	N/A		Start to pilot John Muir Award (JMA) programmes and activities in the coming months and continue recruiting organisations	
		Secure planning permission for the next phase Secure funding opportunities for project delivery	Countryside and Policy Manager - Nigel James Countryside and Policy Manager - Nigel James	This is reported on in the Tableau Dashboard for Q3 Corporate Performance and Project Performance report					
	<u>Project:</u> Introduce entry signage to the SDNP	Erect 19 entry signs across the SDNP	Communications and Engagement Manager & Project Management Lead	Phase 1 installing 19 entry signs has now been completed and we have started delivery of Phase 2 with a further 32 signs to be installed before the end of December 2020. Phase 2 signage is reported on in the Tableau Dashboard for the Q3 Corporate Performance and Project Performance report.					
		Assess the impact and consider the installation of further signs	Communications and Engagement Manager & Project Management Lead						
	<u>Core work:</u> Selected improvements to the existing network	1. Complete improvements to the South Downs Way funded by the Mend Our Way campaign	South Downs Way National Trail Lead	c.1100m of SDW public bridleway was surfaced and drainage improved at a total cost of £64,863.00	The third project funded under the Mend Our Way (MOW) campaign was completed. The wet and muddy sections were cleared back, mud scraped off and a new cambered stone surface laid down. The project had access complications with no suitable access for large vehicles and a DEFRA Badger licence was required included a watching brief from an approved ecologist.			Final logistics and retendering for the fourth and final MOW project will be completed next quarter, ready for implementation in summer 2020.	
			Access and Recreation Strategy Lead	Phase 4 works 95% complete	Outstanding legal agreements signed. Construction was temporarily suspended to allow for Lewes Bonfire celebrations and completion of Environment Agency sluice works. Following a further delay caused by poor weather conditions, work resumed on site on 18th November 2019.	N/A		Works are due for completion and sign off mid January. LEADER claim submission due 20 January 2020.	
		<u>Core work:</u> Learning	Host the National Parks UK Learning and Engagement Network 2019	Learning, Outreach and Volunteer Lead		Meeting hosted successfully with very positive feedback from the group.	N/A		This is now complete.
		<u>Core work:</u> Diversify park-wide volunteering opportunities	Establish a volunteer youth pilot scheme/project	Learning, Outreach and Volunteer Lead		Further South Downs Youth Action (SDYA) days planned for February half-term and a project proposal has been submitted to the Connecting People and Communities Theme Programme Board (CCP TPB) to develop this approach into a Park-wide model with partner organisations. External funding bid submitted with decision due in February 2020.	N/A		EOI being considered at CCP TPB on 7 January 2020. If project not approved there will be limited capacity to develop the programme beyond it's current model.
Objective 3: We will develop strategies, support or	<u>Core work:</u> Improve visitor information on the website	Update the Discovery Map and make it more prominent	Communications and Engagement Manager		Contractor with extensive mapping experience appointed and fully briefed. Website and Discovery Map on target for delivery end of February 2020	N/A			
	<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	Enterprise Development Lead & Sustainable Tourism Lead	£12,000 allocated to contract out a business survey	Marketing Means have been contracted to undertake the survey - target is 400 completed interviews with local businesses (including sustainable tourism) in and near the National Park	N/A		Survey to take place January and February 2020. Businesses will be recruited to join the business network as part of the interview	

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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> Improve the visitor experience	Improve the SDNP website to deliver business support for the visitor economy and rural enterprise	Communications and Engagement Manager		Contractor appointed and fully briefed. Website on target for delivery end of February 2020.	N/A		
	<u>Key priority:</u> Promote rural innovation	Identify the Top 100 enterprises within the South Downs National Park that deliver National Park purposes	Enterprise Development Lead		The development plan for a strategic direction for wider SDNP business engagement was agreed and funding secured. The SDNP business engagement strategy will focus on the four sectors highlighted in the 2018 Economic Profile as areas for careful SDNPA intervention: Advanced Manufacturing, The Knowledge Economy, The Visitor Economy and Land Based Industry. Work has already commenced on gathering the evidence to inform the Business Engagement Strategy with the appointment of Simpson Consulting and Marketing Means. All evidence gathering is due to be completed by Spring 2020 with the creation of an action plan to follow. The Top 100 project will be amalgamated into this emerging strategy, as one of the outcomes of the engagement strategy is the creation of an Enterprise Network.	N/A		The evidence gathering in the form of the Business Survey and Gap Analysis is due to be completed by the end of April 2020. The Action Plan is due to be created through the summer 2020 with aspirations to simultaneously create a Network and the Digital Platform to deliver it.
	<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	Major Planning Projects and Performance Manager	59 affordable dwellings were constructed in the National Park.	For the Financial Year 2018/19, as reported in the Authority's recent Annual Monitoring Report, 59 affordable dwellings were constructed in the National Park. This is the highest number for some years and represents 19% of all the housing constructed in the National Park in this financial year			Another SDNPA grant of £60k is expected to be made to Midhurst Community Land Trust (CLT) in the coming months for the delivery of two affordable dwellings in Midhurst
	<u>Project:</u> Discover England - National Park Experience phase II	Develop South Downs bookable tourism experiences tailored towards national and international markets	Sustainable Tourism Lead	This is reported on in the Tableau Dashboard for the Q3 Corporate Performance and Project Performance report.				
	<u>Core work:</u> Deliver a robust planning framework	1. Consult on main modifications to the Local Plan in spring 2019	Planning Policy Manager		The Local Plan was adopted 02-07-19. Permission was sought to Judicially Review (JR) the Plan but this was withdrawn before it reached the High Court	N/A		
		2. Adopt the Local Plan summer 2019	Planning Policy Manager		The Local Plan was adopted at NPA on 2 July 2019	N/A		
		3. Produce guidance to support the implementation of the Local Plan	Planning Policy Manager		Ongoing work on Design Supplementary Planning Document (SPD) with Task & Finish group.	N/A		Sustainable Construction SPD due to be published for consultation in Q4. Ongoing work on Trees SPD with consultation scheduled for the end of Q4. Work due to start on Parking SPD in Q4
	<u>Core work:</u> Develop hubs and gateways	Create at least one new hub or gateway to the National Park incorporating the shared identity	Communications and Engagement Manager	One new gateway in development	Planning underway for new gateway at Seven Sisters Country Park and revamp of South Downs Centre planned for March 2020	N/A		
	<u>Core work:</u> Whole Estate Plans	Progress four more Whole Estate Plans (WEPs)	Countryside and Policy Manager - Nick Heasman	9 WEPs being undertaken	WEP case study has been produced and published, Lake District National Park Authority adopting the framework. Endorsed WEPs are having their action plans incorporated into the PMP where appropriate and annual meetings with estates have been booked for 2020.	N/A		
	<u>Core work:</u> Neighbourhood planning	Continue to support communities inside the National Park in the preparation of Neighbourhood Development Plans and other community-led plans	Communities Lead	56 Neighbourhood Development Plans (NDP) are at various stages across the SDNP. The SDNPA has now made (adopted) 30 NDPs.	The SDNPA has now adopted 30 NDPs which now form part of the development plan for their respective parishes. Fittleworth Neighbourhood Plan was the 30th NDP to be adopted by the Authority in December 2019.	N/A		A Decision Statement will be presented to Planning Committee in January 2020 to agree modifications to the Findon NDP and Stedham With Iping NDP. Twyford Neighbourhood Plan Pre Submission consultation is likely to begin in January 2020.
	<u>Core work:</u> 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	Major Projects Lead	For CIL £121,737.53 has been paid to 20 Parishes. For S106 £125,398.82 has been spent on 16 projects.	For S106 the types of projects being funded include play equipment, footpath improvements and restoration works.	N/A		
2. Implement the Infrastructure Business Plan to prioritise allocation of CIL income		Major Projects Lead	The 2019 IBP was approved by Planning Committee in November. This awarded £258,969.60 to West Sussex County Council, £110,986.97 to East Sussex County Council, and £554,965.00 to 20 projects across the National Park.	Examples of the projects awarded funding, include £113,000 to Egrets Way Phase 5, £80,000 to Easebourne Park and £50,000 to Queen Elizabeth Country Park.	N/A			

Appendix 1: Corporate Performance Report Q3 (October to December) 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 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	Development Manager	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	Major Planning Projects and Performance Manager	Approximately 80% of all planning decisions taken in the National Park are taken by the 5 host authorities	Host authority performance is generally good but there is some variation in host authority performance which is being addressed.	N/A		
	Key priority - Our services: Improve performance reporting and project management	1. Embed the revised project management process across the SDNPA	Project Management Lead	Nine projects in delivery have been approved through the new system. All of these have a project delivery plan, equating to 100%. An additional 3 projects were also approved through the new system but are on hold awaiting further funding.	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		
		2. Introduce new project reporting for Members	Project Management Lead	Used in P&R to report on Q3 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	Communications and Engagement Manager		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	Head of Marketing and Income Generation	£40k raised	With the help of Forest Holidays £30k has now been raised for the Beelines campaign and we are confident of reaching the Target by the end of the financial year. Trees for the Downs got off to a great start with £10k raised, £1,375 of this has been donated by the public.	N/A		
		2. Work with partners to develop attractive projects for external funding	Head of Marketing and Income Generation	The Trust secured £365k with an additional £180k in warm business. In Statutory we have been successful in securing £250k from the Lewes CIL. There is also £900k in serious consideration and ask of £3.5 million in consideration.		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	Head of Business Services		Re-tender of ICT contracts (Deskside support and Infrastructure as a Service	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	Head of Business Services		Reports taken to P&R and NPA on Heath Barn Farm	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	HR Manager		Further progress made on actions	N/A		Updated plan to be communicated at the beginning of Q4

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SDNPA Projects in Delivery

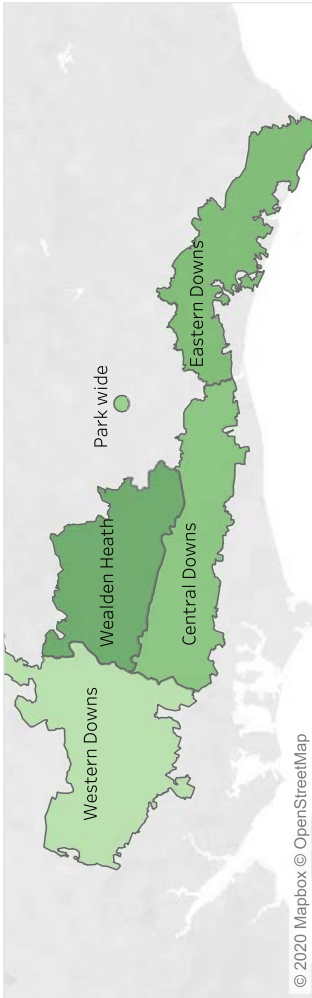
Number of Projects in Delivery

27

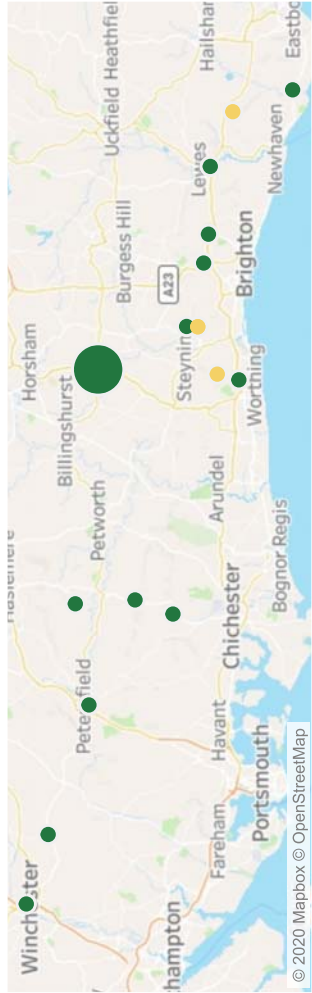
RAG Status of Projects



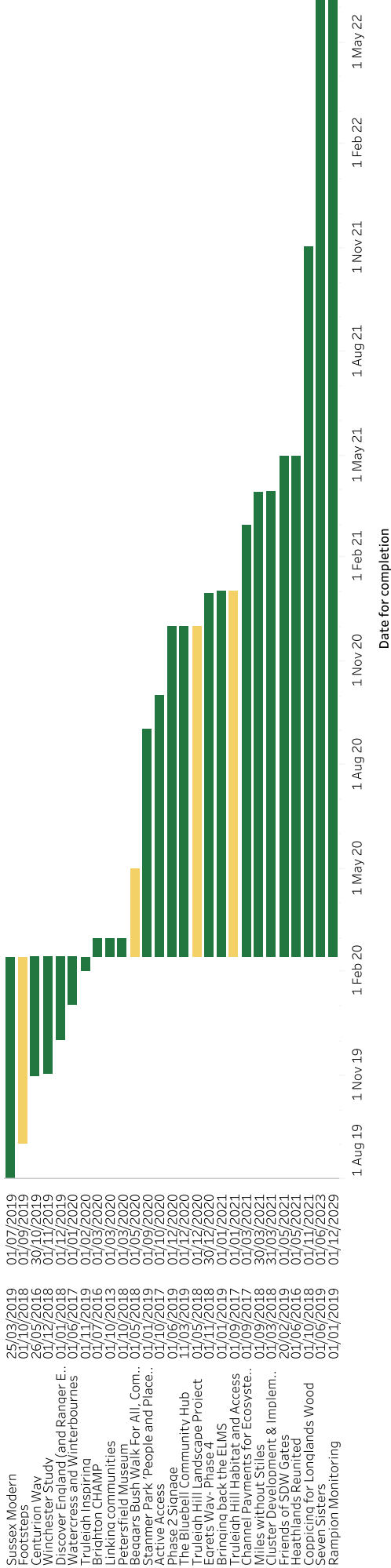
Team Areas



Project Location by RAG

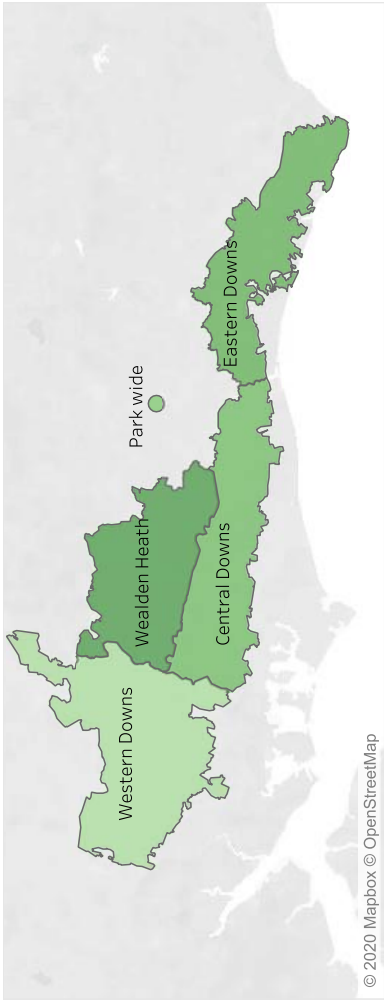


RAG status project time line

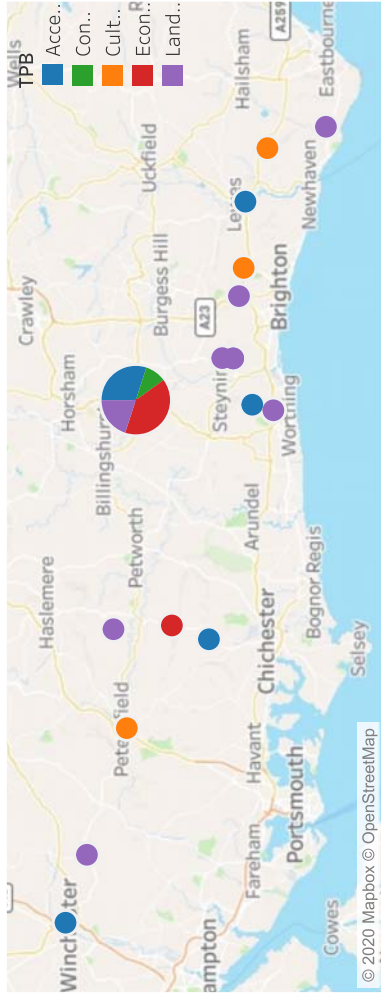


SDNPA Projects in Delivery

Team Areas



Project Location by TPB



% Completion and % Spend

