South Downs
National Park Authority

Report to	**Policy & Resources Committee**
Date	**16 July 2020**
By	**Performance and Research Lead & Project Management Lead**
Title of Report	**Year End Corporate Performance and Project Performance Report 2019/20**

Recommendation: The Committee is recommended to:

1. **Receive and note the year end Corporate Performance & Project Performance report**

2. **Receive and note the Annual Review**

1. Introduction

1.1 As a publicly accountable body, the SDNPA is responsible for monitoring 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 This report draws together a comprehensive overview of Corporate Performance & Project Performance for 2019-20. It covers the following:

- Annual Review 2019/20 - including key Comms infographics as a sub-section
- Corporate Plan 2019/20 performance indicators and key priorities
- Complaints, Comments and Compliments (CCC) received
- Partnership Management Plan (PMP) 2014-19 performance indicators
- Project Performance reporting:
- Project summary
- Project approvals and closures
- Delivery of PMP outcomes
- Project examples
- Grassroots and Open Access projects
- Strategic Fund.

2.   Issues raised by members in advance of the meeting

2.1   A version of this report was circulated to 2019/20 P&R Committee Members in advance of the Committee. Answers to questions and comments raised have been incorporated into the final report.

3.   Annual review 2019/20

3.1   An overview of SDNPA performance (which includes case studies and a year-end financial round up) aimed at the general public is published in the Annual Review. The Annual Review for 2019/20 is at **Appendix 1**.

3.2   Achievements of particular note include:

- **Continuing success of the Dark Night Skies Festival**, with over 5,000 people attending 30 events over a two week period in February.

- **Enabling children from our more deprived communities to access the National Park**. **3,866** school children from our more deprived communities visited the National Park thanks to the SDNPA Travel Grant of £20,000 (£10,000 of which was donated by the South Downs National Park Trust).

- **Piloting the Youth Ambassadors volunteer role.** Kirsty Ferris and Cameron Macdonald - two local volunteers aged 16-25 - were given the opportunity to become Youth Ambassadors and make their views heard on how the South Downs could be made more accessible to young people.

- **Promoting the John Muir programme as outreach** to families who would otherwise not engage with the National Park: Ten Community organisations have been identified to work with our target families to deliver activities in support of the John Muir Award (JMA).

- **Restoring or creating 471 hectares of heathland** (equivalent to 880 football pitches) in the first four years of the Heathlands Reunited project. This means project partners are well on the way to reaching their target of restoring or creating 1,000 football pitches worth of heathland by 2021.

- **Installing an additional 10 SDNP entry signs**. This brings the total to 19. Entry signs are helping increase awareness of the National Park, with 22% of YouGov pollsters who had seen one or more shared identity images, stating they saw it on a road sign.

- **Successfully implementing the Infrastructure Business Plan to prioritise allocation of CIL income.** Examples of the projects awarded funding in 2019/20, include: £113,000 to Egrets Way Phase 5, £80,000 to Eastbourne Park and £50,000 to Queen Elizabeth Country Park.

- **Trialling Ranger experience days.** Aimed at members of the public to help them gain a greater understanding of the role of the SDNPA, the challenges we face and the special qualities of the Park in a cost effective way. SDNPA Rangers delivered five experience days to 14 people with positive and encouraging results.

- **Increasing our social media reach.** Between 2019 and 2020 our combined social media reach grew by 45% with more than 39,000 followers. More than 7 million people saw an SDNPA post across all channels.

- **Creating a new home for the sand martin at Bury Sand Pit.** Decaying ash trees were cleared to make the site safe for the public, and a nesting habitat was created for the sand martin, which also improved the biodiversity value of the site.

3.3   We request that Members promote the Annual Review widely by signposting people to our website.

3.4   In addition, included as **Appendix 2**, is a one-page infographic showing key Comms achievements in 2019/20. Key items of note include:

- 39,309 followers on social media (up 45% in 2018/19)
- 84 events attended

- 7.2m people reached on social media channels
- 21,353 annual users of the SDNPA Discovery Map
- 65% of YouGov pollsters were aware of the SDNP (this is an increase of 5% from the previous survey).

4. Corporate Plan 2019/20 performance indicators and key priorities

4.1 Our Corporate Plan performance indicators are reported on annually and can be found at **Appendix 3**. Note that, as 2019/20 was a 'bridge year', we are unable to report RAG status or any trends. However, from 2020-25 we will have a new five year Corporate Plan which will enable us to not only set targets to measure Red, Amber or Green (RAG) status[1] but also measure trends over time as all performance indicators from 2025 will be five year indicators. Reporting on Corporate Plan performance indicators (including trends) will be very important in future.

4.2 An overview of performance for each of the four objectives in the Corporate Plan can be found at **Appendix 4**. Key data (where applicable), commentary, a RAG status 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 and through Tableau as part of the Project Management Lead's project update.

4.3 In general, good progress towards achieving our performance objectives is being made across the board, with **35 of the 43** key priorities or areas of core work (81%) achieving green RAG status for performance, showing that the work is on track. Some key highlights include:

- **Adopting our award-winning South Downs Local Plan** on 2 July 2019. The South Downs National Park Local Plan replaces more than 1,000 overlapped polices that were in existence across the area of the National Park, with 92 clear policies covering all aspects of planning

- **Leading on important Dark Night Skies (DNS) work.** This includes updating our guidance, data sets and maps to ensure we retain (or improve) the quality of our Dark Night Skies

- **Publishing the South Downs Green Infrastructure (GI) Framework** and commencing implementation of a programme of work

- **Supporting the delivery of the Forestry Champions action plan** which consists of three key work streams: people, place and prosperity

- **Working with Defra and farm clusters on tests and trials of the new Environmental Land Management (ELM) scheme**. We held seven workshops which were attended by 125 farmers, land managers and advisors. The subsequent report was compiled and submitted to Defra. Our longer term vision is to have significant involvement with the ELM National Pilot from 2024.

4.4 The table below and overleaf lists the **seven** 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
Objective 1: We will develop strategies and support or lead strategic overarching partnerships and projects which deliver	Core work: Maintain heritage assets	Agree action plan for implementing recommendations for scheduled ancient monuments	Project development with partners delayed due to Covid-19

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

our first objective to conserve wildlife, the natural beauty of the landscape and cultural heritage - a thriving living landscape		and non-designated assets	
	Tranquillity mapping	Set up a citizen science project to refresh the existing tranquillity map	Training dates were set for Upham Parish for the survey in Spring 2020 which have now been delayed due to Covid-19
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: Engage new audiences from underrepresented groups	Promote the John Muir programme as outreach to families who would otherwise not engage with the National Park	Work is well underway to identify community organisations working with our target families. However, work to agree the delivery of activities has stalled due to Covid-19
	Core work: Selected improvements to the existing network	Complete improvements to the South Downs Way funded by the Mend Our Way (MoW) campaign	Improvements to the final element of the MoW projects (Old Winchester Hill) are delayed until summer 2021
	Core work: Diversify park-wide volunteering opportunities	Establish a volunteer youth pilot scheme/project	Postponed youth action day further delayed due to Covid-19
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	Survey from which businesses will be recruited to form a network took place in Q4. Network to be developed in Q1/Q2 2020/21
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	Key priority - Our services: Improve performance reporting and project management	Embed the revised project management process across the SDNPA	75% of projects have delivery plans. Our target is 100%

Corporate Plan objective	Key priority, project or core work	What we will do	Reason for performance red status
organisation exercising effective influence delivering shared outcomes through excellent customer service, providing value for money and generating income to support our work			

4.5 The table below lists the **one** area of work with a <u>red</u> RAG status for performance, where our work has fallen behind schedule and the reason for this:

Corporate Plan objective	Key priority, project or core work	What we will do	Reason for <u>performance</u> red status
<u>Objective 4:</u> 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	<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	Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the Authority	Throughout the year we worked towards procuring Heath Barn Farm for the Wealden Area Office. The project was terminated after a failure to agree lease terms with the owner of the site. **A verbal update on this will be provided at P&R**

4.6 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 (MoW) campaign, and

2) Operation of the Authority's affordable housing grant scheme and continued prioritisation of (free) planning advice for affordable housing schemes.

5. Complaints, Comments and Compliments (CCC) received

5.1 During the year the SDNPA received 39 compliments and 46 complaints about its services (this included services provided directly by the SDNPA, and also by the five host authorities). Of these 46 complaints, one was for Corporate Services, one for Countryside Policy Management, with the remainder relating to the Planning function. Note however that the largest number of compliments (20) were also in relation to the Planning function.

5.2 The Ombudsman determined one complaint during the year, where it found in the Authority's favour and the complaint was not upheld. Summary information about complaints, comments and compliments is at **Appendix 5**.

6. Partnership Management Plan 2014-19 performance indicators

6.1 Members should note that, whilst it has been agreed that Partnership Management Plan performance information will be reported annually, it will not always be possible to produce updated data on that cycle. This is due to the fact that much of the data we utilise to report on the indicators is produced infrequently – for example once every 5 or 10 years. Where this is the case it has been noted in the table at **Appendix 6**. The infrequency of data collection for many of our indicators also means that we are unable to report much, if any,

trend data year on year, and for many indicators, it is unlikely during the lifetime of the Partnership Management Plan. We are more likely to see change over the next 10 years (the lifetime of two Partnership Management Plans). As such, the new Partnership Management Plan 2020-25 will continue to report many of the same indicators to ensure we are able to measure and report on change over the longer term.

6.2   Note that delivery against Partnership Management Plan outcomes is reported in the next section as part of project performance reporting

6.3   Of the **40** Partnership Management Plan performance indicators, we are able to provide a RAG status for **26**. This is due to a variety of factors including: data availability; having the required data but being unable to set a RAG status, and one indicator being an action rather than a measure.

6.4   Of the 26 indicators with a RAG status, 19 are green, 5 are amber, and 2 are red.

6.5   The reason for the amber RAG status for **five** of the indicators is shown in the table below.

PMP indicator	Data	Reason for amber status
PMP-6a: Percentage of farmland that is managed under agri-environment or other schemes	46%	This figure only represents old Entry Level Stewardship (ELS) or Higher Level Stewardship (HLS) agreements. As such we do expect to see a reduction as these programmes end.
PMP-16: Proportion of visits by public transport	11%	This is a slight fall of 0.3% from the previous survey in 2015.
PMP-24: Average public water supply consumption for areas supplied by sources within the National Park.	142 l/day	This figure is an average of the entire area of the three major companies that cover the South Downs. As such it is not a fully accurate representation of people supplied by water sources from the park.
PMP-28: Percentage of communities with access to key facilities.	46.56%	Out of date dataset. The 2013/14 dataset obtained from the Office for National Statistics has not been updated and provides an inaccurate picture.
PMP-31a: Average length of visitor stay	4.1 nights	This is a marginal decrease from 4.3 nights in the 2015 survey

6.6   The reason for the red RAG status for **two** of the indicators is shown in the table below:

PMP indicator	Data	Reason for red status
PMP-4: Percentage of designated or notified Geological / Geomorphological Sites managed in better condition	20%	We are not aware of any sites that are actively being 'managed' for their geological features other than the SSSIs.
PMP-32a: Percentage of National Park with mobile coverage	No data	Ofcom's Connected Nations Report does not provide mobile coverage at a scale suitable to be cut to the Park

7.   Project Performance reporting

Project summary

7.1   Tableau dashboards have been used to monitor project performance through 2019/2020. A new dashboard was produced for each quarter. A link to the Tableau Dashboard for Q4 is: https://public.tableau.com/views/PRProjectsDashboardQ420192020/ProgrammeandRAGstatus?:display_count=y&publish=yes&:origin=viz_share_link

7.2 A new project management process was brought in for SDNPA-led projects, starting in April 2019. This process has been monitored using the indicators reported in the performance report. There has been an improved consistency in the approach to project management across the organisation and a change in the overall culture on how we approach projects. The project process is working well to enable us to track project performance each quarter.

7.3 Feedback has been provided to P&R committee and CPM staff on the project process and dashboards, and a few improvements have been incorporated. As a result of this feedback a new budget allocation for Theme Programme Boards (TPB) has been agreed for 2020/2021 to enable more efficient delivery of smaller projects funded and approved by TPBs. This new process started in April 2020 and will result in a more focused TPB and PMP outcome tracking of project performance for the next financial year. Therefore, the current project dashboards are likely to change for the next financial year to reflect the different funding sources and focus more on project delivery with respect to the PMP and Corporate Plan.

Project approvals and closures

7.4 There were 44 projects in delivery during 2019/2020. 16 of these were approved using the new project process in 2019/2020 for a total cost of £845,900. Two of these new projects were key corporate priorities - the Phase 2 signage project and Seven Sisters Country Park. Two of these projects are also on hold - an access project for the Falmer to Woodingdean path which is awaiting funding confirmation from Brighton and Hove County Council, and the Truleigh Hill YHA improvements project. The new projects also included the second phase of ChaMP now called TAP (The Aquifer Partnership), and the start of two Changing Chalk projects as part of a large landscape project working with multiple partners including the National Trust and partly funded by the HLF.

7.5 A full list of new projects awarded in 2019/2020 is outlined in the table below:

Project Name	Cost to SDNPA
Phase 2 Signage	207,000
Seven Sisters Country Park	75,000
Pump it Up	25,000
Arun Vision	20,000
Flood Meadows	25,000
Discover England (Ranger Experiences)	15,000
Business Survey	35,000
Truleigh Hill YHA Improvements	70,000
TAP	100,000
Falmer to Woodingdean path	100,000
Truleigh Inspiring	-
Changing Chalk Dew Ponds	25,000
Changing Chalk Grazier	90,000
Environmental Summer at Ditchling M	17,900
Tide Mills: A Living History	6,000
Egrets Way Phase 5	35,000
Total	845,900

Delivery of PMP outcomes

7.6 The SDNPA-led projects all aim to deliver against our Partnership Management Plan priority outcomes. Below is a graph showing the overall summary of how we are delivering against our PMP priorities. This is useful as it shows where we may need to review the projects we bring forward balanced against those that partners are leading to make sure that overall the outcome is being delivered.

Number of Projects by PMP Priority outcome
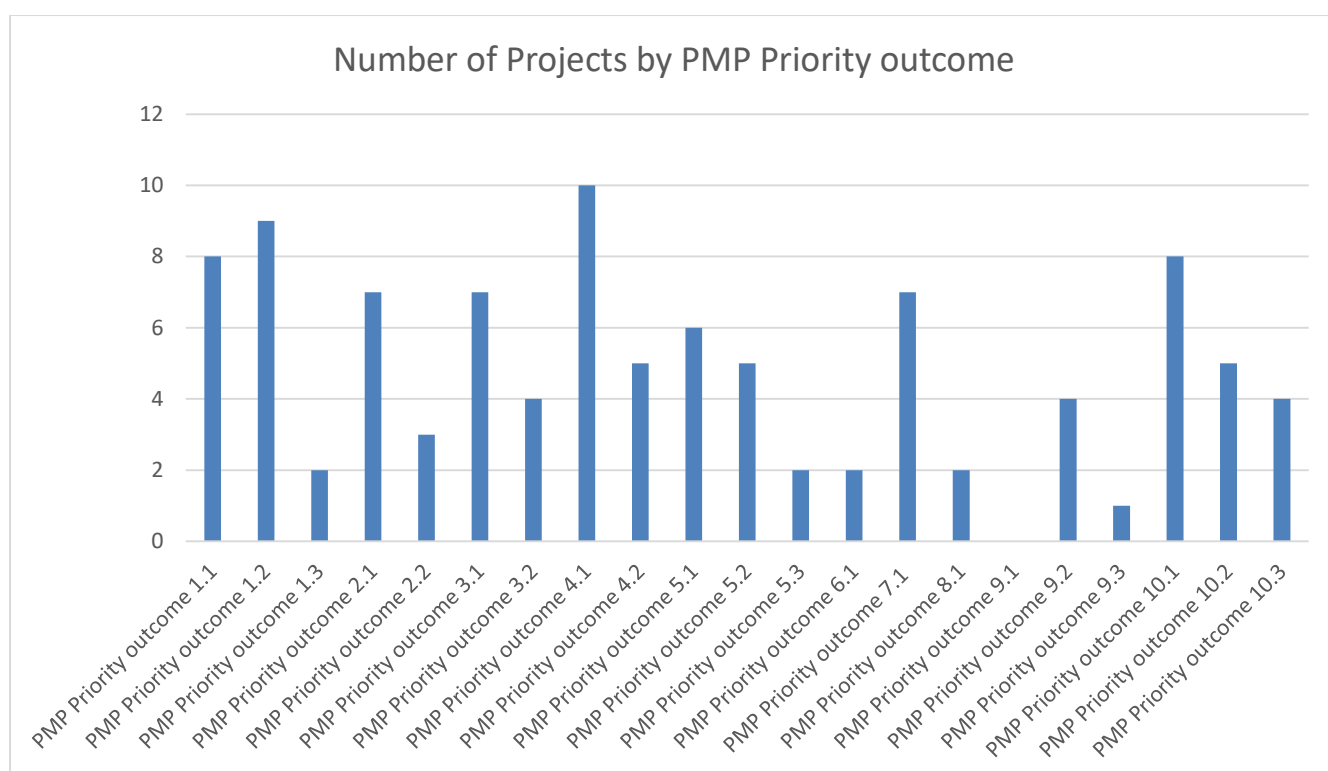
Project examples

7.7   A small selection of some of the projects delivered this year have been summarised below to give a brief snapshot of the variety of projects we have delivered in 2019/2020.

Artscape

7.8   In summer 2019 SDNPA partnered with local arts charity, Artscape, to pilot a 3 month programme of activity to connect people who would not ordinarily access the Park to the stunning landscape of Butser Hill. In particular, the project aimed to engage participants who were experiencing social isolation through poor health or circumstance.

7.9   The project used the creation of art pieces to offer participants ownership and recognition of their creativity and in turn re-build lost self-esteem and confidence. The pilot explored the efficacy of this art-based approach in improving access to the SDNP for new audiences, as well as the well-being benefits to participants.

7.10   The pilot included three visits to the top of Butser Hill for the participants to explore the landscape and get inspiration for their artwork. This was followed by creative conversations and art-focused workshops led by an Artscape artist. The group developed their own creative responses to the landscape using a range of artistic methods including felting, sculpting, painting, photography and collaging. The completed artwork was exhibited at Merchistoun Hall, Horndean and was kindly sponsored by East Hampshire District Council where it was viewed and appreciated by a wide range of local community groups and individuals.

7.11   Due to the success of the pilot, SDNPA have developed a longer-term project, partnered with Artscape, involving local heritage sites ("Artscape 2").

ChaMP

7.12   The Brighton Chalk Integrated Catchment Management Partnership (ChaMP) started delivery in September 2015 and ran for 5 years until March 2020. The principal aim of the project was to protect and improve the quality of groundwater in the Brighton Chalk, to ensure it remains a sustainable resource for public water supply.

7.13   Key successes of the project include the engagement of rural landowners and the development and rollout of land management interventions with a focus on new trials and

innovation. These land management interventions have now been adopted as 'business as usual' by Southern Water. In the urban environment potential sites for rain garden interventions have been identified and taken through feasibility planning, awareness has been increased with key local authority staff through training sessions and funding for schemes has been brought in from the Highways Agency, section 106 and CIL funds.

7.14   The five partners worked well together and established positive relationships, delivering agreed outcomes. Partners have agreed to 'continue and develop' the partnership through a second phase, called The Aquifer Partnership (TAP), which started in April 2020. Nitrate pollution of the aquifer is a long term trend so it is difficult to show direct impact of activities at this stage; however, the value of the interventions is recognised by all partners, and there is a core of land managers willing to act. This will therefore be a key focus of the new TAP project.

Inn Crowd

7.15   The Inn Crowd, a partnership involving Arts Council England (ACE), Applause Rural Touring and South Downs National Park Authority, was a new direction for the Park when it comes to creative engagement. Applause Rural Touring 'The Inn Crowd' Programme delivers spoken word and live literature across the country, with live literature-inspired performances accessible in non-traditional arts settings, ensuring that rural communities can access innovative and professional performance arts that may usually be inaccessible due to lack of proximity to major towns and cities.

7.16   Playwright and community arts practitioner Sara Clifford worked closely with communities across the National Park from April – July 2019, gathering material on what it means to local residents to live in the South Downs, and exploring the rich cultural heritage of the region. She then shaped her research into writing a one person play ('Cherry Soup') that was performed in host pubs located in towns and villages as part of Applause Rural Touring's Inn Crowd Scheme in September.

7.17   In addition to the performances, a series of open workshops, and work with schools and community groups engaged with people living and working in the National Park, gathering their feelings and responses to this special landscape, and their thoughts on any local and national issues which may affect them. Sara also explored how living in the South Downs impacts on residents in all aspects of life, and encouraged locals to reflect on their own relationship with the land.

7.18   Feedback from the project was overwhelmingly positive. The project gathered people's thoughts and feelings about the Park through a range of engagement activities, with 483 people participating. Of the 270 people who came to view the performances, 10% were not previously aware of the National Park. However, of those who were already aware of the Park, 48% said that they had learned more about the Park as a result of the performances.

Sussex Modern

7.19   The Sussex Modern project was a tourism campaign promoting 36 contemporary art attractions, Sussex wineries, and landscape sites across Sussex. It aimed to attract visitors to stay longer in the region and visit some of the places which have all been influenced by the landscape and communities in which they are placed.

7.20   The campaign included a brand new website, poster and leaflet campaign and social media content. This was a fantastic partnership project, led by the commercial sector, to increase footfall and spend in the visitor economy, whilst raising awareness about the South Downs National Park and other important landscapes in Sussex.

Grassroots and Open Access projects

7.21   A dashboard summarising the grassroots and open access spend across locations in the SDNP for 2019-2020 has been produced using the following link: https://public.tableau.com/views/RangerDashboard2019-2020/ProgrammeandRAGstatus?:display_count=y&publish=yes&:origin=viz_share_link

7.22 This shows the overall spend on grassroots projects and open access areas in 2019/2020 was £130,172 at over 80 locations across the park. These projects are reactive small projects ranging from a few hundred pounds up to a few thousand pounds in cost. They include small landscaping elements such as wildflower meadow seed, scrub clearance, tree planting and new fencing. These projects are managed directly by the four area teams.

8. Strategic Fund

8.1 The budget for the Strategic Fund from 2019/2020 to 2023/24 is set out in the overview table below; this shows the position of spend at the end of Q4. 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 (agreed at NPA in March)			
Carry Forward from projects setup in 2018/2019	**136,069**	Not yet known			
Unallocated Budget Carried forward (£)	553,658	237,285	355,970	305,255	264,540
Total Budget	**909,727**	**537,285**	**355,970**	**305,255**	**264,540**
Requirement for Project funding allocated	672,442*	205,215	50,715	40,715	61,140
Estimated funding available	**237,285**	**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.

8.2 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.

9. 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 4 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, not directly. All projects will contribute positively to the delivery of Partnership Management Plan outcomes, some of which are aimed at delivering social enhancements, health and wellbeing and connected communities.
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 and project 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 the delivery of Partnership Management Plan outcomes, all of which are aimed at delivering sustainability

10. Risks Associated with the Proposed Decision

10.1 Robust corporate planning and regular monitoring of organisational and project 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. Annual Review 2019/20
	2. Comms infographic 2019/20
	3. Corporate Plan indicators year-end report 2019/20
	4. Corporate Performance Report: 2019-20 year end round up
	5. Compliments, Comments and Complaints (CCC) year-end report 2019/20
	6. Partnership Management Plan Annual Report 2019/20
	7. Q4 Projects Tableau Dashboard
	8. Grassroots 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, Planning Policy Manager, Major Planning Projects and Performance Manager, Development Manager, Countryside and Policy Management Managers, Head of Governance and Support Services, Head of Marketing and Income Generation
External Consultees	None
Background Documents	Corporate Plan
	Partnership Management Plan 2014-19