

Agenda Item 11
Report PR20/21-21

Report to	Policy & Resources Committee
Date	26 November 2020
By	Performance and Research Lead & Project Management Lead
Title of Report (Note)	Quarter 2 Corporate Performance and Project Performance Report

Recommendation: The Committee is recommended to:

- 1. Receive and note the Quarter 2 Corporate Performance and Project Performance 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 2 of 2020/21: 01 July to 30 September 2020.

2. Corporate Performance Reporting

- 2.1 For an overview of performance for each of the three areas of strategic priority and the area of organisational priority in the Corporate Plan, see the Excel spreadsheet: **Appendix 1: Corporate Performance report Q2 2020/21**. 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**.
- 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, and despite Covid-19, good progress towards achieving our performance objectives is being made across the board, with **34** of the 49 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 **14** 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	In year 1 of our Corporate Plan we will:	Reason for performance amber status
<u>Strategic priority 1: Enhance</u> We will develop strategies and support or lead strategic overarching partnerships and projects which deliver the first Purpose of National Parks: to conserve wildlife, the natural beauty of the landscape and cultural heritage	Deliver the strategic approach to spatial elements of the People and Nature Network	Pilot the GI National standards working with Natural England	Work delayed by Covid but guidance now received from Natural England so can proceed with the pilot.
	Roll out the Footsteps App	Identify organisations that may benefit from use of the App...etc	Covid-19 delayed the app launch which will take place in Spring 2021.
	Create and Install 'Meet the Archaeologist' NFC plaques	Work with historic environment county and district specialists to identify key sites and relevant archaeological expertise...etc	Covid-19 delayed this work but partner meetings have now been kick started.
<u>Strategic priority 2: Connect</u> We will develop strategies and support or lead strategic overarching partnerships and projects which deliver the second Purpose of National Parks: to promote understanding and enjoyment and improve health and well-being through volunteering & learning, high quality access management and providing information and events	Deliver 10th Anniversary programme of celebration	Deliver programme of celebration as set out in the Comms Plan	Celebration events were cancelled due to Covid. Celebrations now planned for 2021
	Develop the 'Our South Downs' Learning Network	Pilot the ambassador schools programme with Bury Primary School and Droxford Junior School, etc..	Covid-19 forced schools to close
	Develop our Health and Wellbeing work programme by developing our partnerships	Support the delivery of the Southern National Parks and Public Health England social prescribing conference	Conference cancelled due to Covid-19. PHE disbanded so deciding next steps.
	Develop our youth engagement programme	Review the youth ambassador pilot and extend the role to other National Park areas, etc...	Impact of Covid-19 has delayed this work

<u>Strategic priority 3: Thrive</u> We will develop strategies, support or lead strategic overarching partnerships and projects which deliver the Duty of National Parks: to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism	Assist in the development of the Sussex Heritage Coast Visitor Management Plan	Commission the development of a Visitor Management Plan with Heritage Coast Partners	Funding application unsuccessful so looking at alternative ways of taking this forward.
	Develop and launch the SDNP Dark Skies Welcome scheme	Develop criteria and branding	Delayed due to Covid-19 as visitor economy shut down and is only just restarting
<u>Organisational priorities</u> We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our organisational objective: to be a confident and secure organisation exercising effective influence; providing excellent customer service, and value for money and generating income to support our work	Provide Local Plan training for officers, members and agent	Train officers, members and agents on the Local Plan	Training delayed until January 2021
	Set up thematic research networks with academics and sector specialists based on research requirements highlighted through strategic reviews and in the PMP	Identify themes and potential partners	Work on hold due to Covid-19. Will commence in Q3/4.
	Improve performance and project reporting information on the SDNPA website	Provide accessible information for stakeholders on our website	Currently creating content ready for upload in Q3/4
	Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the Authority	Relocate the Weald and Downland (Central) area team to new suitable accommodation	Potential site identified. Need to assess suitability with area team.
	Commission a new Staff Survey and create an action plan	Plan the survey ready for commission and implementation the following year	Change in HR priorities in relation to the Covid situation.

- 2.5 The table below lists the **one** key priority with a **red RAG status for performance**, where our work has fallen significantly behind schedule, and the reason for this:

Corporate Plan objective	Key priority	In year 1 of our Corporate Plan we will:	Reason for performance red status
<u>Strategic priority 3: Thrive</u> We will develop strategies, support or lead strategic overarching partnerships and projects which deliver the Duty of National Parks: to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism	Develop an annual challenge fund to support the development of community facility enhancements that contribute to multiple PMP outcomes	1) Launch the concept and define the criteria 2) Seek external funding to create the fund	Looking for alternative sources of funding

3. Project Performance Reporting: Projects in Delivery

- 3.1 A link to the Tableau Dashboards for Q2 is https://public.tableau.com/views/PRProjectsDashboardQ220202021/ProgrammeandRAGstatus?language=en-GB&:display_count=y&publish=yes&:origin=viz_share_link
- 3.2 There is one Tableau Dashboard which is also 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. A project summary has now been added to the project information available on 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/1p1WbMxclCNUnBBwRzkLTxNCJdnSXafnQ/view?usp=sharing>
- 3.4 The dashboard worksheet shows the location of all projects currently in delivery across the park. All park-wide projects have been represented under a 'park wide' clickable area that is outside the park boundaries (shown near Billingshurst on the map). The colour of the projects identify which Theme Programme Board (TPB) the project is being governed through e.g. green shows projects being governed by the Landscape & Biodiversity TPB. At the end of Q2 there were **50 projects in delivery** involving SDNPA inputs either through costs or resourcing (this does not include the additional 30 external projects that have been awarded COVID funding).
- 3.5 The dashboard shown in **Appendix 2** shows the project programme of delivery or timeline. 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. 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.
- 3.6 A greater amount of project detail, such as who the lead partners are on each project, a project summary and comments by the project manager from each quarter, can be found using the linked Tableau dashboard and using your mouse to either filter on team area, or project name by the location map or programme chart to examine the project data in more detail. This information is not available from the PDF version in **Appendix 2**.
- 3.7 The 'Programme and RAG status' shows 11 of the projects in delivery at the end of Q2 have an **amber RAG status** and 2 of the projects have a **red RAG status**.

Projects at Amber or Red RAG status	Q1 RAG	Q2 RAG	Reason for RAG status

Truleigh Hill Landscape Project	Amber	Amber	The final phase of the project was primarily practical and this has been significantly impacted by COVID-19 which has resulted in a reduction in capacity to deliver proposed interventions. As a result, it is proposed that a higher proportion of the proposed interventions be delivered within the Legacy phase of the project when hopefully the UK will have stabilised further following the COVID-19 pandemic.
Pump it Up	Amber	Amber	The legal agreement has taken time to complete but is now agreed.
Winchester Study	Amber	Amber	Final report now drafted by Roni Craddock, to be sent to internal consultees and the consultants for sign off prior to sending out to stakeholders for comments and sign off.
Truleigh Inspiring	Amber	Amber	All sessions except the last session have taken place. The last one was postponed due to Covid-19. There will be a celebration event when we have the clearance to do so.
Heathlands Reunited	Green	Amber	The project continues to be significantly impacted by the ongoing covid-19 restriction which has led to a number of events and activities being postponed or cancelled. During this quarter partners have begun to return to work however their engagement in the project continues to be impacted. As a result of effectively losing the last six months the project is unlikely to complete the delivery by the programmed end in May 2021. As a result, we have applied for a project extension from HLF to the End of Sept 2021.
Artscape 2	Green	Amber	The project is currently on hold due to COVID 19. Exploring options of pre work being undertaken by artist while we wait easing of lockdown. This has been agreed to take place in Q2 around running focus groups, training for partners and a training package put together.
Stanmer Park and People project	Green	Amber	<p>Construction works are running late as per delays previously mentioned (wet autumn/ Covid-19) but the target is now to complete in December 2020.</p> <p>The Green Drive is almost complete subject to finishing a short diversion around beech trees and the section in front of Stanmer House.</p> <p>Interpretation & signage: Way forward on the signage, interpretation and use of the shared identity has been reach. SDNPA</p>

			<p>contribution of £53k is currently being processed. RJ & ES lead.</p> <p>Engagement plan:</p> <p>Still to be progressed. Implications of Covid-19 means it has been delayed.</p>
Changing Chalk Grazier Project	Green	Amber	<p>The shortlist of sites for the project has been completed and the locations across the project area have been mapped. This has been used to define the locations for the grazing hubs that will be developed during the delivery phase of the project. The location of the pilot grazing hub, to be established during the remaining part of the development phase (through till June 2021). The Specification for the grazing contract has been completed and is ready to be issued. Discussions have started with the project partners and the Farm Cluster Co-ordinators to agree the best location for the grazing hub pilot.</p>
SuDS for Schools	Green	Amber	<p>Despite significant delays and some modifications to the project due to CV-19 it is still progressing well. Feasibility design debrief meetings were very positive at each of the three schools. Some alterations to the design were needed at Wallands Primary School due to changes in the way the playground is used to accommodate social distancing and one way systems. Feasibility reports have now been signed off. The tender has been written to procure consultants to undertake detailed designs.</p>
Active Access	Green	Amber	<p>Since Active Access funding ceased March 2020 the focus of the project has changed. The offer above is supported by underspend over the lifecycle of the 3-year project. Unfortunately due to COVID 19 all deliverables have been put on hold apart from Eastbourne Walking Festival Steering Group</p>
Environment Summer at Ditchling	Green	Amber	<p>#CreateToRelate shortlisted for a national sector award by Kids in Museums.</p> <p>Online and digital resources in development – the #CreateToRelate programme continues to delivery online engagement.</p> <p>Museum has applied for ACE administered DCMS Rescue funding (decision pending 12 October 2020).</p>
Petersfield Museum	Green	Red	<p>We have had no direct contact from Petersfield Museum with an update on progress. Given the significant issues the museum has had to face, it is reasonable to conclude that they are focused wholly on recovery and fundraising (which is a pattern we are seeing across other partners with</p>

			regards to Covid-19) and they may be able to give us an update in November when they will have heard whether their application via ACE for DCMS / Treasure emergency funding has been successful, and therefore will have a better understanding of their risk status, and ongoing likely overall project risks. I would however recommend that this project as a whole is considered At Risk / Red Status until we hear an official update from the museum.
Tide Mills: A Living History	Green	Red	<p>Please note that this project is being managed by LYT Productions. SDNPA are represented on the Steering Group. Our project contribution currently stands at 6% of overall project cost:</p> <p>As with all other creative and cultural organisations, LYT Productions have been hit hard by the financial implications of Covid-19. In addition, this project has witnessed programme slippage and impacts to overall project budget caused by the pandemic, and has had to rapidly revised deadlines, deliverables and overall project completion timetable.</p> <p>This project has been graded as red status due to (1) significant programme slippage, and (2) financial uncertainties which may impact deliverables. However, it should be noted that this is wholly due to Covid-19 impacts and is not a reflection on the quality of the project or the level of stakeholder engagement which remains high.</p>

4 Project Performance Reporting: New Project Approvals

- 4.1 There were **50 projects in delivery** at the end of Q2. A new Theme Programme Board (TPB) funding and approval process started in April at the beginning of Q1. As a direct result of the new process **5 new projects** were approved through TPB's during Q2, these include:
- **Two** new projects for the **Connecting People and Communities TPB**: Communities in the South Downs (this project delivers against outcome 1, 5 and 9 of the PMP) and the Community Energy Pathway Project (which delivers outcome 2, 9.2 and 10.1 and is actually funded from the climate change fund) – see **Appendix 3**.
 - **Two** new projects were approved through the **Landscape and Biodiversity TPB**: Graffham Woodland recover deer fencing project (which delivers on outcomes 1, 2, 3 and 8 of the PMP) and On course to Flail (which delivers on outcomes 1, 3, 5 and 6 of the PMP – see **Appendix 3**).
 - **One** new project was approved through the **Cultural Heritage TPB** which was the Cherry Soup goes Viral project (which delivers on outcome 4- priorities 4.1 and 4.2 of the PMP- see **Appendix 3**).
- 4.2 During Q2 the COVID recovery fund was launched and the authority received significant interest from many small businesses and partners. These grants ranging between £500–£10,000 have been awarded to 30 small businesses and partners across the different themed programme boards for specific COVID projects and a total of £255,577 of funding given to COVID recovery projects. The first principle for the grant criteria was that priority was given to COVID related projects that help organisations to recover viability and thereby help deliver the longer term outcomes in the National Park's Partnership Management Plan.

5 Project Performance Reporting: Project Closures

5.1 There were no **projects completed** in Q2 but a further **6 are due to finish imminently**, and will be formally closed and evaluated in Q3 these include:

- The Winchester Study
- Truleigh Inspiring
- Linking Communities
- Truleigh Hill Landscape project
- Cherry soup goes Viral
- COVID collections grant

6 Grassroots 'Reactive project' Delivery in Q2

6.1 Grassroots projects refer to on the ground reactive projects that are delivered by our Ranger Teams across the SDNP. 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 sowing, scrub clearance, tree planting and new fencing. These projects are managed directly by the four area teams.

6.2 Traditionally we have summarised the grassroots delivery at the end of each year, however as we become more outcome and delivery focused it was agreed to include a quarterly update on the grassroots spending and delivery within the quarterly project reporting.

6.3 Ranger activity was restricted significantly during Q1 as a direct result of COVID-19 restrictions but this has improved significantly in Q2. The Ranger teams have managed a total of **38 projects** during this time including survey work, gorse removal, regrading paths and contributions to partnership projects such as the Horse Trail improvements in West walk with the Forestry Commission and a contribution to a restoration survey of St Catherine's Hill for a total of **£46,377**.

7 Seven Sisters Project Update

7.1 Work was progressed in Q2 with the Secretary of State forms submitted in August and discussions have been underway with Defra regarding the proposals for the Country Park. The Secretary of State decision should now be received in mid-November and, if approval is granted, following this there is a likely period of 4 months of legal conveyancing between the SDNPA and ESSC before we become the official owners of the Seven Sisters Country Park.

7.2 By the end of Q2, works completed by the project team included the recruitment of a Commercial Manager for SSCP and completion of a Parish webinar on the Phase 1 proposals. Planning permission was granted for our Phase 1 works at the committee on the 8th October. Five separate funding applications were submitted including extensive evidence gathering to support these applications. We hope to hear if we were successful in the next few months.

7.3 An overall masterplan and vision for the site was also completed and agreed by the Project Board in May and this was presented to the NPA for approval in July along with the revised business plan and a request for additional funding up to £1.9million for Phase 1 delivery. This paper also included the draft Phase 2 masterplan concepts for the Foxhole part of the site, that has been developed by the project team and architects. This will be subject to a future decision by the NPA.

7.4 A Pre-qualification questionnaire was issued to gather interest from companies for the contractor role in delivering the Phase 1 work at SSCP.

7.5 Work in Q3 will include additional work to discharge our planning conditions for Phase 1, stakeholder discussions, conveyancing work with ESSC and further development of Phase 2.

8 Project Performance Reporting: Strategic Fund Implications

8.1 The budget for the Strategic Fund from 2020/21 to 2024/25 is set out in the overview table below and overleaf. 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 2020.

	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Annual Budget (£)	300,000				
Budget Carried forward (£)	669,705	339,480	288,765	248,050	186,910
Total Budget	969,705	339,480	288,765	248,050	186,910
Requirement for funding	*630,225	50,715	40,715	61,140	1715
Estimated funding available	339,480	288,765	248,050	186,910	185,195

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

9 Project Performance Reporting: Theme Programme Board Fund Implications and PMP delivery of Outcomes.

9.1 There is a separate project pipeline for PMP projects over the next 5 years for smaller proactive projects, these will be funded (where budgets allow) from the Theme Programme Boards (TPB) funds approved in the March NPA 2020. The TPB are split into areas responsible for delivering against specific PMP outcomes (and priorities) (see **Appendix 3**) as follows:

- Landscape and Biodiversity (PMP outcomes 1, 2 and 3)
- Access (PMP outcome 5)
- Cultural Heritage (PMP outcome 4)
- Sustainable Economy and Tourism (PMP outcomes 1.3, 8, 9 and 10)
- Connecting people and communities (PMP outcomes 5.1, 6, 7, 8.1 and 9.2)

9.2 In addition to the funds outlined above to help deliver against our PMP priorities, a separate COVID recovery fund was also launched providing each TPB with an additional £70,000 for COVID specific projects.

9.3 The below table summarises the spend allocation by each TPB at the end of Q2 with respect to PMP outcome delivery.

TPB	TPB Budget Approved in March NPA (not including COVID recovery fund)	Approved for projects by the end Q2	PMP outcomes delivered (by these and other projects in delivery funded through strategic fund)	COVID projects allocated funding (by end of Q1)
Landscape and Biodiversity	170,000	136,689	1, 2 and 3	24,198
Access	95,000	93,075	5	12,892
Cultural Heritage	90,000	39,500	4.1 and 4.2	82,480
Sustainable Economy and Tourism	90,000	10,060	10.1, 10.2, 10.3, 9.2 and 9.3	83,060

Connecting people and communities	58,000	51,500	5.1, 6.1, 7.1 and 9.2	52,947
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10 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 2 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.
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.

11 Risks Associated with the Proposed Decision

- 11.1 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
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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	<p>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.</p> <p>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.</p>

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Appendices

1. Corporate Performance report Q2 2020/21
2. Q2 Projects Tableau Dashboard
3. PMP Outcomes and Priorities summary

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 2020/21](#)
[Tableau Dashboard Link for Q2 Report](#)
[Tableau training video](#)

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Item 16: Corporate Performance Report Q2 (July-September) 2020/21

Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	Responsibility	Key data	Commentary	RAG Budget	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
Strategic priority 1: Enhance We will develop strategies and support or lead strategic overarching partnerships and projects which deliver the first Purpose of National Parks: to conserve wildlife, the natural beauty of the landscape and cultural heritage	Deliver the strategic approach to spatial elements of the People and Nature Network	1) Continue to develop local projects in key areas including Winchester and Truleigh Hill	Infrastructure and Environment Strategy Lead	Projects are reported on in the Tableau Dashboard showing project performance				
		2) Pilot the GI National standards working with Natural Engand	Infrastructure and Environment Strategy Lead		Guidance from NE now received. Intent is to test the Standards/Principles against the PANN and also a more local example (probably the Winchester Study). The first inception meeting for the pilot areas has also taken place.	N/A		Next steps: Detail conversation regarding SDNPA contribution to be completed by end January 2021? Potential risks: staff capacity due to secondment
	Lead the Authority's response to: i) Nationally Significant Infrastructure Proposals (NSIPs) ii) Major and strategic planning applications iii) Other ad hoc major projects as required	Respond in a timely and appropriate fashion to NSIPs and major planning applications which may impact the National Park	Major Planning Projects and Performance Manager		Speed of determination of major planning applications remains in excess of Government targets. The Aquind Interconnector examination began in September and runs for 6 months. This project sits just outside the National Park near Lovedean but, on account of the scale of the infrastructure buildings proposed, has adverse impacts on the setting of the National Park and landscape character.	N/A		Next steps: The Secretary of State granted Development Consent for Esso's underground aviation fuel pipeline on 7 October. This crosses the Park for approx 25km. Potential risks: Limited impact of Covid-19. All hearings are currently being held virtually.
	Provide high quality specialist advice in Design, Conservation and Landscape, predominantly within the Planning directorate but also across the organisation as required	Provide specialist advice as and when required	Major Planning Projects and Performance Manager		Specialist advice has been provided throughout the Quarter.	N/A		Potential risks: Biggest Covid related risk on this matter is if a strict lockdown is re-imposed preventing our ability to undertake site visits, even where social distancing.
	Implement Local Plan Supplementary Planning Documents (SPDs) and Technical Advice Notes (TANs)	Create further guidance on Local Plan policies for Trees (SPD) and Biodiversity Net Gain (SPD)	Planning Policy Manager		Work underway on Biodiversity Net Gain SPD . Trees SPD finalised and ready for consideration at planning committee.	N/A		Next steps: Trees SPD scheduled to be considered by Planning Committee November 2020 and will then go out for consultation for eight weeks.
	Environmental land management (ELM) system	Work with other organisations to develop their tests and trials and continue to build relationships through farm clusters	Farming Officer	4 Farm Clusters, including 20 farmers, involved in our Farm Cluster/Land App T&T 6 Farm Clusters included in Defra Green Recovery Fund bid	The Farm Cluster/Land App ELM T&T was finished and submitted to Defra in August. Findings from the report showed that The Land App provided a suitable tool to review, plan and deliver landscape scale objectives. Particularly useful features identified included the ability for users to collaborate, being able to zoom between farm and landscape scale to identify linkages, and the potential to use the system for on-going monitoring. Issues raised included the need for a strong reliable internet connection, sufficient training and assistance for farmers to make the most of the system, and the quality and reliability of data used to review and plan objectives. In September, all six farm clusters were consulted and included in the EoI for Defra's Green Recovery Fund submitted by the South Downs Trust. Projects they put forward included pond restoration, hedgerow restoration, access improvements and interpretation, habitat mapping and verifying, and chalk grassland improvement.	N/A		Next steps: Await feedback from Defra on T&Ts and announcements on ELM development and the National Pilot (expected in November). Await outcome of the Green Recovery Fun EoI and act accordingly Potential risks: ELM announcements are delayed, providing little information to plan next steps. If we are not successful in the Green Recovery Fund bid, this will leave a number of identified farm cluster projects without funding.
	Develop SDNPA projects as part of the National Trust led HLF funded Changing Chalk initiative	Development Phase: 1) Grazing project officer in post 2) Undertake dew ponds baseline survey	Landscape and Biodiversity Lead (Chalk)	Projects are reported on in the Tableau Dashboard showing project performance				
	Reduce nitrates into groundwater as part of Brighton ChAMP Phase 2 (TAP)	Continuation and rolling out of CHaMP Phase 1 with farmers and with communities on rain gardens	Landscape and Biodiversity Lead (Water)					

Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	Responsibility	Key data	Commentary	RAG Budget	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
	Develop nature recovery/nature based solutions as part of the climate change action plan	Develop and agree the climate change action plan with NPA and partners	Landscape and Biodiversity Lead (Chalk)	The Community Energy Pathway, Carbon Baseline for the National Park, Parish level Carbon Budgets.	A survey was sent out to Parish Councils and community groups to promote the project and to gauge interest. The survey results have been collated and we are ready to shortlist for the delivery phase of the project. This will involve taking 5 groups forward to develop their proposals and submit a funding bid. The carbon baseline work for the NPA is progressing and we are expecting it to report during Q4. The contract to calculate the Parish level Carbon Budgets has been let, and the work is underway.	N/A		
	Support the South Downs Forestry Champions Partnership and its action plan	1) Deliver Woodland Trust partnership project (extended by 3 years) 2) Investigate & confirm other woodland initiatives	Landscape and Biodiversity Lead (Woods)	Woodland Trust funding of 120k has now been received to continue the partnership	Trees for the Downs project has allocated funding under Bob Epsom's guidance from the applications received. Work will commence over 20/21 winter with suppliers being sought for trees and protection. Fudning likely to be transferred to Woodland Turst for taking up of Bob's time to oversee the project as this has been a priority.	N/A		Next steps: Trees for the South Downs projects have been selected. Planting to begin over the winter of 20/21. Potential risks: Supply of trees and materials due to large national demand
	Complete Heathlands Reunited and secure ongoing commitments to heathland recovery and public engagement	1) Complete current project	Heathlands Reunited Project Manager	Projects are reported on in the Tableau Dashboard showing project performance				
		2) Define objectives & funding of Phase 2 looking at entire Wealden Heaths network	Countryside and Policy Manager (Cultural Heritage & Heaths)		An agreement has been reached with Whitehill Town Council for engagement works to start Spring 2021. Further detailed negotiations are taking place with East Hampshire District Council (EHDC) to cover 5 sites with a Strategic Access Management & Monitoring (SAMM) plan. Further, the SDNPA is engaged with various partners looking at options and opportunities within the wider Wealden Heath Spa sites.	N/A		Next steps: A paper for approval by SMT will be presented in Oct'20 for an agreement to be drawn up with EHDC. The impacts of CV19 may mean some elements of public engagement work may not be possible in face to face situations, and it may be more difficult to work with partners whose priorities may have changed, or they have less resource available.
	Develop and implement a Nature Recovery Strategy and a wider campaign, working with regional partners	1) Define vision & create a Nature Recovery Strategy 2) Define the Nature Recovery Networks 3) Adopt & apply Natural Capital Investment Strategy (NCIS) 4) Create guidance for net gain - including guidance for planners	Countryside and Policy Manager (Landscape & Biodiversity)		Internal Nature Recovery Working Group continues to lead and develop nature recovery work. Nature Recovery Network (NRN) development continues with the County Local Nature Partnerships (LNPs) and the South East Nature Partnership (SENP). SDNPA fed into the SE joint principles for a NRN and mapping/evidence workshop. A South Downs Local Nature Recovery Strategy (SDLNRS)/Wildlife Delivery Plan is scoped and a working draft document under development. The 5 national LNRS pilots announced - all Counties. Development of a SDNPA approach to Biodiversity Monitoring continues - draft approach shared with Lead Rangers and Landscape & Biodiversity Theme Programme Board. Work on SDNPA guidance for Biodiversity Net Gain is ongoing, shaped by the emerging policy and guidance which is coming forward from key organisations such as Natural England. Initial conversations have taken place around the purpose/scope & audiences for a South Downs Nature Recovery Campaign. An Eol for the Green Recovery Challenge Fund for a nature recovery project was submitted by the 24-September deadline. SDNPA Officer secondment to NPE to support coordinated nature recovery work across the NP Family (6 months).	N/A		Next steps: Continue to progress components of the SD LNRS/Wildlife Delivery Plan. SDNPA/NE/SxLNP nature recovery update to be sent to the attendees for the Nov-2019 workshop. A brief for consultants to help define a NR Campaign to be drafted. Refine the Green Recovery Challenge Fund bid if succesful at Eol stage. To agree the SD approach to Biodiversity Monitoring by year end. Potential risks: The development of the wider NRN could be significantly impacted as it is partnership collaboration. Hope to progress with partners, but dependant on partner capacity post Covid-19. Other risks are linked to national guidance particularly on the geographies for LNRS to be defined/ confirmed by the Environment Bill.
		5) Continue to develop satellite monitoring capability	Landscape and Biodiversity Lead (Chalk)		Further high quality images and data were obtained over the Summer due to the prolonged period of good weather. They have been added to the data archive and will form the basis of the project report in November (during Q3).	N/A		
	Set up and administer Biodiversity/Natural Capital Challenge Fund	1) Investigate feasibility, define criteria & launch concept 2) Seek external funding to pump-prime	Countryside and Policy Manager (Landscape & Biodiversity)		Through the Nature Recovery Working Group, initial discussions on what a Nature Recovery Fund and Campaign might look like have started with the Fundraising & Comms Team. Session held at ASE 21/9 to seek ideas for a Nature Recovery Campaign.	N/A		Next steps: JW & RJ to scope out and present some initial concepts for a consultancy brief and share with NR Working Group. Define audiences/agents of change. Potential risks: Fund establishment possible by end of 2020/21, but fundraising likely to be significantly impacted by Covid-19. Need to work with and be mindful of the NRN as a partnership initiative so do not want to alienate partners by seemingly "going it alone". Clarity on what ELMs may/or may not deliver for NR? Right level of ambition? Reputation?

Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	Responsibility	Key data	Commentary	RAG Budget	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
	Produce a Landscape Management Plan (LMP) for Seven Sisters Country Park	1) Undertake biodiversity baseline survey 2) Start drafting the Landscape Management Plan	Countryside and Policy Manager (Landscape & Biodiversity)		The SSCP Landscape Working Group continues to meet monthly to develop the Landscape Management Plan (LMP). Baseline evidence and survey information continues to be collated. The Phase 1 Habitat Survey and National Vegetation Classification (NVC) Survey is complete (report & map). Development of draft objectives and scenarios is progressing with meetings with key stakeholders taking place (Water Level Management Board (WLMB) 28/9, Environment Agency (EA) 30/9). Paper on the future land management options taken to the Project Board on the 10/9 with a decision to pursue grazing licences in the short-term. An outline of "touch-points" for engagement for the LMP is in draft.	N/A		Next steps: Progress with meetings with key partners National Trust (NT) and Natural England (NE) planned for October. Continue to develop the draft Landscape Management Plan (objectives, context, evidence base etc). Take forward actions to secure the short-term land management options (ground work for ITT for grazing licence(s), plus purchase of BPS entitlements). Work with the new Commercial Manager on the landscape aspects of the project. Potential risks: Our ability to engage with the community/wider partners has been impacted by Covid-19. Meetings with key stakeholders such as EA, NE, WLMB and NT have been impacted by Covid-19 with a couple having been delayed. Development work has been hampered by not being able to meet as a face-to-face group due to Covid-19. Overall delay to site transfer is impacting timeline for developing the enagement elements of the LMP as well as lack of a clear Comms & Engagement Plan.
	Create and undertake a Scheduled Monument Monitoring project	Develop project, seek funding, and liaise with partner organisations and colleagues	Cultural Heritage Lead	Projects are reported on in the Tableau Dashboard showing project performance				
	Commission and oversee Archaeology On The Edge (Stage 2) project	Develop project, seek funding, and liaise with partner organisations and colleagues	Cultural Heritage Lead					
	Roll out the Footsteps App	1) Identify organisations that may benefit from use of the App 2) Tender for package of content - secure content development (scripting, filming etc.)	Cultural Heritage Lead		We have identified organisations who may benefit from inclusion on the app platform, and we have approached ATS Heritage for a quote to cover costs for additional app content development, recording and production. The Cultural Heritage Lead has begun work to plan a framework to create an application process for partners to the app platform. This was identified as a potential way of addressing lessons learned from the pilot around partner engagement and buy in. The progress with this project has been hit by Covid-19.	N/A		Next steps: Review project with partners on their return from furlough. Chase ATS Heritage for costs and proposal for delivering further content. Continue to develop an application framework to take the project forward. Consider appropriate timeframes to engage with partners again given ongoing impacts of Covid-19 on business sustainability. Potential risks: Project timetable and delivery will have ongoing knock on impacts from Covid-19. Partners may no longer have capacity or interest in a project of this kind. Workload for SDNPA staff may be pushed into Q3 and Q4 (based on projected recovery of partners) if funding cannot be carried over into 2021-22.
	Create and Install 'Meet the Archaeologist' NFC plaques	1) Work with historic environment county and district specialists to identify key sites and relevant archaeological expertise 2) Liaise with Historic England re. locations and walking routes linked to Scheduled Monuments / areas of archaeological interest 3) Liaise with rangers re landowner permission for NFC tag signage installation	Cultural Heritage Lead		Meetings with RSPB, National Trust and Historic England revived in August 2020 - RSPB and National Trust staff had been furloughed and Historic England had to prioritise distribution of DCMS Recovery Funds, and so the project was paused. Revived discussions have moved forward delivery concept, outcomes and potential wider partners, and there is agreement that we need to commission some research work to support a funding bid to Historic England for a Building Capacity Grant. Historic England have confirmed that they see this partnership project as a blueprint for other designated landscapes and will welcome a funding submission - they are also project partners and not solely funders.	N/A		Next Steps: EOI has been developed for the October CH TPB to secure funds for some research work to better understand current activities, gaps in delivery and provision, training needs and range of partners. This data will provide both a baseline for the project and an evidence base for the funding bid. Project proposed dovetails with Changing Chalk (which remains a flagship priority project for the National Trust). Potential risks: National Trust will be making a considerable number of redundancies as a result of its consultation, the results of which were shared with National Trust staff on 8 October. We do not have an understanding as yet of how this may impact the National Trust resourcing of this proposed project. RSPB archaeologist has only returned to work on a P/T basis. Ongoing impacts from Covid-19 on historic environment sector will represent an ongoing threat to partnership projects. Additionally, there is a risk that because of these threats, partners look to SDNPA to take on increased responsibility. It will be essential to ensure the Building Capacity Grant application secures additional staff resource for project delivery, and this has been made clear to Historic England.

Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	Responsibility	Key data	Commentary	RAG Budget	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
Strategic priority 2: Connect We will develop strategies and support or lead strategic overarching partnerships and projects which deliver the second Purpose of National Parks: to promote understanding and enjoyment and improve health and well-being through volunteering & learning, high quality access management and providing information and events	Increase our digital reach and engagement	Relaunch the website	Communications and Engagement Manager	During Q2 we had 545,118 unique users . That compares with 143,245 for the same period in 2019	The website hit a one day high of 20,792 unique users on Thursday 6 August. Popular pages include 'Get active' walking pages, South Downs Way info pages & the Covid info page.	N/A		
	Deliver 10th Anniversary programme of celebration	Deliver programme of celebration as set out in the Comms Plan	Communications and Engagement Manager		Celebration events were cancelled due to Covid. Change of focus as a result with the focus now on bringing the National Park to people.	N/A		Next steps: It has been agreed to roll the 10th Anniversary celebrations over into 2021, with a new focus for this year.
	Manufacture and install 30 new entry signs inside the National Park	Successfully manufacture and install the entry signs by end 2021/22	Communications and Engagement Manager & Project Management Lead	Projects are reported on in the Tableau Dashboard showing project performance				
	Deliver Centurion Way Phase 2 from Singleton to Cocking	Undertake ecological/tunnel surveys for Centurion Way Phase II	Countryside and Policy Manager (Access)		P&R approval was granted to tender for the undertaking of ecological (bat species) winter and summer surveys for a period of three years within all three tunnels (West Dean, Singleton & Cocking) along the Centurion Way Phase II. The tender process was carried out and a contract has now been awarded.	N/A		Next steps: Winter surveys to commence December 2020. Potential risks: Currently there are no risks envisaged to undertaking this survey work.
	Provide funding for permissive paths as a stop gap between expiring existing agri-environment schemes and the start of the new ELMs scheme	Ensure pilot agreements are in place with relevant landowners	Farming Officer	Projects are reported on in the Tableau Dashboard showing project performance				
	Complete Egrets Way Phase V	Complete scheme design for Phase V, secure permissions and commence scheme construction	Access Lead	Projects are reported on in the Tableau Dashboard showing project performance				
	Identify Protected Landscape issues within strategic transport policies and planning in Transport for South East region	Identify issues in partnership with the South East Protected Landscapes group and develop actions to deliver recommendations	Transport Officer		Progress this quarter has included; Agreeing with the SEPL group for the chair of the SDNPA to remain the representative on Transport for the South Easts' (TfSE's) Board. Joining the working groups of two TfSE studies (Future Mobility and Outer Orbital Area). Responding to consultations (Rampion 2, Petworth 20mph). Advising with pre-app designs for Exceat Bridge. Writing and Submitting ITT for the Communities for the South Downs project.	N/A		Next steps: Continue work on TfSE steering groups, continue to advise Chair ahead of Partnership Board Meetings. Arrange for other SEPL members to attend area studies directly affecting them. Continue to refine Exceat Bridge scheme with SDNPA team and ESCC. Appoint consultant for CiTSD. Potential risks: Lack of engagement from SEPL, too many working groups could monopolise my time. CiTSD reaching first point where budget will be spent.
	Create a new cycle way along the Rother Valley	Complete scheme feasibility and outline design work for Phase 1 (Petersfield to Nyewood)	Access Lead	Projects are reported on in the Tableau Dashboard showing project performance				
	Develop the 'Our South Downs' Learning Network	1) Pilot the ambassador schools programme with Bury Primary School and Droxford Junior School 2) Research the potential for a schools eco grant	Learning, Outreach and Volunteer Lead		Bury and Droxford Schools recruited as Ambassador Schools. Both headteachers have supported the Learning Network with advice during school closure through lockdown and advised on plans for network recovery activities. Bury School have sourced and purchased resources to support hosting other schools when this becomes viable. Schools eco-grant established with the SDNP Trust but on hold during the pandemic. We will launch once appropriate and schools are back fully.	N/A		Potential risks: Ambassador School programme and School Action Grant both suspended due to school closure. Grants will be re-launched once schools are back and we are able to promote learning outdoors again. Network being communicated with through e-newsletter updates.
	Develop our Health and Wellbeing work programme by developing our partnerships	Support the delivery of the Southern National Parks and Public Health England social prescribing conference	Performance and Projects Manager & Health and Wellbeing Officer		Partners agreed to rethink the approach and the topic/outcome. We will potentially build a programme of events over the winter and hold physical meetings later next year, possibly in each NP. These can be bought together with an overarching virtual conference with high profile speakers. A network with Bournemouth University and the New Forest has been set up to keep momentum. The decision to disband Public Health England (PHE) and split its functions has also had an impact. We are uncertain what resources will be available and on what basis going forward.	N/A		Next steps: Consider what events might be appropriate in the SDNP area over winter. Potential risks: Impact of changes in PHE means the partnership cannot continue in the same way going forward. Lack of capacity to organise a number of events across the SDNP.

Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	Responsibility	Key data	Commentary	RAG Budget	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
	Deliver the John Muir Award (JMA) Families Inclusion Award	Deliver year 1	Learning, Outreach and Volunteer Lead & Families Outreach Officer		Face to face activity has resumed with the first families session delivered in a Covid-secure way at QECP with EnableAbility. The second virtual award is planned for mid-winter holiday period.	N/A		Potential risks: Changing advice from government and introduction of new three tier system may mean we need to close down face to face activities again. The project is geared up for this and has appropriate risk management in place for delivery face to face and online.
	Develop our youth engagement programme	1) Review the youth ambassador pilot and extend the role to other National Park areas 2) Extend the South Downs youth action programme to Easter and summer 2020 involving wider partners in a park-wide offer 3) Identify next steps for incorporating the Youth Voice across the SDNP	Learning, Outreach and Volunteer Lead	£17,000 of funding secured through a partnership with Clarion Housing	South Downs Youth Action (SDYA) on hold until January 2021 when tender will be launched again. In the meantime we have been successful in securing an additional £17,000 of funding through a partnership with Clarion Housing and the #iwill fund which will allow the creation of a SDYA Youth Action grant in collaboration with the SDNP Trust. This grant scheme will be launched in January 2021.	N/A		Potential risks: SDYA return in January 2021 will be dependent on Government advice re social mixing of households at that point. Lessons are being learned from the reintroduction of the SDVRS group volunteering in a Covid-secure pod model. These lessons will be translated through to SDYA.
Strategic priority 3: Thrive We will develop strategies, support or lead strategic overarching partnerships and projects which deliver the Duty of National Parks: to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism	Develop an annual challenge fund to support the development of community facility enhancements that contribute to multiple PMP outcomes	1) Launch the concept and define the criteria 2) Seek external funding to create the fund	Communities Lead		Alternative funding avenues are being explored to determine whether the challenge fund could be launched in 2021/22. This includes consideration of CIL funding and other external funding opportunities, although these are limited in the current climate. Officers will explore funding opportunities with the SDNPA Funding Coordinator and SDNPA CIL team	N/A		Next steps: Await availability of funding and staff resource to progress the project. Officers have had discussions with all Town and Parish Councils that were considering applying to the challenge fund to explain that there is currently no SDNPA funding available but we will explore other funding opportunities which may allow this project to start in the next financial year Potential risks: Limited funding opportunities are currently available for this type of project, so the project is likely to be delayed until a decision can be taken on whether SDNPA CIL funds could be used or another bid to the relevant Theme Programme Board.
	Participate in the development of the Petersfield place making strategy	Set up governance and identify enhancements	Communities Lead	Attended 4 x Petersfield Officer group (POG) meetings; Attended 2 x Petersfield strategy group (PSG) meetings. Facilitated an officer tour of the Town Spine considering implications and opportunities for place making, including consideration of the Petersfield Junctions Study	During this period the Place Making Board have received the detailed Petersfield Junction Study which looks at the current and future capacity of key junctions in Petersfield. The Study has been discussed at POG and PSG and officers and members have agreed the priority of junction work required in the Town. The board is now awaiting the publication of the Local Cycling and Walking Infrastructure Plan (LCWIP) to consider how cycling and walking infrastructure can be incorporated into the Junction Study Conclusions. Petersfield has been shortlisted for Hampshire County Council (HCC) Tranche 2 bid to the Department for Transport's Emergency Active Travel Fund, if successful this funding will be used to provide more permanent active travel measures in the town and test some of the Neighbourhood Plan aspirations around movement around the town centre	N/A		Next steps; Following the publication of the LCWIP POG and PSG will consider the implications for the place making project, and identify opportunities which the place making develop to respond to the findings of the LCWIP and Junctions Study. Officers will prepare a combined action plan which will contain all relevant Petersfield projects and aspirations as identified by all partners and supporting evidence (LCWIP and Junction Study) this action plan will form the work plan for the Place Making Board moving forward, assigning available Section 106 funds to relevant projects and seeking external funding opportunities for other projects which cannot be funded by 106 funds.
	Review and update the Local Plan, including evidence gathering and engagement	Incorporate learning from the establishment of the first Local Plan	Planning Policy Manager		This is an ongoing process. The system of Planning Policy commenting on pre-apps and planning applications is now well established. Progress is being made on a number of SPDs and TANs as reported elsewhere. This learning is all reported in our Authority Monitoring Report (AMR) which is published in Q3 of each year. A report presented to PSMT in September highlighted that the host authorities were not fully implementing some of our new Local Plan policies particularly SD2: Ecosystem Services and SD9: Biodiversity . This is being addressed through the Development Management Group and 121 meetings with the hosts. A similar analysis of planning applications reports is now underway for applications dealt with in-house	N/A		
	Implement Local Plan Supplementary Planning Documents (SPDs) and Technical Advice Notes (TANs)	Create further guidance on Local Plan policies for Parking (SPD), Construction (SDP) and Viticulture (TAN)	Planning Policy Manager		Sustainable Construction SPD and Affordable Housing SPDs adopted August 2020. Parking SPD approved for consultation August 2020 and a Task & Finish group for the Design SPD approved a second draft in September.	N/A		

Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	Responsibility	Key data	Commentary	RAG Budget	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
	Work towards building Seven Sisters Country Park into a world class visitor attraction	1) Develop Seven Sisters Country Park holiday accommodation offering 2) Achieve Visitor Attraction Quality Assurance Service (VAQAS) baseline accreditation	Project Management Lead & Sustainable Tourism Lead	Sevens Sisters is reported on separately				
Organisational priorities We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our organisational objective: to be a confident and secure organisation exercising effective influence; providing excellent customer service, and value for money and generating income to support our work	Set up a trading company for Seven Sisters Country Park	Form a trading company and commence operations (subject to Authority approval)	Head of Governance and Support Services		Company memorandum and articles of association and other key documents drafted and member workshop held. Work on track to present to December NPA for final decision	N/A		Next steps: take to December NPA for final decision
	Maintain a robust and well performing host authority development management system	Monitor service and deliver continued improvements	Major Planning Projects and Performance Manager	Approximately 80% of all planning decisions taken in the National Park are taken by the 5 host authorities	Although host authority performance is generally good there is some variation in host authority performance (albeit less than in any previous year).	N/A		Potential risks: Both ourselves and the hosts have seen a reduction in planning application fee income. Local Government is also facing challenging financial times given the reduction in income as a direct result of the pandemic and because of an associated increase in costs. Within this context maintaining and improving service delivery will be a challenge
	Complete Soft Sand Single Issue Review	Submit for examination and adopt	Planning Policy Manager		Virtual examination hearings held August. Initial response from the Inspector is very positive and no fundamental changes are required to the Plan.	N/A		Next steps: Consultation on the modifications will take place until 8th January 2021. We hope to adopt in March 2021.
	Provide Local Plan training for officers, members and agents	Train officers, members and agents on the Local Plan	Planning Policy Manager		Training due to take place January 2021. This will need to action the findings of the PSMT report highlighted above.	N/A		Next steps: run training in Jan 2021
	Deliver a robust and well performing development management and Minerals & Waste service	Exceed the performance indicators for issue of decisions whilst adding value	Development Manager		The Authority has continued to issue decisions in a timely manner, even though there have been logistical challenges in relation to carrying out their duties given the lockdown restrictions and impact temporarily on site visits being undertaken.	N/A		
	Deliver a robust and well performing development management service in terms of Appeals performance	Respond swiftly to appeals and measure the rate of dismissals	Development Manager	The Authority has an appeal success rate of 70% over the period in question		N/A		
	Deliver a robust and well performing enforcement service	1) Undertake investigations within agreed timetables 2) Ensure swift resolution and conclusion of investigations	Development Manager		Officers continue to deal with enforcement investigations in a timely manner. There naturally was a delay in lockdown as officers were unable to carry out site visits, but as restrictions have been lifted officers have been able to progress investigations.	N/A		
	Deliver ongoing process and procedure improvements as set out in the Development Management Improvement Plan	Introduce a new Pre-application Service Charging Schedule	Development Manager		Officers have continued to progress workstreams concerning process and procedure improvements.	N/A		
	Set up thematic research networks with academics and sector specialists based on research requirements highlighted through strategic reviews and in the PMP	Identify themes and potential partners	Research and Evidence Officer		This work is on hold due to Covid-19. It will be undertaken in Q3/4 once universities and partner organisations are back to 'normal'.	N/A		Next steps: Define the priority subject areas for thematic research networks. Build a contacts list of relevant academics in these fields from our current database.

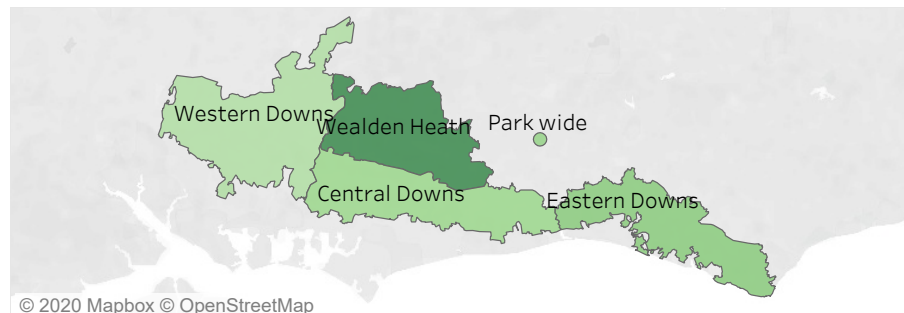
Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	Responsibility	Key data	Commentary	RAG Budget	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
	Undertake a systematic assessment of the way the organisation acquires, stores and maintains its spatial and generic data	Assess current data holding and produce plan for solution implementation	Research and Evidence Officer		The work on a GIS database is on hold as the hardware required is in the office. Our GIS contractors are currently working from home. Beyond spatial data the Performance and Projects team are now looking at the introduction of a database for the maintenance of project information. This will also support future PMP reporting.	N/A		Next steps: Define requirements for a project database and seek solutions.
	Progress the Citizens Panel beyond the pilot phase	1) Award new three year contract 2) Revise the Panel membership	Performance and Research Lead		Successful recruitment campaign has boosted the panel to nearly 700 people. Particular success recruiting people via Facebook and our SDNP e-newsletter. Aim is to increase it up to 1,000 over the next few months. Autumn survey has just been sent out and we have already achieved a better response than was achieved in the last survey. Survey focusing on health and wellbeing, cultural heritage and virtual engagement.	N/A		Next steps: undertake focused recruitment campaign with Comms to increase number of young people on the panel and people in the Po and SO postcode areas
	Improve performance and project reporting information on the SDNPA website	Provide accessible information for stakeholders on our website	Performance and Research Lead & Project Management Lead		We have reviewed the content on our website and where there are gaps. We are now working on new content and where to place it so it is easy for stakeholders to find.	N/A		Next steps: Ensure new content is uploaded by end Q3.
	Establish, manage and monitor an evaluation framework tasked to carry out external evaluations of SDNPA corporate and project work	Establish the framework and procure evaluations. <i>First evaluation: PMP process review</i>	Performance and Research Lead		Heritage Insider have undertaken a thorough review of the PMP and produced a useful report which has been disseminated to Officers, Members and partners. On the back of this an action plan is being created which will be monitored by the Performance Learning and Improvement Group.	N/A		Next steps: PMP validations and action planning session on 5th October with Officers, Members and partner organisations. Member workshop on 17th November. Finalise PMP action plan. Whole Estate Plans review to take place in Q3 and Q4.
	Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the Authority	Relocate the Weald and Downland (Central) area team to new suitable accommodation	Head of Business Services		Potential site identified - negotiating with landlord	N/A		Next steps: Assess suitability of premises with Area team
	Commission a new Staff Survey and create an action plan	Plan the survey ready for commission and implementation the following year	HR Manager		An internal survey was sent to staff in August focussing on health & wellbeing and working arrangements. The implementation of a full Staff Survey will be put on hold due to the effects of the pandemic on the way that the organisation is currently operating. Working practices and staff welfare will however continue to be reviewed during 2020/21.	N/A		
	Aim to achieve Climate neutrality for the SDNPA	1) Carry out a carbon audit 2) Agree and implement a climate change action plan	Head of Business Services		Carbon Audit now being carried out internally by Dan Oakley through Sustainability Group	N/A		
	SDNPA to continue to support the Trust	To continue ongoing support, incl. financial support [subject to Authority budgetary approval]	Head of Marketing and Income Generation	The Trust continues to make good progress with £367k secured and around £458k of warm prospects. In addition, we have secured £689k statutory funding direct to the SDNPA with a further £788k in consideration.	Funding secured includes a significant new project focused on targeting Climate Change in the Ouse Valley, expansion of the Meet the Farmer programme and the Egrets Way.	N/A		Next steps: Planning a follow up fundraising campaign for Q3 focused on Nature Recovery Potential risks: COVID presents an ongoing risk for Income Generation more broadly and although the Trust currently forecasts to reach the £500k target, this will be interrelated to how the economy performs for the remainder of the year

SDNPA Projects in Delivery by end Q2 2020-21

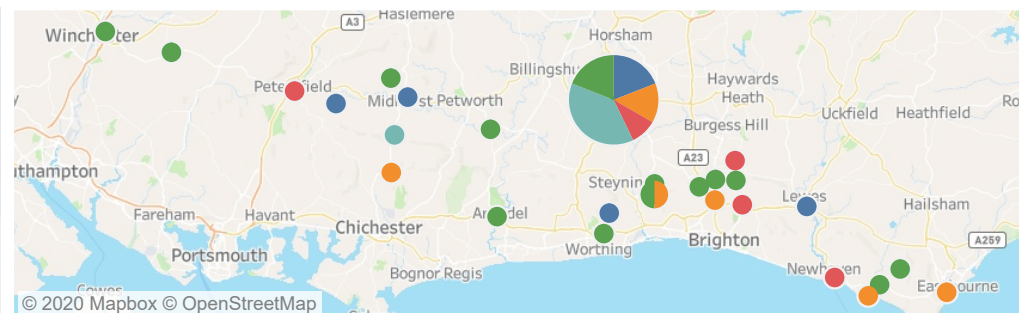
Number of Projects in Delivery

50

Team Areas



Project Location by RAG



RAG status project time line

Winchester Studv	01/12/2018	01/11/2019
Truleigh Inspira	01/11/2019	01/02/2020
Business Survey	01/10/2019	01/03/2020
Linking communities	01/10/2019	01/03/2020
Beodars Bush Walk F..	01/05/2018	01/05/2020
Pump it Up	01/10/2018	01/05/2020
Sussex Modern	25/03/2019	01/07/2020
COVID collection care..	01/04/2020	01/09/2020
COVID Connecting ou..	01/04/2020	01/09/2020
COVID-19 Survive. R..	01/04/2020	01/09/2020
Deep Time	01/04/2020	01/09/2020
Direct to Consumer ..	01/06/2020	01/09/2020
Discover England (an..	01/01/2018	01/09/2020
Stanmer Park Peopl..	01/01/2019	01/09/2020
Active Access	01/10/2017	01/10/2020
Environmental Sum..	01/03/2020	01/10/2020
Truleigh Hill Landsc..	01/05/2018	01/10/2020
Graffham Woodland ..	01/09/2020	01/11/2020
Petersfield Museum ..	01/10/2018	01/12/2020
Phase 2 Signage	01/06/2019	01/12/2020
The Bluebell Commu..	11/03/2019	01/12/2020
Bringing back the EL..	01/01/2019	01/01/2021
Lullington Heath	01/09/2020	01/01/2021
Tide Mills: A Living Hi..	01/03/2020	01/01/2021
Truleigh Hill Habitat ..	01/09/2017	01/01/2021
Channel Payments fo..	01/09/2017	01/03/2021
Midhurst Greenway ..	01/04/2020	01/03/2021
Permissive Paths	01/04/2020	01/03/2021
Rother Valley Way	01/04/2020	01/03/2021
Miles without Stiles	01/09/2018	30/03/2021
Cluster Development..	01/03/2018	31/03/2021
Beat the Street	01/04/2020	01/04/2021
Egrets Way- Phase 5	01/04/2020	01/04/2021
Friends of SDW Gates	20/02/2019	01/05/2021
Heathlands Reunited	01/06/2016	01/05/2021
Arun Vision	01/10/2019	01/10/2021
Coppicing for Lonla..	01/10/2018	01/11/2021
Artscape 2	23/05/2020	01/12/2021
Chancing Chalk - Dew..	13/01/2020	01/01/2022
Chancing Chalk - Gra..	13/01/2020	01/01/2022
Community Enerav P..	01/06/2020	01/06/2022
Floodplain Meadows ..	01/10/2019	01/10/2022
SUDs for Schools	01/04/2020	01/03/2023
Seven Sisters	01/06/2019	01/06/2023
Watercress and Wint..	01/06/2017	01/01/2024
TAP	01/04/2020	01/03/2025
8 Champion Monitoring	01/01/2019	01/12/2029

1 Aug 19 1 Nov 19 1 Feb 20 1 May 20 1 Aug 20 1 Nov 20 1 Feb 21 1 May 21 1 Aug 21 1 Nov 21 1 Feb 22 1 May 22

Date for completion

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South Downs National Park Partnership Management Plan 2020-25: Outcomes & Priorities

Outcome	Priority programmes
Purpose 1 - Enhance	
Outcome 1 The landscape character of the South Downs, its special qualities, natural beauty and local distinctiveness have been conserved and enhanced by avoiding or mitigating the negative impacts of development and cumulative change	<i>1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects</i> <i>1.2 Improve green and blue infrastructure to deliver nature recovery networks and connect people to nature within and around the SDNP</i> <i>1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park</i>
Outcome 2 There is increased resilience within the landscape for its natural resources, habitats and species to adapt to the impacts of climate change and other pressures	<i>2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats</i> <i>2.2 Improve the resilience and quality and quantity of trees and woodlands in the National Park and ensure that the right tree is planted in the right place</i>
Outcome 3 A thriving and connected network of habitats and increased population and distribution of priority species now exist in the National Park	<i>3.1 Create, restore and improve areas of priority habitat to be more, bigger, better, and joined up at a landscape scale</i> <i>3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases</i>
Outcome 4 Cultural heritage of the National Park is enhanced and widely understood and enjoyed	<i>4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage</i> <i>4.2 Promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts</i>
Purpose 2 - Experience	
Outcome 5 Outstanding experiences for communities and visitors are supported by high quality access and sustainable transport networks	<i>5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion</i> <i>5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways</i> <i>5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services</i>
Outcome 6 Widespread understanding of the special qualities of the National Park and the benefits it provides	<i>6.1 Provide high-quality outdoor learning opportunities as part of a locally relevant curriculum</i>
Outcome 7 The South Downs National Park is a well-used and recognised asset for sustaining mental and physical health and wellbeing	<i>7.1 Develop initiatives which enable local communities and individuals to improve health and wellbeing</i>
Outcome 8 More responsibility and action is taken by visitors, communities and businesses to conserve and enhance the special qualities and use resources more wisely	<i>8.1 Increase and diversify volunteering opportunities that support the National Park</i>
Duty – Thrive	
Outcome 9 Communities in the National Park are more sustainable with an appropriate provision of housing to address local needs and improved access to essential services and facilities	<i>9.1 Increase affordable housing stock in the National Park, with focus on exemplary design and using local sustainable materials.</i> <i>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</i> <i>9.3 Support improvement in digital infrastructure, speed and coverage throughout the South Downs National Park</i>
Outcome 10 A diverse, sustainable, dynamic economy which is positively linked to the special qualities of the National Park	<i>10.1 Strengthen and support sustainably managed land-based industries and local enterprise</i> <i>10.2 Increase awareness and desirability of the South Downs as a special place to visit</i> <i>10.3 Establish the South Downs as an exemplar in sustainable tourism</i>