

Agenda Item 10
Report PR20/21-32

Report to	Policy & Resources Committee
Date	25 February 2021
By	Performance and Research Lead & Project Management Lead
Title of Report (Note)	Quarter 3 Corporate Performance and Project Performance Report

Recommendation: The Committee is recommended to:

- 1) Receive and note the Quarter 3 Corporate Performance and Project Performance report**

1. Introduction

- 1.1 The SDNPA considers it important as a publicly accountable body, to monitor its performance. The Policy and Resources Committee has terms of reference which include *“To monitor and review the performance, including financial performance, of the Authority in the context of its business delivery, and the management and maintenance of the Authority’s assets in accordance with the Authority’s agreed budget, Corporate Plan and other approved plans, and make recommendations for changes as appropriate” and “To monitor and identify improvements arising from the outcomes and evaluation of projects identified by the Committee, audits, survey and other feedback and make recommendations as appropriate”.*
- 1.2 The purpose of this report is to update the Policy & Resources Committee on the Authority’s **corporate and project performance** during Quarter 3 of 2020/21: 01 October to 31 December 2020.

2. Corporate Performance Reporting

- 2.1 For an overview of performance within each of the three strategic priorities (Enhance, Connect, and Thrive) and the areas of organisational priority in the Corporate Plan, see the Excel spreadsheet: **Appendix 1: Corporate Performance report Q3 2020/21**. Key data (where applicable), commentary, a Red, Amber or Green (RAG) status¹ for performance 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 There are **61** key priorities in the Corporate Plan. Of these, 12 are classified as projects and reported on later in this report. Of the remaining **49** key priorities **35** achieved a **green** **RAG status** for **performance** at the end of Q3, 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)

2.5 The table below and overleaf lists the **12** key priorities 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 amber RAG status for performance at the end of Q3
<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	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 and an ITQ sent out and contract awarded
<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. Comms focus on bringing the National Park to the people
	Deliver Centurion Way Phase 2 from Singleton to Cocking	Undertake ecological/tunnel surveys for Centurion Way Phase II	Surveys have now been suspended until Summer 2021 (at the earliest).
	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. However, other collaborations and partnerships being established
	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. However, we hope to launch South Downs Youth Action (SDYA) in March 2021.

<p><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</p>	Assist in the development of the Sussex Heritage Coast Visitor Management Plan	Commission the development of a Visitor Management Plan with Heritage Coast Partners	Continued delays due to Covid-19 and partners re-prioritising their work. Hope to kick off in Spring 2021.
<p><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</p>	Provide Local Plan training for officers, members and agent	Train officers, members and agents on the Local Plan	Training delayed until January 2021
	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	Plan produced; needs to be shared with IT and an action plan created
	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 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	Agreement reached for Wealden Area office (Wealden Heaths area team) - Heads of Terms being drafted
	Commission a new Staff Survey and create an action plan	Plan the survey ready for commission and implementation the following year	Focus on internal staff surveys in response to Covid-19. Will procure full staff survey later in 2021/22

- 2.6 The table below lists the **two** key priorities 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 red RAG status for performance at the end of Q3
<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	2) Pilot the GI National standards working with Natural England	Key member of staff on secondment so SDNPA has pulled out of the pilot
<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 such as through the SDNP Trust

3. Project Performance Reporting: Projects in Delivery

- 3.1 A link to the Tableau Dashboards for Q3 is
https://public.tableau.com/views/PRProjectsDashboardQ320202021/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/1p1WbMxclCNUbBBwRzkLTxNCJdnSXafnQ/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 identifies 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 Q3 there were 110 projects in delivery including COVID funding projects and core work which are not represented on the Tableau project dashboard. The Appendix 3 dashboard shows our 50 key projects in delivery at the end of Q2 involving SDNPA inputs either through costs or resourcing.
- 3.5 The dashboard shown in Appendix 2 shows the project programme remaining. 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 Q3 have an amber RAG status.

Projects at Amber or Red RAG status	Q2 RAG	Q3 RAG	Reason for RAG status
Artscape 2	Amber	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.
Active Access	Amber	Amber	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
Environment Summer at Ditchling*	Amber	Amber	#CreateToRelate shortlisted for a national sector award by Kids in Museums. Online and digital resources in development – the #CreateToRelate programme continues to delivery online engagement. Museum has applied for ACE administered DCMS Rescue funding (decision pending 12 October 2020).
Lullington Health	Green	Amber	MoU still with Defra lawyers Contractors due on site in January
Petersfield Museum*	Red	Amber	Petersfield Museum provided an update report on progress to date, with a particular focus on SDNPA funded elements. Progress report included a request for additional resources (SDNPA staff time and financial support).
Phase 2 Signage	Green	Amber	Manufacture of the prototype signs are nearly complete. Significant delays have occurred on the overall programme due to COVID-19 which shut down both factories that contribute to manufacture process.

			Highways Agencies contacted and site visits agreed for January and February 2021 to confirm sign placements and SI 15 licenses.
Pump it Up	Amber	Amber	Delays with contracts and programme of works
SuDS for Schools	Amber	Amber	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.
Stanmer Park and People project	Amber	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 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>
Tide Mills: A Living History *	Red	Amber	<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>
Winchester Study	Amber	Amber	Due to the lead officer undertaking a six-month secondment (beginning October 2020) no further work has been carried out

		on this project. It will re-commence when the lead officer returns (April 2021).
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*these projects are cultural heritage projects, and the amber status relates to the partners being impacted by COVID or where a significant number of staff have been furloughed affecting the overall delivery of the project.

4. Project Performance Reporting: New Project Approvals

4.1 There were **50 projects in delivery** at the end of Q3. 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 **11 new projects** were approved through TPBs during Q3, these include:

- **Three** new projects were approved through the **Landscape and Biodiversity TPB** (which delivers on outcomes 1, 2 and 3 of the PMP – see **Appendix 3**):
 - **Peppering Dew Pond.** This will create a network of clean water dewponds in the Peppering Project Area (on the Norfolk Estate), improving connectivity between them. This will benefit both wildlife and cultural heritage and will add to the enjoyment and appreciation of the public visiting the South Downs.
 - **Westland Farm.** The project aims to enhance and restore 2.5ha of species-rich grassland for the public to experience and enjoy, as well as improving site access to ensure more people can enjoy this currently underutilised area of Open Access land (at Westland Farm, Bedham).
 - **Cockshute Stream.** This part of the project is the pre-feasibility stage but the overall project aims to restore a chalk stream (in Lewes) to its natural floodplain with improved flow and connectivity to the surrounding wetland habitats, with an increase of biodiversity.
- **Seven** new projects were approved through the **Cultural Heritage TPB** (which delivers on outcome 4 of the PMP – see **Appendix 3**):
 - **Artist in Residence at SSCP Heritage Coast;** A creative/landscape partnership that fosters new artistic responses to the Seven Sisters and wider Sussex Heritage Coast, and which amplifies the voices, stories and experiences of under-represented groups, exploring a vision of the futures for this landscape from the perspective of nature, climate, identity and community.
 - **Cherry Soup: The full harvest;** ‘Cherry Soup – The Full Harvest’ will build on the original project by engaging 5 writers from the South East who will create 10 new 10/15 minute stories focused on the South Downs landscape and peoples thoughts and experiences of it. The audio stories will be used in multiple ways, including radio broadcast, digitised content for web / social media use and as downloadable podcasts.
 - **Cissbury goes Digital;** Cissbury will benefit from sensitive interpretation, which seeks to add value to the site, while not detracting from it. Visitors will have a greater appreciation for the ‘deep time’ nature of the site, and feel better informed about why this place is so special.
 - **Footsteps App development;** App content that enables more people to experience the South Downs through engaging digital interpretation, enhancing their experience and understanding of place, and bringing the cultural heritage of the South Downs to the forefront of the story of landscape – as an inspirational place to artists, makers and thinkers.
 - **Schedules Monument monitoring;** To develop an informed understanding of the current situation with resourcing and approach to Scheduled Monument monitoring and recording.
 - **Shifting the Graze (Writing our Legacy a bursary scheme);** 15 individual writers across East Hampshire and East and West Sussex will have received an R&D micro-bursary of £500 to support the delivery of new creative responses and / or activities with a South Downs landscape focus.

- **Webinar partnership with ESCC.** Senior leaders will feel increased resilience and meet a wider network of creative and cultural leaders. Senior leaders will also have been supported in considering key strategic areas for the future of their services.
 - **One significant new projects for the Sustainable Economic and Tourism TPB** (which delivers on outcomes 1,8,9 and 10 of the PMP – see **Appendix 3**):
 - **The South Downs Enterprise Partnership.** The South Downs Enterprise Partnership is a business community for likeminded local economic and social enterprise partners who positively contribute to the National Park. The SDEP will be the main delivery vehicle for engagement with our local economic and social enterprise partners.
- 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 and were 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. This grant fund has now closed. Some of the partners are unable to complete their COVID projects due to the second lock down so each case has been looked at to agree extensions where necessary. These will be reported on in more detail at the end of Q4.
- 5. Project Performance Reporting: Project Closures**
- 5.1 Four **projects were closed** in Q3- Truleigh Inspiring; The Truleigh Hill Landscape project; Linking Communities and Cherry Soup goes viral.
- 5.2 A further **9 are due to finish imminently**, and will be formally closed and evaluated in Q4 these include:
- The Winchester Study (awaiting return of staff member to complete)
 - COVID collections grant
 - Deep Time
 - Westland Farm
 - The Bluebell Community Hub
 - Discover England
 - Truleigh Hill Access and Habitat project
 - Peppering Dew Ponds
 - Cherry Soup: The full Harvest
- 6. Grassroots ‘Reactive project’ Delivery in Q3**
- 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 improved during both Q2 and Q3. During Q3 the Ranger teams have managed 16 grassroots chalk grassland management, infrastructure improvements, habitat creation, scrub clearance and kissing gate installation. The total spend in Q3 was £24,882 and this worked towards delivering outcomes 1, 2, 3, 4, 5, 6 and 8. A total of £83,237 has now been spent since the start of Q1 across 65 different sites in the National Park for both grassroots and access projects.

7. Seven Sisters Project Update

- 7.1 Work was progressed in Q3 with further discussions being conducted with the Secretary of State. This resulted in approval from the Secretary of State of DEFRA and MHCLG before Christmas. The formal process of legal conveyance with ESCC has now started as we hope to become owners of Seven Sisters Country Park on the 1st April 2021.
- 7.2 A new Commercial Manager for the SDNPA focusing on SSCP started work with the project team in November. Peter Cousin has made significant progress developing the business plan for Phase I, including discussions and operational tasks for when we take ownership.
- 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 for Phase I delivery. A planning application was approved for Phase I in October by the SDNPA.
- 7.4 A Pre-qualification questionnaire was issued to gather interest from companies for the contractor role in delivering the Phase I work at SSCP. A shortlist of contractors were chosen to send the full tender to in January 2021.
- 7.5 Work has also progressed on the Landscape Management Plan with a draft currently being reviewed, we hope to consult on this with the wider community in April 2021.
- 7.6 Following a submission of several applications for funding we were approved CIL funding in Q3 of £100,000 and have also been successful in securing £25,000 from Rampion to deliver sustainable elements in the Phase I works.
- 7.7 During Q4 we will be working towards ownership of SSCP, evaluating and identifying a preferred contractor to deliver Phase I and ensuring we are ready for both ownership and Phase I. In addition, we will also be working up outline Phase 2 proposals to bring to the NPA in May for pre-feasibility cost approvals.

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	334,480	283,765	243,050	181,910
Total Budget	969,705	334,480	283,765	243,050	181,910
Requirement for funding	*635,225	50,715	40,715	61,140	1715
Estimated funding available	334,480	283,765	243,050	181,910	180,195

*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 Q3	PMP outcomes delivered (by these and other projects in delivery funded through strategic fund)	COVID projects allocated funding by end Q3
Landscape and Biodiversity	170,000	167,684	1, 2 and 3	23,698
Access	95,000	98,547	5	20,392
Cultural Heritage	90,000	81,905	4.1 and 4.2	82,480
Sustainable Economy and Tourism	90,000	90,060	10.1, 10.2, 10.3, 9.2 and 9.3	78,000
Connecting people and communities	58,000	46,500	5.1, 6.1, 7.1 and 9.2	84,135
Total	503,000	484,696		288,705
Underspend		18,304		61,295

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 3 which includes projects funded from the Strategic Fund which is funded from approved budgets.
How does the proposal represent Value for Money?	Value for money for individual projects is assessed at the development stage, midway through a project and at the

	end, through an evaluative process that is reported to this Committee.
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
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	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</p>

the types of funding we were able to apply for.			income for the South Downs National Park and also potentially for the SDNPA.
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Appendices	<ol style="list-style-type: none"> 1. Corporate Performance report Q3 2020/21 2. Q3 Projects Tableau Dashboard https://public.tableau.com/views/PRProjectsDashboardQ320202021/ProgrammeandRAGstatus?:language=en-GB&:display_count=y&publish=yes&:origin=viz_share_link 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

Item 10: Corporate Performance Report Q3 (October-December) 2020/21

Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	PMP outcome(s) delivering against	Responsibility	Key data	Commentary	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	1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects	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 England	1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects 1.2 Improve green and blue infrastructure to deliver nature recovery networks and connect people to nature within and around the SDNP	Infrastructure and Environment Strategy Lead		Due to capacity (member of staff going on secondment), after some initial early input SDNPA has had to pull out of the pilot. We remain in contact with the consultants/ NE and have requested to see the outputs.		Next steps: no longer involved with the pilot, but requested to see the outputs following some early input.
	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	1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects	Major Planning Projects and Performance Manager	83% of major planning applications determined in time (Government target is 60%)	Speed of determination of major planning applications remain in excess of Government targets. All NSIP deadlines met.		
	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	1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects	Major Planning Projects and Performance Manager		Specialist advice has been provided throughout the Quarter.		Next steps: Site visits by specialists to the outside of buildings are taking place, where social distancing can be observed
	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)	1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects	Planning Policy Manager		Work was delayed on the Trees SPD as we prioritised urgent work on the Habitats Regulations Assessment (HRA) TAN . This has now been completed and the Trees SPD will go to Planning Committee in April 2021. Work is underway on the Biodiversity Net Gain (BNG) SPD , but this cannot be completed until the Environment Bill is enacted later this year, which will make BNG mandatory in the British planning system.		Next steps: Trees SPD to go to Planning committee in April 2021
	Environmental land management (ELM) system	Work with other organisations to develop their tests and trials and continue to build relationships through farm clusters	1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park	Farming Officer		In December, Defra provided a significant update on ELM and the Agricultural Transition Period (ATP) - further updates due in 2021. Alongside this, all English National Parks are working with the NAAONBs to deliver an ELM Advocacy project on behalf of Defra by end March 2021. The key objectives are to inform the farming communities within protected landscapes about ELM development and the ATP, and to promote CSS as the key way to deliver environmental outcomes until ELM is widely available in 2024. Over the last year, soils and farm carbon have risen up the agricultural agenda. Many partners including Southern Water, Portsmouth Water, Brighton & Hove City Council, The Aquifer Partnership (TAP, Hampshire County Council and the farmer clusters have planned or are delivering projects covering this area. As we develop our Climate Action Plan, we have been discussing and developing project ideas with the farmer clusters and the Farm Carbon Toolkit to work at the farm, cluster and National Park scale to help develop and gather information in this area.		Next steps: Planning has begun for the 2021 farmer breakfast/supper meetings, which due to coronavirus restrictions will be held virtually. Key topics for discussion will include the ATP, ELM and CSS as well as potentially developing the soil/farm carbon discussions from the 2020 events. Meetings are delayed until the end of March, until we have received further updates and information from Defra. Await further updates from Defra on the ATP and ELM to inform delivery of the NAAONBs ELM Advocacy Project. Finalise farm carbon project plans to take to Landscape and Biodiversity Theme Programme Board for approval and funding Potential risks: ELM announcements are delayed, providing little information to plan next steps
	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	2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats	Landscape and Biodiversity Lead (Chalk)	Projects are reported on in the Tableau Dashboard showing project performance			

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	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	2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats	Landscape and Biodiversity Lead (Water)	Projects are reported on in the Tableau Dashboard showing project performance			
	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	2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats	Landscape and Biodiversity Lead (Chalk)		Community Energy South are preparing to deliver workshop events for interested Parishes and Community Groups. Stages 1 and 2 of the project are now completed. Project is on track. Carbon baseline work is underway and expected to report in Q4. The work on Parish level Carbon Budgets has been completed and the results have now been submitted to the SDNPA. An update on progress with the Climate Change Action Plan went to P&R Committee - and to full NPA on the 17th December.		
	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	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	Landscape and Biodiversity Lead (Woods)	Trees for the Downs is currently on track for delivery of 20 projects in January 2021. Engaged with 7 woodland landowners previously not engaged with before across the SDNP.	Absence of a Strategy Lead for Woodlands (Apr-Nov) added pressure to Woodland Officer workload. Additional capacity will allow to time to investigate other woodland initiatives. Continued to provide advice to landowners previously engaged with as well as SDNPA staff. Trees for the Downs projects and procurement finalised ready for delivery in January.		Next steps: Focus on working with existing landowners using the Woodland Resilience Fund to help where other funding is not available. Trees for the Downs projects will be delivered in January. Potential risks: Covid-19 will have an impact on working hours but working practices have adapted since March 2020 and site visits can continue.
	Complete Heathlands Reunited and secure ongoing commitments to heathland recovery and public engagement	1) Complete current project	3.1 Create, restore and improve areas of priority habitat to be more, bigger, better, and joined up at a landscape scale	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	3.1 Create, restore and improve areas of priority habitat to be more, bigger, better, and joined up at a landscape scale	Countryside and Policy Manager (Cultural Heritage & Heaths)	Strategic Access Management and Monitoring of 5 sites	An agreement has been reached with East Hants DC for Strategic Access Management and Monitoring of 5 sites . No other work is envisaged this year so this can be considered complete.		Potential risks: any outbreak of Covid-19 or extra work for that means that HR are unable to allocate resources to agree JD and pay scale. Which will mean recruitment and timescales will slip.
	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	3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases	Countryside and Policy Manager (Landscape & Biodiversity)		Internal Nature Recovery Working Group continues to lead and develop nature recovery work. Main focus is on "parameters of landscape change" linked to the refreshed Landscape Character Assessment (LCA) and mechanisms. Nature Recovery Network (NRN) development continues with the County Local Nature Partnerships (LNPs) and the South East Nature Partnership (SENP). South East England Protected Landscapes (SEEPL). There is a willingness to build a coherent cross boundary approach to issues of nature recovery and explore the opportunities for joint working with SENP. A joint SDNPA/Sussex Local Nature Partnership/Natural England (NE) update was sent out to all partners that attended the November 2019 Nature Recovery Workshop. 5 November saw the launch of the national Nature Recovery Partnership by NE. SDNPA Approach to Biological Monitoring shared with Lead Rangers and Landscape & Biodiversity theme programme board. The development of the the "Backbone" concept to the Nature Recovery Network (NRN) of protected landscapes (NPs and AONBs) and National NatureReserves is gaining traction.		Next steps: JB/KS/AB to develop spec for Parameter work. KS to draft template to capture overview of Mechanisms. CK & LH to develop think-piece around Conservation Covenants. KS/LH/CK to input into second BNG webinar in February. CF to present at SxLNP Carbon webinar in January. Ongoing work with partners at a local, regional (SENP & SEEPL) and national level. SDNPA Approach to Biological Monitoring to be shared with SMT 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	3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases	Landscape and Biodiversity Lead (Chalk)		The Earth Observation project produced its first summary report based on a full year's data. We have trialled a few new ways of measuring and reporting on land cover and landscape change. We were able to use some of this to inform the Local Plan Annual Monitoring Report for the first time. This is something we will refine and build on for subsequent reporting.		
	Set up and administer Biodiversity/Natural Capital Challenge Fund	1) Investigate feasibility, define criteria & launch concept 2) Seek external funding to pump-prime	3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases	Countryside and Policy Manager (Landscape & Biodiversity)		Draft brief for Agency shared with Nature Recovery Working Group at the 8 December meeting. Comms and Engagement Manager (RJ) to start process of seeking Agency interest before Christmas.		Next steps: RJ to approach Agencies before Christmas. RJ to update group on timelines/details once contract let. 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?

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	Produce a Landscape Management Plan (LMP) for Seven Sisters Country Park	1) Undertake biodiversity baseline survey 2) Start drafting the Landscape Management Plan	3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases	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 development of draft objectives and annual work programme (5 years) has progressed following further partner meetings with NE, NT, FC and SE Water. The draft objectives have been sent to NE and EA to seek input and guidance. An update on the LMP was given to the SSCP Project Board on the 16 November. A draft grazing spec has been darwn up to inform the grazing licence ITT. Proactive steps have been taken to involve the new Commercial Manager.		Next steps: To have a draft Landscape Management Plan (vision, objectives, context, evidence base, maps etc..) as a Word doc which forms the "raw material" for the future management plan by Christmas. Once we have feedback/steer from NE and EA on the draft objectives to further refine/hone. The Draft Objectives and LMP will need to go to both the Project Steering Group and Board during Q4. Further develop the annual work programme with the Commercial Manager. Take forward actions to secure the short-term land management options (ground work for ITT for grazing licence(s), plus purchase of BPS entitlements). Potential risks: Our ability to engage with the community/wider partners has been impacted by Covid-19. 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 engagement 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	4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage	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	4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage	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.)	4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage	Cultural Heritage Lead		Brief with application form submitted to partners with a closing date for EOIs of 4 December. Three submissions returned from Pallant House Gallery, Butser Ancient Farm and Gilbert White House. Guidance sought from Head of Business Services re partner contract approach. First stage read through and comments made on EOIs by Cultural Heritage Lead and Interpretation and Place Officer.		Next steps: Cultural Heritage Lead and Interpretation and Place Officer to meet in January 2021 to discuss submissions. Establish confidence in selecting one to take forward or whether to go back out for submissions. Pick up discussion with ATS Heritage on contracts and programming with them. Aim to launch app Spring 2021 Potential risks: Potential for futher changes to the Tier system and potential for future lockdowns leaves uncertainty around partner working, especially in the context of most partner organisations still having large numbers of staff on furlough and operating at reduced capacity.
	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	4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage	Cultural Heritage Lead		Funding secured from Cultural Heritage theme programme board for data and evidence gathering. Meetings held with Historic England, National Trust and RSPB to agree scope of research and evidence work. ITQ developed and sent out. Responses received and assessed. Wessex Archaeology commissioned to deliver the work.		Next steps: Kick off meeting with consultant scheduled for 14 January 2021. Programme for delivery agreed between January and April 2021. Outcomes will inform project development and bid development to the Building Capacity fund. Potential risks: Will be essential to ensure consultants focus on scope and expectations of the commissioned project, without too much focus on the next project. Some potential impacts from Covid-19 and operational implications to partner organisations re. gathering evidence to inform the report.
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	Increase our digital reach and engagement	Relaunch the website	5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion	Communications and Engagement Manager	During Q3 we had 312,440 unique users. That compares with 110,568 for the same period in 2019.	Friday 6 November 2020 was the busiest website day with 24,128 daily unique visitors.		
	Deliver 10th Anniversary programme of celebration	Deliver programme of celebration as set out in the Comms Plan	5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion	Communications and Engagement Manager	Issued 13 proactive press releases, gaining 127 pieces of media coverage with a combined reach of 1.52m people 2,829 people took part in our Advent Calendar quiz 975 new people signed up to the newsletter. Newsletter now goes out monthly to 8,306 subscribers	While we have not been able to celebrate the anniversary with Covid restrictions, we have worked hard to bring the National Park to people and to reach new audiences and engage them with the National Park.		Next steps: It has been agreed to roll the 10th Anniversary celebrations over into 2021

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enjoyment and improve health and well-being through volunteering & learning, high quality access management and providing information and events	Manufacture and install 30 new entry signs inside the National Park	Successfully manufacture and install the entry signs by end 2021/22	5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways	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	5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways	Countryside and Policy Manager (Access)		Surveys have now been suspended until Summer 2021 (at the earliest). In October the Bat Conservation Trust (BCT) released a recommendation from the International Union for Conservation of Nature (IUCN) Bat Specialist Group (BSG) that researchers only undertake / prioritise activities that are essential to bat conservation, animal health or public health and consider options to delay non-essential activities. The reasoning is that this will substantially reduce the risk of human-to-bat transmission of SARS-CoV-2 (the virus that causes Covid-19) through environmental exposure: sharing enclosed, poorly ventilated spaces with bats, where the virus may persist in the air or on surfaces. While bat monitoring surveys are necessary for considering options to potentially open up all three tunnels as part of the Centurion Way, it cannot be considered an essential activity for either public health, animal health or bat conservation.		Next steps: Surveys to commence in summer 2021. Potential risks: Due to continuing IUCN recommendation surveys are unable to commence in summer 2021 (landowners will not give consent until IUCN recommendation changes and BCT gives approval for bat monitoring surveys to recommence nationally).
	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	5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways	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	5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services	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	5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services	Transport Officer		Progress this quarter: Strengthening relations with South East Protected Landscapes (SEPL) and strategic partners. Engaging with Transport for South East (TfSE) through virtual meetings and correspondence. Providing briefs and ensuring partners are briefed on developments and studies. Work has continued to progress with Exeat Bridge and the Communities for the South Downs Project		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 Exeat Bridge scheme with SDNPA team and ESCC. Potential risks: Lack of engagement from SEPL, too many working groups could monopolise the officer's time.
	Create a new cycle way along the Rother Valley	Complete scheme feasibility and outline design work for Phase 1 (Petersfield to Nyewood)	5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services	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	6.1 Provide high-quality outdoor learning opportunities as part of a locally relevant curriculum	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.		Potential risks: Ambassador School programme and School Action Grant both suspended due to school closure. Grants will be re-launched once schools are back. We are liaising with the SDNP Trust team and anticipating an Easter launch. Learning 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	7.1 Develop initiatives which enable local communities and individuals to improve health and wellbeing	Performance and Projects Manager & Health and Wellbeing Officer		The nature network is now up and functioning well. The resources in partner organisations have been stretched due to the impact of Covid 19. The Performance and Projects Manager and Health and Wellbeing Officer continue to participate in relevant networks across the South Downs Area. SDNPA Officers are playing a leading role in setting up and guiding the development of the Sussex Local Nature Partnership (LNP) Health and Wellbeing Sub-committee which aims to bring together partners across Sussex from a range of different disciplines to highlight the importance of connection to nature and to develop joint projects.		Next steps: Maintain momentum at regional level, including working more with AONBs. Convene a meeting of the green organisations linked to the LNP H&WB sub-committee. Potential risks: Continuing impact of Covid restricts what we can do, more significantly, what partner organisations are able to do. Much front facing delivery has had to stop and some organisations are facing the prospect of not being able to continue.

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	Deliver the John Muir Award (JMA) Families Inclusion Award	Deliver year 1	7.1 Develop initiatives which enable local communities and individuals to improve health and wellbeing	Learning, Outreach and Volunteer Lead & Families Outreach Officer	Over 230 families signed up	The introduction of Lockdown 3 has meant a reversion to online engagement only. During October we were able to host two face to face sessions with EnableAbility working with families of young people with disabilities. This JMA has now been paused until face to face activity can resume. We built on the successful summer online families JMA pilot and launched a Wild Winter JMA. Over 230 families signed up for this award and it has provided fantastic engagement during current restrictions.		Potential risks: Changing advice from government and introduction of new three tier and lockdown 3 meant we needed 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	8.1 Increase and diversify volunteering opportunities that support the National Park	Learning, Outreach and Volunteer Lead		We have met with the SDNP Trust to create criteria for the South Downs Youth Action (SDYA) and hope to launch in March 2021. Tender for SDYA will be launched in March 2021 following easing of current lockdown restrictions. In the meantime we are working with the Clarion Housing CAP partners to engage local youth groups online. SDNPA Youth Ambassador roles are being reviewed to create Lead Youth Ambassador roles and to increase participation from more young people. We are feeding into NPUK Youth Council developments.		Potential risks: SDYA return in March 2021 will be dependent on Government advice re social mixing of households at that point. Clarion Housing project and #iwillfor nature grant scheme must be delivered in 2021/22 and this may necessitate online delivery if face to face restrictions continue.
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	9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park	Communities Lead		There is no further progress on this as the project is now on hold as there are insufficient funds available through the TPB to develop this proposal.		Next steps: Officers will explore external funding opportunities, and funding opportunities available through the South Downs Trust in 2021/22
	Participate in the development of the Petersfield place making strategy	Set up governance and identify enhancements	9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park	Communities Lead	Attended 3 x Petersfield Officer group (POG) meetings; Attended 3 x Petersfield strategy group (PSG) meetings. Supported several officer meetings in the preparation of the Place Making Action Plan.	During this period the Place Making Board have received the East Hampshire Cycling and Walking Infrastructure Plan and the Petersfield Cycling Group Active Travel report. These documents have informed the development of the Petersfield Place Making Action Plan. Officers of all four Local Authorities (HCC, EHDC, SDNPA, PTC) and members of the officer group and strategy group board have incorporated evidence from a wide range of sources to inform the Action Plan. The Action plan has now prioritised a series of projects to be progressed in the near future as a first step in delivering the place making project. These prioritised actions will still be subject to further community consultation when developed: 1) The crossroads of Dragon Street / Causeway / Hylton Road / Sussex Road; 2) Pulens Lane Traffic Calming / Durford Road Crossroads; 3) The junction of The Spain / Swan Street / Charles Street; 4) The junction of Station Road / Tilmore Road / Chapel Street; 5) The masterplanning of the town spine; 6) MicroSim modelling on two previously identified junctions. In addition to these priorities the SDNPA have provided support to HCC application to Department for Transport's bid to Tranche 2 of funding for Emergency Active Travel Fund, to further develop some of the temporary highways measures currently implemented in Petersfield		Next steps; Officers will now develop a more detailed action plan to develop the prioritised projects into detailed schemes. Proposals will need to consider works to improve safety of key junctions as well as considering the movement of pedestrians and cyclists, and incorporating cycling and pedestrian measures where possible. Officers will explore potential funding opportunities for each prioritised area, including available Section 106 and other external funding opportunities. Once each priority has a detailed proposal, which links to the other 5 detailed proposals, these will be developed into an overall proposal which can be presented to the wider community for feedback.
	Review and update the Local Plan, including evidence gathering and engagement	Incorporate learning from the establishment of the first Local Plan	9.1 Increase affordable housing stock in the National Park, with focus on exemplary design and using local sustainable materials.	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, 121 meetings with the hosts and Local Plan training sessions. A similar analysis of planning applications reports is now underway for applications dealt with in-house		
	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)	9.1 Increase affordable housing stock in the National Park, with focus on exemplary design and using local sustainable materials. 9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park	Planning Policy Manager		Consultation on changes to the Parking SPD scheduled for January/February 2021. Work underway on the Viticulture TAN		Next steps: take Planning SPD and Viticulture TAN to Planning Committee April 2021. Viticulture TAN to be published during English Wine Week in May 2021 along with the Vincescape Viticulture Impact Assessment.

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	Effectively and efficiently operate all processes and systems for incoming and outgoing monies related to the Community Infrastructure Levy (CIL) and Section 106 legal agreements	Continue to develop the Infrastructure Business Plan (IBP) as a mechanism to direct CIL money to National Park priorities	9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park	Major Projects Lead	CIL: Opened the 'call for projects' for the 20/21 CIL spend (closing date 31st Jan). £61,064.75 of CIL funding has been paid directly to 13 Parishes. \$106 data: £74,745.42 has been spent on 10 projects.	Examples of 10 projects funded by \$106 monies include, affordable housing, PROW/access and highway improvement works, and village hall improvement works.		Next steps: Amendments to CIL Regulations came into force on 22nd July 2020, which allows deferred payments/longer payment plans for CIL monies due and Developers are able to defer payments/obligations under a Section 106 agreement. However still 'business as usual' for preparing the IBP - the spending of 2020/21 CIL Receipts. Potential risks: Covid-19 - main impact has been the total money collected from CIL has been reduced as developers/applicants have requested deferred payments and/or longer payment plans (or a longer time to complete a particular S106 obligation). For example, for the same period last year (up to the end of Dec 2019) we had collected £527k from CIL, this year we have collected £416k.
	Develop the Sustainable Economy and Tourism Engagement Strategic Approach	1) Develop and launch a businesses network - including sustainable tourism 2) Create the South Downs Enterprise Partnership 3) Deliver recommendations highlighted in the 2018 Economic Profile	10.1 Strengthen and support sustainably managed land-based industries and local enterprise	Enterprise Development Lead		The South Downs Enterprise Partnership (SDEP) concept was presented to the Sustainable Economy and Tourism (SET) theme programme board (TPB) on 18th September with acknowledgement that the project would be looking to allocate £80K of funding from the SET TPB in the 20/21 year to develop and support the Partnership. Three operating options were presented to SMT on 19th Oct 2020 with agreement in principle secured alongside a number of questions that were requested to be answered at a future SMT. On 18th Nov 2020 the team presented answers to previous questions at SMT who agreed to proceed with the SDEP under an in-house operating arrangement with a view to pivoting the model to a commercial model after the 4th year of existence. The team then returned to SET TPB on 25th Nov to secure £80K funding which was successful. Following securing funding a meeting with Alan Brough has confirmed any underspend would be carried forward until all funds were exhausted. During December 2020 the team have commenced planning the development phase of the SDEP project which will commence in earnest in Jan 2021. Due to the importance of this project the team have adjusted the 21/22 SET TPB Corporate Priorities for SET TPB to reflect this project becoming our main priority for the coming years.		Next Steps: Commence the development phase of the SDEP following the carefully created project plan. The team will also be presenting the SDEP project to the P&R Committee on 25th February 2021. We predict the Covid-19 Pandemic will have no adverse impact on the implementation of the project plan. We are confident the SDEP will be live by October 2021 with a launch event taking place in December 2021.
	Enhance the South Downs public realm	Develop designs and contribute to schemes to enhance the public realm on and around highways	9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park	Infrastructure and Environment Strategy Lead & Transport Officer		Work has continued to develop the roadside verge cutting project to enhance biodiversity. Communities in the South Downs progressing well to give a suite of measures and actions that can benefit the communities impacted by highways		Next steps: WSCC are purchasing grass cutting vehicle and we will appoint surveyors once EOI approved
	Deliver the extended National Park Experience Collection (ENPEC), including roll out of Ranger Experiences	Deliver the Discover England Fund 2 (DEF2) project with UK National Parks	10.2 Increase awareness and desirability of the South Downs as a special place to visit	Sustainable Tourism Lead		Attended steering meetings and supported central programme team. Business workshop held and online survey distributed to business providers. SDNPA supported through projects team by hosting the survey on behalf of all NPAs.		Next steps: Award contract for marketing component, and continued development of experience adaption for domestic market. Potential risks: Continued lockdown provides greater possibility of business failure resulting in reduced Experience Collection offer for consumers.
	Assist in the development of the Sussex Heritage Coast Visitor Management Plan	Commission the development of a Visitor Management Plan with Heritage Coast Partners	10.2 Increase awareness and desirability of the South Downs as a special place to visit	Sustainable Tourism Lead		Continued delays due to Covid-19 and partners re-prioritising their work. Hope to kick off in Spring 2021.		Next steps: Kat to convene partners in early spring to discuss delivery in 2021. Potential risks: Limited SDNPA and partner funding and time is inhibiting delivery.
	Develop and launch the SDNP Dark Skies Welcome scheme	Develop criteria and branding	10.2 Increase awareness and desirability of the South Downs as a special place to visit	Sustainable Tourism Lead		EOI presented to Sustainable Economy and Tourism Theme programme board and project approved in November. Contract to support delivery in place and scheme development kicked off.		Next steps: Scheme to be developed and launched to co-inside with the SDNP Dark Skies Festival in Feb 2020. Risks: Difficult to get business engagement due to the impact of Covid-19.
	Complete Phase 1 & Phase 2 scope of works at Seven Sisters Country Park	1) Complete Phase 1: refurbishment of buildings (starting Sep 2020). Construction underway 2) Feed Phase 2 design into the overall masterplan	10.3 Establish the South Downs as an exemplar in sustainable tourism	Project Management Lead	Sevens Sisters is reported on separately			
	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	10.3 Establish the South Downs as an exemplar in sustainable tourism	Project Management Lead & Sustainable Tourism Lead	Sevens Sisters is reported on separately			

Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	PMP outcome(s) delivering against	Responsibility	Key data	Commentary	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
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)	Core work	Head of Governance and Support Services		NPA decision taken to form Trading company and appoint directors at December meeting. Company will be formally established in line with the completion of the project phase 1. Final decision on start-up capital expected at March NPA and operating agreement expected to be approved in October		
	Maintain a robust and well performing host authority development management system	Monitor service and deliver continued improvements	Core work	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).		Potential risks: With Lockdown 3 some host authorities are no longer undertaking site visits unless they are deemed as critical. Alternative desk top means are being used where possible.
	Complete Soft Sand Single Issue Review	Submit for examination and adopt	Core work	Planning Policy Manager		Consultation taking place.		Next steps: Consultation on the modifications will take place until 8th January 2021. We are expecting the Inspector's draft report in January and will take the Plan to Planning Committee and NPA in March 2021 for adoption.
	Provide Local Plan training for officers, members and agents	Train officers, Members and agents on the Local Plan	Core work	Planning Policy Manager		Training due to take place January 2021.		Next steps: Four Local Plan training sessions scheduled for all officers and Members both at the SDNPA and the hosts authorities January/February 2021. Update for P&R: these were held and were very well received.
	Deliver a robust and well performing development management and Minerals & Waste service	Exceed the performance indicators for issue of decisions whilst adding value	Core work	Development Manager		The Authority has continued to issue decisions in a timely manner in spite of the ongoing challenges presented by the current pandemic. The data is not available to confirm performance against indicators yet for Q3, but will be made available in Q4.		
	Deliver a robust and well performing development management service in terms of Appeals performance	Respond swiftly to appeals and measure the rate of dismissals	Core work	Development Manager	The Authority has an appeal success rate of 65% over the period Q1-Q3	Details of all appeal decisions are reported to Members on a quarterly basis with a commentary on each decision, highlighting salient points in the Inspector's report.		
	Deliver a robust and well performing enforcement service	1) Undertake investigations within agreed timetables 2) Ensure swift resolution and conclusion of investigations	Core work	Development Manager		Officers continue to deal with enforcement investigations in a timely manner despite the logistical challenges presented during the pandemic.		
	Deliver ongoing process and procedure improvements as set out in the Development Management Improvement Plan	Introduce a new Pre-application Service Charging Schedule	Core work	Development Manager		A number of work improvement plans have been progressed over Q3. A new pre-application service charging schedule has had to drop in the priorities, given other more pressing workstreams. It is hoped that time will be given over to progressing the charging schedule in due course.		
	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	Core work	Research and Evidence Officer		We have defined three subject areas for the first thematic research groups. These are Health and Wellbeing, Soil Health, and Climate Change. An internal invitation has been sent out to build on the concept and bring together ideas for delivery and which partners to invite to join the thematic networks		Next Steps: Hold initial internal meetings to hone research questions we want to address
	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	Core work	Research and Evidence Officer		Plan produced; needs to be shared with IT and an action plan created		Next steps: Share plan with IT and create action plan.
	Progress the Citizens Panel beyond the pilot phase	1) Award new three year contract 2) Revise the Panel membership	Core work	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 achieved our best response to date (64%). Survey focused on health and wellbeing, cultural heritage and virtual engagement.		Next steps: undertake focused recruitment campaign in January 2021 with Comms to increase number of young people on the panel and people in the PO and SO postcode areas

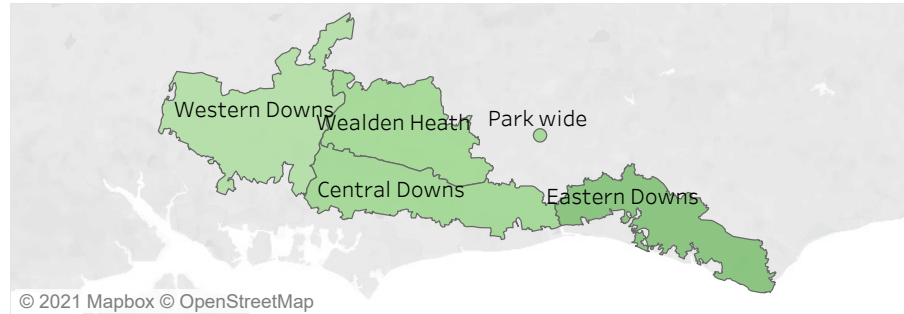
Corporate Plan Objective	Key priorities	In year 1 of our Corporate Plan we will:	PMP outcome(s) delivering against	Responsibility	Key data	Commentary	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
	Improve performance and project reporting information on the SDNPA website	Provide accessible information for stakeholders on our website	Core work	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.		Next steps: Ensure new content is uploaded by end Q4.
	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.	Core work	Performance and Research Lead		Heritage Insider ran a useful workshop with Members outlining the findings and recommendations from the PMP review. Officers are currently working on an action plan which will be monitored by the Performance Learning and Improvement Group (PLIG). LUC are currently undertaking a review of the Whole Estate Plans (WEPs) process which will be completed at the end of Q4.		Next steps: LUC to complete the WEPs review. Heritage Insider to cost for a review of Theme Programme Boards in 2021/22
	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	Core work	Head of Business Services		Agreement reached for Wealden Area office - Heads of Terms being drafted		Next steps: Sign Heads of Terms, carry out prep. Work - ICT installation, etc. and arrange transfer.
	Commission a new Staff Survey and create an action plan	Plan the survey ready for commission and implementation the following year	Core work	HR Manager		Working practices and staff welfare are continuing to be reviewed during 2020/21.		Next steps: It has been agreed that a further internal health and wellbeing survey will be drafted and sent out towards the end of Q4/ early 21/22 along with an updated version of the 2018 staff survey action plan.
	Aim to achieve Climate neutrality for the SDNPA	1) Carry out a carbon audit 2) Agree and implement a climate change action plan	Core work	Head of Business Services		Carbon Audit now being carried out internally by Dan Oakley through Sustainability Group		
	SDNPA to continue to support the Trust	To continue ongoing support, incl. financial support [subject to Authority budgetary approval]	Core work	Head of Marketing and Income Generation	£449k secured and £72k in warm prospects for the Trust. A number of new grants has increased Statutory Funds secured to £923k with £736k in consideration.	Funding secured includes significant grants for Egrets Way, Seven Sisters and nature recovery with the National Trust at Woolbedding.		Next Steps: As the year comes to a close the focus will shift to banking secured funds and developing plans for 2021. This includes the cited Nature Recovery Campaign with a brief due to go to Agencies this winter. Potential Risks: COVID continues to present a risk to fundraising and this is likely to remain well into 2021.

SDNPA Projects in Delivery by end Q3 2020-21

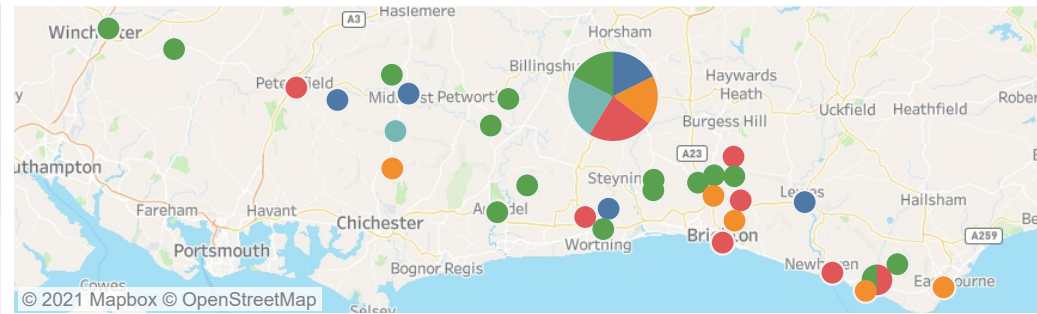
Number of Projects in Delivery

50

Team Areas

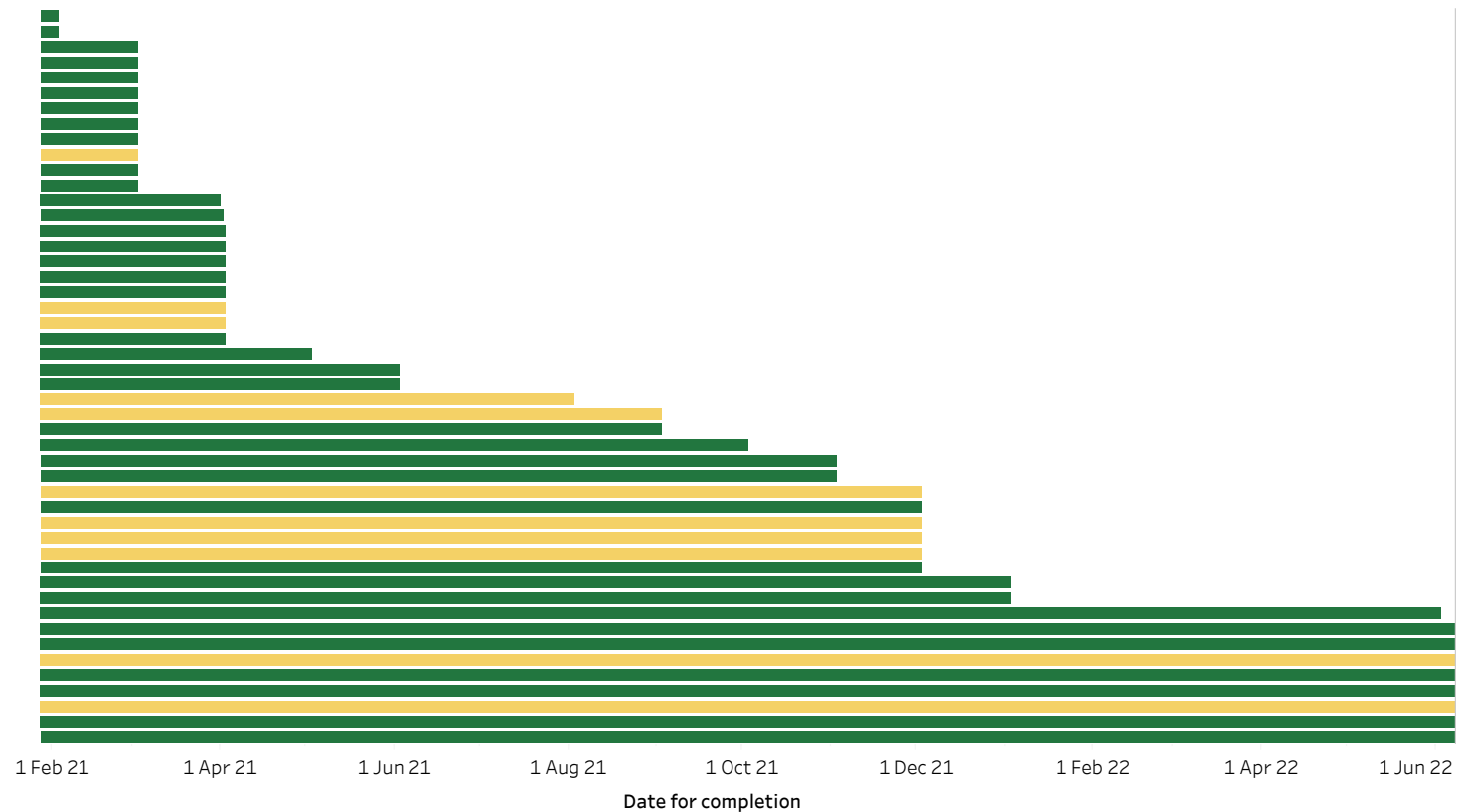


Project Location by RAG



RAG status project time line

Cissbury Digital Inter..	03/11/2020	03/02/2021
Deep Time	03/04/2020	03/02/2021
Channel Payments fo..	03/09/2017	03/02/2021
Discover England (an..	03/01/2018	03/02/2021
Grafham Woodland ..	03/09/2020	03/02/2021
Midhurst Greenway	03/04/2020	03/02/2021
Pepperina Dew Ponds	03/11/2020	03/02/2021
Permissive Paths	03/04/2020	03/02/2021
Rother Valley Wav	03/04/2020	03/02/2021
Stanmer Park 'Peopl..	03/01/2019	03/02/2021
The Bluebell Commu..	13/03/2019	03/02/2021
Truleigh Hill Habitat ..	03/09/2017	03/02/2021
Miles without Stiles	03/09/2018	01/04/2021
Cluster Development..	03/03/2018	02/04/2021
Beat the Street	03/04/2020	03/04/2021
Egrets Wav- Phase 5	03/04/2020	03/04/2021
Mouslecomb Forest ..	03/10/2020	03/04/2021
Scheduled Monumen..	03/11/2020	03/04/2021
Sussex Modern	27/03/2019	03/04/2021
Tide Mills: A Living Hi..	03/03/2020	03/04/2021
Winchester Studv	03/12/2018	03/04/2021
Workforce Support ..	03/11/2020	03/04/2021
Friends of SDW Gates	22/02/2019	03/05/2021
Cherry Soup - the full..	03/01/2021	03/06/2021
Footsteps App	03/11/2020	03/06/2021
Environmental Sum..	03/03/2020	03/08/2021
Active Access	03/10/2017	03/09/2021
Heathlands Reunited	03/06/2016	03/09/2021
Arun Vision	03/10/2018	03/10/2021
Connicing for Longa..	03/10/2018	03/11/2021
Westland Farm Mead..	03/01/2020	03/12/2021
Artscane 2	03/05/2018	03/12/2021
Beddars Bush Walk F..	03/05/2018	03/12/2021
Petersfield Museum	03/10/2018	03/12/2021
Phase 2 Sianade	03/10/2018	03/12/2021
Pump it Up	03/10/2018	03/12/2021
Shifting the Gaze - Mi..	03/11/2020	03/12/2021
Chandina Chalk - Dew..	15/01/2020	03/01/2022
Chandina Chalk - Gra..	15/01/2020	03/01/2022
Community Energav P..	03/06/2020	03/06/2022
Floodplain Meadows ..	03/10/2019	03/10/2022
Artist in Residence S..	03/11/2020	03/11/2022
SUDs for Schools	03/04/2020	03/03/2023
Seven Sisters	03/06/2019	03/06/2023
Watercress and Wint..	03/06/2017	03/01/2024
Lullington Heath	03/09/2020	03/09/2024
TAP	03/04/2020	03/03/2025
Rampion Monitoring	03/01/2019	03/12/2029



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>

