

**Agenda Item 9**  
**Report PR20/21-31**

Report to	<b>Policy &amp; Resources Committee</b>
Date	<b>25 February 2021</b>
By	<b>Performance and Research Lead</b>
Title of Report (Decision)	<b>Draft Corporate Plan 2020-25 Year 2 Action Plan for 2021/22</b>

**Recommendation: The Committee is recommended to:**

- 1) Receive the draft Corporate Plan 2020-25 year 2 action plan for 2021/22**
- 2) Recommend approval of the Corporate Plan 2020-25 year 2 action plan to the National Park Authority.**

**1. Introduction**

- 1.1 This report sets out the draft Corporate Plan 2020-25 year 2 action plan for 2021/22. Members are asked to review and comment on it prior to it being taken for approval to National Park Authority (NPA) in March 2021. The current Corporate Plan 2020-25 year 1 action plan for 2020/21 was approved by the NPA at its meeting on 26 March 2020 (Report NPA19/20-27). It was the first year of our new five-year Corporate Plan which linked to the revised Partnership Management Plan 2020-25 which was approved by the NPA in December 2019 (Report NPA19/20-21).

**2. The five-year Corporate Plan from 2020 to 2025**

- 2.1 The Corporate Plan identifies organisational priorities for the five years from 2020 to 2025. It is reviewed annually when an updated action plan for the year is created
- 2.2 All team managers and Theme Programme Board chairs, along with the Senior Management Team (SMT), Strategy Leads and Lead Rangers, have reviewed the priorities for 2020/21. We have identified which priorities need to be carried over to 2021/22 due to Covid-19 putting much of our work on hold, and which new priorities need to be included for 2021/22
- 2.3 The Corporate Plan includes:
- Large projects
  - Areas of work that require significant resource (staff time and/or money) to enable delivery
  - Cross organisational areas of work, and
  - New or innovative pieces of work that we have not done before
- 2.4 More detailed plans are maintained by individual teams and Theme Programme Boards

- 2.5 The Corporate Plan 2020-25 year 2 action plan for 2021/22 follows the format of the previous Corporate Plan action plan, setting out what we expect to achieve over the second year of the plan period
- 2.6 The key priorities in the Corporate Plan will be monitored by P&R committee on a quarterly basis. Measures of success will be reported on annually and will largely run for the lifetime of the five-year Corporate Plan to measure change over time. Targets will be set for all measures of success
- 2.7 The draft Corporate Plan 2020-25 year 2 action plan for 2021/22 is at Appendix I.

### 3. Options & cost implications

- 3.1 The Corporate Plan is developed alongside the budget and will be reviewed each year. There is minimal cost associated with the development of the Corporate Plan itself apart from some small cost for design and a limited print run. The budget will be subject to a separate report and approval from the Authority.

### 4. Next steps

- 4.1 Following comments and approval of the draft content by the P&R Committee, the content of the Corporate Plan will be revised as necessary and, following approval by the NPA, transferred to the public format, and published.

### 5. Other Implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	Yes, the <b>draft Corporate Plan 2020-25 year 2 action plan for 2021/22</b> will be taken to a future NPA for sign off
Does the proposal raise any Resource implications?	No
How does the proposal represent Value for Money?	Implications of this report in itself do not raise an issue of value for money. However, the projects that the organisation has funded are assessed for value for money when they are approved. In addition, projects are evaluated individually for value for money when they finish. This is reported regularly to the Policy and Resources 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, no adverse equalities implications have been identified. All projects in the Corporate Plan will go through an assessment as part of the project approval process
Are there any Human Rights implications arising from the proposal?	No
Are there any Crime & Disorder implications arising from the	No

proposal?	
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.

## 6. Risks Associated with the Proposed Decision

6.1 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 P&R Committee on projects and the budget available along with a Corporate Plan which sets clear priorities to support delivery of Partnership Management Plan outcomes.

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Appendices I. Corporate Plan 2020-25\_Year 2 action plan 2021/22\_draft

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-2020-25\\_year 1 action plan 2020/21](#)  
[Partnership Management Plan report to NPA December 2019](#)



**Front page**

Title: South Downs National Park Authority Corporate Plan 2020-25, Year 2 action plan 2021/22

**Foreword**

The South Downs National Park covers over 1,600km<sup>2</sup> of England’s most valued lowland landscapes shaped, over millennia, by the people who have lived and worked here. Its inspirational and varied landscapes, internationally important wildlife, rich cultural heritage, and vibrant market towns and villages hold a special place in the hearts of many millions. If we want it to remain a special place in 2050, we need to make sure that its landscapes can provide more benefits to more people, who can enjoy, understand and take action to support it. Whether you live in or near the South Downs National Park, are a business, one of our partners, a visitor, or simply someone who cares about its future, we hope you find this plan evidence of our commitment.

Last year was the first of this five-year Corporate Plan for the South Downs National Park Authority (SDNPA). As we have previously stated, the new Partnership Management Plan (PMP) 2020-2025, and the Local Plan adopted in July 2019, set a clear guiding framework for the work of the Authority and this still applies. But the world has also changed very significantly since then. The impact of the coronavirus pandemic has been felt everywhere and not least amongst the communities in and around our National Park. It has affected our partners too, with many having to furlough staff, suspend volunteering or close sites, attractions and businesses for long periods. Added to this are the implications of Brexit for the rural economy, in particular the transition from Common Agricultural Policy (CAP) payments to an entirely new system of farm support. As a body largely supported directly by central Government and through planning fees, the Authority has been fortunate to have remained financially viable, and the resourcefulness and dedication of its Members, staff and volunteers has meant that it has continued to provide frontline support and services albeit in rather different ways. In particular, our planning service has continued throughout lockdown, our Coronavirus Recovery Fund has provided £350,000 support to over 60 local enterprises across the National Park, and our communications and virtual events programmes have reached wider audiences than ever using social media. The Authority Monitoring Report (AMR) is published in December each year and helps to monitor how effective the National Park Authority has been on delivering on its purposes and duty.

In year 1 of this Corporate Plan we identified five overarching priorities for the Authority over the next 5 years. These remain highly relevant in the context of coronavirus and Brexit, in fact they can help provide the foundations of a green recovery (see below). Alongside and supporting these are other important aspects of the Authority’s work. For example, our support for cultural heritage activities provide tangible benefits both economic and in terms of the wellbeing of people who engage creatively, our planning service strikes the balance between protection of landscape character and enabling much needed affordable housing and economic activity, and our innovative communications programme continues to broaden our reach and engage new

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audiences with the National Park. In the context of the Glover Review we are placing strong emphasis on the Authority's approach to Equity, Diversity and Inclusion, working with external advisors to look systematically at every aspect of our business to ensure that it is open, fair and accessible to all parts of society especially groups which are currently underrepresented in our work and who may not have engaged with the National Park up until now.

### **1. The Climate Emergency**

Climate change is having a fundamental effect on biodiversity, agriculture and water resources. The National Park is already experiencing more unpredictable weather events causing drought, soil erosion and flooding. This is changing the landscapes as habitats come under pressure and agricultural systems and infrastructure struggle to adapt. The need for a green recovery post-covid, and the fact that the UK is hosting the 26<sup>th</sup> Conference of the Parties to the Climate Change Convention in Glasgow later this year, bring this into sharp focus.

Working with our partners, the SDNPA has agreed and is now implementing a Climate Change Action Plan for a net-zero National Park and Authority. As part of this we are:

- Using our planning policy and development management service, working together with host authorities across the National Park
- Encouraging communities to make changes to how we travel and live, for example by using renewable energy and decarbonising transport
- Working with farmers, estates and other landowners to change the way land is managed to reduce emissions and increase carbon sequestration.

Action to reduce emissions and adapt to existing climate change can help to make communities and businesses damaged by Covid more resilient, bring people together with a shared purpose and stimulate jobs and economic activity. We will act as an exemplar by demonstrating best practice in our corporate response to climate change. We want to be recognised as a leading player in managing the impacts of climate change on the South Downs National Park and contributing to a low carbon economy.

### **2. Nature recovery**

Nature is under pressure, with growing national evidence about the decline in insect populations, soils, water and air quality, and the onset of new pests and diseases (such as Ash Dieback) becoming evident. However, awareness of the importance of nature has soared during the pandemic, and restoring biodiversity will also bring social and economic benefits.

The SDNPA is developing a delivery plan for wildlife in the South Downs National Park, as part of a wider national and regional approach to nature recovery which involves our neighbouring Areas of Outstanding Natural Beauty (AONBs), the Local Nature Partnerships and Local Authorities.

This will:

- Help reverse the decline of nature, by supporting species recovery and habitat management
- Encourage land owners and managers to give nature a chance to recover, by supporting nature recovery areas and networks and working with natural processes
- Build consensus with land owners and managers about how to use agriculture, forestry and rewilding approaches together to rebuild our natural capital alongside food production and carbon sequestration
- Achieve biodiversity net gain benefits through the planning system.

With the South Downs Trust, the SDNPA is developing a Nature Recovery Campaign to raise the profile of this issue, mobilise funding and be a catalyst for projects involving landowners in the National Park. We are bringing key stakeholders together to create innovative approaches, and working with Defra to pilot ways to scale these up using new Government funding through Environmental Land Management (ELM) and other schemes, blended with private sector and philanthropic funding.

### **3. National Parks for All**

Evidence of the physical and mental health benefits of connection with nature continues to grow. The PMP includes a new outcome and priority on health and wellbeing, and we have established a programme of work on this which complements existing work streams on volunteering, learning, outreach and engaging communities. All five strands of work are coming together - with a focus on reaching underrepresented groups so that more individuals, families and communities are able to get involved with the National Park and benefit directly from their experiences.

We will:

- Continue to develop our work with schools, young people and disadvantaged families
- Use the People and Nature Network (PANN) to identify focal areas for interventions/or increased focus
- Create networks to deliver our priorities, engaging groups that support individuals where we don't already have them
- Engage specific communities (including Parishes) and broader based community groups
- Work with place-based health networks to increase use of the National Park for health and well-being via social prescribing
- Expand our volunteering to reach new audiences
- Promote accessible open spaces that are well used by local communities and those from outside the National Park

#### **4. Rural economy, housing and infrastructure**

The National Park is home to more than 8,000 businesses and a thriving economy is essential if our landscapes are to be sustainably managed. However, the combination of coronavirus and our departure from the EU (with consequent changes in support for farming and the rural economy) make this a time of huge upheaval. The Common Agricultural Policy (CAP) is being replaced by a new Environmental Land Management Scheme (ELM), and tourism and the visitor economy is changing rapidly. A Green Recovery means focusing on sectors such as land management, food & drink and the visitor economy to help them seize the opportunities and create more sustainable business models. Situated in the heavily populated South East, businesses in the National Park may have more opportunities to diversify, but local communities also face pressures from major housing development and infrastructure around and within its borders.

We will:

- Work with Defra, National Parks England (NPE) and AONBs to implement the Farming in Protected Landscape scheme, helping our farmers to prepare for ELM
- Develop a South Downs Enterprise Partnership as a mechanism for working with our businesses over the long term
- Continue our innovative approaches to providing affordable rural housing
- Drive forward our tourism work to encourage people to stay longer, do more and spend locally
- Be a robust advocate to avoid or reduce the impact on the National Park of national infrastructure schemes and to achieve net gain for the environment.

#### **Seven Sisters Country Park (SSCP)**

The transfer of the freehold of the SSCP from East Sussex County Council (ESCC) to the SDNPA creates a huge opportunity for the Authority to make a direct contribution to National Park purposes and to the key issues listed above: climate change, nature recovery, health & wellbeing and rural economy, housing and infrastructure. Crucially it will also allow us to diversify our income and make the work of the Authority more sustainable. This year will see us take on the site and undertake a refurbishment of the Exceat buildings including the visitor centre. We will also put in place our first landscape management plan, set up a commercial arm to take on the ongoing management of the Country Park and develop plans for Phase II at Foxholes and New Barn Farm.

**The context within which we work**

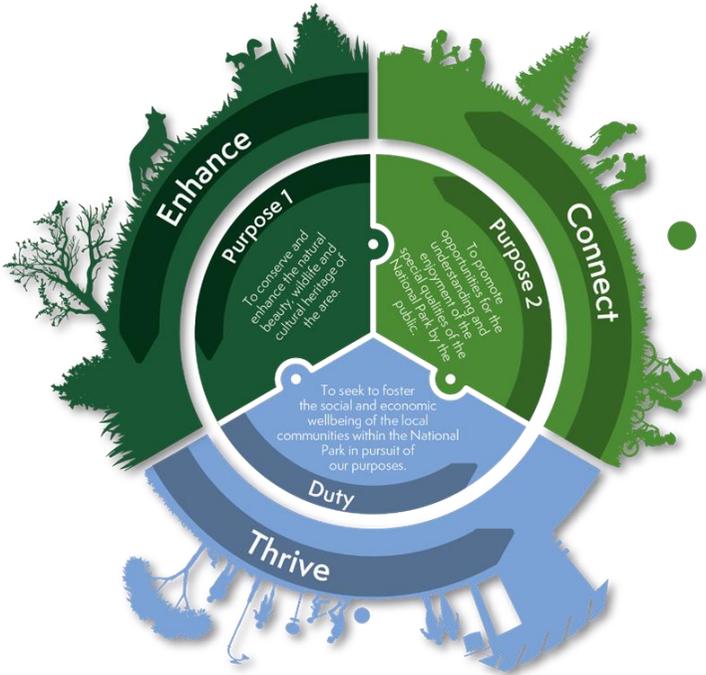
*[Note 'Insert 'golden thread infographic here as per last year]*

The South Downs National Park Authority’s Corporate Plan sets out how we will deliver those elements of the South Downs National Park Partnership Management Plan (PMP) for which we are responsible. All relate back to the 10 outcomes in the PMP.

The Corporate Plan is one of our key management tools to ensure delivery of our Purposes and Duty.

Progress towards demonstrating that we have delivered on our Corporate Plan priorities will be monitored by the South Downs National Park Authority quarterly and published in the Annual Review for 2021/22.

**Our Purposes and Duty**



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**Strategic priorities: 1 Enhance**

We will support or lead partnerships and projects which deliver the first Purpose of National Parks: **to conserve wildlife, the natural beauty of the landscape and cultural heritage.**

The **Landscape and Biodiversity** and **Cultural Heritage Theme Programme Boards** govern South Downs National Park Authority delivery of our first Purpose priorities.

The **Landscape and Biodiversity Theme Programme Board** has oversight of the natural capital of the South Downs. This covers the landscape, its special qualities, natural beauty, nature and its resilience and ability to adapt to climate change as well as provide benefits for people. Our priorities are creating new nature as well as enhancing existing nature. These can also help tackle climate change as habitats absorb greenhouse gases. We call this “net zero with nature”. This delivers Outcomes 1-3 in the Partnership Management Plan.

The **Cultural Heritage Theme Programme Board** oversees projects and areas of work that focus on encouraging people to conserve, enhance and understand our built heritage, and also to promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts. This delivers Outcome 4 in the Partnership Management Plan.

We are also very involved in the **Environmental Land Management (ELM)** pilot work. We are working to ensure the National Park Authority supports farmers and other land managers to prepare for the rollout of ELM in 2024 to maximise the scheme’s full potential across the South Downs National Park.

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Our Corporate Plan priorities for Outcomes 1-4 in the Partnership Management Plan 2020-25 are as follows:

Partnership Management Plan Outcomes	Partnership Management Plan Priorities	SDNPA Corporate Plan Key priority or project	In Year 2 of our Corporate Plan we will:
<p><b>Outcome 1:</b> 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</p>	<p><i>1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects</i></p> <p><i>1.2 Improve green and blue infrastructure to deliver nature recovery networks and connect people to nature within and around the SDNP</i></p>	<p>Develop the strategic work streams for the People and Nature Network (Green Infrastructure)</p>	<p>1) Develop greater detail around the NCIA's and audit current activity</p> <p>2) Align Local Plan Green Infrastructure (GI) policy and practice with Environment Bill, GI standards and partner authorities' Local Plans where possible to develop shared policy objectives</p> <p>3) Support and develop cross boundary links to wider initiatives to support the setting of the SDNP</p> <p>4) Integrate strategic GI approach with Nature Recovery Network (NRN) and Net Zero with Nature (NZWN)</p>
		<p>Lead the Authority's response to:</p> <ul style="list-style-type: none"> <li>i) Nationally Significant Infrastructure Proposals</li> <li>ii) Major and strategic planning applications</li> <li>iii) Other ad hoc major projects as required</li> </ul>	<p>Respond in a timely and appropriate fashion to NSIPs and other major planning applications which may impact the National Park</p>

		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
	<i>1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park</i>	Support farm clusters across the South Downs National Park	Develop and operate projects that prepare farmers for the implementation of the new Environmental Land Management (ELM) scheme at a landscape scale
		Participate in the Environmental Land Management (ELM) National Pilot	Ensure SDNP involvement, where possible, in all components of the ELM National Pilot
		Support Farming in Protected Landscapes (FiPL)	Implement and manage FiPL funding across the SDNP
<b>Outcome 2:</b> 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>	Develop and deliver SDNPA projects as part of the National Trust led HLF funded Changing Chalk initiative	Development Phase continued: submission June 2021
		Reduce nitrates into groundwater as part of Brighton ChAMP Phase 2 (The Aquifer Partnership (TAP))	Continuation of TAP
		Develop nature recovery/nature based solutions as part of the climate change action plan	Develop natural solutions (links to nature recovery delivery)

	<p><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></p>	<p>Support the South Downs Forestry Champions partnership</p>	<p>Review the composition of the partnership group and continue delivery of the action plan</p>
<p><b>Outcome 3:</b> A thriving and connected network of habitats and increased population and distribution of priority species now exist in the National Park</p>	<p><i>3.1 Create, restore and improve areas of priority habitat to be more, bigger, better, and joined up at a landscape scale</i></p>	<p>Complete Heathlands Reunited and secure ongoing commitments to heathland recovery and public engagement</p>	<p>1) Complete/close HeRe project 2) Initiate Strategic Access Management &amp; Monitoring (SAMM) Whitehill &amp; Bordon Regeneration Project 3) Development of a landscape-scale approach to the Wealden Heaths</p>
	<p><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></p>	<p>Restore nature at scale. Develop and implement a South Downs Delivery Plan for Wildlife. Work with regional and local partners (inc. Local Nature Partners (LNPs) and South East Protected Landscapes (SEPL) to define Nature Recovery Networks (NRNs) and Local Nature Recovery Strategy (LNRS)</p>	<p>1) Define &amp; adopt the Nature Recovery Network in partnership 2) Develop a nature recovery vision specific to the SDNP 3) Develop nature recovery in the SDNP by landscape character area 4) Develop a matrix/framework which outlines the different mechanisms (financing nature recovery and natural capital) 5) Develop a monitoring &amp; reporting framework: develop</p>

			and adopt the SDNPA approach to biological monitoring 6) Adopt & apply Net Gain guidance 7) Restore nature at scale through supporting and facilitating projects/delivery with partners
		Set up and administer a South Downs Nature Recovery Campaign and Challenge Fund	Go live
		Produce a Landscape Management Plan (LMP) for Seven Sisters Country Park (SSCP)	LMP completed. Delivery in SSCP started
<b>Outcome 4:</b> 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>	Create and undertake a Scheduled Monument Monitoring project	1) Apply for funding 2) Recruit project delivery staff 3) Plan delivery 4) Design participant agreements 5) Recruit participants
		Roll out the Footsteps App	Develop and deliver new App content (max. 2 new organisations)
		Meet the Archaeologist NFC plaques created and installed	Deliver tranche 1 plaques (Max. 2 new organisations signed up)
	<i>4.2 Promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts</i>	Support and encourage traditional skills through partnerships	Develop and deliver new projects across both aims
		Encourage creative experiences and activities and cultural	Build on projects and co-author follow on projects

		programming, providing a platform for increased representation and engagement for all groups	
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**Strategic priorities: 2 Connect**

We will support or lead 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.**

The **Access and Connecting People and Communities Theme Programme Boards** govern South Downs National Park Authority delivery of second Purpose priorities.

The **Access Theme Programme Board**, working in partnership, focuses on the creation of a network connected non-motorised user routes across the South Downs National Park - see map below [add the JPEG version of map below to the designed up Corporate Plan]. This delivers Outcome 5.2 in the Partnership Management Plan.



The **Connecting People and Communities Theme Programme Board** provides a focus for a range of activities that connect individuals, families, groups and communities to the National Park. The aim is to support them along the 'ladder of stewardship' from awareness of the National Park, to taking action to help secure its future (whether that be through positive behaviour, volunteering, financial support or being a champion for this internationally important landscape). This is undertaken through our work on volunteering, outreach, learning, health and well-being, place-making and communications and engagement. This delivers Outcomes 5-9 in the Partnership Management Plan.

Our Corporate Plan priorities for Outcomes 5-8 in the Partnership Management Plan 2020-25 are as follows:

Partnership Management Plan Outcomes	Partnership Management Plan Priorities	SDNPA Corporate Plan Key priority or project	In Year 2 of our Corporate Plan we will:
<p><b>Outcome 5:</b> Outstanding experiences for communities and visitors are supported by high quality access and sustainable transport networks</p>	<p><i>5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion</i></p>	<p>Increase our digital reach and engagement</p>	<p>1) Increase web traffic to 55,000 visitor average per month 2) Deliver Phase 2 of the website 3) Increase our social media following to 65,000 (10% increase)</p>
		<p>Deliver our Public Affairs Strategy</p>	<p>Develop and deliver an annual action plan for the three priority areas of the Public Affairs Strategy</p>
		<p>Deliver the Communications Plan and signage and interpretation plans for Seven Sisters Country Park</p>	<p>1) Engage with local communities on the redevelopment and launch of SSCP 2) Develop and launch new Seven Sisters website and social media channels 3) Develop and deliver new site signage 4) Deliver new interpretation in the visitor centre 5) Launch and promote SSCP after Phase 1 has been completed</p>

		Manufacture and install 30 new entry signs inside the National Park	Complete manufacture and installation of phase 2 which was delayed by Covid
		Comms to work alongside the Trust to develop and deliver a Nature Recovery Campaign. The aim is to raise substantial funds to enable delivery of our ambitious nature recovery plans for an additional 13,000 hectares of land that will be managed for nature by 2030	Develop and launch our Nature Recovery Campaign
<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>		Provide funding for permissive paths as a stop gap between expiring existing agri-environment schemes and the start of the new ELMs scheme	Ensure agreements are in place with relevant landowners
		Create a safe crossing on the A283 at Upper Beeding on to the South Downs Way	Support West Sussex County Council with scheme feasibility and outline design work
<i>5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services</i>		Deliver Centurion Way Phase 2 from Singleton to Cocking to assess its potential as part of a multi-user route	Undertake ecological/tunnel surveys
		Create a new multi-user route along the Rother Valley	1) Review, negotiate and agree route alignment with landowners

			2) Develop and submit planning application
<p><b>Outcome 6:</b> Widespread understanding of the special qualities of the National Park and the benefits it provides</p>	<p><i>6.1 Provide high-quality outdoor learning opportunities as part of a locally relevant curriculum</i></p>	Develop the 'Our South Downs' Learning Network	<p>1) Review pilot of Ambassador Schools and extend approach following learning</p> <p>2) Run year 2 of schools eco grant</p>
		Deliver Generation Green	<p>1) Contract learning provider to deliver educational sessions at YHA sites across the SDNP (Eastbourne, South Downs and Truleigh)</p> <p>2) Deliver South Downs Youth Action (SDYA) days as part of targeted delivery of volunteering opportunities for project participants</p> <p>3) Work with partners in the SDNP Learning Network to deliver teacher CPD sessions on learning in the SDNP</p> <p>4) Work with Generation Green Project Manager to secure additional funding for Years 2-5 as part of the Access Unlimited consortium</p>

<p><b>Outcome 7:</b> The South Downs National Park is a well-used and recognised asset for sustaining mental and physical health and wellbeing</p>	<p><i>7.1 Develop initiatives which enable local communities and individuals to improve health and wellbeing</i></p>	<p>Link into social prescribing and place based health networks to increase use of the National Park for health and well-being via social prescribing</p>	<ol style="list-style-type: none"> <li>1) Support the development of the Sussex Local Nature Partnership (LNP) H&amp;WB sub committee</li> <li>2) Identify places and begin negotiation for at least 1 H&amp;WB hub to be set up</li> <li>3) Identify existing Local Authority H&amp;WB hubs</li> <li>4) Use findings of research to identify and develop specific interventions</li> <li>5) Continue to support the Public Health England (PHE) Southern National Park partnership</li> </ol>
		<p>Deliver the Families Outreach Project using the John Muir Award (JMA)</p>	<p><u>Deliver year 2 and evaluate:</u></p> <ol style="list-style-type: none"> <li>1) Deliver face to face activities with community organisations</li> <li>2) Support organisations through JMA resources and tool-kits</li> <li>3) Review and evaluate project and embed legacy plans</li> </ol>

<p><b>Outcome 8:</b> More responsibility and action is taken by visitors, communities and businesses to conserve and enhance the special qualities and use resources more wisely</p>	<p><i>8.1 Increase and diversify volunteering opportunities that support the National Park</i></p>	<p>Develop South Downs Youth Action (SDYA)</p>	<ul style="list-style-type: none"> <li>1) Co-develop Lead Youth Ambassador roles with current Youth Ambassadors and recruit new intake of Youth Ambassadors</li> <li>2) Deliver the SDYA Park-Wide programme in conjunction with the SDNP Trust, Clarion Housing and Generation Green</li> <li>3) Launch the #iwillfornature youth action grant scheme</li> </ul>
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**Strategic priorities: 3 Thrive**

We will develop strategies and 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.**

The **Sustainable Economy and Tourism** and **Connecting People and Communities Theme Programme Boards** govern South Downs National Park Authority delivery of our Duty.

The **Sustainable Economy and Tourism Theme Programme Board**, also known as the Thrive Team, supports the outcome of a diverse, sustainable, dynamic economy which is positively linked to the special qualities of the National Park. This delivers Outcome 10 in the Partnership Management Plan.

The **Connecting People and Communities Theme Programme Board** provides a focus for a range of activities that connect individuals, families, groups and communities to the National Park and supports them along the ladder of stewardship. This is undertaken through our work on volunteering, outreach, learning, health and well-being, place-making and communications and engagement. This delivers Outcomes 5-9 in the Partnership Management Plan.

Our Corporate Plan priorities for Outcomes 9 and 10 in the Partnership Management Plan 2020-25 are as follows:

Partnership Management Plan Outcomes	Partnership Management Plan Priorities	SDNPA Corporate Plan Key priority or project	In Year 2 of our Corporate Plan we will:
<p><b>Outcome 9:</b> 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</p>	<p><i>9.1 Increase affordable housing stock in the National Park, with focus on exemplary design and using local sustainable materials.</i></p>	<p>1) Support the delivery of affordable housing on rural exceptions sites and through community led housing initiatives (e.g. Community Land Trusts) through our S106 grant scheme which provides up to £30k per affordable dwelling 2) Continued application of the stringent policies in respect of affordable housing in our Local Plan</p>	<p>Deliver additional new affordable homes, including permanently available affordable homes through our grant scheme</p>

		<p>3) Provide free and prioritised planning advice for development schemes with 100% affordable housing</p> <p>4) Proactively helping Community Land Trusts find appropriate sites for housing development</p> <p>5) Through Neighbourhood planning and Whole Estate Plan work streams work to identify appropriate sites for affordable housing</p>	
	<p><i>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</i></p>	<p>Deliver or support place making enhancements for specific communities</p>	<p>1) Support the development of the Petersfield place making strategy</p> <p>2) Deliver Communities in the South Downs: develop draft products for 3 areas and begin engagement in 2 further areas</p>
		<p>Work with External funding team to find ways to fund a challenge fund to support the development of community facility enhancements that contribute to mitigating climate change, enhancing nature recovery, promoting health and well-being and supporting the local economy</p>	<p>1) Understand which funders might support this and approach them</p> <p>2) Work with parishes to identify enhancements needed</p>

		Lead the Development phase of the OUSE Valley CARES bid to the Climate Action Fund	Develop and submit fully costed delivery project proposal for large HLF project
		Deliver Sustainable Drainage Project with schools	Rainscape construction planned - two schools (Moulsecoomb and Carden) 2021-22
		Engage digitally on Local Plans, neighbourhood plans and other planning documents	Explore interactive digital engagement starting with our new SPDs/TANs, major planning applications and Whole Estate Plans. Investigate any pilot schemes from MHCLG.
		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 produce the yearly Infrastructure Business Plan (IBP) as a mechanism to direct CIL money to priorities
<p><b>Outcome 10:</b> A diverse, sustainable, dynamic economy which is positively linked to the special qualities of the National Park</p>	<p><i>10.1 Strengthen and support sustainably managed land-based industries and local enterprise</i></p>	Create a Business Network for likeminded local economic and social enterprise partners who positively contribute to the National Park	Deliver business engagement programme through the SDEP. 60 members.
	<p><i>10.2 Increase awareness and desirability of the South Downs as a special place to visit</i></p>	Deliver the extended National Park Experience Collection (ENPEC), including the roll out of Ranger Experiences	Support project legacy through collaborative NPA UK experience body

	<i>10.3 Establish the South Downs as an exemplar in sustainable tourism</i>	Work towards building Seven Sisters Country Park into a world class visitor attraction	1) Complete Camping Barn bunkhouse construction 2) Ensure marketing is underway
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**Organisational priorities**

We will support our 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.**

Our Corporate Plan priorities for **Seven Sisters Country Park, planning, performance, projects and learning, business services and HR** are as follows:

<b>SDNPA Corporate Plan: core work</b>		<b>In Year 2 we will:</b>
<b>Seven Sisters Country Park</b>		
Complete Phase 1 scope of works at Seven Sisters Country Park	Phase 1 construction underway	
Complete Phase 2 scope of works at Seven Sisters Country Park	Phase 2 feasibility study	
Set up a trading company for Seven Sisters Country Park	Trading company operating. Commercial elements now trading- visitor centre/bunk house/ holiday lets	
<b>Planning</b>		
Maintain a robust and well performing host authority development management system	1) Monitor service and deliver continued Improvements 2) Devise new Section 101 agreements	
Provide Local Plan training for officers, members and agents	Train officers, members and agents on the Local Plan	
Review and update the Local Plan, including evidence gathering and engagement	Incorporate learning from the establishment of the first Local Plan	
Implement Local Plan Supplementary Planning Documents (SPDs) and Technical Advice Notes (TANs)	Provide further guidance on Local Plan policies for Design SPD, Biodiversity Net Gain SPD, Parking SPD, Viticulture TAN, Camping & Glamping TAN, Equestrian TAN, Health & Wellbeing TAN and Ecosystem Services TAN	
Work cooperatively with neighbouring local planning authorities on cross boundary strategic issues	Respond to consultations from neighbouring local planning authorities concentrating on our six cross boundary priorities	
Deliver a robust and well performing development management and Minerals & Waste service	Exceed the performance indicators for issue of decisions whilst adding value	
Deliver a robust and well performing development management service in terms of Appeals performance	Respond swiftly to appeals and measure the rate of dismissals	
Deliver a robust and well performing enforcement service	1) Undertake investigations within agreed timetables	

	2) Ensure swift resolution and conclusion of investigations
Deliver ongoing process and procedure improvements as set out in the Development Management Improvement Plan	Introduce new pre-application fee charging schedule
Implement learning from the Whole Estate Plans review	Review the WEPs guidance and process
<b>Performance, Projects and Learning</b>	
Set up thematic research networks with academics and sector specialists based on research requirements highlighted through strategic reviews and in the PMP	Start collaborations around the chosen 3 themes: Soil Health, Climate Change and Health & Wellbeing
Improve performance and project reporting information on the SDNPA website	Ensure project and performance web content is updated at least quarterly
Establish, manage and monitor an evaluation framework tasked to carry out external evaluations of SDNPA corporate and project work	1) Ensure evaluations are carried out to a high standard 2) Internally review the success to date of the framework and create KPIs
Monitor SDNPA and partner delivery against PMP outcomes	Implement framework for PMP impact reporting
Implement actions following recommendations for the Equality Diversity and Inclusion review of the SDNPA	1) Training plan identified and set in motion 2) Additional key actions and recommendations identified and put into place
Develop relational partnerships: 1) Work with strategic partners to develop work streams to engage with target audiences as identified within the review 2) Work with target audiences to co-author mutually beneficial outputs	1) Look to build on strategic existing partnerships and develop new partnerships based on ongoing relationships work with DEFRA, NPE, NP officer groups, ACE, PHE, NE CCs etc 2) Develop a range of outcomes which cover multiple PMP ambitions and accord with Glover recommendations for engagement for all
Policy and Process: embed EDI across the way the SDNPA works internally and externally	1) Reconsider the policies and processes that are least helpful and replace with more inclusive approaches 2) Identify those policies and processes which are easier to amend and make the necessary changes
Develop fund raising strategy and identify ways to help fund, match fund and increase the value of our partnership work, through supporting our	Develop a funding stream to deliver actions

Theme Programme Boards and initiatives that are focussed on EDI or are strongly supportive and contribute to our wider EDI aspirations	
Continue to build on the communications plan giving platforms to target groups, showcasing experiences and providing a visible presence to inspire future generations and new audiences	To follow before NPA...
<b>Other corporate priorities</b>	
Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the Authority	Begin arrangements to re-locate central area staff
Commission a new Staff Survey and create an action plan	Procure and undertake survey
Aim to achieve climate neutrality for the SDNPA	Implement and monitor climate change action plan
SDNPA to continue to support the Trust	To continue ongoing support, incl. financial support [subject to Authority budgetary approval]
Income Generation: Continue to develop self-generated income, supporting PMP delivery, through bids to Statutory Sources, support for developing Private Finances for Natural Capital Services and support for the South Downs National Park Trust in continuing to build a sustainable income stream	Raise £2.5 million across all fundraising streams
Set up new South Downs Partnership	1) Ensure SD Partnership consists of wide variety of partner organisations 2) Appoint Chair and encourage a wide range of applications for the remaining specialist places on the partnership

**Five year measures– reported on annually**

Measures of success
% aware of SDNP in YouGov poll
Increase from the baseline (in the 2018 Volunteer Development Strategy) in the number of people from underrepresented groups participating in volunteering opportunities led by the South Downs National Park Authority
Increase our average unique monthly web visitors from @36,000 to 54,000 by 2025
Increase our social media following from @37,000 to 50,000 across all platforms by 2025
'Your National Park' campaign launched and reaching 20,000 people by 2025
Create two new gateways to the National Park between 2020 and 2025
Develop at least 3 Health and Well- Being Hubs across the National Park by 2025
Economy and new housing and infrastructure <i>(to be defined)</i>
% major applications determined within 13 weeks
% non-major applications determined within 8 weeks
% of new projects brought forward that have delivery plans
% of contractors satisfied with SDNPA as a client
% of contractors fulfilling their obligations as set out in their tender to quality, time and budget

