

Report to **Policy & Resources Committee**
Date **17 February 2022**
By **Performance and Research Lead & Project Management Lead**
Title of Report **Quarter 3 Corporate and Project Performance report**
Note

Recommendation: The Committee is recommended to:

I. Note the content of the Performance Report and highlight areas requiring further clarification or action

I. Introduction

- I.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 identify improvements arising from the outcomes and evaluation of projects identified by the Committee, audits, survey and other feedback and make recommendations as appropriate”* and *“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”*.
- I.2 A recent amendment to the P&R committee Terms of Reference requires that the committee now also: *“...have oversight of bids for grant funding including to receive updates on the submission of bids for grant funding and the application of grants funds received”*.
- I.3 Whilst the report calls on the committee to note the content of the performance report, the terms of reference for the committee include considering if the committee wishes to make any recommendations arising from its consideration of the report. Any such recommendations would be subject to a vote at the committee meeting.
- I.4 The purpose of this report is to update the Policy & Resources Committee on the Authority’s **corporate and project performance** during Quarter 3 (Q3) of 2021/22: 01 October to 31st December 2021.
- I.5 This report also provides Members with a progress update for the actions from the **Annual Governance Statement** and the **Human Resources and Health and Safety report** (see sections 12 and 13). It also updates Members on **Grant Funding** during Q3 (see section 9).
- I.6 At P&R committee on 25th November 2021, it was agreed that the corporate and project performance report would focus more on delivery against PMP outcomes. We will set up the necessary systems over the next few months to enable us to better demonstrate delivery against outcomes from Q4/year end onwards. The way we will report better against PMP outcomes is via the nine Corporate Plan priority areas (see below for detail)

1.7 This Q3 report is structured around the nine priority areas proposed in the draft Corporate Plan action plan for 2022/23. We welcome feedback from Members on this new style of reporting. We will take on board feedback and make any necessary amendments in time for year-end reporting, and for 2022/23 reporting from Q1 onwards.

1.8 In this report, corporate and project performance information is being reported on together, rather than separately as in previous reports. See **Appendix I and the link at the end of the report to the Tableau dashboard** for detailed updates- including RAG status [Depending upon whether delivery is on track (green), slightly behind schedule (amber) or significantly behind schedule (red)] - on Corporate and Project Performance for Q3.

2. Priority area I: Nature Recovery

2.1 Of particular note is the launch of our innovative and ground-breaking South Downs Nature Recovery campaign. In Q3 when we launched the Call for Nature Sites (C4NS), we received 11 applications. By the time the C4NS application window had closed in January 2022, we had received 73 Expressions of Interest (EOIs). This far exceeded our expectations. A wide range of projects have been put forward for consideration, including chalk grassland creation, pond installation, mixed woodland planting, and wildflower meadow creation.

2.2 Also of note was the adoption in Q3 of the South Downs Wildlife Delivery Plan and South Downs Nature Recovery Prospectus, including its high-level targets and opportunity map.

2.3 23 local scale projects were delivered on the ground by our area ranger teams in Q3, including Cut and Collect, Scrub clearance and grassland management.

2.4 19 projects that are working towards the Nature Recovery priority were being delivered through the Landscape and Biodiversity Theme Programme Board in Q3. These included 2 new projects, 16 ongoing projects and 1 project which completed in Q3.

New Projects:

- Grandfathers Bottom, Butser Hill: This project is 0% complete as had only just started in Q3, but is classed as currently **green RAG**. It is an externally funded project at Butser Hill
- We Love Yew Project: This project is 50% complete, it is an SDNPA led project and **green RAG**

Ongoing Projects:

- Arun Vision: This project is 45% complete and **green RAG**
- Bringing back the ELMS: This project is 50% complete and **green RAG**
- Changing Chalk - Dew Ponds: The development phase is 100% complete. Stage 2 to start in 2022
- Changing Chalk - Grazier Post: The development phase is 100% complete. Stage 2 to start in 2022
- Channel Payments for Ecosystem Processes: This project is 90% complete and **green RAG**
- Cut and Collect: This project is 33% complete and **green RAG**
- Floodplain Meadows in the Rother Valley: This project is 60% complete and **green RAG**
- Greenspaces: This project is 40% complete and **green RAG**
- Hampshire Hedgerows: This project is 20% complete and **green RAG**
- Lullington Heath: This project is 50% complete and **amber RAG**. The amber status is due to programme delays. Progress includes grazing with ponies and sheep which continued over the summer since last Q2 report. The effect of grazing was observed to inform management of regrowth following clearance. Site visit with partners to agree

winter works to be carried out Nov-Dec 2021 (or into new year if required depending on conditions and contractor availability). MoA draft agreed by all parties legal teams.

- On Course to Flail: This project is 75% complete and **green RAG**
- Rampion Monitoring: This project is 40% complete and **green RAG**
- TAP: This project is 35% complete and **green RAG**
- Watercress and Winterbournes: This project is 25% complete and **green RAG**
- Wealden Heath SAMM: This project is 75% complete and **green RAG**
- Winchester Study: This project is 95% complete and **green RAG**

Completed/ Closed Projects:

- Ewe Dean Fencing: This project has completed in Q3 and will be closed.

3. Priority area 2: Climate Action

3.1 Of particular note are the following achievements in Q3 relating to Climate Action:

- Ouse Valley CARES (Climate Action, Ecological Resilience, Sustainability) project: This project is 30% complete and **green RAG**. The project is extremely innovative and addresses key high-level targets around Climate Action, Nature Recovery and A National Park for All. This five-year, multi-partner project will focus on the communities of the Ouse Valley in East Sussex, bringing together over 100 community projects and organisations to take climate action, with a focus on those people who are least engaged at present. The project aims to build resilience to climate change in all the communities along the Ouse Valley, reducing greenhouse gas emissions and to deepen and broaden understanding of climate change and participation in climate action.
- Sustainable Drainage Systems (SUDs) in Schools project: This is 40% complete and **amber RAG**. Construction is complete at Moulsecomb Primary School and the rain garden has been planted by the students. An additional £5,000 has been raised from Sec. 106 funding for this scheme. Phase 1 is complete at Wallands Primary School. The tender is underway for the contractor to construct the main scheme at Wallands PS. A CIL bid was successful in raising £150,000 for this work. A contractor has been appointed for Carden Primary School and will be commencing work this spring. The planning application highlighted a requirement to amend some of the design before permission can be granted – we are working cooperatively with BHCC Flood Risk Manager to resolve this.
- Farm Carbon Project: This project is 16% complete and **green RAG**. Soil sampling and analysis was completed for 14 farms taking part in this project.
- WeCAN Project (Winchester Climate Action Network): This started in Q3 so is 0% complete and **green RAG**
- PeCAN project (Petersfield Climate Action Network): This project started in Q3 and is 0% complete and **green RAG**. Both the WeCAN and PeCAN projects are multi-faceted and will deliver key elements of our Climate Change Action Plan
- Our work towards achieving climate neutrality for the SDNPA. We are undertaking early discussions and development on the SDNPA approach to offsetting the Greenhouse Gas (GHG) emissions that it can't reduce. The approach includes an option of offsetting locally through woodland creation and nature recovery. Discussions have involved the Forestry Commission, Woodland Trust and Cowdray estate – this is **green RAG**.

4. Priority area 3: A National Park for All

4.1 Of particular note in Q3 are the following areas of work – note that all have a **green RAG** as they are on track or completed:

- Final phase of delivery of the John Muir Families Outreach project. This was a highly successful and inspirational two-year project. We had set out to partner with 10 community organisations over the two years, engaging with 60 families who would achieve their Family John Muir Awards. Instead, due to COVID-19 and the measures we put in place, we engaged with families and organisations in a very different way. 104 John Muir Awards were achieved by families and individuals, and 60 families experienced in person sessions. We engaged with 11 community organisations - including the community groups who we knew signed up to and used the newsletters as inspiration and the organisations who attended our on-line training. Our learning has been shared with the John Muir Trust and National Parks UK
- Our South Downs Youth Action (SDYA) work. A total of 20 South Downs Youth Action days have so far been run, engaging with 248 young people. This was significantly higher than our anticipated target of 150 young people. Three new Youth Ambassadors have been recruited bringing the total to five.

4.2 Whilst the corporate priority 'Develop the 'Our South Downs' Learning Network' is **amber RAG** in Q3, due to the ongoing impacts on schools of Covid, we were still able to allocate £44,966 of School Visit Grants supporting 5,795 pupils to engage with the SDNP.

4.3 The corporate priority 'Deliver or support place making enhancements for specific communities' was **amber RAG** in Q3, while the team await the outcome of the Corporate Plan prioritisation exercise for 2022/23. This will establish whether the challenge fund will be taken forward as a corporate priority. In Q4 officers will discuss with CIL/S106 team the potential to fund community facility improvements through the CIL fund.

4.4 There were 10 Connecting People and Communities projects in Q3. These included 3 new projects and 7 ongoing projects.

New Projects:

- Dark Night Skies activity packs: This project is 50% complete and **green RAG**
- Notes to Self: This project is 0% complete but **green RAG**, as although it was approved in Q3 the work will not start until Q4.

Ongoing Projects:

- Newhaven Active Travel Hub (was Active Access): This project is 60% complete and **amber RAG**. Eastern Rangers offered walks through Eastbourne Festival in September. A partnership was also brokered with MIND to support those individuals experiencing mental health issues to offer easy accessible walks to this cohort of individuals. Ambassador training days were delivered by 3VA, but were carried out on line due to lockdown. There were no Bike It Wild initiatives delivered in partnership with SDNPA in East Sussex due to COVID. This project has now developed to support Newhaven Travel Hub.
- Artscape 2/ Timescape: This project is 40% complete and **green RAG**
- Communities in the South Downs: This project is 33% complete and **green RAG**
- Generation Green (was Access Unlimited): This project is 67% complete and **green RAG**.

5. Priority area 4: Rural Economy

5.1 Of particular note are the following achievements in Q3 – all are **green RAG**.

- The Farming in Protected Landscapes (FiPL) Programme continued to generate significant interest within the SDNP farming community. In Q3 we approved 32 applications allocating £633,803.75. We have led the field amongst Protected Landscapes across England in getting up and running so soon, setting up a Farmers' Panel, establishing guidance, the application process and criteria, and getting a high number of applications through.
- Successful delivery of year 4 of the Woodland Trust conservation partnership. In Year 4, 38 site visits were undertaken (covering 1245 hectares of woodland in 74 woods) with all identified (except one) as needing further support. 32 sites are getting support with Woodland Management Plans (WMPs). Restoration of 350 ha of PAWS (Restoration of Upland Planted Ancient Woodland Sites) sites taking place or planned (82ha +66ha =148 ha).
- The launch of Our South Downs, which is 65% complete and **green RAG** – this includes the launch of the sustainable business certification scheme (this project started in Q3 and is 10% complete and **green RAG**). In total, 605 businesses subscribe to the business newsletter, and 19 businesses are assisting with the development of the business community in the capacity of a business focus group. Our South Downs is the strategic framework for SDNPA work around the Rural Economy, acting as an enabler and facilitator supporting South Downs businesses to achieve their aspirations around sustainability.
- Further installation of more Phase 2 SDNPA boundary signs: This project is 60% complete and **green RAG**
- Approval of a South Downs Hub Feasibility Study for the Pump Barn at Seven Sisters: This project is just starting and is 0% complete and **green RAG**.

6. Priority area 5: Seven Sisters Country Park

6.1 Phase I construction project: delivery of the Phase I construction works has been underway since August 2021. This is an extremely challenging time to undertake a construction project with issues in supply chain, manufacture, products and staffing due to COVID and Brexit. A few programme delays are now expected due to issues in the supply chain, we are working very closely with the contractors to try and minimise the impacts of these issues in terms of costs and overall programme delivery.

6.2 A new external funding opportunity was identified in Q3 and we hope to hear if we have been successful in Q4, this will allow us to deliver some additional scope elements at Seven Sisters we had to remove from Phase I due to cost constraints.

6.3 A landscape management plan has been completed for Seven Sisters and cattle have started to graze the landscape under a new contract with Plumpton College.

7. Priority area 6: Delivering the Statutory Planning Service

7.1 The Authority achieved the following performance for our Minerals and Waste service in Q3: Majors 87%, Minors 75%, Others 73%. Whilst in Q3 SDNPA exceeded their targets, there was some reduction in speed of decision making which is being addressed with the host authorities concerned.

7.2 The percentage of Appeals dismissed in Q1, Q2, Q3 = 71%. This exceeded the performance target

7.3 We continue to deliver a robust and well performing enforcement service, with investigations dealt with within acceptable timescales. Teams continue to work hard to ensure, where possible, swift resolution to investigations.

7.4 Still showing as **red RAG** for Q3 is the following: 'Deliver ongoing process and procedure improvements as set out in the Development Management Improvement Plan: Introduce new pre-application fee charging schedule.' This work stream is yet to be progressed. Other improvement plan work streams have taken priority, such as the review of Committee Report Templates.

8. Priority area 7: Major Developments

8.1 We continue to 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. In Q3 we collected £35,717.36 of S106 data for specific obligations and spent £161,003.03 on 7 projects. We received £1.37m of CIL money which was allocated to 29 projects across the National Park. So far in 2021/22, £256,126.29 of CIL funding has been paid directly to 22 Parishes. and £306,744 has been spent on 8 projects (from previous year's CIL allocations).

9. Priority area 8: Generating Income

9.1 We 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. Our aspiration for 2021/22 is to raise £2.5 million across all fundraising streams. In Q3, we had secured £1,090,668. Although secured income has only increased marginally, the team have submitted a number of EOI/Full applications with a 'Getting Building Fund' (South East local Enterprise Partnership) for Seven Sisters Country Park and a 'Trees Call To Action Fund', for a project focused on Woodland Creation. There is now around £4.6 million in opportunities that we are currently progressing. We are expecting a number of decisions in the final quarter of the financial year and the Trust will be seeking to secure pledged income and convert outstanding opportunities

9.2 From April until December 2021 (Q1-Q3), the Income Generation and Marketing Team submitted 8 significant applications for the SDNPA. Of these, 7 have been successful with 2 resulting in funding and five progressing through to Full Application. In line with the revised Terms of Reference agreed by the NPA on 21st October 2021; full applications after that point have been shared with the Committee Chair. In addition to this, the Trust has secured meetings with 22 potential Major Donors, submitted 11 Corporate Applications and 32 Trust and Foundation bids.

Fund & Value	Project	Status	Value
Lottery Communities Fund - Climate Action Fund	Ouse Valley Cares - Community Climate Change Initiative	Development funding secured, full bid being prepared for May	£2,200,000
DEFRA - Tree Call to Action Fund	Expanding Wood from the Weald to the Waves - Woodland Creation Project	Full bid pending	£500,000
Get Britain Building Fund	Seven Sisters Improvements	Awaiting decision on full bid	£200,000
DEFRA - Green Recovery Challenge Fund	Downs to the Sea - Water restoration project	Unsuccessful	£1,000,000

Fund & Value	Project	Status	Value
DEFRA - Green Recovery Challenge Fund	Restoring Hampshire Hedgerows - Hedgerow Restoration Project	Funding secured and in delivery	£150,000
Heritage Lottery Fund - Main Grants	Downs to the Sea - Water restoration project	Progressed to full bid, in preparation for May	£1,200,000
Changing Place Funding	Seven Sisters Improvements	Full bid pending	£20,000
Woolfson Foundation	Seven Sisters Improvements	Funding secured and in delivery	£70,000

10. Priority area 9: New Ways of Working

10.1 Key achievements in Q3 included:

- Ongoing work to develop an Equity Diversity and Inclusion (EDI) action plan to ensure we embed Equity, Diversity and Inclusion across the way the National Park Authority works both internally and externally.
- MS Teams: a road map for the roll out of MS Teams has been approved by OMT and will begin to be implemented in Q4.

10.2 The priority 'monitoring SDNPA and partner delivery against PMP outcomes: Implement framework for PMP impact reporting' was **amber RAG** in Q3 due to lack of staff resource to progress this work. We now have a new Research and Evidence Officer who will progress this, ready for year-end reporting

10.3 The priority 'Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the National Park Authority: Begin arrangements to re-locate central area staff' was **amber RAG** in Q3. This is because we are currently reviewing the use of office space with new ways of working.

10.4 The priority 'Commission a new Staff Survey and create an action plan: procure and undertake survey' was **amber RAG** in Q3 as we wish to focus resource on the blended ways of working staff survey, which we will conduct internally. This is due to take place in September 2022. The external staff survey will be commissioned in early 2023.

11. Project Performance Reporting: Strategic Fund Implications

11.1 The Strategic Fund has been closed to new project funding applications since the start of Q3. Therefore there is no change to the strategic fund balance as presented to Members in the Q2 Performance and Project report.

11.2 The Theme Programme Boards were awarded a £300,000 budget for specific project delivery in respect of our PMP outcomes for 2021/2022, most of this has now been allocated to projects with only £400 remaining.

12. Annual Governance Statement

12.1 The Annual Governance Statement (AGS) 2020/21 detailed 9 actions for 2021/22. These are monitored throughout 2021/22 and reported on quarterly. See **Appendix 3** for progress on the Annual Governance Statement actions for Q3.

13. Human Resources & Health and Safety

- 13.1 The Human Resources & Health and Safety paper for 2020/21 detailed 8 actions for 2021/22. These are monitored throughout 2021/22 and reported on quarterly. See Appendix 4 for progress on the Human Resources and Health and Safety actions for Q3.

14. Other Implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	It will be the case that, as per the standing orders and the terms of reference for this Committee, projects will come forward for approval in due course.
Does the proposal raise any Resource implications?	There are no direct resource implications to this report, as the recommendations are for receive and review only. This report reports a position for projects in delivery at the end of Quarter 3, which includes projects funded from the Strategic Fund, which is funded from approved budgets.
How does the proposal represent Value for Money?	Value for money for individual projects is assessed at the development stage, midway through a project and at the end, through an evaluative process that is reported to this Committee. Setting aside a fund to support projects represents a positive return on investment as it enables projects to go ahead which might not otherwise
Which PMP Outcomes/ Corporate plan objectives does this deliver against	We have listed in the report and appendices which PMP outcomes and corporate plan objectives our corporate and project work link to
Links to other projects or partner organisations	N/A
How does this decision contribute to the Authority's climate change objectives	Please see the achievements section (para 3) regarding Climate Action. It sets out high level targets around climate action
Are there any Social Value implications arising from the proposal?	None
Have you taken regard of the South Downs National Park Authority's equality duty as contained within the Equality Act 2010?	Yes - Priority area three outlines the projects that have a specific focus on encouraging all people including those with protected characteristics to engage with and access the National Park. Projects across all priority areas are subject to an equalities impact assessment at the appropriate stage of their development and are monitored and adjusted accordingly. Any issues identified are highlighted within this report
Are there any Human Rights implications arising from the proposal?	None

Implication	Yes*/No
Are there any Crime & Disorder implications arising from the proposal?	None
Are there any Health & Safety implications arising from the proposal?	None
Are there any Data Protection implications?	None
<p>Are there any Sustainability implications based on the 5 principles set out in the SDNPA Sustainability Strategy?</p> <ol style="list-style-type: none"> 1. Living within environmental limits 2. Ensuring a strong healthy and just society 3. Achieving a sustainable economy 4. Promoting good governance 5. Using sound science responsibly 	<p>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. We also consider sustainability issues as part of our project approval process.</p>

15. Risks Associated with the Proposed Decision

15.1 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.

Risk	Likelihood	Impact	Mitigation
There may be some risks to our reputation if we are unable to provide match funding for some of our larger projects. This would also potentially reduce the types of funding we were able to apply for.	Possible	Moderate	<p>The main mitigation for this is to keep close scrutiny of the Strategic Fund and apply a rigorous prioritisation process when approving those projects that commit the SDNPA to significant funding over a number of years.</p> <p>Further mitigation for this risk is the work that will be carried out to generate income for the South Downs National Park and also potentially for the SDNPA.</p>

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Appendices
 Appendix 1: Corporate Performance Report Q3 2021/22
 Appendix 2: [PMP 2020-2025 outcomes and priorities](#)
 Appendix 3: [Annual Governance Statement actions for 2021/22: Q3 update](#)
 Appendix 4: [Human Resources & Health and Safety actions for 2021/22: Q3 update](#)

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 2021/22](#)
[Q3 performance and projects report](#)
[Tableau Dashboard Link for Q3 Report:](#)
[Tableau training video:](#)

AGENDA ITEM 10 APPENDIX 1: CORPORATE PERFORMANCE REPORT Q3 (OCTOBER TO DECEMBER) 2021/22

Corporate Plan Thematic area	Key priorities	In year 2 of our Corporate Plan we will:	Key data	Commentary	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)	PMP outcome(s) delivering against
1. Nature Recovery	Deliver the strategic work streams for the People and Nature Network (Green Infrastructure)	1) Develop greater detail around the Nature Conservation Improvement Areas (NCIA) and audit current activity 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 3) Support and develop cross boundary links to wider initiatives to support the setting of the SDNP 4) Integrate strategic GI approach with Nature Recovery Network (NRN) and Net Zero with Nature (NZWN)		Consultation on the draft East of Winchester Landscape study report is now complete. Consultation responses have been collated and reviewed. The draft report has been amended to incorporate comments and amendments. The final report has been prepared and is ready to be put on the web site.		Next steps: Feedback to responders will be given with the relevant part of the consultation log. Final report to be made available on the website. An email will be sent to stakeholders to flag the report and set out next steps. Internal meeting & coordination of next steps to be arranged (March 2022). An EOI for further funding, if needed, will be sent to the relevant TPB in Apr 2022. Potential Stakeholder catch up and action plan session is to be hosted in June 2022. The consultant agency, Resources for Change, will host as before.	PMP Outcome 1: Landscape & Natural Beauty 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
1. Nature Recovery	Develop and deliver SDNPA projects as part of the National Trust led HLF funded Changing Chalk initiative	Development Phase continued: submission June 2021	Projects are reported through Tableau				PMP Outcome 2: Increasing Resilience 2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats
1. Nature Recovery	Complete Heathlands Reunited and secure ongoing commitments to heathland recovery and public engagement	1) Complete/close HeRe project 2) Initiate Strategic Access Management & Monitoring (SAMM) Whitehill & Bordon Regeneration Project 3) Development of a landscape-scale approach to the Wealden Heaths	Projects are reported through Tableau				PMP Outcome 3: Habitats & Species 3.1 Create, restore and improve areas of priority habitat to be more, bigger, better, and joined up at a landscape scale
1. Nature Recovery	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)	1) Define & 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 & reporting framework: develop and adopt the SDNPA approach to biological monitoring 6) Develop nature recovery/nature based solutions as part of the climate change action plan	33% of NP land, or 13,000ha, will be dedicated for nature by 2030	On 21 October 2021, NPA adopted the South Downs Wildlife Delivery Plan and South Downs Nature Recovery Prospectus including its high level targets and opportunity map. NPA also noted the launch of the South Downs Nature Recovery Campaign, #ReNature, and the proposed approach to Biodiversity Net Gain and a Call for Nature Sites. November saw royal assent to the Environment Act 2021 - readiness work continues with further Guidance and Regulations expected around March/April 2022. SDNPA submitted a response to the Defra Local Nature Recovery Strategies Consultation, as well as input into partner responses including National Parks England (NPE), South East Nature Partnership (SENP), Sussex Local Nature Partnership (SxLNP), and Hants & Isle of Wight. We launched the pilot Call for Nature Sites (C4NS). The Nature Recovery Resource Hub went live at the beginning of October. The new Research and Evidence Officer has been embedded into the Nature Recovery Working Group. Partnership working is ongoing at local, regional and national level.		Next steps: The closing date for the pilot C4NS is on 17-January-22, at which time we will review what has been submitted and lessons learnt for future Eol windows. A meeting with Defra to showcase SDNPA nature recovery work is planned for January. We are expecting a further Defra consultation focused on Biodiversity Net Gain and other aspects of the Environment Bill. Potential risks: Impact of the #ReNature campaign. Ability to bring land managers and partners to the table to take action. Capacity to meaningfully engage in the complex range of Nature Recovery activity. Clarity of SDNPA role in facilitating new mechanisms. Officer capacity and resource.	PMP Outcome 3: Habitats & Species 3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases
2. Climate Action	Reduce nitrates into groundwater as part of Brighton ChAMP Phase 2 (The Aquifer Partnership (TAP))	Continuation of TAP	Projects are reported through Tableau				PMP Outcome 2: Increasing Resilience 2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats

2. Climate Action	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	Projects are reported through Tableau		PMP Outcome 9: Great Places to Live 9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park		
2. Climate Action	Deliver Sustainable Drainage Project with schools	Rainscape construction planned in 2021/22- two schools (Moulsecoomb and Carden)	Projects are reported through Tableau		PMP Outcome 9: Great Places to Live 9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park		
2. Climate Action	Aim to achieve climate neutrality for the National Park Authority	Continue to implement and monitor climate change action plan		We are undertaking early discussions and development on the SDNPA approach to offsetting the Greenhouse Gas (GHG) emissions that it can't reduce. The approach includes an option of offsetting locally through woodland creation and nature recovery. Discussions have involved the Forestry Commission, Woodland Trust and Cowdray estate.			Core work
3. A National Park for All	Create and undertake a Scheduled Monument Monitoring project	Apply for funding, recruit project delivery staff, plan delivery, design participant agreements and recruit participants	Projects are reported through Tableau		PMP Outcome 4: Cultural Heritage 4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage		
3. A National Park for All	Roll out the Footsteps App	Develop and deliver new App content (max. 2 new organisations)	Projects are reported through Tableau		PMP Outcome 4: Cultural Heritage 4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage		
3. A National Park for All	Create and Install 'Meet the Archaeologist' Near Field Communication (NFC) plaques	Deliver tranche 1 plaques	Projects are reported through Tableau		PMP Outcome 4: Cultural Heritage 4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage		
3. A National Park for All	Encourage creative experiences and activities and cultural programming, providing a platform for increased representation and engagement for all groups	Build on projects and co-author follow on projects	Projects are reported through Tableau		PMP Outcome 4: Cultural Heritage 4.2 Promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts		
3. A National Park for All	Increase our digital reach and engagement	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)	The website had 303,008 unique visitors during this period, providing us with a monthly average of 101,002 visitors. Across social media, we have 70,173 followers.	Phase two of our website is expected to be completed this quarter.		Next steps: Introduce new feature and blog content for the website to drive traffic and to link with the organisational priorities. New content is also required for sevensisters.org.uk Potential risks: Website visitor numbers are down on where they were in 2020 but still higher than in 2019, prior to the new website.	PMP Outcome 5: Outstanding Experiences 5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion
3. A National Park for All	Manufacture and install 30 new entry signs inside the National Park	Complete manufacture and installation of phase 2 which was delayed by Covid	Projects are reported through Tableau		PMP Outcome 5: Outstanding Experiences 5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion		

3. A National Park for All	Deliver the Families Outreach Project using the John Muir Award (JMA)	<p><u>Deliver year 2 and evaluate:</u></p> <p>1) Deliver face to face activities with community organisations</p> <p>2) Support organisations through JMA resources and tool-kits</p> <p>3) Review and evaluate project and embed legacy plans</p>		Face to face engagement took place with EnableAbility, Facing Forward and Rackham Pathfinders. Resources have been completed and distributed to groups including the award of all group JMA certificates for completed Awards. The project final report was written and submitted to SDNP Trust and the Connecting People and Communities (CPC) Theme Programme Board (TPB). Sian Jones (Families Outreach Officer) presented the findings to the CPC programme board and the CPM Directorate broadcast. Final hand-over and legacy documents have been produced and filed on the i-Drive. The project is now closed.			<p>PMP Outcome 5: Outstanding Experiences</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>
3. A National Park for All	Provide funding for permissive paths as a stop gap between expiring existing agri-environment schemes and the start of the new ELM scheme	Ensure agreements are in place with relevant landowners	Projects are reported through Tableau				<p>PMP Outcome 5: Outstanding Experiences</p> <p><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></p>
3. A National Park for All	Create a safe crossing on the A283 at Upper Beeding on to the South Downs Way (SDW)	Support West Sussex County Council with scheme feasibility and outline design work	Projects are reported through Tableau				<p>PMP Outcome 5: Outstanding Experiences</p> <p><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></p>
3. A National Park for All	Deliver Centurion Way Phase 2 from Singleton to Cocking	Undertake ecological/tunnel surveys for Centurion Way Phase II		Winter ecological/tunnel (hibernation roost) surveys for West Dean, Singleton and Cocking disused railways tunnels have been carried out in December. All work is now complete for 2021/2022.		<p>Next steps: All work now complete for 2021/2022. No further work to be undertaken in Q4.</p>	<p>PMP Outcome 5: Outstanding Experiences</p> <p><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></p>
3. A National Park for All	Create a new multi-user route along the Rother Valley	<p>1) Review, negotiate and agree route alignment with landowners</p> <p>2) Develop and submit planning application</p>	Projects are reported through Tableau				<p>PMP Outcome 5: Outstanding Experiences</p> <p><i>5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services</i></p>
3. A National Park for All	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>	£44,966 of School Visit Grants allocated to date supporting 5,795 pupils to engage with the SDNP	<p>1. The urban/rural engagement elements of the Ambassador Schools programme continue to be paused due to the inability of any activities to progress through the Covid restrictions. Despite this, Bury School has contributed to the SDNP Ambassadors film for the 10th Anniversary celebrations and Droxford School is progressing its outdoor learning space with grant funding from CiL. 2. The School eco-grants has now been handed over to the SDNP Trust who are administering this scheme as part of their grants programme. We are running an extensive School Visit Grants programme this year as part of our Covid learning sector support. Grants are awarded for fully facilitated visits to learning providers in the SDNP as well as enabling providers to take the SDNP into the school grounds via in-school visits. In addition we continue to run the travel grant.</p>		<p>Next steps: School eco-grants will be launched in March 2022 with criteria aligning to delivery of CP priorities in Nature Recovery and Climate Action.</p>	<p>PMP Outcome 6: Lifelong Learning</p> <p><i>6.1 Provide high-quality outdoor learning opportunities as part of a locally relevant curriculum</i></p>

<p>3. A National Park for All</p>	<p>Deliver Generation Green</p>	<p>1) Contract learning provider to deliver educational sessions at YHA sites across the National Park (Eastbourne, South Downs and Truleigh) 2) Deliver South Downs Youth Action (SDYA) days as part of targeted delivery of volunteering opportunities for project participants 3) Work with partners in the SDNP Learning Network to deliver teacher CPD sessions on learning in the National Park 4) Work with Generation Green Project Manager to secure additional funding for Years 2-5 as part of the Access Unlimited consortium</p>	<p>Two schools attended So Sussex led residential at YHA Truleigh Hill. So Sussex have delivered education days for 330 pupils to date including the two residential South Downs Youth Action (SDYA): 16 days of activity attended by 212 young people, including the Youth Ambassador training residential at YHA South Downs 27 online teacher training sessions have been commissioned; 9 have already been delivered with over 300 teachers attending</p>	<p>School visits continue, however, there have been some postponements and cancellations due to the ongoing impact of Covid. These have been rescheduled for later in the academic year. South Downs Youth Action has continued into the autumn. Delivery of the online teacher training sessions is now underway. Discussions took place at the NPUK Learning and Engagement Officers meeting in November with YHA Director of Partnerships and Strategy to look at next steps for funding an extension of this project. Interim extension funding is in place for continuation of project manager and evaluation and reporting until June 2022 although delivery will complete by end of March 2022 as planned.</p>		<p>Next steps: Continue to promote and deliver the SDYA programme. Continue to deliver the Discovery Day educational sessions with So Sussex and the final So Sussex school residential visit in March. Finalise the last Youth Action residential for February 2022 with the Lithuanian Society South Coast (this is Covid restriction dependent). Continue to promote and deliver the remainder of the online teacher training sessions Potential risks: Ongoing risk of Covid impacting face to face engagement</p>	<p>PMP Outcome 6: Lifelong Learning <i>6.1 Provide high-quality outdoor learning opportunities as part of a locally relevant curriculum</i></p>
<p>3. A National Park for All</p>	<p>Link into social prescribing and place based health networks to increase use of the National Park for health and well-being (H&WB) via social prescribing</p>	<p>S1) Support the development of the Sussex Local Nature Partnership (LNP) H&WB sub committee 2) Identify places and begin negotiation for at least 1 H&WB hub to be set up 3) Identify existing Local Authority H&WB hubs 4) Use research findings to identify and develop specific interventions 5) Continue to support the Public Health England (PHE) Southern National Park partnership</p>	<p>Attended 3 meetings. Helped lead development of an event for Leaders in Public Health, the Environment Sector and Local Government and Community sectors to identify actions to make health and well-being integral to nature recovery that has attracted Natural England (NE) funding of £8,000. The event is due to take place in March 2022 2x hubs identified at Seven Sisters and Truleigh Hill Final research report received. Identified 46 organisations delivering Social prescribing activity in or near the NP. 5 recommendations were suggested. These are feeding into the work programme for 2022 and beyond No Southern NP and PHE meetings this year: have attended monthly network meetings</p>	<p>SDNPA supports the Sussex Local Nature Partnership taking the notes of meetings. Staff are also on the Steering Committee for the March event. The Infrastructure Lead will be speaking at the event which is aimed at gaining commitment from key stakeholders to work collaboratively on a joined up approach to developing access to green open spaces for health, linked to the development of Local Nature recovery Strategies. Initial discussions with the Seven Sisters Manager have identified a location for activities to take place. We have agreed the Heath and Well-Being Officer will lead some mindful walks as part of the new offering on the site. Existing H&WB hubs have been identified, but as they are quite different in what they do across the National Park, there is not as much merit in linking them to hubs in the National Park as first anticipated. There have been no meetings due to a restructure in Public Health England (PHE), but we will try and pick things up in 2022.</p>		<p>Next steps: We will keep engaged in the partnership and continue to support the development of the event, now scheduled for 21 March 2022. We will link providers from the social prescribing research to the Seven Sisters hub and provide training for volunteers so that they can deliver mindful walks. We are preparing a briefing paper for the incoming Integrated Care System managers about the assets of the National Park and how we can work with them to secure long term funding for activity providers. We will continue to attend network events and to support the Southern National Park Public Health Partnership; we may need to review and update the joint Accord.</p>	<p>PMP Outcome 7: Health & Wellbeing <i>7.1 Develop initiatives which enable local communities and individuals to improve health and wellbeing</i></p>
<p>3. A National Park for All</p>	<p>Develop South Downs Youth Action (SDYA)</p>	<p>1) Co-develop Lead Youth Ambassador roles with current Youth Ambassadors and recruit new intake of Youth Ambassadors 2) Deliver the SDYA Park-Wide programme in conjunction with the SDNP Trust, Clarion Housing and Generation Green 3) Launch the #iwillformature youth action grant scheme</p>	<p>20 South Downs Youth Action days engaging with 248 young people</p>	<p>Three new Youth Ambassadors have been recruited bringing the total to five. South Downs Youth Action has continued into the autumn with a total of 20 days of activity attended by 248 young people including the Youth Ambassador training residential at YHA South Downs. There was a low response to round 3 of the Youth Action Grant, potentially due to the impact Covid has had on youth group provision this autumn. In agreement with Clarion Housing and the SDNP Trust, this grant will be re-opened in March 2022.</p>		<p>Next steps: Introductory meeting of the new group of SD Youth Ambassadors planned for January 2022. Three representatives of the SDNP Youth Ambassador team are representing the SDNP at the National Parks England (NPE) Youth Voice residential planned for the Peak District National Park in February 2022. Launch Round 2 of the Youth Action Grant in March 2022; develop and promote Spring Youth Action programme</p>	<p>PMP Outcome 8: Creating Custodians <i>8.1 Increase and diversify volunteering opportunities that support the National Park</i></p>
<p>3. A National Park for All</p>	<p>Deliver or support place making enhancements for specific communities</p>	<p>1) Support the development of the Petersfield place making strategy 2) Deliver Communities in the South Downs: develop draft products for 3 areas and begin engagement in 2 further areas</p>		<p>The community enhancement project is currently on hold awaiting the outcome of the Corporate Plan prioritisation exercise. It is anticipated that the project will be realigned under the new corporate plan priorities and further exploration of funding opportunities will be carried out.</p>		<p>Next steps: Await the outcome of the Corporate Plan prioritisation exercise to establish whether the challenge fund will be taken forward as a corporate priority. Following this, further exploration into funding opportunities can be carried out. In Q4 officers will discuss with CIL/S106 team the potential to fund community facility improvements through the CIL fund, although there is no guarantee of funding.</p>	<p>PMP Outcome 9: Great Places to Live <i>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</i></p>

<p>3. A National Park for All</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>Our three public affairs priorities are: Nature Recovery; Youth Action, and the Future of Farming. In Q3, we delivered the ReNature Campaign. We have continued to support micro volunteering opportunities, and to support the Generation Green project. In the previous quarter we focused on the the launch of the Farming in Protected Landscapes (FiPL) fund.</p>			<p>PMP Outcome 10: Great Places to Work <i>10.2 Increase awareness and desirability of the South Downs as a special place to visit</i></p>
<p>3. A National Park for All</p>	<p>Deliver the extended National Park Experience Collection (ENPEC), including roll out of Ranger Experiences</p>	<p>Support project legacy through collaborative NPA UK experience body</p>	<p>1x new marketing campaign was delivered in November 2021, resulting in 9,500 new users on Facebook and Google, and 1,639 click throughs to the website</p>	<p>South Downs listed the experiences in the Christmas SDNP Newsletter. The Tourism Officer completed a lead evaluation metrics report for Visit England (funders) and provided a programme evaluation to the consultants. A planned presentation to Visit Britain USA was scheduled in November but was rescheduled to January 2022. The Tourism Lead will be presenting the South Downs Experiences to Visit Britain USA.</p>		<p>Next steps: Presentation to Visit Britain USA in Jan. Re-evaluate the governance arrangement for the programme as the Lead Officer Sarah Fowler is leaving.</p>	<p>PMP Outcome 10: Great Places to Work <i>10.2 Increase awareness and desirability of the South Downs as a special place to visit</i></p>
<p>4. Rural Economy & 2. Climate Action</p>	<p>Support farm clusters across the South Downs National Park</p>	<p>Develop and operate projects that prepare farmers for the implementation of the new Environmental Land Management (ELM) scheme at a landscape scale</p>	<p>14 farms receiving soil sampling and analysis as part of the Farm Carbon Project 491 views of new Meet the Farmer videos</p>	<p>In October, soil sampling and analysis was completed for 14 farms taking part in the SDNP Farm Carbon Project. The initial target had been 20 farms, but due to a difficult harvest, only 14 were able to take part. The remaining 6 farms will be completed in autumn 2022. The 'Meet the Farmer' plaques were distributed to participating farms and put up along public rights of way through their holdings. They have received 491 views.</p>		<p>Next steps: Undertake Farm Carbon Toolkit (FCT) calculations on the 14 farms taking part in the Farm Carbon Project.</p>	<p>PMP Outcome 1: Landscape & Natural Beauty <i>1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park</i></p>
<p>4. Rural Economy</p>	<p>Participate in the Environmental Land Management (ELM) National Pilot</p>	<p>Ensure National Park involvement, where possible, in all components of the ELM National Pilot</p>		<p>Awaiting details of the Local Nature Recovery and Landscape Recovery pilots from Defra.</p>		<p>Next steps: Further updates are expected in January at the Oxford Farming Conference.</p>	<p>PMP Outcome 1: Landscape & Natural Beauty <i>1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park</i></p>
<p>4. Rural Economy</p>	<p>Support Farming in Protected Landscapes (FiPL)</p>	<p>Implement and manage FiPL funding across the National Park</p>	<p>32 FiPL applications approved allocating £633,803.75</p>	<p>The FiPL Programme continued to generate significant interest within the SDNP farming community. So much so, that at the end of October any new enquiries were logged for consideration in year 2. In total, 32 applications were approved allocating £633,803.75.</p>		<p>Next steps: Allocate remaining budget and ensure that all approved projects are on track to deliver and claim funding by end of March 2022.</p>	<p>PMP Outcome 1: Landscape & Natural Beauty <i>1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park</i></p>
<p>4. Rural Economy</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>Additional members have been accepted to the SD Forestry Champions Partnership. A site visit was organised to the main elm trials plantation at Great Fontley to discuss the potential of disease-resistant elm cultivars and their use in our landscape, and support of the White-letter Hairstreak and their use as one of the species selected to diversify our woodlands and hedgerows. Forestry Apprentices interviews took place in Dec 2021; 2 apprentices will start in January 2022. We Love YEW project contract awarded to Philip Juniper to erect 2 deer exclosures at West Dean.</p>		<p>Next steps: Next meeting of the SD Forestry Champions Partnership was organised for the 13th Jan but it has been postponed until Feb 2022 due to Covid restrictions. Continue support of Deer Management Groups. Natural England (NE) to erect additional exclosures across the Deer Management Area, which will be monitored during the next 5 years. Royal Forestry Society (RFS)/FC/SDNPA organising 7 training events for 2022 Potential risks: Changes in Covid-19 restrictions during the winter might still have an impact on working patterns/practices if another wave of the pandemic sweeps the country.</p>	<p>PMP Outcome 2: Increasing Resilience <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>4. Rural Economy</p>	<p>Support the Woodland Trust conservation partnership</p>	<p>Deliver a package of targeted woodland management advice and support to landowners and woodland businesses</p>	<p>Summary of Year 4 of the project:</p> <ul style="list-style-type: none"> • 38 site visits in year 4 (covering 1245 hectares of woodland in 74 woods) with all identified (except one) as needing further support. • 32 sites getting support with Woodland Management Plans (WMPs): <ul style="list-style-type: none"> - 11 sites with plans in progress but fed into - 12 WMP since visit - 7 working with owners - 2 WMPs in progress • 350 ha of PAWS visits (over all years)/ restoration taking place or planned 82ha +66ha =148 ha. • 2 sites with invasive species being restored • Ancient or veteran trees recorded • 26 trees for the downs projects with 23 landowners planting 10440 trees 	<p>We continued to provide advice to landowners previously engaged with as well as SDNPA staff. Main focus of engagement is the target areas identified on the Conservation Partnership Agreement. SDNPA Woodland Officer, Bob Epsom, will be leaving the SDNPA (and the partnership) at the end of January 2022. Bob's role was to provide advice to landowners. The impact on the delivery of this priority is unavoidable due to lack of resources to continue with proactive engagement from January 2022</p>		<p>Next steps: Following the forthcoming departure of the SDNPA Woodland Officer, a meeting has been organised with the Steering Group to review the future of the partnership and priorities on 18th January 2022.</p> <p>Potential risks: If the Woodland Trust is not able to continue with funding, there is a risk that we will not be able to deliver this key corporate priority due to lack of resources. If funding is agreed, the recruitment process should start but it will take some time to get the right person. This will have implications on the delivery of this priority. It is likely this area of work will be amber next quarter if we cannot resource it.</p>	<p>PMP Outcome 2: Increasing Resilience 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</p>
<p>4. Rural Economy</p>	<p>Support and encourage traditional skills through partnerships</p>	<p>Develop and deliver new projects across both aims</p>	<p>Projects are reported through Tableau</p>				<p>PMP Outcome 4: Cultural Heritage 4.2 Promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts</p>
<p>4. Rural Economy</p>	<p>Create a Business Network for likeminded local economic and social enterprise partners who positively contribute to the National Park</p>	<p>Deliver business engagement programme through the South Downs Enterprise Partnership. Aim for 60 members</p>	<p>605 businesses subscribe to the business newsletter. 19 businesses assisting with the development of the business community in the capacity of a business focus group.</p>	<p>Momentum has accelerated throughout Q3 in terms of the development of the platform, from both design & mechanics perspectives, and work on the six benefits for members. Content is progressing well with photography now complete and written copy ongoing. Throughout Q3 Our South Downs (OSD) has been communicated internally and externally to provide knowledge and information a range of areas, including:</p> <ul style="list-style-type: none"> • How OSD contributes to the Climate Change agenda, Nature Recovery and Accessibility for All • How OSD, if required, can pivot into an income generating model in the future. <p>Our South Downs is the strategic framework for SDNPA work around the Rural Economy acting as an enabler and facilitator supporting South Downs businesses to achieve their aspirations around sustainability and acting as a catalyst for them to contribute positively to the South Downs National Park through climate change action, nature recovery and accessibility for all whilst simultaneously contributing to an economically alive National Park containing thriving prosperous resilient communities.</p>		<p>Next steps: Development of the platform will continue into Q4 with a view to testing the newly completed platform in late February 22/Early March 22. Depending on the degree of feedback, it is our aim to launch 'Our South Downs' in Spring 22.</p>	<p>PMP Outcome 10: Great Places to Work 10.1 Strengthen and support sustainably managed land-based industries and local enterprise</p>
<p>4. Rural Economy</p>	<p>Implement the learning from the Whole Estate Plans review</p>	<p>Review the WEPs guidance and process</p>	<p>WEPs guidance and process now reviewed and an action plan in place</p>				<p>Core work</p>
<p>5. Seven Sisters Country Park</p>	<p>Produce a Landscape Management Plan (LMP) for Seven Sisters Country Park</p>	<p>LMP completed. Delivery in SSCP started</p>	<p>Seven Sisters updates are reported to P&R and NPA in a written report</p>				<p>PMP Outcome 3: Habitats & Species 3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases</p>

5. Seven Sisters Country Park	Deliver the Communications Plan and signage and interpretation plans for Seven Sisters Country Park (SSCP)	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	During Q3 we had 32,309 unique visitors to the SSCP website and 1,853 followers on social media . The average weekly reach through the SSCP social media during Q3 was 37,372	In December the waymarking signage was installed at Seven Sisters. Work continues on the interpretation signage		PMP Outcome 5: Outstanding Experiences 5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion
5. Seven Sisters Country Park	Work towards building Seven Sisters Country Park into a world class visitor attraction	1) Complete Camping Barn bunkhouse construction 2) Ensure marketing is underway	Seven Sisters updates are reported to P&R and NPA in a written report			PMP Outcome 10: Great Places to Work 10.3 Establish the South Downs as an exemplar in sustainable tourism
5. Seven Sisters Country Park	Complete Phase 1 scope of works at Seven Sisters Country Park	Phase 1 construction underway	Seven Sisters updates are reported to P&R and NPA in a written report			Core work
5. Seven Sisters Country Park	Develop a wider masterplan for the future Phase 2 and Phase 3 work at Seven Sisters Country Park	Identify development opportunities following completion of Phase 1 work to support operational and commercial delivery at Seven Sisters Country Park. This will be led by the Trading Company	Seven Sisters updates are reported to P&R and NPA in a written report			Core work
5. Seven Sisters Country Park	Set up a trading company for Seven Sisters Country Park	Ensure trading company is operating. Commercial elements now trading - visitor centre/bunk house/ holiday lets		Operating agreement approved by NPA in December 2021		Next steps: Operating Agreement be considered by the Trading Company early 2022. Company annual business plan to be presented to NPA in March 2022 Core work
6. Delivering the Statutory Planning Service	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.		We went out to tender for the digital engagement work for Shoreham Cement Works. We received four quotes and, after seeking further clarification, are hoping to engage consultants in January 2022		Next steps: Work with the newly engaged consultants in Q4 to set up the consultation and then run the consultation Q4/Q1 2022-23 PMP Outcome 9: Great Places to Live 9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park
6. Delivering the Statutory Planning Service	Maintain a robust and well performing host authority development management system	1) Monitor service and deliver continued Improvements 2) Devise new Section 101 agreements	Approximately 80% of all planning decisions taken in the National Park are taken by the 5 host authorities	The performance of some host authorities, particularly in relation to speed of decision making, reduced in Q3 (albeit all Government targets were met). This is being addressed with the host authorities concerned.		Next steps: The new S101 contracts with the host authorities, that will apply from October 2022, introduce higher performance standards. Core work
6. Delivering the Statutory Planning Service	Provide Local Plan training for officers, members and agents	Train officers, members and agents on the Local Plan		A successful Agents' Forum that focused on nature recovery took place Q3		Next steps: Member and Officer training is scheduled for January 2022. Core work
6. Delivering the Statutory Planning Service	Review and update the Local Plan, including evidence gathering and engagement	Incorporate learning from establishment of first Local Plan		We are actively incorporating learning on the Local Plan into implementation. The system of Planning Policy providing comments is now well established and working well.		Core work
6. Delivering the Statutory Planning Service	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.		We are coming to an end with our SPD/TAN work		Next steps: The Design SPD should be adopted in Q4. Core work
6. Delivering the Statutory Planning Service	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		Comments submitted on the Waverley Addendum to the pre-submission Local Plan Part 2: Site Allocations and Development Management Policies		Core work
6. Delivering the Statutory Planning Service	Deliver a robust and well performing development management and Minerals & Waste service	Exceed the performance indicators for issue of decisions whilst adding value	The Authority has achieved the following performance in Q3: Majors 87%, Minors 75%, Others 73%	Note that these figures are provisional pending quality assurance checks. Whilst in Q3 SDNPA exceeded their targets, there was some reduction in speed of decision making which is being addressed with the host authorities concerned.		Core work

6. Delivering the Statutory Planning Service	Deliver a robust and well performing development management service in terms of Appeals performance	Respond swiftly to appeals and measure the rate of dismissals	Percentage of Appeals dismissed in Q1, Q2, Q3 = 71%	This performance is in excess of the performance target		Core work
6. Delivering the Statutory Planning Service	Deliver a robust and well performing enforcement service	1) Undertake investigations within agreed timetables 2) Ensure swift resolution and conclusion of investigations		Investigations have been dealt with within acceptable timescales. Teams continue to work hard to ensure, where possible, swift resolution to investigations.		Core work
6. Delivering the Statutory Planning Service	Deliver ongoing process and procedure improvements as set out in the Development Management Improvement Plan	Introduce new pre-application fee charging schedule		This work stream is yet to be progressed. Other improvement plan work streams have taken priority, such as the review of Committee Report Templates.		Core work
7. Major Developments	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		Speed of determination of major planning applications remains in excess of Government targets. All NSIP deadlines met.		PMP Outcome 1: Landscape & Natural Beauty 1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects
7. Major Developments	Provide high quality specialist advice in Design, Conservation and Landscape, as required across the organisation	Provide specialist advice as and when required		Specialist advice has been provided throughout.		PMP Outcome 1: Landscape & Natural Beauty 1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects
7. Major Developments	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	S106 data - collected £35,717.36 for specific obligations, spent £161,003.03 on 7 projects . CIL - At Oct Planning Committee the 2020/21 CIL Receipts of £1.37m was allocated to 29 projects across the National Park. Opened the 'call for projects' for the 21/22 CIL spend (closing date 28th Feb). £256,126.29 of CIL funding has been paid directly to 22 Parishes . £306,744 has been spent on 8 projects (from previous year's CIL allocations)	S106: spend included helping to deliver affordable homes in Angmering, including footpath and other village improvements. CIL: Allocated projects include - miles without stiles improvements, new / improved play facilities, new cycle facilities at QECP, Seven Sisters Country Park improvements, provision of public toilets and other village / highway improvement schemes. On projects being delivered (money spent) , examples include improvements to Village Halls and new / improved play equipment, habitat improvements and improvements to the Meon Valley Trail.	Next steps: 'Business as usual' for preparing this year's IBP - the spending of 2021/22 CIL Receipts. Closing date for submitting bids is 28th Feb after which we will start the assessment process Potential risks: Covid-19 - whilst the change in the CIL Regs to allow the deferral of payments expired on 31 July 2021, we may still have requests to defer payments and / or longer payment plans (or a longer time to complete a particular obligation). Whilst deferral is unlikely to be agreed, we are being pragmatic about offering longer payment plans.	PMP Outcome 9: Great Places to Live 9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park
8. Generating Income & 1. Nature Recovery	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	31 pieces of media coverage re the Re:Nature Call for Nature Sites, reaching a total of 2.4 million people We reached 39,813 people through social media and 2,154 through our website with the Call for Nature Sites information During Q3 we reached an additional 172,729 people through our social media with our ReNature campaign messaging	In November 2021 we launched the first ReNature Call for Nature Sites. Media coverage included BBC Sussex and Farming UK. In addition.		PMP Outcome 3: Habitats & Species 3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases

<p>8. Generating Income & 3. A National Park for All</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 2) Work with parishes to identify enhancements needed</p>		<p>The community enhancement project is currently on hold awaiting the outcome of the Corporate Plan prioritisation exercise. It is anticipated that the project will be realigned under the new corporate plan priorities and further exploration of funding opportunities will be carried out.</p>		<p>Next steps: Await the outcome of the corporate plan prioritisation exercise to establish whether the challenge fund will be taken forward as a corporate priority. Following this, further exploration into funding opportunities can be carried out. In Q4 officers will discuss with CL/S106 team the potential to fund community facility improvements through the CIL fund, although there is no guarantee of funding.</p>	<p>PMP Outcome 9: Great Places to Live 9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</p>
<p>8. Generating Income & 9. New Ways of Working</p>	<p>Develop a fund raising strategy and identify ways to help fund, match fund and increase the value of our partnership work, through supporting our Theme Programme Boards and initiatives that are focussed on Equity, Diversity and Inclusion (EDI) or are strongly supportive and contribute to our wider EDI aspirations</p>	<p>Develop a funding stream to deliver actions</p>		<p>A number of our projects include components to help further our EDI, for example, Ouse Valley Cares, Families Outreach and the School Travel Grant</p>		<p>Next steps: Continue to identify key funding needs of each TPB and identify funding opportunities to enhance the SDNP EDI</p>	<p>Core work</p>
<p>8. Generating Income & 9. New Ways of Working</p>	<p>Develop a fund raising strategy and identify ways to help fund, match fund and increase the value of our partnership work, through supporting our Theme Programme Boards and initiatives that are focussed on Equity, Diversity and Inclusion (EDI) or are strongly supportive and contribute to our wider EDI aspirations</p>	<p>Develop a funding stream to deliver actions</p>		<p>A number of our projects include components to help further our EDI, for example, Ouse Valley Cares, Families Outreach and the School Travel Grant</p>		<p>Next steps: Continue to identify key funding needs of each TPB and identify funding opportunities to enhance the SDNP EDI</p>	<p>Core work</p>
<p>8. Generating Income</p>	<p>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</p>	<p>Raise £2.5 million across all fundraising streams</p>	<p>£1,090,668 secured</p>	<p>Although secured income has only increased marginally, the team have submitted a number of EOI/Full applications with a 'Getting Building Fund' (South East local Enterprise Partnership) for Seven Sisters Country Park and a 'Trees Call To Action Fund', for a project focused on Woodland Creation.</p>		<p>Next steps: There is now around £4.6 million in opportunities that we are currently progressing. We are expecting a number of decisions in the final quarter of the financial year and the Trust will be seeking to secure pledged income and convert outstanding opportunities.</p>	<p>Core work</p>
<p>9. New Ways of Working</p>	<p>Set up thematic research networks with academics and sector specialists based on research requirements highlighted through strategic reviews and in the PMP</p>	<p>Start collaborations around the chosen three themes: Soil Health, Climate Change and Health & Wellbeing</p>		<p>We are working on a soils research project with the University of Sussex (UoS) that will benefit a number of areas of our and our partners' work relating to climate change, farming practices etc. The research aims are threefold: 1. Quantify carbon capture potential of switching land use or employing restorative practices on chalk, clay and sand based soils; 2. Estimate the timeline for carbon capture for different land uses and soils, and 3. Explore causes of considerable variability in soil carbon within land use and soil type that UoS have recorded in pilot data</p>		<p>Next steps: share and utilise the evidence from the soils research project. In Q1 2022/23 set up a research network with academics and sector specialists to develop other areas of research relating to soil health and climate change</p>	<p>Core work</p>
<p>9. New Ways of Working</p>	<p>Improve performance and project reporting information on the National Park Authority website</p>	<p>Ensure project and performance web content is updated at least quarterly</p>		<p>Project web pages have been created and signed off by officers. These will be updated every quarter and have clear links to the Corporate Performance quarterly reports and the Annual Review</p>		<p>Next steps: continue to review and develop our project and performance information to better 'tell the story' of our delivery against PMP outcomes</p>	<p>Core work</p>

9. New Ways of Working	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		The Evaluation Framework, consisting of five evaluation agencies, is proving very effective. Heritage Insider are our main supplier and have undertaken the PMP process review, updated the Sussex Heritage Coast Partnership strategy and action plan and developed the Ouse Valley CARES monitoring plan. LUC undertook the Whole Estate Plans Review, and ERS Ltd are undertaking the monitoring and evaluation of the Timescape project		Next steps: procure an evaluation for the Communities in the South Downs project	Core work
9. New Ways of Working	Monitor SDNPA and partner delivery against PMP outcomes	Implement framework for PMP impact reporting		This work will be progressed in Q4 and a plan created for obtaining information on partners' delivery against our PMP outcomes, ready for year end reporting		Next steps: develop plan for obtaining information from partners in time for year end reporting	Core work
9. New Ways of Working	Implement actions following recommendations for the Equity Diversity and Inclusion review of the South Downs National Park Authority	1) Training plan identified and set in motion 2) Additional key actions and recommendations identified and put into place		The EDI Action Plan has been to SMT and will go to the EDI Steering group in January 2022. Many actions are already being implemented, and some have been completed.		Next steps: The relevant officers will implement their actions from the plan and progress will be monitored with progress monitored quarterly by the EDI steering group	Core work
9. New Ways of Working	<u>Develop relational partnerships:</u> 1) Work with strategic partners to develop work streams to engage with target audiences as identified within the Equity, Diversity and Inclusion 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		1. A mechanism for gathering partners' feedback of their experience of working with us is nearing completion. This was a recommended course of action from the ALS partnership review. Separately, a review of partnerships is underway as a consequence of new Corporate Plan priorities. 2. There are multiple examples of projects being co-authored and delivered which cover several PMP ambitions, delivered through the Theme Programme Boards		Next steps: Finalise the ALS recommendations around working in partnership. Ensure that the newly created EDI screening and Impact form is being used to ensure EDI is properly taken account of within our project, report, strategy and policy preparation processes.	Core work
9. New Ways of Working	Embed Equity, Diversity and Inclusion across the way the National Park Authority 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.		Several policies and processes have been identified and have already been changed, and others are either in hand or have been planned		Next steps: We will be concentrating on 4 broad areas in the coming months - our work, our people, our performance, and leading the way	Core work
9. New Ways of Working	Continue to build on the Equity, Diversity and Inclusion Communications Plan	Provide platforms for target groups to showcase their experiences to inspire future generations and new audiences	We achieved a number of pieces of coverage, reaching over 1 million people through broadcast, print and online media. The Colour of Chalk podcasts were promoted to an audience of over 8,500 through our newsletter	During October 2021, we launched the Writer in Residence at SSCP and covered the first set of workshops carried out with the cohort. In November the first of the series of podcasts, "The Colour of Chalk" was released.		Next steps: launch the second podcast by Josephine Hall in January 2022	Core work
9. New Ways of Working	Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the National Park Authority	Begin arrangements to re-locate central area staff		On-hold to review use of office space with new ways of working. Introduction of blended working in October 2021 likely to mean changes for balance of area accommodation required.			Core work
9. New Ways of Working	Commission a new Staff Survey and create an action plan	Procure and undertake survey		Due to the impact of the Covid-19 pandemic, the externally commissioned staff survey will be delayed until April 2023. At present we wish to focus on the blended ways of working staff survey which we will conduct internally. This is due to take place in September 2022.		Next steps: develop and test the questionnaire for the blended working staff survey to go out in September 2022. Design the brief to enable the more detailed staff survey to be commissioned in early 2023	Core work

<p>9. New Ways of Working</p>	<p>Set up new South Downs Partnership (SDP)</p>	<p>1) Ensure South Downs Partnership consists of a wide variety of partner organisations 2) Appoint Chair and encourage a wide range of applications for the remaining specialist places on the partnership</p>	<p>The new South Downs Partnership (SDP) has now met, virtually, three times: July and December 2021 and (since this quarter ended) January 2022</p>	<p>Clare Moriarty (the SDP chair), Ian and Andrew meet before and after each session. Attendance has been good and topics covered have included our Nature Recovery Campaign, how partners can enhance delivery and outreach for our Communications & Engagement Strategy, and how to respond to the Defra consultation on the Landscape Review.</p>		<p>Next steps: The SDP to form a subgroup in order to make a strong response to the questions in the Defra consultation on the Landscape Review. Th SDP will also create an open letter for Clare Moriarty to sign. This will allow them to highlight the missed opportunities it sees within the Government Response – for example on nature recovery, climate change and people. It is hoped that SDP meetings can be face-to-face by April 2022, but in the meantime there has been good engagement between individual partners and SDNPA officers</p> <p><i>Core work</i></p>
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South Downs National Park Partnership Management Plan 2020-25: Outcomes & Priorities

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

AGENDA ITEM 10 APPENDIX 3: ANNUAL GOVERNANCE STATEMENT ACTIONS FOR 2021/22: Q3 UPDATE

Action	Commentary	Next steps and/or potential risks
Further embedding of processes related to paperless meetings as face to face meetings return	Work is underway to pilot an MS Teams/Sharepoint approach to paperless meetings in Spring 2022. The views of Members on the delivery of paperless meetings are being sought through the Member survey in February 2022. Early adopters will be identified through this work to pilot the proposed solution	
Delivery of Member Code of Conduct training	A provider has been identified to deliver training in March 2022	Next steps: training is scheduled for March 2022
Implementation of changes arising from the review of the staff PDR process	See the Q2 HR update	
Embedding necessary governance changes as a result of the establishment of a Teckal company	The operating agreement between the SDNPA and the Teckal company includes arrangements to ensure the provision of performance information for review by the Policy and Resources Committee. Additional delegations were agreed at the December NPA meeting. Further governance changes will be identified as the relationship between the NPA and the company develops. Recommendations for any required changes will be brought to the NPA as part of the business as usual review of governance arrangements undertaken annually by the Head of Governance and the Monitoring Officer	Next steps: None. This action is now complete
Review of governance structures to ensure learning from Covid 19 Pandemic is embedded in governance arrangements	Member survey launched in Feb 2022	Next steps: review survey findings and prepare recommendations
Review the position regarding the use of byelaws at Seven Sisters Country Park (SSCP)	This work is ongoing	
Review organisational policies as part of new ways of working as part of a move to a blended style of working	Review of policies complete. Redrafting of policies to reflect required changes underway	
Consideration of model councillor code of conduct recently published by the Local Government Association to identify whether further revision of the Member Code of Conduct is needed	A report is being prepared for the Appointment Management Standards Committee to consider any changes	
Finalising the operating agreement with the Authority's Teckal company	The operating agreement was approved by the NPA at its meeting in December 2021	Next steps: None. This action is now complete

AGENDA ITEM 10 APPENDIX 4: HUMAN RESOURCES & HEALTH AND SAFETY ACTIONS 2021/22: Q3 UPDATE

Action	Commentary	Next steps and/or potential risks
Review of HR processes and procedures to support the new blended working model, including a comprehensive training programme for managers and staff	The review of HR processes and procedures to support a new blended working model is now complete, and a Blended Working Policy has been implemented. Managers attended training in Managing Hybrid Teams at the beginning of Q3	Next steps: Support for the OMT review on hold due to the pandemic
Continuing the review of the PDR (Performance and Development Review Process) and Competency Framework	This work was on hold until the blended working model was introduced and embedded	Next steps: Reconvene the working group to finalise the model. Review the PDR /competencies to reflect the move to a blended working model. Identify areas that require modification and develop final competencies and a training programme
Development of a training module within the PIER Management System as this was delayed from last year	We are awaiting support from Brighton and Hove City Council (BHCC). Delayed due to Covid.	Potential risks: Potential cost and dependent on the availability of resource from BHCC
Continuation of the work on internal health and wellbeing	New health & wellbeing hub on the Intranet created to pool all H&W resources for staff. New Mental Health First Aiders identified and training scheduled for Q4 or Spring 2022, depending on the lifting of COVID restrictions. Promotion of Simply Health resources	Next steps: run Mental Health First Aid Training
Ongoing development of the apprenticeship scheme	We have appointed 2 Forrestry Operative Apprentices to start on 10 January 2022, working with Penfolds Woodland Management	Next steps: Continually review opportunities to expand our apprenticeship offers e.g. woodland management. Continue to review outcomes. Potential risks: We need to manage opportunities against the available budget. Course offered by the college could be postponed / cancelled.
IOSH (Internal Occupational Safety and Health) training for OMT and H&S Committee Reps	All H&S reps attended IOSH training in November	Next steps: None. This action is complete
Introduction and monitoring of new lone working devices	Enforcement team will not be going ahead as they do not believe any risk would be minimised by this system - they find WhatsApp and internal buddy system more effective. Central Area gathering feedback from team	Next steps: Review feedback from the Central Team and decide feasibility and need for this new system
Implementing the HR responsibilities relating to the Equity, Diversity and Inclusion (EDI) action plan, to be finalised in October 2021	The EDI action plan is currently being finalised and will be brought to a future NPA meeting	