

Report to **Policy & Resources Committee**
Date **24 November 2022**
By **Performance and Projects Manager & Project Management Lead**
Title of Report **Q2 Corporate and Project Performance report 2022/23**
Note

Recommendation: The Committee is recommended to receive and consider the Q2 Corporate and Project Performance Report 2022/23.

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 receive and consider 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 2 (Q2) of 2022/23: 01 July to 30 September 2022.
- I.5 From Quarter 1 onwards, we will also provide Members with a quarterly update on the High Level Targets – see section 2 below.
- I.6 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 Q1 (see section 9). We report against PMP outcomes via the nine Corporate Plan priority areas (see below for detail).
- I.7 In this report, corporate and project performance information is being reported on together, rather than separately as in previous reports. All project Q2 summaries including outcomes are presented in the Tableau dashboard. See Appendices 1 & 2 and the link at the end of the report to the Tableau dashboard.

2. Corporate Plan High-Level Targets: quarterly progress update

HLT#1: To secure an additional 13,000ha, or 33% of land managed for nature by 2030 from a baseline of 25%.

- 2.1 Good progress continues to be made on this High-Level Target during Q2. The South Downs National Park Authority is taking a joint approach in being targeted and opportunistic to achieve an additional 13,000ha of land managed for nature. Multiple mechanisms are being used for action for Core Nature and ReNature including, but not limited to, Trees for the Downs, Beelines, ReNature Grants, Planning S106, CIL, Biodiversity Net Gain, Green Finance and existing South Downs National Park Authority and partner projects. The Call for Nature Sites initiative has been just one way of successfully generating awareness and interest in action for nature recovery with landowners and managers. Good progress is also being made towards smarter reporting of nature recovery with the ambition to better report the extent of nature recovery for end of year reporting (in Ha and by delivery mechanism). The Nature Recovery Log is being developed and ArcGIS Survey 123 will be piloted from Q3 onwards for Trees for the Downs and Beelines to facilitate the mapping of planting locations, planting extent and enable long term monitoring of Trees for the Downs and Beelines. Following a review of the pilot, ArcGIS Survey 123 could be rolled out, where appropriate to monitor other nature recovery mechanisms.

HLT#2: Maintain, enhance and/or restore existing key sites, habitats and species.

- 2.2 In Q2 South Downs National Park Authority Area teams trialled rapid habitat condition assessments for chalk grassland, lowland heath, ponds and woodland habitats. The final metric(s) chosen will lead to the definition of "good condition" for each of the four key habitat types in the winter. The metrics for each habitat will inform a programme of condition assessments across sample squares from Q1 in 2023. This use of consistent condition assessments will strengthen the evidence base for the condition of key habitats across SDNP.

- 2.3 The South Downs National Park Authority is collaborating with partners such as Sussex Biodiversity Records centre and in Q2 work has begun on a piece of work to audit species records within the South Downs National Park Authority and to enable a better understanding of the priority species and local specialities for long term monitoring.

HLT#3: South Downs National Park Authority to reduce its carbon footprint by 150 tonnes per annum in line with the 2030 net zero target.

- 2.4 Carbon Accounting will be completed at the end of the year for 2022. This reporting will feed into the new proposal to monitor emission reduction targets across the Defra group. SDNPA emissions will be within scope and this relates specifically to the NPAs operations, estate and procurement processes. Reporting against area-based assessment/targets we have established for the SDNPA will continue.

HLT#4: 5% reduction per annum in the overall carbon footprint of the South Downs National Park from the baseline reported in 2019.

- 2.5 In Q1, a carbon sequestration scheme on the Goodwood Estate, developed with support from the SDNPA and compliant with the woodland carbon code, was approved as part of the 2021 Woodland Creation Scheme. There are other new woodland planting schemes in the pipeline. To ensure they are compliant with the woodland carbon code takes time and effort. In initial years the pace of new woodland planting may be slow - and annual targets hard to meet. However, as experience accrues around applying the Code, this should start to scale up.

HLT#5: Increase the diversity of visitors to, and those engaging with, the South Downs National Park.

- 2.6 We have been focusing much of our events and engagement efforts at new and under-represented audiences. Projects carried out over Q1 and Q2 include:
- Working with Saira Niazi of Living London who led two young adult competition winners on planning an experiencing a first time visit to a National Park. Together they filmed a

- “how to” go about visiting the National Park. This reached just under 5,000 people through our social media.
- We supported CNP New Perspectives bursary winner Kwesia/City Girl in Nature to film an experience of a first time visit to the South Downs by a diverse group of young people. The film was viewed over 800 times through our channels.
 - We ran a series of over 30 pop ups at busy hot spots and urban fringe locations to introduce the National Park to new audiences and to share positive behaviour.
 - In July we ran a hybrid ReNature Festival that reached. The festival reached nearly 179,000 people. We developed ReNature packs and targeted 450 at under-represented communities such as people with disabilities, refugees, people from lower- income groups and minority groups to enable them to learn about and connect with the nature of the South Downs.
 - During October we celebrated Black History Month by asking three influential black figures to take over the SDNPA Instagram for one week each, to showcase their experiences with nature and connecting with landscape, and thinking about the future for ethnic minority communities in/experiencing our National Parks. This content reached 94,990 people through our digital channels.

HLT#6: Your National Park' campaign launched and reaching 20,000 by 2025.

- 2.7 Filming for this campaign was delayed due to Covid and other factors. Most of the campaign films have now been filmed and the remaining ones are in the final planning stages. In September we launched the Their National Park element of the campaign, which were short films with local schoolchildren talking about what nature, learning outside and the National Park meant to them. This received just under 4,000 views and lots of positive engagement on social media.

HLT#7: Devise impact measure for direct engagement.

- 2.8 A Theory of Change Workshop is being held in November 2022, with a further two workshops planned for December and January. These will seek to define and agree outcome measures for A National Park for All, which will be used from 2023/24 onwards.

3. Priority area I: Nature Recovery

- 3.1 "Call for Nature Sites (C4NS) delivery continues with Area Teams and Strategy Leads. We are focused on working with the applicants of the 31 “green” initiatives. Following the Eol assessment process these are deemed as the most straightforward or “quick wins” to deliver on. There are another 28 “amber” initiatives which are inherently more complex or need more time to work up to deliver.
- 3.2 To date we have 4 Beelines grants with £12,000 awarded for pollinator projects. Unfortunately a fifth initiative has been delayed due to the landowners capacity to take forward. As for Trees for the Downs there are 7 initiatives progressing with another 4-5 already in the pipeline for 2023. Whilst the ReNature grant has 3 possible projects so far.
- 3.3 Two bids Landscape Recovery Scheme pilot, were submitted from within the SDNP. Lapwings and Landscapes: Nature Recovery in the Arun Valley was unsuccessful but is on the reserve list. The Adur Landscape Recovery Project, led by the Knepp Wildland Foundation (Charity), was successful and will now progress with its development stage. Both bids are part of the wider Weald to Waves concept which has an aspiration of connecting Ashdown Forest to the sea.
- 3.4 The development of the ‘Green financing’ model with Palladium through National Parks England (NPE) and Revere Pilot study and business plan of Renaturing 450 acres of Broadreed Farm has progressed this quarter. Local Economic Partnership funding of £65k has been secured to develop further renaturing for estate/farms.
- 3.5 Woodland Opportunity Mapping is now complete as a tool and will be launched during Q3.
- 3.6 Fifteen projects working towards the Nature Recovery priority area were delivered through

the Landscape and Biodiversity Theme Programme Board in Q2. These include 12 ongoing projects and 3 projects that closed in Q2.

Ongoing projects:

- **Changing Chalk - Dew Ponds:** this project is 10% complete and **green RAG**.
- **Changing Chalk - Grazier Post:** this project is 10% complete and **green RAG**.
- **Cut and collect:** this project is 60% complete and **green RAG**.
- **Floodplain Meadows in the Rother Valley:** this project is 75% complete and **green RAG**.
- **Grandfathers Bottom, Butser Hill:** this project is 35% complete and **green RAG**.
- **Greenspaces:** this project is 90% complete and **green RAG**.
- **Hampshire Hedgerows:** this project is 55% complete and **green RAG**.
- **Lullington Heath:** this project is 60% complete and **amber RAG**. The amber status is due to budget constraints for the final year of the project 2023/24.
- **On Course to Flail:** this project is 75% complete and **green RAG**.
- **Rampion Monitoring:** this project is 48% complete and **green RAG**.
- **TAP (The Aquifer Partnership):** this project is 50% complete and **green RAG**.
- **Wealden Heath SAMM:** this project is 30% complete and **green RAG**.

Completed/closed projects:

- **Arun Vision:** The funding for this project was to assist the vision group going forward; however there were capacity issues in managing extra support and so it was agreed that this funding be returned to the Strategic Fund. The group will continue as a partnership, but this is no longer a 'project' as such.
- **Watercress and Winterbournes:** SDNPA's involvement in the delivery of this project is now complete. The project will continue for another 3 years, and SDNPA will continue to support the Project Board, but will not deliver any projects.
- **West Burton Stream:** this project is complete. West Burton Stream is a small groundwater-fed chalk stream that rises from the northern scarp of the Downs, near Bignor, and flows west until it joins the Arun just north of Bury. This project made a significant contribution to nature recovery, enhancing ecological connectivity for a range of species, and providing potential spawning habitat for a native species – the Brown Trout – that is increasingly threatened by climate change and habitat loss.

4. **Priority area 2: Climate Action**

4.1 We continue to support community-based action as part of our effort to reduce emission reductions and to help local communities become for resilient to the impacts of Climate Change.

4.2 During Q2 we had success with the [HLF for funding for the Ouse Valley Climate Action project](#). This partnership project is an example of our delivery model aiming to bring together community groups and support them to:

- Take practical action on Climate Change now;
- Maintain and increase ecological resilience;
- Accommodate change - Integrate across all sectors; and
- Develop knowledge and plan strategically.
- Apply learning from the project to inform community-based action across the South Downs National Park.

4.3 Five projects are delivering against the Climate Action priority area in Q2.

Ongoing projects:

- **Farm Carbon Project:** is 50% complete and **green RAG**.
- **Ouse Valley Climate Action:** the development phase is 100% complete and **green RAG**. The project now moves into delivery phase as the National Lottery Community Fund awarded more than £2m to the project.
- **PeCAN (Petersfield Climate Action Network):** this project is 80% complete and **green RAG**.
- **Sustainable Drainage Systems (SuDs) for Schools:** this project is 65% complete and **green RAG**.
- **WeCAN (Winchester Climate Action Network):** this project is 25% complete and **green RAG**.

5. **Priority area 3: A National Park for All**

5.1 21 projects that are working towards A National Park for All priority area were delivered in Q2. These include 17 ongoing projects, 3 new projects that started in Q2 and 1 project that closed.

New projects for Q2

- **Community Travel Grant (pilot):** this project is 50% complete and **green RAG**.
- **Portraits of the South Downs:** this project is 10% complete and **green RAG**.
- **We See You Now: Legacy Project:** this project is 10% complete and **green RAG**.

Ongoing projects:

- **Active Access (Newhaven Travel Hub):** this project is 80% complete and **green RAG**.
- **Archaeology Walks Programme:** this project is 70% complete and **green RAG**.
- **Artist in Residence SSCP Heritage Coast:** this project is 75% complete and **green RAG**.
- **Artscape 2 (Timescape):** this project is 90% complete and **green RAG**.
- **Beggars Bush Walk For All, Community Nature Area:** this project is 20% complete and **green RAG**.
- **Communities in the South Downs:** this project is 45% complete and **green RAG**.
- **Community Wanderings:** this project is 70% complete and **green RAG**.
- **Egrets Way- Phase 5:** this project is 90% complete and **green RAG**.
- **Egrets Way- Phase 6:** this project is 50% complete and **green RAG**.
- **Footsteps App:** this project is 15% complete and **green RAG**.
- **Iron Age Build at Butser:** this project is 25% complete and **green RAG**.
- **Miles without Stiles:** this project is 90% complete and **green RAG**.
- **Project Thrive (Allen Gallery):** this project is 0% complete and **green RAG**.
- **Setting the Standard:** this project is 10% complete and **green RAG**.
- **Shifting the Gaze (extended):** this project is 10% complete and **green RAG**.
- **The Forest: Stop Gap Dance:** this project is 50% complete and **green RAG**.
- **Wriggle Room:** this project is 35% complete and **green RAG**.

Completed/closed projects:

- Seaford **Head: Archaeological Investigation (Phase I)**: this project is complete. The Seaford Head project was a rapid response multi partner initiative to undertake non-intrusive survey of an archaeological site that had been subject to a collapse in March 2021 which revealed possible archaeological features in the chalk profile.

6. Priority area 4: Rural Economy

- 6.1 In Q2 we consolidated the new Our South Downs (OSD) platform following its launch during the previous quarter. This included the creation of new content including, working in collaboration with the SD Trust on new initiatives, such as the South Downs Guardian and South Downs Protector, a series of films called 'Meet the Business', consistent and continual release of relevant news articles, and the development of *Green South Downs* - the sustainable accreditation certification for businesses supporting businesses on their journey to sustainability.
- 6.2 During this quarter OSD has also attracted interest from the SDNP Farm Clusters. The Eastern Farm Cluster, has now adopted OSD as its communication vehicle between facilitator and farmer.
- 6.3 Whole Estate Plan (WEP) pipeline activity has accelerated with both Brighton & Hove City Council (BHCC) and Barlavington submitting their final drafts. Firlie Estate have confirmed their intention to proceed with their WEP and bring this forward for endorsement in 2023. During this quarter early meetings took place with Parham Park Estate and Westerlands Stud Estate. The WEP Annual Review interviews have taken place throughout this quarter. Once all data is collected an end of year report will be produced.
- 6.4 Three projects that are working towards the Rural Economy priority area were have been delivered through the Sustainable Economy and Tourism Theme Programme Board in Q2.

Ongoing projects:

- South **Downs Hub (SSCP)**: this project is 20% complete and **green RAG**.
- Green **South Downs**: this project is 50% complete and **green RAG**.
- Phase 2 **Signage**: this project is 100% complete and **green RAG**.

7. Priority area 5: Seven Sisters Country Park

- 7.1 Phase I of the capital works has now been completed at Seven Sisters. We were awarded an additional grant of £200,000 from SELEP to put towards the Foxhole Cottages, Facilities Barn and Pump Barn works- identified as Phase Ia. These works are progressing well and are due for completion in Dec 2022.
- 7.2 The remaining Pump Barn works are awaiting listed building consent but we hope to have the log burner and new lights and heating installed by early December. This project is still within the approved NPA budget and contingency allowances.
- 7.3 The Seven Sisters Project Board will conclude in December 2022 when both the Phase I and Phase Ia capital works programmes come to an end.
- 7.4 The Seven Sisters Country Park Trading Company Operating Agreement sets out the key performance indicators (KPIs) to be reported against annually. These relate to Visitor Experience, Education, Local Economy and Landscape. The Committee's Terms of Reference now include, *"To monitor and review the performance, including financial performance of South Downs Commercial Operations Limited in the context of its business delivery against the agreed operating agreement and annual business plan and make recommendations to the NPA as appropriate."* See **Appendix 4** for progress against the KPIs for Q2.

8. Priority area 6: Delivering the Statutory Planning Service

- 8.1 Successful public consultation took place regarding the Shoreham Cement Works Action Plan with two well attended in person events and three virtual events. 2,858 representations were received.

- 8.2 As part of the Local Plan Review, the “Call for Sites” received 259 site submissions for the Land Availability Assessment (LAA) and 29 site submissions for Local Green Spaces. These are being processed.
- 8.3 In July Planning Committee adopted our Design Guide Supplementary Planning Document (SPD). The SPD provides the Authority’s interpretation of design policies in the local plan and national design policies. It sets out the Authority’s expectations for design quality in new development and is a material consideration in the determination of relevant planning applications. The Design Guide SPD was drawn up with extensive Member involvement through a number of Task and Finish Group meetings.
- 8.4 Year end planning performance was subject to a comprehensive report at Policy and Resources Committee on 22 September. Planning performance in the current financial year continues to be good with all government targets being met and a continuing strong record at appeal. This is despite a relatively high number of vacancies in our planning team (which we are committed to filling) and in the meantime we are making use of temporary consultants. The shortage of qualified planners in the South East is an issue across our region and is not just confined to the public sector. .

9. Priority area 7: Major Projects

- 9.1 September’s Planning Committee approved the use of £1.95m in Community Infrastructure Levy (CIL) funding for 38 projects that benefit the National Park, its people and its habitats. The projects funded are across the length and breadth of the National Park.
- 9.2 Turning to projects that have been recently completed using monies awarded by the Authority’s CIL some examples include the Fernhurst Sports Pavillion, access and ecological improvements to the nature reserve managed by Lewes Railway Land Trust and a new playground in Findon. Additionally CIL money was disbursed in Q2 for biodiversity and educational access improvements at Queen Elizabeth Country Park, for a drama breakout area at Petersfield School and for access improvements at Levin Down.
- 9.3 Projects funded in Q2 through the disbursement of S106 monies included solar panels on affordable housing dwellings in Sheet, 10 new affordable homes in Wickham by Wickham Community Land Trust (part SDNPA funded) and a new playground at Bell Lane Recreation Ground in Lewes.
- 9.4 The submission, by National Highways, of the Development Consent Order application for the upgrade to Junction 9 of the M3 is expected before the end of the year. If the application is accepted by the Planning Inspectorate a statutory 6 month examination period will start and officers would prepare a written representation for consideration by Members.

10. Priority area 8: Generating Income

- 10.1 In the second quarter our position has improved greatly with £2,900,810 secured (an increase of £2.7 million) and £2,387,000 remaining in warm opportunities. Within the secured figure are two significant lottery applications, which have both progressed over the past months.
- Our £1,300,000 HLF application, Down to the Sea, which has received £130,000 development funding. The funding is for a 12-month development phase grant totalling £130,000 plus £16,500 in match (from South Downs Trust and Brighton and Hove City Council). Whilst this is still a competitive process, the chances of securing the full funding are very good. The Delivery grant, which is a partnership project, would further our corporate plan through the restoration and protection of crucial ponds and wetlands, whilst promoting the health and wellbeing benefits of engaging with nature to underserved audiences.
 - Our £2,030,000 Ouse Valley Climate Action bid, has been successful. The project, which was several years in the making, sits at the nexus of our corporate plan, focusing on three key areas: nature recovery and climate resilience; people’s knowledge and skills; and, finally, greener energy and travel. After a lengthy application process and elongated negotiations around grant conditions. ,

- 10.2 During Q2 the Income Generation and Marketing Team progressed 1 new bid for SELEP inflationary support. This is a new bid currently awaiting funding. This is lower than in other quarters because, due to our current Grant successes, we are taking time to bed in current projects before committing ourselves to new potential projects through further Grant Applications.
- 10.3 In line with the agreed process full applications have been shared with the Committee Chair.
- 10.4 Trust activity for Q1 (which was not available at the last report) was 4 Major Donor meetings, 16 Trust applications and 2 Corporate proposals and for Q2 was 8 Major Donor Meetings, 11 Trust Applications and 8 Corporate Proposals.

Funder & Scheme	Project	Status	Value
Landscape Enhancement Initiative	Ebernoe and Butcherlands Landscape Enhancement Scheme	Successful. Project in delivery.	£123,293
Lottery Communities Fund	Ouse Valley Climate Action	Successful. Project in delivery	£2,022,000
National Lottery Heritage Fund	Downs to the Sea	£130k Development grant successful. Now working up the longer term Delivery application.	£1,300,000
SELEP – Get Britain Building Fund	Seven Sisters Inflationary Costs	Decision expected at the November 25 th board meeting	£84,000
Lewes District Council CIL	Ouse Valley Footpath Improvements	Successful. Project due to start soon.	£35,000
Lewes District Council CIL	Cliff Gardens (Seaford Community Partnership)	Successful. Matched with Ouse Valley Cares	£56,000
Landscape Recovery Pilots	Lapwings and Landscapes: Nature recovery in the Arun Valley	Unsuccessful, but project on reserve list.	£500,000
Biffa Award 25 Years Award	Magnificent Seven: Seven Sisters capital works	EOI unsuccessful.	£2,500,000
Shared Prosperity Fund (Eastbourne District Council)	South Downs Way connecting Towns to the Downs	Successful. Awaiting further details from funder.	£50,000

11. Priority area 9: New Ways of Working

- 11.1 The blended working survey was sent to all staff in October 2022. The results will be discussed at by relevant staff in November 2022 and an action plan developed.
- 11.2 MS Teams is being used increasingly for collaboration both internally and with external partners. The results of the blended working survey will inform future use of Teams across

the SDNPA.

12. Project Performance Reporting: Strategic Fund Implications

- 12.1 The Strategic Fund has been closed to new project funding applications since the start of Q3 2021/22. Therefore, there is no change to the strategic fund balance as presented to Members in the Q2 2021/22 Performance and Project report.
- 12.2 The Theme Programme Boards were awarded a £300,000 budget for specific project delivery in respect of our PMP outcomes for 2021/2022, which, in addition to carried over funding, provided a budget of £512,905. A total of £280,836 was allocated to projects by the end of Q2.

13. Annual Governance Statement

- 13.1 The Annual Governance Statement (AGS) 2021/22 detailed 5 actions for 2022/23. These are monitored and reported on quarterly. See Appendix 2 for progress on the Annual Governance Statement actions for Q2.

14. Human Resources & Health and Safety

- 14.1 The Human Resources & Health and Safety paper for 2021/22 detailed 8 actions for 2022/23. These are monitored and reported on quarterly. See Appendix 3 for progress on the Human Resources and Health and Safety actions for Q2.

15. Other implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	Projects may come forward for approval in future. No further decisions are required as a direct result of this report.
Does the proposal raise any Resource implications?	There are no direct resource implications to this report, as the recommendations are to receive and review only.
How does the proposal represent Value for Money?	Value for money for individual projects and pieces of work are 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	Where appropriate these are set out in the report.
How does this decision contribute to the Authority's climate change objectives	Please see the Climate Action section of this report which 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	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

Implication	Yes*/No
contained within the Equality Act 2010?	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
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
Are there any Sustainability implications based on the 5 principles set out in the SDNPA Sustainability Strategy?	No, not directly although during the 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.

16. Risks Associated with the Proposed Decision

16.1 Robust corporate planning and monitoring of performance are part of the mitigations for our corporate risk as detailed in the table below:

Risk	Likelihood	Impact	Mitigation
Unforeseen changes to the level of funding provided by relevant Government departments for future years	Likely	Minor	A robust monitoring and project approval system and regular reporting to relevant Committees on projects and the budget available along with a Corporate Plan which sets clear priorities to support delivery of Partnership Management Plan outcomes.
There may be some risks to our reputation if we are unable to provide match funding for some of our larger projects. This would also potentially reduce the types of funding we were able to apply for.	Possible	Moderate	The main mitigation for this is to keep close scrutiny of the Strategic Fund and apply a rigorous prioritisation process when approving those projects that commit the SDNPA to significant funding over a number of years. Further mitigation for this risk is the work that will be carried out to generate income for the South Downs National Park and also potentially for the SDNPA.

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Appendices	<ol style="list-style-type: none">1. Q2 Corporate performance 2022-232. Q2 2022-23 Annual Governance Statement update3. Q2 2022-23 Human Resources & Health and Safety update4. Q2 2022-23 SSCP KPIs
SDNPA Consultees	Chief Executive; Director of Countryside Policy and Management; Director of Planning; Chief Finance Officer; Monitoring Officer; Legal Services, Interim Business Service Manager; Countryside and Policy Managers
External Consultees	None
Background Documents	Corporate Plan 2020-25 year 3 action plan.
Tableau Project Dashboard	SDNPA Projects in Delivery by end Q2 2022-23

Item 11 Appendix 1: Corporate Performance Report Q2 (July-September) 2022/23

Assist key for the RAG Performance column: Green = on track; Amber = slightly behind schedule; Red = significantly behind schedule

SDNPA Corporate Plan priorities	In Year 3 of our Corporate Plan we will:	Key data	Commentary	RAG Performance	Next steps and/or potential risks	PMP outcome(s) delivering against
1. Nature Recovery thematic area						
ReNature the South Downs National Park	Define a core nature network for the SDNP by end Q3 to inform Nature Recovery Networks (NRNs) and Local Nature Recovery Strategies (LNRS)		NRN network map finished and ready to be used	Green	Next steps: Dissemination and communication about the map both internally and externally. A comms plan or strategy could be useful. Meeting with new Biodiversity officer planned at the beginning of December for them to take this forward.	Outcome 3: Habitats & Species
ReNature the South Downs National Park	Contribute to the development of approximately 2-4 Local Nature Recovery Strategies (LNRS)		No change from Q1 in that we are still waiting on the publication of the Regulations and Guidance for LNRS by Defra. We continue to be party to LNRS readiness discussions/meetings with the three Responsible Authorities. NE have appointed LNRS Advisers for all of the LNRS areas. Internally our own readiness for LNRS is being progressed through the development of a core nature network map of the SDNP.	Green	Next steps: Continued dialogue with RAs re LNRS readiness and governance. Continue development of the core nature network for the National Park. Potential risks: Further delays due to Regulations and Guidance not being published. Resource/capacity constraints affecting ability of SDNPA to engage effectively, but also lack of resources for RAs to develop LNRS.	Outcome 3: Habitats & Species
ReNature the South Downs National Park	Proactively deliver #ReNature through projects and initiatives using a variety of mechanisms.	SDNPA is using multiple mechanisms for action for Core Nature and ReNature. The C4NS was just one way in raising awareness and interest with landowners/manager and other parties in being part of the nature recovery action. SDNPA is taking joint approach of being targeted and opportunistic to achieve our nature recovery goals. Smarter reporting (eg by Ha, or by mechanism etc..) will be undertaken at the end of year reporting.	Call for Nature Sites (C4NS): we are working with the applicants of 31 "green" initiative, these are the most straightforward to deliver. There are 28 "amber" initiatives which are more complex or need more time to deliver. Activity has been impacted by the reduction in staff capacity. Managing expectations of applicants remains the top priority. Beelines grants: 4 awarded to date equating to £12,000 for pollinator projects. Trees for the Downs: 7 initiatives progressing with 4-5 already in the pipeline for 2023 ReNature grant: 3 possible projects so far. There are 4 larger projects progressing with multiple mechanisms including green finance, carbon offsetting and woodland creation. Landscape Recovery Scheme pilot: 2 bids were submitted for the May Defra deadline from within the SDNP. Lapwings and Landscapes: Nature Recovery in the Arun Valley was unsuccessful but is on the reserve list. The Adur Landscape Recovery Project, led by the Knepp Wildland Foundation (Charity), was successful. Both bids are part of the wider Weald to Waves concept connecting Ashdown Forest to the sea. Palladium/Revere: Development of 'Green financing' model with Palladium through NPE and Revere Pilot study and business plan of Renaturing 450a of Broadreed Farm. LEP funding of £65k secured to develop further Renaturing for estate/farms totalling 573 ha. Other: other action includes BNG, specific projects (eg Changing Chalk), Area Team activity. Planning (CIL & S106) Monitoring & Reporting: continue to develop and invest in improved biodiversity monitoring systems, as guided by the BME. The Woodland Opportunity Mapping is now complete as	Green	Next steps: continue to delivery action for nature recovery through multiple mechanisms. A paper on an approach to piloting BNG with Iford Estate is being developed. Continue to develop and invest in our ability to monitoring and report nature recovery. Exploring the option of LandApp. The recruitment of the Biodiversity Officer is now live - interview date is 14-October. Launch of the Woodland Opportunity Mapping tool. Potential risks: Resource (staff & budget) constraints affecting ability of SDNPA to take forward projects; unsuccessful funding bids.	Outcome 3: Habitats & Species

<p>Improve Core Nature in the South Downs National Park by ensuring all SSSIs in the South Downs National Park are in favourable condition</p>	<p>1) Define 'good condition' for each of the four key habitat types (chalk grassland, woodland, lowland heathland and wetland) and establish a baseline from the end of Q4 2) Improve the area/condition of the four key habitat types</p>		<p>Biodiversity Metric 3.1 habitat condition assessment has been trialled by the area teams . The feedback was that it is useful from a BNG perspective and as an introduction to the site but that it was less in depth than the Nature Improvement Area chalk grassland assessment and was difficult to use without further training/guidance for woodlands and ponds. It is proposed that the NIA assessment is used going forwards for chalk grassland monitoring pending agreement from all area teams and to explore how it could be integrated with Biodiversity Metric 3.1 to calculate BNG. The area teams will trial woodland condition assessments in Q3. HBIC have developed a rapid methodology for monitoring the effects of housing development on heathland SPA in East Hampshire which will build on the existing data recorded via HeRe.</p>	<p>Green</p>	<p>Next steps: The NIA Chalk Grassland assessment is likely to be adopted (it is already being used by Changing Chalk). Area Teams will trial alternative woodland assessments during the Autumn due to the unsuitability of Metric 3.1. HBIC will implement the rapid heathland assessment. Wetland assessments will be considered next (delayed due to the drought). Potential risks: Due to the reduction in staff numbers, it will not be possible to create a baseline dataset for the 4 key habitats. However record centre survey time has been prioritised on Lowland Heath and Chalk Grassland sites so the evidence base is building .</p>	<p>Outcome 3: Habitats & Species</p>
<p>Better connect people with nature</p>	<p>Connect 50,000 people per year with nature through the #ReNature Campaign</p>	<p>Major Events and Engagement activities held this quarter include: ReNature festival (16-24 July 2022): This hybrid festival had virtual and in-person events. The hybrid events had a total content reach of 178,572, 7,448 total number of engagements and 8,882 total video views. The in-person events had 138 participants; we produced 600 renature festival packs and it went to over 180 individuals and groups with very encouraging feedback. 21 Pop up events held in July - September 2022 engaging more than</p>	<p>Awaiting update from Ruth James</p>	<p>Green</p>		<p>Outcome 5: Outstanding Experiences</p>
<p>Better connect people with nature</p>	<p>Target delivery of accessible natural greenspace through the #ReNature programme in areas where there is a deficiency of provision.</p>		<p>The Nature Recovery Network (NRN) map is ready, but clarity on the join up between the areas of access demand and SDNP delivery through planning/ renature/nutrient offsetting etc is not yet achieved. Ideally, this needs to be an area of work which is evidence for the local plan, linked to an open space audit.</p>	<p>Amber</p>	<p>Next steps: Further inter directorate conversations are needed to embed this output in the future work of SDNPA. Identify whether there are resources to devote to this work & how it could be most efficiently delivered. Projects which do deliver this priority may not be captured by existing monitoring & having a corporate target on this output would be helpful. It could be area (ha or lni m) based, or community/population based.</p>	<p>Outcome 2: Increasing Resilience</p>
<p>2. Climate Action thematic area</p>						

<p>Work towards our Net-Zero target for the South Downs National Park</p>	<p>Work towards delivering emissions reductions through: 1) Nature-based solutions; working with farmers, foresters and other land managers and through greening the grey in development 2) Community based Net-Zero planning and projects 3) The launch of the Climate Change digital Resource Hub 4) Engagement with the launch of the 'Count Us In' campaign 5) Work with the Learning Network & South Downs Youth Action</p>	<p>(PASH) - Information sent to 85 new homeowners, with 42 follow up conversations. 14 confirmed sign-ups are now having their home retrofit survey and plan completed. Total of confirmed sign-ups to date is 56.</p> <p>In the period July through September, the PASH team organised the "Home Energy" section of the Petersfield Eco Fair in July and had a retrofit coordinator and several home improvement suppliers attending. "Home Energy Efficiency" Event held during Great Big Green Week, project gave advice to over 20 homeowners on practical tips to make their homes more energy efficient. Other engagement activities during Q2 included: <ul style="list-style-type: none"> • Petersfield Summer Festivities promoting both PECAN and the PASH project. • Liphook NDP consultation workshop to promote a discussion on home energy and setting higher standards for new developments in the area. • EcoRother Event where Lord Stern was the key speaker. • Providing a promotion/case study video about the Superhomes project for a </p>	<p>We continue to support community-based action as part of our effort to reduce emission reductions and to help local communities become for resilient to the impacts of Climate Change. In addition to the pipeline projects that were supported through the SDNPA Climate Action Fund, during Q2 we had success with the HLF for funding for the Ouse Valley Climate Action project. This partnership project is an example of our delivery model aiming to bring together community groups and support them to :</p> <ul style="list-style-type: none"> • Take practical action on Climate Change now; • Maintain and increase ecological resilience; • Accommodate change - Integrate across all sectors; and • Develop knowledge and plan strategically. • Apply learning from the project to inform community-based action across the South Downs National Park. <p>https://www.southdowns.gov.uk/ouse-valley-wins-2m-funding-for-climate-action/</p>	<p>Green</p>	<p>Next Steps: The Climate Action Fund is now fully committed, and the pipeline projects will continue to run through to April 2023. We are currently developing a draft Action Plan for 2023/24. This will go to members for consideration in November 2022.3.2 The priority areas for the revised Action Plan are :</p> <ul style="list-style-type: none"> • Work with the wider National Parks family to establish the NPAs as leaders in meeting the challenge presented by Climate Change; • Delivering 'Net Zero with Nature' – Linking Nature Recovery and Climate Action; • Delivering Climate Action through the Planning System; • Supporting the Land-based sector to transition to a low-carbon future; • Working with our local communities – supporting them to become more resilient; • Working with our Local Authorities and Sector Partners to deliver positive action; • Support rural businesses to adapt their business operations and transition to a low-carbon economy. <p>Potential Risks: The main risks are around resource constraints and the impacts of the current/future budget rounds. If programme budgets are smaller than expected it may affect the delivery of some elements of the Action Plan.</p>	<p>Outcome 2: Increasing Resilience</p>
<p>Work towards our Net Zero target for the South Downs National Park Authority</p>	<p>Work towards delivering emissions reductions through delivery of a Sustainability Policy for the National Park Authority</p>		<p>Work is on pause due to staff changes within the orgainsation and lack of resources</p>	<p>Amber</p>	<p>Next steps: Paper going to SMT for decision to be made on roles and responsibilities</p>	<p>Outcome 2: Increasing Resilience</p>
<p>Work towards our Net Zero target for the South Downs National Park Authority</p>	<p>Work towards delivering emissions reductions through the development of a localised offsetting option for the National Park</p>		<p>Work is on pause due to staff changes within the orgainsation and lack of resources</p>	<p>Green</p>	<p>Next steps: Paper going to SMT for decision to be made on roles and responsibilities</p>	<p>Outcome 2: Increasing Resilience</p>

3. A National Park for All thematic area					
Be a representative and welcoming National Park for All, focusing on engaging currently underserved groups	Deliver South Downs Youth Ambassadors and Youth Voice		Meeting held with Youth Ambassadors on 10 October to discuss activity plan and contributions to the #iwill week which is scheduled for 21-25 November. Members of the Communications team attended to discuss options with the group and to help support the implementation of their suggestions. Youth Ambassadors are currently supporting SDYA day events, school Eco-events and a youth community engagement day. One Youth Ambassador has moved on from the SDNP having secured a role as a ranger at Snowdonia National Park which is an excellent progression for her.	Green	Outcome 8: Creating Custodians
Be a representative and welcoming National Park for All, focusing on engaging currently underserved groups	Co-develop projects with organisations and individuals championing under-served groups accessing the landscape		Planning colleagues have undertaken to consider EDI for Infrastructure Business Plan/CIL As part of the Officer assessment process (the prioritisation of projects) and when submitting a bid bidders are asked to consider / provide evidence of partnership working, what the existing demands are, how this piece of infrastructure will improve things and officers consider implications to groups with protected characteristics. For example, for footpath schemes we ask bidders to consider opportunities for improving access for all and a recent successful bid is replacing play equipment with new equipment which will be accessible for all abilities.	Amber	Next steps: Ensuring that all of OMT report on their team's activity Outcome 5: Outstanding Experiences
Be a representative and welcoming National Park for All, focusing on engaging currently underserved groups	Support the use of social prescribing and other mechanisms to connect people to the National Park for Health and well-being	Timescape exhibition took place at Petersfield museum in July 22 with 25 attendees. Enability session took place on Shortheath with 6 attendees. Training to 4 participants of Timescape took place and 2 are now volunteering for Artscape	The Timescape exhibition was well received and information was gathered to inform a shaping of Timescape II project. Downs to the Sea grant was successful with an element of this project for Community Engagement from Pulborough Brooks to commence January 2023. We are supporting PHD student to explore the relationship between participants being housebound and taking the National Park to them via drone technology. Exploring possible partners and focus group content. Groups being identified. PHD student taken some time out due to ill health. Offer of x3 mindful walks to social prescribing community in Bordon area on heathland - but there was no take up of walks from social prescribers. Enability young people learnt about Heathland through their 5 senses and undertook conservation tasks.	Green	Next steps: Timescape evaluation report is being finalised. Outcome 7: Health & Wellbeing
Be a representative and welcoming National Park for All, focusing on engaging currently underserved groups	Connect with under-served groups through the Voices programme and our broad engagement programme		Content for the Voice Programme are being developed to involve diverse groups and individuals; the voice Programme should be launched Q3/Q4.	Green	Next Steps: Some other pop-up events are scheduled for October 2022. We are planning for Black History Month in October and in-person parish workshops. Outcome 5: Outstanding Experiences
Connect under-served groups to nature and the landscape through direct experience of the National Park	Deliver the travel grant scheme and explore new schemes to connect people to the National Park		As per previous quarter. We are currently awaiting a decision from a potential funder on additional funds for this scheme. The grant remains closed for now as all funds have been fully allocated.	Green	Outcome 7: Health & Wellbeing

<p>Connect under-served groups to nature and the landscape through direct experience of the National Park</p>	<p>Co-develop projects with organisations and individuals to empower/enable people from under-served groups to actively participate in/experience the National Park</p>		<p>Lots of work is being undertaken across the NP by officers and some examples are: Health and Wellbeing Officer, Kate Drake, accompanied a group of teenagers from Asphaelia, a Worthing-based charity for unaccompanied asylum seekers and refugee children, to Trueligh Hill to experience the National Park for the first time. Our "Don't Break Nature" film, with schoolchildren calling for people to stand up for nature, was covered by the West Sussex Gazette, Bognor Gazette and Petersfield Post. Engagement and events officer Joshua Esan penned a piece for the Chichester Observer series about a group of young people from London and Birmingham who visited the National Park for the first time.</p>	<p>Amber</p>	<p>Next steps: discussion already in place with OMT with the need to ensure that EDI underpins all of our work.</p>	<p>Outcome 5: Outstanding Experiences</p>
<p>Connect under-served groups to nature and the landscape through direct experience of the National Park</p>	<p>Deliver a programme of Access infrastructure projects and National Trail management to improve connectivity and increase opportunities for active access</p>	<p>Contractors have begun work on phases 5 and 6 of Egrets Way. Site clearance and enabling works are underway on Centurion Way. Ecological and enabling works complete for SDW Chilcomb link. Tentering process complete.</p>	<p>Surface improvement works also completed on 2 out of 4 planned projects along the South Downs Way. South East England Coast Path Partnership also established. SDNPA Member ESCC Lead partner.</p>	<p>Green</p>	<p>Potential risk: Extreme ground conditions and EA concerns for a section of flood bank may result in delays to Egrets Way Phase 6. Construction due to start at Chilcomb Link next quarter.</p>	<p>Outcome 5: Outstanding Experiences</p>
<p>Encourage individuals, groups and communities to take action to help deliver Partnership Management Plan outcomes</p>	<p>Develop Youth Action & the Youth Action Fund and Micro volunteering</p>	<p>From 1 April 2022, 15 x South Downs Youth Action days have now taken place across the SDNP. So far 70 young people have participated in these flexible youth volunteering action days</p>	<p>Youth Action Fund: the grant is now fully allocated with additional awards made to EnableAbility, Carousel and Make Good Trouble. We are in conversation with the SDNP Trust and Clarion Futures about the potential for securing additional funding to continue this grant through 2022-24. SDYA: from 1 April 2022, 15 x South Downs Youth Action days have now taken place across the SDNP. So far 70 young people have participated in these flexible youth volunteering action days. In addition we have worked with Action for Conservation and Yellow Brick Road on youth action conservation tasks in the Western and Central areas.</p>	<p>Green</p>		<p>Outcome 8: Creating Custodians</p>
<p>Encourage individuals, groups and communities to take action to help deliver Partnership Management Plan outcomes</p>	<p>1) Develop a digital community resource hub which promotes best practice and locally distinctive solutions, and provides communities with the necessary tools and advice to deliver community action 2) Support and facilitate community action to enhance local assets to support under-represented groups to visit and use the National Park for wellbeing and enjoyment 3) Support communities to create or restore nature and take action to mitigate or adapt to climate change, provide accessible greenspace for people's health and wellbeing/ sustainable communities</p>	<p>ReNature stats: 450 ReNature activity packs were sent out to groups supporting underserved groups. • Total digital content reach: 178,572 • Total number of engagements: 7448 • Combined engagement rate: 4.17% • Total video views: 8882</p> <p>Arun Valley project produced a toolkit for assesment of green space and health audits for pilot parks Hosted Community Energy Webinar 12th July</p> <p>CitSD: potential final draft of Catalogue received CitSD session held with ESCC - project and catalogue approved. MOU written up with HCC on use of plastic gateway furniture. HCC have implemented test gateways using CitSD principles.</p>	<p>1) Community hub on the website is now rescheduled for end of Q4. 2) Our draft public affairs strategy has an objective focusing on the use of local green space to ensure better access and opportunities to connect with nature for all. One of the mechanisms for this will be the roll out of the toolkit from the Arun Valley Greenspace project. 3) In July we ran our first ReNature campaign in support of our nature recovery work.</p> <p>The best performing video for ReNature was the Wilding Waterhall/Changing Chalk video, which had a total of 2067 video views across Facebook and YouTube.</p> <p>CitSD: Current catalogue version essentially complete, barring any changes requested by LHAs. ESCC meeting held and approved. Informal discussion with HCC seems accepting of CitSD principles and Catalogue. WSCC meeting postponed due to consultant injury. MOU written up with HCC regarding gateway furniture, setting out SDNPA desire for timber (or locally significant materials) in first instance, but if plastic furniture insisted upon, a light oak faux wood is to be used rather than white plastic. HCC have installed passively safe timber gateway furniture, and entry signage using SDNP shared identity, in Liss. These are testing some of the CitSD principles and are intended to be applied to schemes in Sheet and Steep as well.</p>		<p>Next steps: The catalogue and guidance from Communities in the South Downs will be added to the website, when it is available. Further development of the Community resource hub will take place in Q3/Q4. Arun Greenspace project will produce a toolkit for Local Authority landowners to manage their space for nature recovery, climate change and H&WB. The toolkit is anticipated in Q2 in draft format. Update Nature Recovery resource hub with toolkits and guidance. Potential risks: We have no capacity to deliver on priority #2: Support and facilitate community action to enhance local assets to support under-represented groups to visit and use the National Park for wellbeing and enjoyment.</p>	<p>Outcome 9: Great Places to Live</p>

4. Rural Economy thematic area						
<p>Develop the 'Our South Downs' enterprise network</p>	<p>1) Create a sustainable business network to help businesses work collaboratively, engaging with National Park Authority initiatives around Nature Recovery, Climate Action and A National Park for All where appropriate 2) Deliver a new National Park bespoke business sustainability programme addressing climate change challenges and seeking carbon reduction of enterprise and visitors in the SDNP – e.g. by linking to nature recovery outputs such as tree planting</p>	<p>99 Our South Downs (OSD) members 692 businesses signed up to the Enterprise Newsletter</p>	<p>In Q2 we consolidated the new platform following its launch during the previous quarter. This included the creation of new content including, working in collaboration with the SD Trust on new initiatives such as the South Downs Guardian and South Downs Protector, a series of films called 'Meet the Business', consistent and continual release of relevant news articles, and the development of Green South Downs (GSD) the sustainable accreditation certification for businesses tasked at supporting businesses on their journey to sustainability. At the time of writing this report 19 of 20 spaces to take part in a GSD pilot have been taken by SDNP businesses. In time, these businesses will become the first cohort to achieve a GSD Award in Spring 2023. During this quarter OSD has also attracted interest from the SDNP Farm Clusters. One of which, The Eastern Farm Cluster, has now adopted OSD as its communication vehicle between facilitator and farmer. It is our aspiration to, in time, house all the Farm Cluster groups on the platform.</p>	<p>Green</p>	<p>Next Steps: during Q3 the recruitment of new members to OSD and newsletter subscribers will continue. The Newsletter will switch back from a quarterly release to monthly to promote this. Key messaging around sustainability, nature recovery and social responsibility will continue and gather momentum. The pilot of Green South Downs, working with 20 businesses, will continue culminating in Awards in Q4. The completion of the 'Meet the Business' films will take place during Q3 which we hope will attract new members and switch large proportions of our newsletter subscribers into OSD members. We will continue to work with Farm Cluster groups in an attempt to attract more to follow the Eastern Downs in adopting OSD as their single communication vehicle.</p>	<p>Outcome 10: Great Places to Work</p>
<p>Facilitate and support the endorsement, actions and key priorities through the process of Whole Estate Plans (WEPs)</p>	<p>Facilitate WEP applications through a successful journey to encourage sustainability in key areas of the National Park to deliver Partnership Management Plan (PMP) outcomes</p>	<p>6 Estates with endorsed WEPs, and have 6 Estates with WEPs currently in the pipeline. Parham Park Estate and Westerlands Stud Estate are the newcomers to the pipeline.</p>	<p>In Q2, pipeline activity has accelerated with both Brighton & Hove City Council (BHCC) and Barlavington submitting their final drafts. This submission triggered the 2nd, and final, internal consultations. Barlavington are targeting a Nov 2022 P&R Committee endorsement while B&H are targeting a Feb 2023 P&R Committee endorsement. Firle Estate have confirmed, through their new Estate Manager Bob Baines, of their intention to proceed with their WEP and bring this forward for endorsement in 2023. During this quarter early meetings took place with Parham Park Estate and Westerlands Stud Estate. The later confirming their intention to embark on a WEP journey immediately. Westerlands have also placed an order with us for the GIS package. Finally, the WEP Annual Review interviews have taken place throughout this quarter with one remaining interview, Eastbourne, outstanding and scheduled for end of Sept. Once all data is collected an end of year report will be produced for sharing.</p>	<p>Green</p>	<p>Next Steps: During Q3 we expect Barlavington Estate WEP to come to Nov P&R committee for endorsement. Works to progress on B&H, Bereleigh, Westerlands Stud and Firle.</p>	<p>Outcome 9: Great Places to Live</p>
<p>Support and facilitate the South Downs Forestry Champions</p>	<p>In collaboration, deliver key outcomes under the South Downs Forestry Champions priorities (2019-2024) relating to people, place and prosperity</p>	<p>Organised with our partners (NE and FC) Deer Management Workshop as part of the Sussex Woods Protected Sites Strategy Pilot. Successfully delivered the 2 additional RFS training events (total 7 events between April and July 2022). Forestry Apprentices: submitted proposal to pursue 2 additional apprentices with external funding from some of the Forestry Champions and the SD Trust. Proposal reviewed in September's meeting. Woodland Opportunity Mapping has been completed and output shared with main partners. Ground-truthing will be undertaken from now until March 23.</p>	<p>Over 90 people attended the Deer Management Workshop on the 30th September at the SDC with demonstration at Ambersham, Cowdray Estate. The 2 additional RFS courses were: Mensuration and Management of woodlands with Ash Dieback. Awaiting final confirmation about the Forestry Apprenticeship Scheme from SMT. Woodland Opportunity Mapping: Currently working with Comms on the webpage, incl. FAQ. Official launch will be organised for National Tree Week at the end of November. Forestry Champions: The agenda for next meeting includes deer management: national strategy (speaker is the lead FC National Deer Advisor who is preparing the National Deer Strategy), regional update from SE FC Deer Advisor, Local project - Sussex Woods PSS (NE); and Goodwood Estate Carbon Project, with site visit to one of their woods; updates from FC in terms of grants and update on the woodland opportunity mapping.</p>	<p>Green</p>	<p>Next steps: Continue support to Deer Management Groups. Meeting with NE to discuss joint comms in relation with deer management has been scheduled for October 22. Forestry Apprentices, if proposal is approved by SMT, I will liaise with partners to prepare collaboration agreement, including financial contribution of £20k per partner and start recruitment. Forestry Champions Meeting on 20th October 2022. Potential risks: Comms re: deer management; right messages need to be published. The development of a forestry apprenticeship in the SDNP is one of the actions included in the SDFC programme. If there is no commitment to continue the programme, what has been accomplished during the last few years in terms of provision of forestry courses by Plumpton College and support to the industry in terms of development of skills and abilities, could be compromised.</p>	<p>Outcome 10: Great Places to Work</p>

<p>Deliver the Farming in Protected Landscapes (FiPL) programme in the National Park</p>	<p>Deliver on time and within budget high quality outcomes on climate, nature, people, place, and relevant PMP outcomes</p>	<p>10 projects approved totalling £103,779.09</p>	<p>To the end of Q2 in year two of the FiPL Programme, 10 projects have been approved by the Local Assessment Panel (LAP) totalling £103,779.09. As recommended by the LAP, projects have focussed on the People and Place programme objectives including access trailers to facilitate educational visits, Meet the Farmer videos and flint wall restoration.</p>	<p>Green</p>	<p>Next steps: A third LAP meeting on 03/11/22 to review applications</p>	<p>Outcome 2: Increasing Resilience</p>
<p>Position the National Park Authority to have a clear role in delivering Environmental Land Management (ELM) Schemes</p>	<p>Participate in the Environmental Land Management (ELM) National Pilots with regard to Local Nature Recovery and Landscape Recovery elements</p>		<p>The Landscape Recovery Pilot proposals submitted by the SDNPA were unfortunately unsuccessful. In September, Defra announced a 'rapid' review of the ELM Programme following a change in Government personnel.</p> <p>The SDNPA was approached by the Arun to Adur Farmers Group (A2A) to proactively contact Defra to offer the opportunity to pilot the Local Nature Recovery (LNR) element of ELM. We are supporting them on this, using their FiPL mapping project (all members land mapped on The Land App to create a 'master map' of the group) as a starting point and using points identified in our ELM Tests & Trials (flexibility, using local advisors, landscape scale coordination) to shape their proposal.</p>	<p>Green</p>	<p>Next steps: Await the Government review of ELM and support the A2A to submit their LNR pilot proposal</p>	<p>Outcome 2: Increasing Resilience</p>

5. Seven Sisters Country Park thematic area						
Work towards Seven Sisters Country Park becoming commercially successful and financially self-sufficient, having a positive impact on the local economy	<p>1) South Downs Commercial Operations Ltd to take over management of the site to allow commercial delivery</p> <p>2) Complete and open Phase 1 works (Exceat May 2022, Foxholes Nov 2022), including food and beverage offer, holiday accommodation, and retail</p> <p>3) Invest in pump barn as a hub for SDNP-based businesses</p> <p>4) Complete and open Phase 2 works (Foxhole Cottage 3 and the Camping Barn with new facilities block)</p> <p>5) Carry out urgent repairs and light refurbishment to New Barn Cottage</p>		<p>Completion of construction at Foxholes is due on December 23rd 2022. Planned opening to the public is still on track for April 2023.</p> <p>SDCOLtd traded very well in July and August though September trading was disappointing. Although spend per head is gradually increasing, the site is still very weather reliant.</p> <p>Works on the pump barn will be carried out in Q3-Q4 with the hope of beginning operations in April 2023. We have an offer of funding from Friends of South Downs and also have a big in for further funding from SELEP.</p>	Amber	<p>Next Steps: Prepare our preferred operating model for Foxholes Cottages to enable us to carry out fit out works, marketing and sales in Q4. Deliver works in Pump Barn in Q3-Q4 depending on funds available.</p> <p>Potential risks: There is risk that if funding falls through then the fit out will be very minimal. There is also a risk of further delays on construction at Foxholes which would begin to effect our ability to open to the public in April 23.</p>	Outcome 10: Great Places to Work
Lay the foundations for Seven Sisters Country Park to become a high quality site for nature through exemplary management of the habitats	<p>1) Use 'nofence' in partnership with Plumpton College to deliver targeted grazing.</p> <p>2) Fundraise for habitat improvements including reseeded, pond repairs, and scrub removal</p>	28 cows now grazing. Grazing supplemented with 11 ponies.	<p>Grazing animals moved to various areas of the valley floor as per plans. Despite extreme hot weather at times the cows have done a good job of the sward and we hope to see greater diversity of species in those areas next year.</p> <p>Countryside Stewardship Scheme (CSS) is in discussion with Natural England (NE).</p>	Green	<p>Next steps. The cows are to move up on the chalk grassland in September to start their winter grazing on the slopes.</p> <p>Potential risks: NE are questioning whether a year of their involvement would be the better option for a CSS for the country park. This may result in a more ambitious scheme with greater financial and biodiversity outcomes. However, this would result in another year without funding from CSS.</p>	Outcome 3: Habitats & Species
Develop Seven Sisters Country Park as an exemplary site for public access to the countryside. Ensure that we attract a diverse audience that reflects our local communities and that people have an enjoyable, inspiring experience	<p>1) Remove internal fencing (facilitated by 'nofence') to improve access</p> <p>2) Install new Changing Places toilet and level access at Exceat</p> <p>3) Develop new, diverse and accessible volunteering opportunities</p> <p>4) Create new and improved walking routes across the whole Country Park</p> <p>5) Fundraise for trampers (off-road mobility scooters)</p> <p>6) Provide a year-round programme of activities for diverse audiences</p> <p>7) Trial social prescribing in partnership with health providers</p>	Two gates now removed on routes around the park and one fixed open to improve access.	<p>New Country Park Trail now open and useable - more improvements still to be undertaken include waymark posts and surface work. A new Visitor Service Manager in post under the Park Manager to focus on year round events programme.</p>	Green	<p>Next Steps: Awaiting the conclusion of the volunteer review at SDNPA to decide timelines for volunteer recruitment. Funding being sought for trampers and other improvements to access with the help of Allison Thorpe. Working to make SSCP a Health and Wellbeing hub by looking to work with suitable partners to provide space for their activities</p>	Outcome 10: Great Places to Work
6. Delivering the statutory planning service thematic area						
Effectively and efficiently process planning applications and appeals	<p>1) Endeavour to ensure application decisions are issued in accordance with Government targets: Major 60%; Minor 70%; Others 70% and value added (and recorded), where possible when considering applications</p> <p>2) No more than 10% of all decisions to be overturned at appeal in a 2-year period</p>	<p>The Authority has achieved the following performance in Q2: Majors 84.6%, Minors 84%, Others 86.7% (NB No county apps determined in period)</p> <p>Percentage of Appeals overturned in Q 1 & Q2 = 13.0.%</p>	Note that these figures are provisional pending quality assurance checks.	Green		Core work
Effectively deliver the enforcement role	To continue to deliver the enforcement function within the National Park together with the host authorities and metrics to be reported through the Annual Planning Performance Report to P & R Committee		The Authority has continued to deliver the Enforcement function within the National Park.	Green		Core work
Develop Shoreham Cement Works Area Action Plan (APP)	Planning Committee and the National Park Authority to approve Issues & Options AAP for consultation in Q1. Consultation to take place in Q2. Representations to be reviewed and Preferred Options AAP to be formulated in Q3-4		Successful public consultation with two well attended in person events and three virtual events. A total of 2858 representations were received. Due to internal resourcing and changes to national policy a report was considered by SMT on 26-09-22 with two options: integrate the AAP into the LPR or twin track the two plan. SMT favoured integration and this was discussed with Members after October Planning Committee.	Amber	<p>Next steps: Members will discuss Shoreham Cement Works at the Member LPR workshop on 17-11-22. The final decision on this and a new LPR timetable will be made at December NPA. Potential risks: The main risks are that work will slow down on the strategic site and that members of the public and interested parties will be disappointed by the inclusion of Plans for the Shoreham Cement Works site within a Local Plan Review.</p>	Core work

Undertake the Local Plan Review (LPR)	1) Scope out work plan and budget for the Local Plan Review (LPR). Way forward to be decided by Members in Q1. Depending on the decision of Members work will begin in earnest on evidence gathering for the LPR for the rest of the year. 2) As part of the review ensure that the collective policy matrix for Nature Recovery, Climate Action and A National Park for All is designed to maximise integrated delivery of corporate priorities through the planning system		There were 259 site submissions for the Land Availability Assessment (LAA) and 29 site submissions for Local Green Spaces. These are now being processed. The Housing & Economic Development Needs Assessment (HEDNA) was commissioned and Icen started work on the assessment in September. The Scoping Report for the SA was drafted. A template for Neighbourhood Priority Statements was drafted.	Green	Next steps: Stage 1 of the LAA will be desk top exclusion of inappropriate sites for a number of reasons such as flooding or proximity nature conservation designations. This will be followed by site visits. Initial findings of the HEDNA will be reported to Members at the November workshop and final findings are expected in the New Year. A new timetable for the LPR including the allocation of Shoreham Cement Works will go to NPA in December.	Core work
Progress Minerals & Waste Local Plans	Submit East Sussex LPR for examination Q1. Examination Q2 and hopefully adoption Q4. Issues & Options Hampshire Local Plan Review Q2		East Sussex Plan was submitted for examination in June. Short delay on the Hampshire Partial Review.	Green	Next steps: Hearings for the East Sussex Plan 08-09 November. Eight week consultation on the Hampshire Plan due to run from November to January. Potential risks: the Inspector doesn't accept the soft sand figures in the East Sussex Plan. It is possible that there will be opposition to the allocations in the Hampshire Plan, but there are no sites in the National Park	Core work
Support Neighbourhood Development Plans	At the same time as we are working on the Local Plan Review, we will support and work closely with Parish Councils wishing to prepare neighbourhood plans or neighbourhood plan reviews, to ensure that this work is progressed. It is anticipated that the Local Plan Review will be adopted at the same time that the neighbourhood plans are adopted		Template for NPS completed and ready to be sent out in the New Year. The concept was welcomed at the parish workshops	Green	Next steps: Send out templates in New Year	Outcome 9: Great Places to Live
Work on the Duty to Cooperate in line with our Section 62 of the Environment Act section 11A duty	The need to work on cross boundary strategic issues is ongoing. During 2022-23 we are expecting local plans to come forward proposing substantial development in the setting of the National Park with new local plans in Chichester, East Hampshire, Horsham and Lewes Districts		No local plan consultations to respond to.	Green	Next steps: Going forward local plan consultations are imminent at Winchester, Eastbourne, Mid Sussex, East Hants, Horsahm and Chichester	Core work
Renegotiate S101 contracts with host authorities	The current S101 contracts with our five host authorities expire on 1 October 2022. The aim is to have contracts in place with Chichester, East Hampshire, Horsham and Winchester Councils for a maximum period of 4 years and with Lewes Council for up to 2 years. This would enable these Councils to continue to provide planning services on our behalf		All S101 contracts signed and they take effect from 1 October 2022.	Green		Core work
Performance monitoring and reporting	The need to monitor and report on performance is ongoing and so will continue for both the in house and host authority development management functions in 2022/23. Monitoring will include the Annual Planning Performance Report to Policy and Resources Committee and the Authority's Annual Monitoring Report		All government targets for the operation of the planning system are being met.	Green	Next steps: Comprehensive report on planning performance given to Policy and Resources Committee on 22nd September. Potential risks: A key risk to current and future performance is the high level of vacancies, at the time of writing, in the SDNPA planning team.	Core work
7. Major Projects thematic area						
Deal with major planning applications and appeals; considering major development in plan making	1) Deal with major planning applications and appeals in an efficient and timely manner whilst driving maximum benefit for the National Park 2) Ensure that major development is robustly addressed in all our development plans		Speed of determination of major planning applications remains well in excess of Government targets. Appeal record is excellent.	Green		Core work

<p>Administer the Community Infrastructure Levy (CIL) and S106 – key income streams for delivery</p>	<p>CIL will retain its link to funding infrastructure needed to support growth as required by legislation. As part of this we will also look to support and fund more projects that deliver the Corporate Plan priorities of Nature Recovery, Climate Action and A National Park for All</p>	<p>CIL - 2022 IBP (i.e. spending of 2021/22 CIL Receipts) approved at Planning Committee in Sept. Agreed to allocated £1.95m to 38 projects. S106 - collected £93,901.56 and spent £383,449.48</p>	<p>CIL - Projects money spent on include new outdoor facilities at Petersfield School and access improvements at Levin Down. S106 - Projects money has been spent on include affordable housing, recreation ground improvements and works associated with Rampion.</p>	<p>Green</p>	<p>Next steps: 'Call for Projects' for next years IBP opens and review of projects currently listed in IBP and those projects allocated money but yet to spend it.</p>	<p>Core work</p>
<p>Deal with Nationally Significant Infrastructure Projects (NSIPs) within the National Park</p>	<p>Ongoing work to protect the National Park, to maximise development benefits and to secure appropriate mitigation and compensation from NSIP schemes. Responding to statutory consultations as required. The A27 at Arundel and Rampion 2 examinations in public are expected</p>		<p>No statutory consultations in Q2. However there is ongoing core work on four Nationally Significant Infrastructure Project (NSIP) schemes.</p>	<p>Green</p>		<p>Outcome 9: Great Places to Live</p>
<p>Provide specialist advice in respect of Conservation, Design and Landscape across the organisation – especially in regard to Nature Recovery, Climate Action and A National Park for All</p>	<p>Align and focus specialist advice on: i) Delivering the three Corporate Plan priorities ii) Assisting our work as the Local Planning Authority A South Downs Design Review Panel will continue to operate that helps deliver better design in the National Park</p>		<p>Advice provided across the organisation as required.</p>	<p>Green</p>		<p>Core work</p>

8. Generating Income thematic area						
Aim to raise £2.5 million self-generated income per annum, supporting Partnership Management Plan (PMP) delivery, through bids to Statutory Sources and support for the South Downs National Park Trust in continuing to build a sustainable philanthropic income stream	Raise £2.5m of self-generated income through philanthropic gifts, corporate partners and competitive government grants. This additional funding will be paired with strategic projects that drive forward delivery against the High Level Targets	£2,900,810 secured funding	Our position has greatly improved with £2,900,810 currently secured and £2,387,000 still remaining in warm opportunities. Within the secured figure are two significant lottery applications (Downs to the Sea and Ouse Valley Climate Action) which have both been approved over the past few months.	Green	Next steps: There are several applications of note submitted and pending, including the reworking of our Tree Call to Action bid for the Woodland Creation Accelerator Fund and SELEPS additional GBF funding, supporting current projects with inflationary increases, for which we have submitted Seven Sisters phase 1a. We are expecting the results of these in the coming months. We are also conscious of delivery capacity and will therefore, given the success to date this year, focus on establishing the funded projects and consider any new applications carefully.	Core work
Support the role of private finance for Nature Recovery, securing funding to restore 1,000 hectares for Nature	Restore 1,000 hectares p.a. through projects which support landowners to secure private funding, changing current land management practices in favour of nature	481 hectares are currently in pilots considering Green Finance, of which 82 has now secured funding	Through the initial two Green Finance pilots, the South Downs National Park has helped secure 204.5 hectares of arable land and modified grassland for restoration to a mix of broadleaved woodland, lowland meadow and scrub over the coming thirty years. The restoration project was submitted as part of our 'Call for nature sites' and offers a blueprint for how farms can meet financial needs while also supporting nature recovery and climate goals. The project is supported by Revere, a partnership between Palladium and the UK National Parks, coordinated by the South Downs Trust, the Thrive team and members of the Nature Recovery Working Group.	Green	Next steps: We are currently seeking to secure the private finances necessary to deliver the remaining hectares contained within our two initial pilots. This includes work within own planning function, alongside efforts with our partners NPP and Palladium. We are also in the process of shortlisting a number of other pilot sites that will build on and follow the existing projects.	Core work
Incubate a number of income generating initiatives, building on Seven Sisters and the South Downs Trust, scaling these up to generate £200k per annum	Generate £200k through full cost recovery, securing restricted funding against budgeted costs or via profit from new commercial ventures	£80k raised for full cost recovery and budgeted expenditure	Through the Ouse Valley Climate Action project we have secured a £60k contribution to the SDNPA core costs. Through a cross departmental project (incorporate expertise from CPM, Planning and CST) we are currently developing a business model to broker BNG, Nitrate and Phosphate credits within the National Park, securing better returns for nature and a future revenue stream that can support our nature recovery work.	Green	Next steps: Incorporate the full cost recovery approach, where possible, to future applications. Pilot our role as a Broker for BNG and Nitrates with scope to roll out across the park if successful - given its innovating nature, this is inherently risky.	Core work
9. New Ways of Working thematic area						
Adopt a blended style of working that balances sustainability and flexibility whilst supporting business delivery	1) Undertake a blended working Staff Survey in Q3 2) Adapt the PDR process to reflect new ways of working by Q4 3) Train staff in the matrix management style of working by Q4		Blended working survey sent to all staff in September 2022 PDR process to be reviewed in Q4 Working with training consultants to design a bespoke Leadership Development Programme for OMT which will cover matrix management. Plan finalised and approved by SMT in September 2022	Green	Next steps: Action plan to be produced to reflect the results of the staff survey Dates for training in be identified in 2023/24 Q1/2	Core work
Streamline levels of service to Members and Partners to ensure they are proportionate and reflect the resources available for their delivery	Complete a review of internal governance and propose recommendations for changes to structures and processes, as appropriate		A streamlined cycle of Member meetings and workshops has been agreed and implemented for 2022/23 and 2023/24. eReports system is also being trialled to reduce resources committed to printing and postage.	Green		Core work
Through the use of new technology and new approaches to internal decision making and internal communications, the SDNPA will have developed a culture of "the right information in the right place" – leading to improved decision making and organisational efficiency	MS Teams road map in place		Teams is being used increasingly for collaboration both internally and with external partners. In excess of 90 Teams have been created for use by staff. Teams Roadmap document in development for presentation to OMT in November 2022.	Green	Next steps: Finalise Teams Roadmap document ready for OMT meeting on 14th November 2022.	Core work
Through the use of new technology and new approaches to internal decision making and internal communications, the SDNPA will have developed a culture of "the right information in the right place" – leading to improved decision making and organisational efficiency	Review of internal Comms outputs, processes and practices		Awaiting update from Ruth James	Green		Core work

<p>Ensure that the organisation is more diverse and representative both in its staff and Members and considers Equity, Diversity and Inclusion (EDI) in service delivery and policy development</p>	<p>Adapt the way we recruit, to increase the diversity of applications received from the current baseline</p>		<p>In the process of modifying an applicant tracking system.</p>	<p>Green</p>	<p>Next steps: Roll out applicant tracking system in Q4</p>	<p>Core work</p>
<p>Ensure that the organisation is more diverse and representative both in its staff and Members and considers Equity, Diversity and Inclusion (EDI) in service delivery and policy development</p>	<p>Ensure that 100% of new programmes, projects, policies, services and strategies have EDI as a central delivery component. This will be evidenced by the completion and consideration of the EDI screening and impact assessment form at the start of the process</p>	<p>Number of Impact Assessment forms returned: 1 from Planning re IBP/CIL overview 6 returned from CPM (all Annes team) ('community transport', 'Carers' 'Community Wanderings', ReNature Pack', WYSN Legacy Proposals' Truleigh Hill LLAP')</p>	<p>Work has been ongoing and thanks to Josh Esan for helping to identify a potential 3rd co-optee from his network. Subsequently the NPA ratified the decision to offer a position and the new co-optee will start once all relevant checks are concluded. The EDI Steering Group continues to oversee our work and to hold OMT to account for delivering the action plan. There will be some increased activity in the next quarter as training plans are worked out, communications are increased and procurement processes particularly come under scrutiny from their new steering group rep.</p>	<p>Amber</p>		<p>Core work</p>
<p>Ensure that the organisation is more diverse and representative both in its staff and Members and considers Equity, Diversity and Inclusion (EDI) in service delivery and policy development</p>	<p>Develop a training plan to prioritise EDI training and skills development for staff and Members and begin delivery of specific training</p>		<p>Working with an external consultant for advice on an approach to EDI training and development</p>	<p>Green</p>	<p>Next steps: Roll out EDI training plan to staff and members in Q4</p>	<p>Core work</p>

ITEM 11 APPENDIX 2: ANNUAL GOVERNANCE STATEMENT ACTIONS FOR 2022/23: Q2 UPDATE

Action	Commentary	Next steps and/or potential risks
<p>Further embedding of processes related to paperless meetings <i>(ongoing from 21/22)</i></p>	<p>eReports system has been launched and is now being trialled by Members and officers. Following a successful trial the system will be brought into permanent use for Member meetings and workshops.</p>	<p>Next steps: if the pilot is successful, launch to all Members planned for January 2023.</p>
<p>Review the position regarding the use of byelaws at Seven Sisters Country Park <i>(ongoing from 21/22)</i></p>	<p>This is ongoing.</p>	
<p>Implementation of changes arising from the review of the staff PDR process <i>(ongoing from 21/22)</i></p>	<p>The review remains ongoing and implementation of any proposed changes will be considered on completion of the review.</p>	
<p>Complete the review of the 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</p>	<p>No major revisions have been identified requiring update to SDNPA code of conduct. Review continues and any proposed changes will be reported to NPA via AM&S Committee</p>	
<p>Implement the outcomes of the 2022 Member survey and review of governance as reported to the NPA in May 2022</p>	<p>A streamlined cycle of Member meetings and workshops has been agreed and implemented for 2022/23 and 2023/24. Members have moved to electronic payslips, supported by the Governance Team and BHCC. eReports system trial is underway. Preparations are underway to hold the Feb 23 meeting of P&R Committee in Lewes.</p>	

AGENDA ITEM 11 APPENDIX 3: HUMAN RESOURCES & HEALTH AND SAFETY ACTIONS 2022/23: Q2 UPDATE

Action	Commentary	Next steps and/or potential risks
Implementing the HR responsibilities relating to the EDI action plan	Working with an external consultant for advice on an approach to EDI training and development	Roll out EDI training plan to staff and members in Q4
Introduction of an applicant tracking system	Ongoing - modifying system to be fit for purpose for SDNPA processes	Implementation in Q3/Q4
Design and communicate a staff survey to review the blended working arrangements	Survey sent to all staff in September 2022	Action plan to be compiled following results of survey and fed back to staff Q3/Q4
Review the organisation's approach to stress management	Stress policy being developed based on HSE template. Working with Consultants to design a bespoke Leadership development programme that will include approach to stress management	Policy to be reviewed by H&S committee in December 2022. Identify dates for Leadership training - likely to be on 2023/24 Q1/2
Look at ways of digitalising existing HR processes to increase efficiency	Ongoing	Implementation and communication of Applicant Tracking system and automated training booking system in Q3/4 Implementation
Continuation of the work on internal health and wellbeing	Monthly wellbeing e-mails and updating of Wellbeing resources on intranet	Mental Health First Aid training was postponed and now rescheduled for Jan 2023 Review role of MHFAs and the wellbeing group
Ensure that Members are fully briefed and trained on their H&S responsibilities	Due to personal circumstances of the trainer this is on hold until Q4	Training to be arranged for Q4
Continuing development and implementation of robust safety systems of work and risk assessments at Seven Sisters Country Park accounting for the type of activities in place	Food outlets received a 5 star rating for Food Hygiene Regular site visits carried out by internal H&S Advisor to ensure that staff are fully supported and informed of their H&S responsibilities Pump Barn handed over from contractors and a L8 Legionaire assessment has been carried out	Full audit by external Consultant in December 2022

SSCP KPI Report 2022/23 - Q2

Key Performance Indicator	Key data	Lead Officer	Annual Target	Year to date progress at current Q	Commentary at current Q	RAG	Next steps and/or potential risks
People Indicators							
Rating of Visitor Centre Experience (staff knowledgeable and welcoming, interesting interpretation and retail, etc.)	Data taken from SSCP Annual Visitor Survey and Visit England accreditation	Peter Cousin	75%	Awaiting VAQAS inspection	Site was previously inspected by VAQAS on 19/09/2021 and achieved 69%		
Rating of cleanliness, including toilets			TBC	Awaiting VAQAS inspection			
Rating of catering offers on site			TBC	Awaiting VAQAS inspection			
Rating of wider park, landscape and things to do.			TBC	Awaiting VAQAS inspection			
Visitor numbers	Data to be provided from car park numbers, gate data and visitors passing through the visitor centre.	Peter Cousin	N/A	As of end of Sep:Gate Counters=276,099, Car Park paid sessions est: £40,841, VC 26,469	Gate data just reports on 3 gates and total footfall through in both directions. Car Park data based on estimate from ringo sessions accounting for 31% of total. Also doesn't account for annual pass holders. Some holes in VC data	N/A	This is not a target, it is just for information.
Educational Indicators							
Number of events run (each would have individual satisfaction ratings on feedback forms)		Richard Ayres	4	18			
In person engagement: Number of people engaged; children, adults, etc.	In person engagement to be recorded using a "clicker" at events	Richard Ayres	1000	673	2 events are based on conservative estimates and some events we do not have data for so real number is probably much higher		
Digital engagement: Number of people engaged; children, adults, etc.	Digital engagement to be recorded using Social Media report	Richard Ayres		Instagram 1,527 followers, average weekly reach 2,064 facebook 1,692 followers average weekly reach 33,660, twitter 1,064 followers average weekly reach 13,289			
Local Economy Indicators							
Percentage of goods, services sold by Company originating from local suppliers.	Data taken from supplier list on Clover	Peter Cousin	25%	87.11% of products			
Number of local businesses involved (trading, supplying)			10	47 supplying			
Survey of local businesses on ease of engagement, barriers and benefits (this would be infrequent, maybe every 3 years)	Business survey due 2023						
Overall contribution to local economy from visitors – derived from visitor survey questions on length of stay in area		TBC	TBC	TBC	Year 1 create baseline and set future targets		

Key Performance Indicator	Key data	Lead Officer	Annual Target	Year to date progress at current Q	Commentary at current Q	RAG	Next steps and/or potential risks
Landscape Indicators							
Progress against key activities in annual action plan agreed in pursuit of landscape management plan					Resting' areas not grazed as planned New access circular walk created Lagoon scrub to be cut at end of 2024		Working on new Higher Tier Countryside Steward Ship application with Natural England means that there will be some shifts in the key activities/
	Data taken from annual action plan which will be updated quarterly with what has been completed/ delayed etc	Laura Clapham / Sam Cordery		begin monitoring in year 1			
Number of individual initiatives taken to improve habitats			3	3	Grazing continued on site and started on the chalk grassland earlier in the autumn to get a head start. Sluice gate at the lagoons cleared out to allow control by the manager of water levels to improve habitat Scrub control undertaken with the help of volunteers (including paying corporate groups)		Continue with more scrub control
Actions taken in mitigation of habitat stresses elsewhere on South Coast.	offsetting/receptor schemes implemented	Laura Clapham / Sam Cordery	1	none have come forward	This target is reliant on opportunities coming forward to us and then them being suitable for the park		no actions required - this indicator can be removed
That the features of the SSSI are in good condition and improving	NE SSSI data - expected 2023	Laura Clapham / Sam Cordery	SSSI in good condition and improving	SSSI in good condition and improving	A new agreement is currently being worked on with Natural England to start January 2024. This we have been assured by NE will ensure that the condition of the SSSI will be 'improving'		Continuing work with NE to develop the best possible CSS