



South Downs
National Park Authority

Agenda Item 12
Report NPA05/19

Report to	South Downs National Park Authority
Date	28 March 2019
By	Performance and Projects Manager
Title of Report Decision	Corporate Plan – Second Bridge Year 2019-20

Recommendation: The Authority is recommended to approve the Corporate Plan for 2019-20.

1. Introduction

- 1.1 This report sets out the proposed priorities for the work of the SDNPA over the next financial year 2019-20.

2. Policy Context.

- 2.1 The review of the Partnership Management Plan (PMP) will to a certain extent drive the priorities in the SDNPA Corporate Plan. The current PMP runs from 2014 to 2019. We are currently in the process of reviewing the plan and defining the key priorities over the next 5 year period. Part of that review has been consideration of changes in evidence/research, drivers for change, such as changes in legislation and the potential impact of the decision to leave the European Union.

3. Issues for consideration

- 3.1 The current corporate plan was approved by the National Park Authority (NPA) at its meeting in April 2018 (Report NPA 13/18). This is the second plan that will 'bridge' the gap between the previous corporate plan and the start of the new PMP in 2020.
- 3.2 A draft of the corporate plan for 2019-20 was considered at the Policy and Resources Committee on 28 February 2019 (PR07/19 page 81). It was approved for recommendation to the NPA, subject to some minor changes which were later agreed between the Director of Countryside and Policy Management and the Chair of the Committee. The proposed draft corporate plan (subject to additional formatting and presentation) for 2019-20 is at **Appendix I**.
- 3.3 The next corporate plan for 2020-25, will set 5 year priorities, in line with the PMP and will be reviewed each year, alongside the budget. It will be submitted for approval to the NPA in March 2020.

4. Options & cost implications

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

5. Next steps

- 5.1 Following approval of the plan by the NPA, the content in the **Appendix I** will be transferred into the public format, with a revised foreword and published. Officers will then begin the process for further development for the 2020-25 plan period.

6. Other Implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	There will be an annual review of performance against the plan with quarterly reporting during the year. Policy and Resources Committee will review the plan annually and recommend any changes to the NPA as required.
Does the proposal raise any Resource implications?	The corporate plan is developed alongside the budget so any resource implications are incorporated into the budget setting process.
How does the proposal represent Value for Money?	Yes
Are there any Social Value implications arising from the proposal?	None
Have you taken regard of the South Downs National Park Authority's equality duty as contained within the Equality Act 2010?	Yes – No implications identified from this report. Where necessary/appropriate the individual projects/activities outlined in the corporate plan will be subject to an equalities impact assessment.
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:	None

7. Risks Associated with the Proposed Decision

Risk	Likelihood	Impact	Mitigation
Priorities are not delivered	2	3	Regular monitoring of the corporate plan delivery by the P&R Committee Alignment of the budget with the identification of priorities Annual review of priorities by Officers and Members
Priorities are not clearly identified resulting in organisational resources not being used most effectively.	2	3	Corporate plan contains clear priorities against which the performance of the organisation is measured.

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 Appendices I. Draft Corporate Plan 2019-20
 SDNPA Consultees Chief Executive; Director of Countryside Policy and Management; Director of Planning; Chief Finance Officer; Monitoring Officer; Legal Services, Business Service Manager, Countryside and Policy Managers, Major Planning Projects & Performance Manager, Planning Policy Manager, Development Manager.

External Consultees None
 Background Documents [NPA approval of corporate plan for 2018-19](#)
[Corporate plan 2018-19](#)
[Final Corporate Plan 2018-19](#)

Strategic priorities

We will develop strategies and support or lead strategic overarching partnerships and projects which deliver our first objective to conserve wildlife, the natural beauty of the landscape and cultural heritage – a thriving living landscape.

Measures of success:

- Number of Scheduled Ancient Monuments (SAMs) that have been taken off the ‘vulnerable’ or ‘at risk’ register’
- Number of woodland owners engaged and % of woodland under management
- Habitat management plans for INNS agreed with partners
- Local Plan adopted
- Number of projects implemented through the action plan with South Downs Forestry Champions

Conserve and enhance – a thriving living landscape	
Key Priorities	We will:
Tests and trials for environmental land management schemes	1. Work with Defra and farm clusters on test and trials of the new environmental land management scheme
Establish the South Downs as a nature recovery network	1. Publish the South Downs GI Framework and implement a programme of work
Projects	We will:
Develop landscape scale projects which restore and manage priority landscapes	<ol style="list-style-type: none"> 1. Complete and implement Winchester Area study 2. Facilitate the next stage of the Arun Valley Vision Project 3. Implement the action plan for Truleigh Hill Landscape project 4. Facilitate delivery of landscape scale chalk project 5. Develop and bring forward proposal for landscape scale pollinator project
Heathlands Reunited	1. Deliver with partners year 4 of the HLF programme
Extend catchment management approach	<ol style="list-style-type: none"> 1. Identify partners and work up project proposals for: <ul style="list-style-type: none"> • (CHAMP) from Brighton to Worthing • River Rother • Friston Forest • Portsmouth Water catchment area
Woodland Trust partnership	1. Deliver year 3 of partnership programme helping woodland owners with support to enable sustainable management
Core Work	We will:
Maintain Heritage Assets	1. Agree action plan for implementing recommendations for scheduled ancient monuments and non-designated assets
Maintain International Dark Sky Reserve Management Plan	<ol style="list-style-type: none"> 1. Explore collaborative areas of work through a DNS Partnership with existing IDA sites and other UK protected areas 2. Develop opportunities for addressing key lighting threats and increasing engagement 3. Maintain key IDA requirements for Reserve (e.g. Mapping, events, annual reporting, planning)
South Downs Forestry Champions	1. Support delivery of Forestry Champions action plan
Site specific habitat management	1. Agree approach and plans to control invasive non-native species (INNS)

	<ol style="list-style-type: none"> 2. Agree habitat management for INNS with partners 3. Habitat management to protect and enhance priority habitats
Landscape character refresh	<ol style="list-style-type: none"> 1. Commission and oversee consultants to update the landscape character assessment for the South Downs 2. Pilot use of monitoring the SDNPA from space
Tranquillity mapping	<ol style="list-style-type: none"> 1. Set up a citizen science project to refresh the existing tranquillity map

We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our second objective to promote understanding and enjoyment through volunteering & learning, high quality access management and providing information and events – people connected to places.

Measures of success:

- % aware of SDNP in YouGov poll
- Number of volunteer days undertaken by the South Downs Volunteer Ranger service
- Number SDVRS and other volunteers working in the National Park on non-conservation tasks

Promote understanding – people linked to places	
Key Priorities	We will:
Improve the health and well-being of communities and residents	<ol style="list-style-type: none"> 1. Complete the strategic review for health and well-being 2. Identify projects that will deliver PMP priorities
Engage new audiences from underrepresented groups	<ol style="list-style-type: none"> 1. Promote the John Muir programme as outreach to families who would otherwise not engage with the National Park
Projects	We will:
Social prescribing	<ol style="list-style-type: none"> 1. Define and deliver social prescribing projects with partners
Centurion Way	<ol style="list-style-type: none"> 1. Secure planning permission for next phase 2. Secure funding opportunities for project delivery
Equality and social inclusion projects	<ol style="list-style-type: none"> 1. Implement John Muir Project to increase use of the National Park by hard to reach families
Introduce entry signage to the SDNP	<ol style="list-style-type: none"> 1. Erect 19 entry signs across the SDNP 2. Assess impact and consider the installation of further signs
Public awareness campaign to celebrate the 70 th Anniversary of protected landscapes	<ol style="list-style-type: none"> 1. Develop 9 posters advertising key sites accessible by sustainable transport 2. Promote them across the SE transport network during summer 2019
Core work	We will:
Selected improvements to the existing network	<ol style="list-style-type: none"> 1. Complete improvements to the South Downs Way funded by the Mend Our Way campaign 2. Complete phase 4 of the Egrets Way shared route
Learning	<ol style="list-style-type: none"> 1. Host the National Parks UK Learning & Engagement Network 2019
Diversify opportunities through the VRS	<ol style="list-style-type: none"> 1. Establish a volunteer youth pilot scheme/ project 2. Ensure that SDNPA projects include new opportunities for volunteers
Improve visitor information on the website	<ol style="list-style-type: none"> 1. Update Discovery map and make it more prominent

We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our third objective to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism – towards a sustainable future.

Measures of success:

- At least one new hub or gateway delivered during the year incorporating the shared identity
- Deliver £1m worth of projects in accordance with the priorities in the SDNPA IBP by 2021
- Number of Whole Estate Plans Endorsed
- The number of people booking on South Downs Discover England Fund experiences

Sustainable communities – towards a sustainable future	
Key Priorities	We will:
Position NP as a sustainable tourism destination	1. Develop a sustainable tourism network for providers within the South Downs National Park
Improve visitor experience	1. Improve the SDNP website to deliver business support for the visitor economy and rural enterprise
Promote rural innovation	1. Identify the top 100 enterprises within the South Downs National Park that deliver NP purposes
Increase delivery of Affordable Housing	1. Implement initiatives such as affordable housing grants 2. Devise, test and deliver other initiatives or mechanisms to identify sites and deliver homes
Projects	We will:
Discover England – National Park Experience Phase II	1. Develop South Downs bookable tourism experiences tailored towards national and international markets
Deliver a robust planning framework	1. Consult on main modifications to the Local Plan in spring 2019 2. Adopt the Local Plan summer 2019 3. Produce guidance to support the implementation of the Local Plan
Core Work	We will:
Develop hubs and gateways	1. Create at least 1 new hub or gateway to the National Park incorporating the shared identity
Whole Estate Plans	1. Progress four more Whole Estate Plans
Neighbourhood planning	1. Continue to support communities inside the National Park in the preparation of neighbourhood development plans and other community led plans 2. Continue to share best practice inside and outside the National Park to fully utilise and develop the neighbourhood planning team
Ensure, timely provision of infrastructure to support development in the National Park	1. Operate S106 and CIL processes effectively to maximise receipt of monies owed 2. Implement the Infrastructure Business Plan to prioritise allocation of CIL income

Organisational priorities

We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our fourth objective to be a confident and secure organisation exercising effective influence delivering shared outcomes through excellent customer service, providing value for money and generating income to support our work.

Measures of success:

- % of planning applications by type dealt with in a timely manner:
 - a) major applications determined within 13 weeks
 - b) minor applications determined within 8 weeks
 - c) other applications determined within 8 weeks
- % contractors satisfied with SDNPA as a client
- % contractors fulfilling their obligations as set out in their tender to quality, time and budget
- % SDNPA-led projects delivered to programme

A confident, secure and respected organisation – providing value for money	
Key priority	We will:
Our services	
Make correct and high quality decisions on development management proposals	<ol style="list-style-type: none"> 1. Deliver a robust and well performing development management service 2. Work with host authorities to improve the quality of their decision making and performance
Improve performance reporting and project management	<ol style="list-style-type: none"> 1. Provide improved performance reporting on the SDNPA website 2. Embed the revised project management process across the SDNPA 3. Introduce new project reporting for Members 4. Pilot use of geospatial database
Make improvements to the SDNPA website	<ol style="list-style-type: none"> 1. Review and implement relevant recommendations from Citizens Panel focus group work
Key priority	We will:
Our organisation	
Support the SD Trust to deliver ½ million £ of funding for projects across the National Park	<ol style="list-style-type: none"> 1. Provide communications support including one public fundraising campaign 2. Work with partners to develop attractive projects for external funding
Drive efficiencies in new contracts	<ol style="list-style-type: none"> 1. Seek continuous improvement within contracts and on the renewal of term contracts, reducing costs and / or enhancing service provision
Keep accommodation outside of the South Downs Centre under review in order to meet changing business needs in the longer term	<ol style="list-style-type: none"> 1. Continue to review opportunities to secure suitable long term accommodation for our Area Offices that meets the aspirations of the Authority
Key priority	We will:
Our people	
Foster a culture where our people are empowered and supported to deliver to their potential	<ol style="list-style-type: none"> 1. Review and implement recommendations from the staff survey