

**Agenda Item 10**  
**Report PR21/22-21**

Report to	<b>Policy &amp; Resources Committee</b>
Date	<b>25 November 2021</b>
By	<b>Performance and Research Lead &amp; Project Management Lead</b>
Title of Report (Note)	<b>Q2 Corporate Performance and Project Performance report</b>

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

- 1) Note the content of the Performance Report and highlight areas requiring further clarification or action**

**I. Introduction**

- I.1 The SDNPA considers it important as a publicly accountable body, to monitor its performance. The Policy and Resources Committee has terms of reference which include *“To monitor and identify improvements arising from the outcomes and evaluation of projects identified by the Committee, audits, survey and other feedback and make recommendations as appropriate”* and *“To monitor and review the performance, including financial performance, of the Authority in the context of its business delivery, and the management and maintenance of the Authority’s assets in accordance with the Authority’s agreed budget, Corporate Plan and other approved plans, and make recommendations for changes as appropriate”*.
- I.2 A recent amendment to the P&R committee Terms of Reference requires that the committee is now also: *“To have oversight of bids for grant funding including to receive updates on the submission of bids for grant funding and the application of grants funds received”*.
- I.3 Whilst the report calls on the committee to note the content of the performance report, the terms of reference for the committee include considering if the committee wishes to make any recommendations arising from its consideration of the report. Any such recommendations would be subject to a vote at the committee meeting.
- I.4 The purpose of this report is to update the Policy & Resources Committee on the Authority’s **corporate and project performance** during Quarter 2 of 2021/22: 01 July to 30 September 2021.
- I.5 For the first time, this report will also provide Members with a progress update for the actions from the **Annual Governance Statement** and the **Human Resources and Health and Safety report**. This report also updates Members on **Grant Funding**. Updates on these three areas will be provided every quarter from now on.

## 2. Grant Funding

- 2.1 The funding bid to National Lottery Heritage Fund (NLHF) for the Delivery Stage of the Changing Chalk Project has been successful. See **Appendix I** for a copy of the press release.
- 2.2 The Changing Chalk partnership comprises 10 core partners and is led by the National Trust. The Changing Chalk partnership has a shared vision of a sustainable future for the South Downs, working together to reverse the decline of the fragile chalk grassland and connect local communities to the internationally significant landscape on their doorstep.
- 2.3 Each core partner is a project lead for one or more projects delivering multiple outcomes of the South Downs National Park Partnership Management Plan 2020-25 and is an exemplar of a collaborative approach. The SDNPA will directly lead and project manage the Grazing Project and Dew Ponds Project, both of which will contribute towards our nature recovery target. Changing Chalk also has significant elements that will engage with a diverse range of audiences including hard to reach groups. It also looks to reconnect communities to the centuries of heritage found within the Downs.

## 3. Corporate Performance Reporting

- 3.1 For an overview of performance for each of the three areas of strategic priority and the areas of organisational priority in the Corporate Plan, see **Appendix 2 Corporate Performance report Q2 2021/22**. Key data (where applicable), commentary, a Red, Amber or Green (RAG) status<sup>1</sup> for performance and next steps & potential risks is noted for each **key priority** or **area of core work**.
- 3.2 There are **69** key priorities in the Corporate Plan. Of these, 18 are projects and are reported through Tableau as part of the general project update. Of the remaining 51 key priorities, **44** achieved a **green RAG status** for performance for Q2, showing that the work is on track.
- 3.3 The table below and overleaf lists the **6** key priorities or areas of core work with an **amber RAG status for performance**, where our work has fallen slightly behind schedule, and the reason for this:

Corporate Plan objective	Key priority	In year 2 of our Corporate Plan we will:	Reason for amber status
<p><u>Strategic priority 2: Connect</u> - we will support or lead partnerships and projects which deliver the second Purpose of National Parks: to promote understanding and enjoyment and improve health and well-being through volunteering &amp; learning, high quality access management and providing information and events</p> <p><u>PMP Outcome 6: Lifelong Learning</u></p>	Develop the 'Our South Downs' Learning Network	<p>1) Review pilot of Ambassador Schools and extend approach following learning</p> <p>2) Run year 2 of schools eco grant</p>	We are hoping that the Ambassador Schools programme will resume in Q3 or Q4 2021/22 once Covid restrictions are lifted

<sup>1</sup> Depending upon whether delivery is on track (green), slightly behind schedule (amber) or significantly behind schedule (red)

<p><u>Strategic priority 3: Thrive</u> - we will develop strategies, support or lead strategic overarching partnerships and projects which deliver the Duty of National Parks: to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism</p> <p><u>PMP Outcome 9: Great Places to Live</u></p>	<p>Work with External funding team to find ways to fund a challenge fund to support the development of community facility enhancements that contribute to mitigating climate change, enhancing nature recovery, promoting health and well-being and supporting the local economy</p>	<p>1) Understand which funders might support this and approach them</p> <p>2) Work with parishes to identify enhancements needed</p>	<p>Working with parishes to identify enhancements needed but still need to identify funders</p>
<p><u>Organisational priorities</u></p> <p>We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our organisational objective: to be a confident and secure organisation exercising effective influence; providing excellent customer service, and value for money and generating income to support our work</p>	<p>Implement the learning from the Whole Estate Plans review</p>	<p>Review the WEPs guidance and process</p>	<p>Report received from the consultants and guidance is being reviewed.</p>
	<p>Set up thematic research networks with academics and sector specialists based on research requirements highlighted through strategic reviews and in the PMP</p>	<p>Start collaborations around the chosen three themes: Soil Health, Climate Change and Health &amp; Wellbeing</p>	<p>The Research and Evidence Officer (REO) who was leading this work left the Authority in Q1. Work will resume in Q3 once new REO starts</p>
	<p>Monitor SDNPA and partner delivery against PMP outcomes</p>	<p>Implement framework for PMP impact reporting</p>	<p>The Research and Evidence Officer (REO) who was leading this work left the Authority in Q1. Work will resume in Q3 once new REO starts</p>
	<p>Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the National Park Authority</p>	<p>Begin arrangements to re-locate central area staff</p>	<p>On-hold to review use of office space with new ways of working</p>

- 3.4 The table below lists the **one** key priority with a **red RAG status for performance**, where our work has fallen significantly behind schedule, and the reason for this

Corporate Plan objective	Key priority	In year 2 of our Corporate Plan we will:	Reason for red status
<p><u>Organisational priorities</u></p> <p>We will develop strategies, support or lead strategic overarching partnerships and projects which deliver our organisational objective: to be a confident and secure organisation exercising effective influence; providing excellent customer service, and value for money and generating income to support our work</p>	<p>Deliver ongoing process and procedure improvements as set out in the Development Management Improvement Plan</p>	<p>Introduce new pre-application fee charging schedule</p>	<p>Other improvement plan work streams have taken priority.</p>

#### 4. Project Performance Reporting: Projects in Delivery

- 4.1 A link to the Tableau Dashboards for Q2 is [https://public.tableau.com/views/PRProjectsDashboardQ2202122/ProgrammeandRAGstatus?:language=en-GB&publish=yes&:display\\_count=n&:origin=viz\\_share\\_link](https://public.tableau.com/views/PRProjectsDashboardQ2202122/ProgrammeandRAGstatus?:language=en-GB&publish=yes&:display_count=n&:origin=viz_share_link)
- 4.2 There is one Tableau Dashboard which is also shown in **Appendix 2** however please note the detailed project information can only be seen by using the above link to interpret the dashboards in Tableau. A project summary has now been added to the project information available on Tableau.
- 4.3 The dashboard worksheet shows the location of all projects currently in delivery across the park. All park-wide projects have been represented under a 'park wide' clickable area that is outside the park boundaries (shown near Billingshurst on the map). The colour of the projects identify which Theme Programme Board (TPB) the project is being governed through e.g. green shows projects being governed by the Landscape & Biodiversity TPB.
- 4.4 The SDNPA supported 56 projects during Q2. 34 of these were ongoing projects, 16 projects were completed and 5 new projects were started.
- 4.5 The dashboard shown in **Appendix 2** shows the project programme of delivery or timeline. The colours on this graphic display the RAG status of the projects to help provide an overview of project issues and remaining duration for project delivery. The RAG (Red, Amber and Green) status shows if a project is on track or not. The RAG status is based on an assessment including key deliverables and achievement of targets as well as whether the budget is on or off track. If a project is behind or ahead with delivery, or behind or ahead with budget, it will be Amber. If it is both off track in terms of delivery and also in terms of budget it will be red. Where projects have an Amber or Red status the comments relating to the RAG status can be found using the linked Tableau dashboard and using the Tableau Reader software to examine the project data in more detail.
- 4.6 A greater amount of project detail, such as who the lead partners are on each project, a project summary and comments by the project manager from each quarter, can be found using the linked Tableau dashboard and using your mouse to either filter on team area, or project name by the location map or programme chart to examine the project data in more detail. This information is not available from the PDF version in **Appendix 2**.
- 4.7 The 'Programme and RAG status' shows 5 of the projects in delivery at the end of Q2 have an **amber RAG status**.

Projects with Amber or Red RAG status	Q1 RAG 2021/22	Q2 RAG 2021/22	Reason for RAG status
<b>Connecting People and Communities Projects:</b>			
Active Access	Amber	Amber	The underspend from the Active Access Project has been used as a contribution for the purchase of bikes to support the development of a Newhaven Travel hub
SUDs for Schools	Amber	Amber	<p>Moulsecoomb construction is almost complete. 3 excellent engagement sessions have been completed with students. Publicity is underway and open sessions are planned. Construction of Wallands Phase I is ready to begin on 18th December. Contractors have been appointed. Volunteer day is planned for Southern Water employees.</p> <p>Additional funds have been raised from Southern Water (£16k), Sec.106 (£5k) and Dept. for Education (£40k). A consultant has been assigned to Carden PS project by BHCC Highways dept to assist with sign off of highways element. Planning permission for Carden is complete. Publicity of the scheme within BHCC very positively received with a walk and talk for BHCC staff.</p>
<b>Landscape and Biodiversity Projects:</b>			
Lullington Heath	Amber	Amber	There have been challenges in getting all parties to sign the MoU. This has now been changed to a MoA and a draft has now been agreed so it is expected that this will be signed by all parties soon.
Winchester Study	Amber	Amber	The final report is now finished and a draft is out to public consultation, which closes on 15th November 2021.
<b>Cultural Heritage Projects:</b>			
Stop a Minute	Green	Amber	<p>This project is proving to be a challenge due to a number of factors:</p> <ul style="list-style-type: none"> <li>The artists have experienced some personal circumstances that resulted in a pause to the project. Only one member of Two Circles Design will now be able to take the project forward (as opposed to two artists originally).</li> <li>A proposal was presented to the two sites by the artist, but although the proposal was accepted by Queen Elizabeth Country Park, Forestry England have rejected the proposal, and wish to see a revised proposal made.</li> <li>Forestry England rejection of the proposal mainly reflects a number of restrictive stipulations made by them with regards to</li> </ul>

			<p>theme, materials, location and approach, removing flexibility from the artist and complicating issues such as supply of materials and alignment of messaging across both sites.</p> <ul style="list-style-type: none"> <li>• The artist is now working to complete already agreed commissions with other partners. And due to the rejection of the proposal by Forestry England, will miss the planned installation timetable for this project, which had been scheduled for October 2021.</li> <li>• The artist has been contacted with feedback from both sites, and has been presented with the following three options: <ul style="list-style-type: none"> <li>○ Withdraw from the project – we will close the project without completion, agree the related costs for time committed to the project to date and close the project.</li> <li>○ Continue with the project, but work with Queen Elizabeth Country Park only on the existing proposal and decline taking the project further with Forestry England.</li> <li>○ Continue with the project, with the artist developing a second concept either applicable to both sites, or a new separate concept for Forestry England.</li> </ul> </li> <li>• We are therefore awaiting feedback from the artist around preferred approaches going forward.</li> </ul>
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## 5. Project Performance Reporting: New Project Approvals

5.1 There were 5 new projects approved and started in Q2, these include:

- One new project for the Connecting People and Communities Theme Programme Board (TPB): The PeCAN Project
- Two new projects approved through the Landscape and Biodiversity TPB: The Farm Carbon Project and Hampshire Hedgerows.
- One new project was approved through the Sustainable Economy and Tourism TPB: The South Downs Sustainable Business Programme
- One new project was approved through the Cultural Heritage TPB: Seaford Head Archaeology

## 6. Project Performance Reporting: Project Closures

6.1 In Q2 16 projects completed delivery and are either now closed or awaiting closure following final evaluation reports. Once completed case studies for these closed projects will be available on our website. The completed projects include:

### Connecting people and communities TPB:

- Beat the Street
- Community Energy Pathway Project – Scoping a phase 2

- Deep Time

Landscape and Biodiversity TPB:

- Changing Chalk - Dew Ponds (Stage 2 of Changing Chalk to start in 2022)
- Changing Chalk - Grazier Post (Stage 2 of Changing Chalk to start in 2022)
- Cockshut Stream Regeneration Project
- Ewe Dean Fencing
- Heathlands Reunited

Access TPB:

- Falmer to Woodingdean Path (Access)

Cultural Heritage TPB:

- Petersfield Museum
- Cissbury Digital Interpretation
- Poetry for Wellbeing
- The Full Harvest
- Towner Art Packs
- Workforce Support Webinars

Sustainable Development and Economy TPB:

- Sussex Modern

## **7. Seven Sisters Project Update**

- 7.1 At the start of Q2 we became the legal owners of Seven Sisters Country Park (SSCP). This was our first quarter as an operational team at the country park. The new SSCP team have been staffing the SDNPA Events Van based at Seven Sisters while the visitor centre is closed. They have welcomed and engaged with the public from day 1 and by the end of Q2 had engaged with over 6000 visitors. In addition to the Events Van the new Seven Sisters website went live on day 1, and a new ice cream van is located on site and started serving ice creams in Q2.
- 7.2 The Phase 1 contractors, Baxall Construction, started work at the country park in early August and were quick to prepare the site for immediate works. During Q2 the following works from Phase 1 have been undertaken:
- Visitor Centre has been stripped out and new suspended floor has been constructed which will enable full access for all visitors.
  - The workshop, which originally housed a large storeroom and toilets for the SWT and store room for tools, has been stripped out and all internal works started for the new toilet block that the workshop will become.
  - The dairy barn has had all redundant structures and concrete flooring removed ready for the new offices/volunteer facilities that will be built.
  - Foxhole cottages had scaffolding erected and work started on both external rendering work and internal refurbishment work.
  - The Sussex Wildlife Trust have vacated their previous location in the pump barn and this building is temporarily being used as the site office for the construction team.
  - External works started at Exceat to the car park wall, creating a new access point to the saltmarsh café car park area.
  - Facilities management to electrics and other utilities have been underway since we completed the transfer.
- 7.3 As part of the overall Seven Sisters project, one of our key aims is an improvement in the visitor experience at the Seven Sisters Country Park. To assist us in evaluating this element of delivery, we signed up to an accreditation scheme called VAQAS, who visited the site in Q2 and provided us with a useful feedback of their findings in relation to visitor experience.

The pass rate was 60% and we achieved 69%. The proposed improvements that were fed back all form part of our Phase I works, so we anticipate that this score will be much higher when they revisit after Phase I work is completed.

## 8. Project Performance Reporting: Strategic Fund Implications

8.1 The budget for the Strategic Fund for 2021/22 is set out in the overview table below. The level of funding available for projects may vary depending on the level of funding carried over, as well as the annual allocation of funds into the Strategic Fund on an annual basis. The annual budget contributions are based on assumptions within the Medium Term Financial Strategy approved by the NPA in March 2021.

	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Budget 2023/24</b>	<b>Budget 2024/25</b>
Annual Budget (£)				
Budget Carried forward (£)	734,014	260,509	221,509	162,509
<b>Total Budget</b>	<b>734,014</b>	<b>260,509</b>	<b>221,509</b>	<b>162,509</b>
Requirement for funding	*473,505	39,000	59,000	<b>0</b>
<b>Estimated funding available</b>	<b>260,509</b>	<b>221,509</b>	<b>162,509</b>	<b>162,509</b>

\*This total includes projects that have been approved funding but are currently on-hold awaiting other funding decisions.

## 9. Project Performance Reporting: Theme Programme Board Fund Implications and PMP delivery of Outcomes.

9.1 There is a separate project pipeline for PMP projects over the next 5 years for smaller proactive projects, these will be funded (where budgets allow) from the Theme Programme Boards (TPB) funds approved in the March NPA 2021. The TPB are split into areas responsible for delivering against specific PMP outcomes (and priorities) (**Appendix 4**) as follows:

- Landscape and Biodiversity (PMP outcomes 1, 2 and 3)
- Access (PMP outcome 5)
- Cultural Heritage (PMP outcome 4)
- Sustainable Economy and Tourism (PMP outcomes 1.3, 8, 9 and 10)
- Connecting People and Communities (PMP outcomes 5.1, 6, 7, 8.1 and 9.2)

The below table summarises the spend allocation by each TPB at the end of Q2 with respect to PMP outcome delivery.



<b>TPB</b>	<b>TPB Budget Approved in March NPA</b>	<b>Total budget including carry over from 2020/21</b>	<b>Approved for projects by the end Q2 (inc. carried over projects)</b>	<b>PMP outcomes delivered</b>
Landscape and Biodiversity	60,000	111,400	108,400	1, 2 and 3
Access	60,000	139,700	139,645	5
Cultural Heritage	60,000	81,600	36,000	4.1 and 4.2
Sustainable Economy and Tourism	60,000	60,000	25,000	10.1, 10.2, 10.3, 9.2 and 9.3
Connecting people and communities	60,000	119,000	63,120	5.1, 6.1, 7.1, 8.1 and 9.2

#### 10. Annual Governance Statement

- 10.1 The Annual Governance Statement (AGS) 2020/21 detailed 9 actions for 2021/22. These will be monitored throughout 2021/22 and reported on quarterly. See **Appendix 5** for progress on the **Annual Governance Statement actions** for Q2.

#### 11. Human Resources & Health and Safety

- 11.1 The Human Resources & Health and Safety paper for 202/21 detailed 8 actions for 2021/22. These will be monitored throughout 2021/22 and reported on quarterly. See **Appendix 6** for progress on the **Human Resources and Health and Safety actions** for Q2.

#### 12. Other Implications

<b>Implication</b>	<b>Yes*/No</b>
Will further decisions be required by another committee/full authority?	It will be the case that, as per the standing orders and the terms of reference for this Committee, projects will come forward for approval in due course.
Does the proposal raise any Resource implications?	There are no direct resource implications to this report, as the recommendations are for receive and review only. This report reports a position for projects in delivery at the end of Quarter 2, which includes projects funded from the Strategic Fund, which is funded from approved budgets.
How does the proposal represent Value for Money?	Value for money for individual projects is assessed at the development stage, midway through a project and at the end, through an evaluative process that is reported to this Committee.  Setting aside a fund to support projects represents a positive return on investment as it enables projects to go ahead which might not otherwise
Are there any Social Value	No

implications arising from the proposal?	
Have you taken regard of the South Downs National Park Authority's equality duty as contained within the Equality Act 2010?	Yes – as the subject matter of the report is an update on organisational performance, no specific issues arise. Projects are subject to an equalities impact assessment at the appropriate stage of their development
Are there any Human Rights implications arising from the proposal?	No
Are there any Crime & Disorder implications arising from the proposal?	No
Are there any Health & Safety implications arising from the proposal?	No
Are there any Data Protection implications?	No
Are there any sustainability implications based on the 5 principles set out in the SDNPA Sustainability Strategy	No, not directly although during development of the Corporate Plan, sustainability issues are included as part of the process. All projects will contribute positively to some extent to the delivery of Partnership Management Plan outcomes, all of which are aimed at delivering sustainability

### 13. Risks Associated with the Proposed Decision

13.1 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	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

funding we were able to apply for.			National Park and also potentially for the SDNPA.
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**Tanya Hibberd, Performance and Research Lead &  
Liz Gent, Project Management Lead, South Downs National Park Authority**

Contact Officers: Tanya Hibberd & Liz Gent  
 Tel: 01730 819220 & 01730 819238  
 email: [tanya.hibberd@southdowns.gov.uk](mailto:tanya.hibberd@southdowns.gov.uk);  
[liz.gent@southdowns.gov.uk](mailto:liz.gent@southdowns.gov.uk)

- Appendices
1. Changing Chalk press release
  2. Q2 Corporate Performance report
  3. Q2 Projects Tableau Dashboard
  4. PMP outcomes and priorities
  5. Annual Governance Statement actions for 2021/22: Q2 update
  6. Human Resources & Health and Safety actions for 2021/22: Q2 update

SDNPA Consultees Chief Executive; Director of Countryside Policy and Management; Director of Planning; Chief Finance Officer; Monitoring Officer; Legal Services, Business Service Manager; Countryside and Policy Managers

External Consultees None

Background Documents [Corporate Plan 2021/22](#)  
 Tableau Dashboard Link for Q2 Report:  
[https://public.tableau.com/views/PRProjectsDashboardQ2202122/ProgrammeandRAGstatus?:language=en-GB&publish=yes&:display\\_count=n&:origin=viz\\_share\\_link](https://public.tableau.com/views/PRProjectsDashboardQ2202122/ProgrammeandRAGstatus?:language=en-GB&publish=yes&:display_count=n&:origin=viz_share_link)

Tableau training video:  
<https://drive.google.com/file/d/1p1WbMxcICNUnBBwRzkLTxNCJdnSXafnQ/view?usp=sharing>

**Embargoed until 00.01 on 15 October 2021**

**Local partnership secures multi-million-pound National Lottery Heritage Fund grant for the eastern South Downs and surrounding towns**

- **10-strong Changing Chalk partnership\***, led by the National Trust, includes charities and organisations from across Brighton & Hove, Eastbourne and Lewes
- **A £2.23m National Lottery Heritage Fund grant will help restore rare habitats and lost landscapes, bring history and local cultures to life and provide new experiences in the outdoors to those in need**
- **New jobs, apprenticeships, training and volunteering opportunities will be created**

A multi-million-pound project connecting nature, people and heritage is set to launch across the eastern South Downs and surrounding towns next year. Made possible by money raised by National Lottery players, Changing Chalk is supported by a National Lottery Heritage Fund grant of £2.23 million.

Led by the National Trust, the 10-strong\* 'Changing Chalk' partnership will work with local communities, farmers and landowners. Its aim is to restore and protect the internationally rare chalk grassland, bring diverse histories to life and provide new experiences in the outdoors to those who need it most.

The National Lottery Heritage Fund grant will be supplemented by partners through funding, fundraising, volunteer time and in-kind support. A series of new jobs, apprenticeships and training opportunities will be created across Brighton & Hove, Eastbourne & Lewes.

Around 2,500 volunteers will have the chance to learn new skills and support the partnership's vision<sup>1</sup>.

**Europe's 'tropical rainforest' under threat**

The chalk grassland habitat of the South Downs - so rich in biodiversity it's sometimes referred to as Europe's tropical rainforest<sup>2</sup> - is in rapid decline with approximately 80%<sup>3</sup> lost since WWII. Meanwhile the densely populated urban fringes of the eastern South Downs include some of the most economically-deprived wards in the UK<sup>4</sup>.

Changing Chalk will tackle these issues over the next four years, by bringing the eastern Downs and towns closer together. Eighteen ambitious projects will break down complex barriers to participation in the outdoors, restore and protect nature and wildlife, improve wellbeing and celebrate the heritage that have shaped the South Downs.

Richard Henderson, National Trust chair of the partnership says: "We're delighted to have received this support thanks to National Lottery players. The need to connect nature, people and heritage has never felt more important or relevant, and the commitment from our partners to achieve this is truly wonderful. The project has an amazing cross-section of activities that will protect and restore the South Downs landscape for people to enjoy, for health and wellbeing, for nature's recovery and climate resilience into the future."

Stuart McLeod, Director London & South at The National Lottery Heritage Fund, said:

"We are delighted to support the 'Changing Chalk' partnership and help them to restore the vital chalk grassland habitat of the South Downs. Investing in projects that support nature is a key priority for us and now, thanks to money raised by National Lottery players, a wider range of people will be



able to enjoy this area so rich in biodiversity, while benefitting from both a mental health and wellbeing perspective”

The eighteen interconnected projects will deliver Changing Chalk’s vision across three areas:

### **Restoring Chalkland Biodiversity**

The chalk grassland of the South Downs is home to iconic wildlife, including rare orchids, wildflowers and butterflies. Its drastic loss – caused in part by intensive farming and the loss of traditional ways of looking after the landscape – has left sites small and isolated, threatening the wildlife that depends on it.

At the heart of the partnership, two new Chalk Life Rangers and an Education Ranger will lead community activities to support the care and restoration of the chalk grassland. NEETS programmes, apprenticeships and volunteering will promote skills development and give more young people an opportunity to discover the Downs on their doorstep.

Over the four years partners will support the management of more than 800ha of land for nature, including 60ha of golf course returned to species-rich chalk downland and 40 sites returned to active grazing. 5 new dew ponds, meadows and enhanced habitat for pollinators will also be established. National Nature Reserves and Local Wildlife Sites will be improved and vital habitat research funded.

Farmers and land managers will be supported in sustainable management of chalk grassland, to improve its ecological resilience to the effects of climate change by re-connecting fragmented areas of this rare and important habitat.

### **Connecting Downs and Towns**

Today’s world has new challenges for urban communities – heightened by the Covid-19 pandemic. The Changing Chalk area has some of the most economically deprived wards in the UK, with high unemployment and physical and mental health needs.

The partnership will improve well-being through connection with the local landscape. Eco-therapy activities will benefit local people with physical and mental health needs, and new accessible maps co-created with local charities will help underserved and less physically able communities to access green space. Meanwhile the Downs will come to the towns with new chalk grassland planting on twelve city sites.

In addition, a Community Grants Scheme will award £150,000 to local communities for community-led initiatives supporting Changing Chalk’s vision.

### **Hearts and Histories of the Downs**

The South Downs is defined by historical features and a rich cultural history which has helped shape the landscape. However more than one in 10 (12%)<sup>5</sup> heritage sites urgently need more care to survive. Meanwhile many cultural traditions have been lost or marginalised.

There will be community excavation projects in Eastbourne, the chance to ‘adopt’ local monuments and annual celebrations for Gypsy, Roma and Traveller History Month. There will also be creative writing, storytelling and other arts and cultural activity to engage writers and audiences of Black, Asian and ethnically diverse people.

Changing Chalk will kick off in early 2022. For more information including updates on how to get involved visit [www.nationaltrust.org.uk/projects/the-changing-chalk-partnership](http://www.nationaltrust.org.uk/projects/the-changing-chalk-partnership).

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## Notes to editors

### Further information

For further information and interviews please contact:

Laura Marsh, National Trust Marketing and Communications Consultant,  
[laura.marsh@nationaltrust.org.uk](mailto:laura.marsh@nationaltrust.org.uk) / 07484 092463

Please find images here:

<https://nationaltrustonline.sharepoint.com/:f/s/MediaAssets/EuwARNayCmpLjBuwRaH5Fv8BKSWLFKEjjDyYG2N8or6dhQ?e=i3wbze>

### Changing Chalk partners added:

- Claire Kerr, South Downs National Park Authority's Countryside Policy Manager for the area of the National Park where Changing Chalk is taking place, said: "Chalk grassland was one of the reasons for the designation of the South Downs National Park as it's such a rare habitat. It's often called Europe's rainforest in miniature, with up to 40 different wildflowers in a single square metre and over 20 different butterfly species.  
  
"This significant funding underlines the importance of chalk grassland for UK biodiversity and the work will fit seamlessly into the National Park's ambitious nature recovery strategy to help wildlife flourish, as well as promote the health and wellbeing benefits of this treasured landscape.  
  
"Farmers and land managers are absolutely key to chalk grassland restoration and enhancement, through practices such as conservation grazing, and we're looking forward to working closely with them to help deliver this inspiring project."
- Jess Crocker, from the Brighton & Hove Food Partnership, says "The huge benefits of time in nature on our wellbeing and health are increasingly understood and celebrated, but there are still many local people who don't get to experience this. We are thrilled to have the chance to bring life-changing outdoor experiences to people who need this help most, alongside improving and protecting our local downland."
- Alice Parfitt, Conservation Officer at Buglife, adds "The Changing Chalk project area is home to many rare and threatened invertebrates and Buglife is looking forward to working with landowners, farmers and communities to improve the chalk landscape for them. This National Lottery Heritage Fund grant will enable us to bring back wildflowers in B-Lines across the South Downs to help our struggling pollinators, explore how vineyards can do their bit to help bugs, and support on the ground action to secure the future for the striking Wart-biter bush-cricket."
- Ted Chapman, UK Conservation Partnerships Coordinator at the Royal Botanic Gardens, Kew says: "It is great that RBG Kew is to be involved in such an important 'grass-roots' project, working with a diverse range of stakeholders to preserve the unique biodiversity and beauty of our chalk grasslands, which are so important to the survival of many threatened plants and animals. This project will build on and benefit from Kew's science-led research into chalk grassland restoration in the South Downs."
- Henri Brocklebank, Director of Conservation at Sussex Wildlife Trust says "Previous surveys have shown us how vulnerable our remaining areas of chalk grassland are. Many of these have been identified as Local Wildlife Sites and we are delighted that the Changing Chalk Partnership will enable us to fast track the surveys of these sites, which will provide



straightforward recommendations for landowners and managers for enhancing their sites and also signpost resources from the wider Changing Chalk Partnership to support them. Lessons learnt from the surveys conducted through Changing Chalk can help guide future chalk grassland initiatives. We congratulate the National Trust for bringing together this ambitious partnership and this successful National Lottery Heritage Fund application.”

- Jo Seaman, Heritage Manager at Eastbourne Borough Council says, “The Downs and Towns have a long, shared history, with people through the centuries relying on the landscape for their existence and later for their wealth. Yet many of today’s communities are unaware of the unique story lying under the land they walk on every day.

Thanks to the support of the National Lottery Heritage Fund and its players, Eastbourne Council can now start to unearth this hidden history, with the launch of the Big Dig as part of Changing Chalk. Working with volunteers and through community-led activities, the project hopes to reveal the forgotten stories through research and archaeology in local people’s very own back yards.”

- Councillor Amy Heley, Chair of the Environment, Transport & Sustainability Committee, Brighton & Hove City Council, says “This funding will play a vital role in protecting and raising awareness of the biodiversity in our city which is essential in our fight to tackle the climate and biodiversity emergency.

It will enable us to invest in and increase our understanding of our precious chalk downland habitat & species. It will also connect more of our residents and visitors with the incredible natural environment that surrounds and weaves through our city.

The special features of our local chalk environment are one of the reasons the Brighton & Lewes Downs region is globally designated as The Living Coast UNESCO Biosphere. Brighton & Hove City Council are lead partners of The Living Coast and we are fully committed to preserving and enhancing our natural environment for generations to come.”

- Sue Beale, Nature Recovery & Partnership Manager for Natural England (Kent & Sussex) says, “Natural England, as a committed member of the Changing Chalk partnership, is delighted by the level of funding that has been secured, a success that really underlines the power and importance of organisations working together to drive forward effective nature recovery.

I am particularly pleased by the opportunity for our National Nature Reserves to host a research and education programme focused on chalk grassland restoration techniques; ensuring that the tools are in place to re-establish and expand this rare habitat, enabling it to be enjoyed by present and future generations”.

## Appendix

<sup>1</sup> Up to 40 species of flowering plants can be found in one square metre of chalk grassland, with many species growing nowhere else, including rare orchids and wildflowers

<sup>2</sup> 2016 South Downs National Park State of Lowland Calcareous Grasslands report

<sup>3</sup> A school’s indicator of pupils living in socio-economic deprivation is their free school meal percentage (FSM). 17% FSM is the national average. There are 30 (55%) schools in Brighton and Hove with higher than the national average FSM percentage. Their FSM % ranges from 23% to 63%. 16 of those schools have a FSM% of 40% and above.

<sup>4</sup> 13 new jobs will be created including 4 x apprenticeships (15-18 months each):

- 2 x Ranger apprenticeships



- 1 x Cultural Learning and Participation apprenticeship
- 1 x Archaeological technician apprenticeship

In addition, there will be 6 x 3-month traineeships

<sup>5</sup> There are 227 Scheduled Monuments within the Changing Chalk study area. Of these 26 (12%) are either 'At Risk (6)' or in a 'Vulnerable (21) – Declining' condition according to the national Heritage at Risk Register (Heritage England)

### **About the Changing Chalk Partnership**

The Changing Chalk partnership has a shared vision of a sustainable future for the South Downs, working together to reverse the decline of the fragile chalk grassland and connect local communities to the internationally significant landscape on their doorstep. Changing Chalk is focused on a 458 sq km area, at the eastern end of the South Downs.

The partnership has brought conservation organisations together with farmers, research institutions, community organisations and local authorities and provides a real opportunity to tackle the issues through collaboration and partnership.

\*The Changing Chalk partnership comprises 10 core partners and is led by the National Trust:

- Brighton & Hove City Council
- Brighton & Hove Food Partnership
- Buglife
- Lewes and Eastbourne Councils
- Living Coast Biosphere
- National Trust (Lead partner)
- Natural England
- Railway Land Wildlife Trust
- South Downs National Park Authority
- Sussex Wildlife Trust

Each core partner is a project lead for one or more projects in Changing Chalk. However partners will work collaboratively across projects and themes, as well as at cross-partnership and strategic levels.

In addition, the following delivery partners will provide specialist activity on specific projects:

- Historic England
- Royal Botanic Gardens, Kew
- Writing our Legacy

The partnership will also work closely with a number of community organisations and other stakeholders to co-create and deliver project activities.

### **About the National Trust**

The National Trust is a conservation charity founded in 1895 by three people: Octavia Hill, Sir Robert Hunter and Hardwicke Rawnsley, who saw the importance of the nation's heritage and open spaces and wanted to preserve them for everyone to enjoy. Today, across England, Wales and Northern Ireland, we continue to look after places so people and nature can thrive.





The challenges of the coronavirus pandemic have shown this is more important than ever. From finding fresh air and open skies to tracking a bee's flight to a flower; from finding beauty in an exquisite painting or discovering the hidden history of a country house nearby - the places we care for enrich people's lives.

Entirely independent of Government, the National Trust looks after more than 250,000 hectares of countryside, 780 miles of coastline and 500 historic properties, gardens and nature reserves.

The National Trust is for everyone - we were founded for the benefit of the whole nation. We receive on average more than 26.9 million visits each year to the places we care for that have an entry fee, and an estimated 100m visits to the outdoor places that are free of charge. Paying visitors, together with our 5.6 million members and more than 53,000 volunteers, support our work to care for nature, beauty, history. For everyone, for ever.

For more information and ideas for great seasonal days out go to: [www.nationaltrust.org.uk](http://www.nationaltrust.org.uk)

### **About the South Downs**

The project is focused on the chalk ridge which stretches across the Downs from Eastbourne to Shoreham bordering the busy towns of Brighton, Lewes and Eastbourne. The majority of the 452sq/km project area falls within the South Downs National Park recognised for its natural and cultural heritage, landscape, access and recreation. The National Trust is one of the largest landowners owning significant areas of SSSI designated land as well as key sites for access such as Devils Dyke and Birling Gap. The focal area also includes the Eastern Downs farm cluster comprising 38 farms and the UNESCO Biosphere region of Brighton and Lewes Downs.

The South Downs have been shaped by human intervention throughout their history. The species-rich chalk grassland has its origins 6000 years ago when people first began to settle. Traditional chalk downland farming patterns have shaped the landscape and farming continues to dominate the area today. Sitting beneath this visual legacy, the landscape is scattered with remnants of ironworks, burial mounds, ancient settlements, forts and farmsteads evidencing human history from Stone Age to the Second World War. Motcombe Gardens in Eastbourne, one of the first downland settlements, will be the site of the Big Dig project to help explore and uncover the heritage of the area.

The Downs is an important landscape on many different levels and for many different people and organisations.

### **About The National Lottery Heritage Fund**

Using money raised by the National Lottery, we **Inspire, lead** and **resource** the UK's heritage to create **positive and lasting change** for people and communities, now and in the future.

[www.heritagefund.org.uk](http://www.heritagefund.org.uk).

Follow @HeritageFundUK on [Twitter](#), [Facebook](#) and [Instagram](#) and use #NationalLotteryHeritageFund

Item 10 Appendix 2: Corporate Performance Report Q2 (July to September) 2021/22

Strategic Priority or Organisational Priority	Key priorities	In year 2 of our Corporate Plan we will:	PMP outcome(s) delivering against	Key data	Commentary	RAG Performance	Next steps and/or potential risks (including impact of Covid-19)
<p><b>Strategic priority 1: Enhance</b> - We will support or lead partnerships and projects which deliver the first Purpose of National Parks: to conserve wildlife, the natural beauty of the landscape and cultural heritage</p> <p><b>PMP Outcome 1: Landscape &amp; Natural Beauty</b></p>	Deliver the strategic work streams for the People and Nature Network (Green Infrastructure)	<p>1) Develop greater detail around the Nature Conservation Improvement Areas (NCIA) and audit current activity</p> <p>2) Align Local Plan Green Infrastructure (GI) policy and practice with Environment Bill, GI standards and partner authorities' Local Plans where possible to develop shared policy objectives</p> <p>3) Support and develop cross boundary links to wider initiatives to support the setting of the SDNP</p> <p>4) Integrate strategic GI approach with Nature Recovery Network (NRN) and Net Zero with Nature (NZWN)</p>	<p>1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects</p> <p>1.2 Improve green and blue infrastructure to deliver nature recovery networks and connect people to nature within and around the SDNP</p>		East of Winchester Landscape study report now out to consultation which has a window of 6 weeks until 15-November-21. The report sets out in detail the findings from the workshops and other engagement activities that were undertaken in 2019 to prepare a forward plan with the local stakeholders as decision makers. Research and data prep for SDNPA on river catchments and river Priority Habitats is ongoing. NCIA's integrated within the SDNPA Wildlife Delivery Plan opportunity areas which has now been endorsed by NPA as part of the Nature Recovery programme.		<b>Next steps:</b> Natural England GI standards introduction due 2022. Set out framework for NCIA Audit. Pull together local plan information and develop approach. Integrate GI standards with SDNPA LP and BNG. PANN evidence base to feed into Natural Capital assessment work by Hants & IoW LNP.
	Lead the Authority's response to: i) Nationally Significant Infrastructure Proposals (NSIPs) ii) Major and strategic planning applications iii) Other ad hoc major projects as required	Respond in a timely and appropriate fashion to NSIPs and major planning applications which may impact the National Park	1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects		Speed of determination of major planning applications remains in excess of Government targets. All NSIP deadlines met.		
	Provide high quality specialist advice in Design, Conservation and Landscape, as required across the organisation	Provide specialist advice as and when required	1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects		Specialist advice has been provided throughout the quarter.		<b>Note:</b> Site visits by specialists to the outside of buildings are taking place, where social distancing can be observed
	Support farm clusters across the South Downs National Park	Develop and operate projects that prepare farmers for the implementation of the new Environmental Land Management (ELM) scheme at a landscape scale	1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park	<p>18 farmers taking part in the South Downs National Park Farm Carbon Project</p> <p>5 Meet the Farmer videos and plaques created</p>	In September, soil sampling was undertaken on 18 farms in the SDNP as part of the Farm Carbon Project. The Meet the Farmer project with the South Downs Farmers Group was concluded in August. Five videos were produced along with a plaque for each farmer containing QR and NFC links. Each farm has received two plaques to put up along PRoW on their holdings.		<b>Next steps:</b> Undertake soil analysis of the samples taken for the SDNP Farm Carbon Project. Continue to deliver FIPL across the SDNP
	Participate in the Environmental Land Management (ELM) National Pilot	Ensure National Park involvement, where possible, in all components of the ELM National Pilot	1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park		Awaiting details of the Local Nature Recovery and Landscape Recovery pilots from Defra.		<b>Next steps:</b> we will ensure we are involved once information received from Defra
	Support Farming in Protected Landscapes (FiPL)	Implement and manage FiPL funding across the National Park	1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park	12 FiPL applications approved allocating £120,000	The FiPL (Farming in Protected Landscapes) programme was launched in the SDNP on July 1st. In Q2, 58 expressions of interest were received resulting in 12 approved applications allocating £120,000.		<b>Next steps:</b> Continue to deliver FiPL across the SDNP
<p><b>Strategic priority 1: Enhance</b> - we will support or lead partnerships and projects which deliver the first Purpose of National Parks: to conserve wildlife, the natural beauty of the landscape and cultural heritage</p>	Develop and deliver SDNPA projects as part of the National Trust led HLF funded Changing Chalk initiative	Development Phase continued: submission June 2021	2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats	Projects are reported on in the Quarterly Project Update			
	Reduce nitrates into groundwater as part of Brighton ChAMP Phase 2 (The Aquifer Partnership (TAP))	Continuation of TAP	2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats	Projects are reported on in the Quarterly Project Update			

<b>PMP Outcome 2: Increasing Resilience</b>	Support the South Downs Forestry Champions partnership	Review the composition of the partnership group and continue delivery of the action plan	2.2 Improve the resilience and quality and quantity of trees and woodlands in the National Park and ensure that the right tree is planted in the right place		Project with NE/FC to assess deer impact on habitats. Deer enclosures will be erected and surveys will be planned to monitor deer impact and encourage natural regeneration (linked to TPB project: We Love YEW but delivering actions from SDFC programme). Second meeting of the SD Forestry Champions (SDFC) was held at Alice Holt Research Station on the 24th September 2021. ToR have been prepared and shared with partners. Supporting the creation and/or consolidation of 2 Deer Management Groups with specific projects and training.		<b>Next steps:</b> Organise next meeting of the Forestry Champion Partnership. Continue support of Deer Management Groups. Finalise preparation of training events with RFS/FC. Aim to have 2 Forestry Apprentices in January 2022 <b>Potential risks:</b> Changes in Covid-19 restrictions during the winter might still have an impact on working patterns/practices if another wave of the pandemic sweeps the country.	
	Support the Woodland Trust conservation partnership	Deliver a package of targeted woodland management advice and support to landowners and woodland businesses	2.2 Improve the resilience and quality and quantity of trees and woodlands in the National Park and ensure that the right tree is planted in the right place	Engaged and visited <b>3 landowners</b> previously not engaged with (c 40ha) plus 7 revisits carried out between August and Sep  9 reports were completed plus the annual review for the Conservation Partnership.	Continued to provide advice to landowners previously engaged with as well as SDNPA staff. Main focus of engagement is the target areas identified on the Conservation Partnership Agreement.		<b>Next steps:</b> Review priorities with Steering Group Priorities on the 14th October. Focus on working with existing landowners using the Woodland Resilience Fund to help where other funding is not available. <b>Potential risks:</b> Changes in Covid-19 restrictions during or after the summer holidays might still have an impact on working patterns / practices if another wave of the pandemic sweeps the country. At the moment site visits can continue.	
<b>Strategic priority 1: Enhance</b> - we will support or lead partnerships and projects which deliver the first Purpose of National Parks: to conserve wildlife, the natural beauty of the landscape and cultural heritage  <b>PMP Outcome 3: Habitats &amp; Species</b>	Complete Heathlands Reunited and secure ongoing commitments to heathland recovery and public engagement	1) Complete/close HeRe project 2) Initiate Strategic Access Management & Monitoring (SAMM) Whitehill & Bordon Regeneration Project 3) Development of a landscape-scale approach to the Wealden Heaths	3.1 Create, restore and improve areas of priority habitat to be more, bigger, better, and joined up at a landscape scale	Projects are reported on in the Quarterly Project Update				
	Restore nature at scale. Develop and implement a South Downs Delivery Plan for Wildlife. Work with regional and local partners (inc. Local Nature Partners (LNPs) and South East Protected Landscapes (SEPL) to define Nature Recovery Networks (NRNs) and Local Nature Recovery Strategy (LNRS)	1) Define & adopt the Nature Recovery Network in partnership 2) Develop a nature recovery vision specific to the SDNP 3) Develop nature recovery in the SDNP by landscape character area 4) Develop a matrix / framework which outlines the different mechanisms (financing nature recovery and natural capital) 5) Develop a monitoring & reporting framework: develop and adopt the SDNPA approach to biological monitoring 6) Develop nature recovery/nature based solutions as part of the climate change action plan	3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases			Definition of the Nature Recovery Network (NRN) continues in partnership with the county Local Nature Partnerships (LNPs) (Sussex & Hampshire). Collaboration at a regional level to develop SE NRN Framework now initiated (through the SE Nature Partnership). High level ambition/target of 13,000ha for nature or 30% by 2030 in place and promoted through ReNature Campaign. Further work underway to refine targets by habitat. Mapping nature recovery by Landscape Character Assessment (LCA) through the SDILCA (South Downs Integrated Landscape Character Assessment) is under development. Financing Nature Recovery group also set up. SD Biodiversity Monitoring Framework (BMF) Version 1 published; we are working towards delivery of the Action Plan		<b>Next steps:</b> Nature Recovery Working Group (NRWG) developing Nature Recovery process map to ensure internal join up and service delivery to stakeholders. NR Resource Hub to go live at beginning of October. NR paper to go to NPA 21-October. NR focus to Agents Forum, Local Plan training and Parishes webinar. Call for Nature Sites (C4NS) to go live in November. Embed new Research and Evidence Officer into NRWG. <b>Potential risks:</b> further delay to Env Bill has been announced. Impact of campaign. Ability to bring land managers and partners to the table to take action. Capacity to meaningfully engage in the complex range of NR activity. Clarity of SDNPA role in facilitating new mechanisms.
	Set up and administer a South Downs Nature Recovery Campaign and Challenge Fund	Go live	3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases	Between 5 July-30 September the hero animation was viewed a total of <b>257,897 times</b> - <b>118,872 online</b> and <b>139,025 times in cinemas</b> across the South East.	The ReNature Campaign launched on 5 July 2021.			
	Produce a Landscape Management Plan (LMP) for Seven Sisters Country Park	LMP completed. Delivery in SSCP started	3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases	Seven Sisters updates are reported as part of the Quarterly Project Update				
<b>Strategic priority 1: Enhance</b> - we will support or lead partnerships and projects which deliver the first Purpose of National Parks: to conserve wildlife, the natural beauty of the landscape and cultural heritage  <b>PMP Outcome 4: Cultural Heritage</b>	Create and undertake a Scheduled Monument Monitoring project	Apply for funding, recruit project delivery staff, plan delivery, design participant agreements and recruit participants	4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage	Projects are reported on in the Quarterly Project Update				
	Roll out the Footsteps App	Develop and deliver new App content (max. 2 new organisations)	4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage	Projects are reported on in the Quarterly Project Update				
	Create and Install 'Meet the Archaeologist' Near Field Communication (NFC) plaques	Deliver tranche 1 plaques	4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage	Projects are reported on in the Quarterly Project Update				

	Support and encourage traditional skills through partnerships	Develop and deliver new projects across both aims	4.2 Promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts	Projects are reported on in the Quarterly Project Update			
	Encourage creative experiences and activities and cultural programming, providing a platform for increased representation and engagement for all groups	Build on projects and co-author follow on projects	4.2 Promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts	Projects are reported on in the Quarterly Project Update			
<p><b>Strategic priority 2: Connect</b> - we will support or lead partnerships and projects which deliver the second Purpose of National Parks: to promote understanding and enjoyment and improve health and well-being through volunteering &amp; learning, high quality access management and providing information and events</p> <p><b>PMP Outcome 5:</b> Outstanding Experiences</p>	Increase our digital reach and engagement	<p>1) Increase web traffic to 55,000 visitor average per month</p> <p>2) Deliver Phase 2 of the website</p> <p>3) Increase our social media following to 65,000 (10% increase)</p>	5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion	<p>The website had <b>401,762</b> unique visitors during this period, providing us with a monthly average of <b>133,920</b> visitors.</p> <p>Across social media, we have <b>67,659</b> followers.</p>	<p>Website phase two is not yet complete. The design, development and launch of a new Seven Sisters Country Park website took priority for this period. Social media includes SDNPA Twitter, SDNPA Facebook, SDNPA Instagram and the SDNPA Ranger Twitter accounts. It <b>does not</b> include any of the new SSCP social channels.</p>		<p><b>Next steps:</b> we expect the improved Discovery, Volunteer and Learning map (amalgamated) on the SDNP website to be released by the end of November 2021.</p> <p><b>Potential risks:</b> Website visitor numbers are down slightly, but still higher than in 2019, prior the launch of the new website.</p>
	Deliver the Communications Plan and signage and interpretation plans for Seven Sisters Country Park (SSCP)	<p>1) Engage with local communities on the redevelopment and launch of SSCP</p> <p>2) Develop and launch new Seven Sisters website and social media channels</p> <p>3) Develop and deliver new site signage</p> <p>4) Deliver new interpretation in the visitor centre</p> <p>5) Launch and promote SSCP after Phase 1 has been completed</p>	5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion	<p>During Q2 the <b>new SSCP website received 60,644 unique visitors</b>. We launched new social media channels on Instagram, Facebook and Twitter and between them these have <b>1,417 followers</b> and an average weekly reach of <b>46,239</b>. We have had the events van on site providing an information point for visitors and have spoken to over 7,000 visitors during this quarter.</p>	<p>Temporary interpretation panels went in during August providing visitor information and maps as well as plans for the site.</p>		
	Manufacture and install 30 new entry signs inside the National Park	Complete manufacture and installation of phase 2 which was delayed by Covid	5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion	Projects are reported on in the Quarterly Project Update			
	Comms to work alongside the Trust to develop and deliver a Nature Recovery Campaign. The aim is to raise substantial funds to enable delivery of our ambitious nature recovery plans for an additional 13,000 hectares of land that will be managed for nature by 2030	Develop and launch our Nature Recovery Campaign	5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion	<p>In addition to the successes of the ReNature Campaign mentioned above in relation to the priority 'Set up and administer a South Downs Nature Recovery Campaign and Challenge Fund', we achieved significant media coverage with over <b>200 pieces of media coverage</b> nationally, regionally, locally and even internationally. This coverage reached over <b>4.1 million people</b>, with coverage through online media reaching many millions more.</p> <p>The Happy Nature, Happy you, Happy South Downs campaign reached <b>123,814 people through our social media channels</b> and <b>41,490 through media coverage</b>. Between July and September we held <b>19 pop up events</b>.</p>	<p>We also launched our <b>Happy Nature, Happy You, Happy South Downs</b> campaign and pop up events to engage new visitors with the National Park. Both the ReNature Campaign and the Happy South Downs Campaign featured as the lead story in our monthly newsletter which goes out to 8.5k people.</p>		

<p>Deliver the Families Outreach Project using the John Muir Award (JMA)</p>	<p><b>Deliver year 2 and evaluate:</b>  <b>1) Deliver face to face activities with community organisations</b>  <b>2) Support organisations through JMA resources and tool-kits</b>  <b>3) Review and evaluate project and embed legacy plans</b></p>	<p>5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion</p>		<p>1. Face to face engagement resumed over the summer months as Covid restrictions lifted. Sessions delivered in person included Facing Forward, Rural Refugee Network, CAMHS and a Home Education Group as well as continued engagement with EnableAbility. Some sessions which were planned over this period were cancelled due to lack of uptake e.g. Hangleton and Knoll Families and the Young Carers session was cancelled due to Covid impacting the group.                  2. Colouring canvasses and colouring sheets have been used with positive feedback from groups over the summer. 3. The end of project review for funders is being written and will be submitted to the SDNP Trust mid-October. Legacy work is underway with the project officer signposting groups to contacts within the SDNPA and arranging hand-over meetings where appropriate.</p>		<p><b>Next steps:</b> Review of the whole project will take place in November and December 2021 ahead of the project closedown in December. Case-studies will capture the learning and will be shared with the SDNP Trust, SDNPA and John Muir Trust as well as more widely within the NPUK family.  <b>Note:</b> The pandemic had a huge impact on this 2 year externally funded project. The entire delivery phase was impacted due to Covid restrictions and this resulted in a rapid but effective switch to online engagement through the virtual JMAs. These virtual awards had great reach, however the main principle of this project was engaging families from our most disadvantaged communities in face to face JMA activities. Instead of an 18 month delivery window we are now working to deliver taster day activities to a wide range of family groups from June - October with ongoing support to these groups throughout the autumn period.</p>
<p>Provide funding for permissive paths as a stop gap between expiring existing agri-environment schemes and the start of the new ELM scheme</p>	<p>Ensure agreements are in place with relevant landowners</p>	<p>5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways</p>	<p>Projects are reported on in the Quarterly Project Update</p>			
<p>Create a safe crossing on the A283 at Upper Beeding on to the South Downs Way (SDW)</p>	<p>Support West Sussex County Council with scheme feasibility and outline design work</p>	<p>5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways</p>	<p>Projects are reported on in the Quarterly Project Update</p>			
<p>Deliver Centurion Way Phase 2 from Singleton to Cocking</p>	<p>Undertake ecological/tunnel surveys for Centurion Way Phase II</p>	<p>5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways</p>		<p>Monthly, ecological/tunnel surveys for West Dean, Singleton and Cocking disused railways tunnels carried out in July, August and September. Summer surveys now completed.</p>		<p><b>Next steps:</b> Winter ecological/tunnel (hibernation roost) surveys to commence in December (no C-19 impact).</p>
<p>Create a new multi-user route along the Rother Valley</p>	<p>1) Review, negotiate and agree route alignment with landowners                  2) Develop and submit planning application</p>	<p>5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services</p>	<p>Projects are reported on in the Quarterly Project Update</p>			
<p><b>Strategic priority 2: Connect</b>                  - we will support or lead partnerships and projects which deliver the second Purpose of National Parks: to promote understanding and enjoyment and improve health and well-being through volunteering &amp; learning, high quality access management and</p>	<p>Develop the 'Our South Downs' Learning Network                  1) Review pilot of Ambassador Schools and extend approach following learning                  2) Run year 2 of schools eco grant</p>	<p>6.1 Provide high-quality outdoor learning opportunities as part of a locally relevant curriculum</p>		<p>1. Ambassador Schools programme continues to be paused due to the inability of any activities to progress through the Covid restrictions.                  2. School eco-grants has now been handed over to the SDNP Trust who are administering this scheme as part of their grants programme. This grant is currently paused. We are running an extensive School Visit Grants programme this year as part of our Covid learning sector support. Grants are awarded for fully facilitated visits to learning providers in the SDNP as well as enabling providers to take the SDNP into the school grounds via in-school visits. In addition we continue to run the travel grant.</p>		<p><b>Next steps:</b> we are hoping that the Ambassador Schools programme will resume in Q3 or Q4 2021/22 once Covid restrictions are lifted</p>

<p>providing information and events</p> <p><b>PMP Outcome 6: Lifelong Learning</b></p>	<p>Deliver Generation Green</p>	<p>1) Contract learning provider to deliver educational sessions at YHA sites across the National Park (Eastbourne, South Downs and Truleigh)                  2) Deliver South Downs Youth Action (SDYA) days as part of targeted delivery of volunteering opportunities for project participants                  3) Work with partners in the SDNP Learning Network to deliver teacher CPD sessions on learning in the National Park                  4) Work with Generation Green Project Manager to secure additional funding for Years 2-5 as part of the Access Unlimited consortium</p>	<p>6.1 Provide high-quality outdoor learning opportunities as part of a locally relevant curriculum</p>		<p>1. School visits are in progress; however there have been some postponements and cancellations due to the ongoing impact of Covid. These have been rescheduled for later in the academic year. Three schools from our target demographics attended/will attend residential experiences in September and October. 2. SCYP delivered very good staff training and young leader training packages as part of our Youth Ambassador training weekend residential. Three youth action days were delivered by SCYP in August targeting young people from more economically disadvantaged communities. Youth Action residential took place at YHA Truleigh Hill with Worth Unlimited, a youth group from north London. 3. Applications opened for Teacher Training sessions to the SDNP Learning Network and sessions shortlisted for creation. Commissioned creation of 28 Teacher Training sessions with first sessions now underway 4. Met with Generation Green project manager to discuss next steps for consortium and collaborations developed through this year's funded project. This will be picked up at the NPUK learning and Engagement Officers meeting in November to inform next steps.</p>		<p><b>Next steps:</b> Continue to promote and deliver the SDYA programme. Continue to promote and deliver the Discovery day educational sessions with So Sussex Organise and promote a final Youth Action residential for February 2022</p>
<p><b>Strategic priority 2: Connect</b>                  - we will support or lead partnerships and projects which deliver the second Purpose of National Parks: to promote understanding and enjoyment and improve health and well-being through volunteering &amp; learning, high quality access management and providing information and events</p> <p><b>PMP Outcome 7: Health &amp; Wellbeing</b></p>	<p>Link into social prescribing and place based health networks to increase use of the National Park for health and well-being (H&amp;WB) via social prescribing</p>	<p>51) Support the development of the Sussex Local Nature Partnership (LNP) H&amp;WB sub committee                  2) Identify places and begin negotiation for at least 1 H&amp;WB hub to be set up                  3) Identify existing Local Authority H&amp;WB hubs                  4) Use research findings to identify and develop specific interventions                  5) Continue to support the Public Health England (PHE) Southern National Park partnership</p>	<p>7.1 Develop initiatives which enable local communities and individuals to improve health and wellbeing</p>		<p>We are planning a hub at Seven Sisters, discussions beginning with the Business Lead. LA hubs have been identified and we will link to the Seven Sisters hub as a pilot. Draft report for the social prescribing mapping research has been received, SDNPA and Natural England colleagues are commenting on the draft. The PHE Southern National Park partnership has now moved on and is operating as a broader network in conjunction with Bournemouth University.</p>		<p><b>Next steps:</b> The Sussex Local Nature Partnership (LNP) H&amp;WB sub committee is planning a partner event in February 2022. SDNPA are part of the steering group for this and will be providing a speaker at the event. A final version of the social prescribing mapping study report is due at the end of October.</p>
<p><b>Strategic priority 2: Connect</b>                  - we will support or lead partnerships and projects which deliver the second Purpose of National Parks: to promote understanding and enjoyment and improve health and well-being through volunteering &amp; learning, high quality access management and providing information and events</p> <p><b>PMP Outcome 8: Creating Custodians</b></p>	<p>Develop South Downs Youth Action (SDYA)</p>	<p>1) Co-develop Lead Youth Ambassador roles with current Youth Ambassadors and recruit new intake of Youth Ambassadors                  2) Deliver the SDYA Park-Wide programme in conjunction with the SDNP Trust, Clarion Housing and Generation Green                  3) Launch the #willfornature youth action grant scheme</p>	<p>8.1 Increase and diversify volunteering opportunities that support the National Park</p>	<p>Eleven SDYA days took place in this period engaging over 200 young people</p>	<p>Youth Ambassador training weekend planned and marketed to new cohort of youth ambassadors and to existing SDNPA apprentices and funded through Generation Green. Round 1 of the Youth Action Grants received good media coverage and criteria for Round 2 finalised with applications open from mid-October</p>		<p><b>Next steps:</b> Round 2 of Youth Action grant due to launch mid-October</p>
<p><b>Strategic priority 3: Thrive</b>                  - we will develop strategies, support or lead strategic overarching partnerships and projects which deliver the Duty of National Parks: to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism</p>	<p>Deliver or support place making enhancements for specific communities</p>	<p>1) Support the development of the Petersfield place making strategy                  2) Deliver Communities in the South Downs: develop draft products for 3 areas and begin engagement in 2 further areas</p>	<p>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</p>	<p>Petersfield Place Making: Attended 2 x Petersfield Officer Group meetings and 2 x Petersfield Strategy group meetings. Communities in the South Downs (CitSD): Attended site visits with Jevington Parish Council x2; Fittleworth Parish Council x1 and Cheriton Parish Council x1 to review highways issues and brief consultants prior to preparation for draft highway intervention reports for each pilot parish</p>	<p>During this period officers have input on the preparation of the Station Road Junction brief and agreed final SDNPA support of 4 other junction briefs. The COVID restrictions on highways have been removed from Petersfield High Street during this period. Officers have attended further meetings with the CitSD consultants and all three pilot communities. The draft report for Fittleworth has been prepared and feedback provided by SDNPA and the Parish Council. The draft report for Cheriton and Jevington are expected in Q3. Initial findings from the Fittleworth site visit, meetings and draft reports have identified possible gateway solutions, signage audits and other street furniture solutions to resolve local highways issues</p>		<p><b>Next steps:</b> Stakeholder workshops have been delayed until Q3 due to delay in the agreement of contract between partners for the Junction modelling works, stakeholder workshops are now expected in Q4. Officers are currently seeking to resolve a local cycle route issue within a current development site in the Town, this will be discussed in a site meeting in Q3 and possible solutions identified. For CitSD project the final two consultants reports are expected in Q3 and the final catalogue and report should be available in draft for the SDNPA and pilot parishes to review and comment in Q4.</p>

<p><b>PMP Outcome 9: Great Places to Live</b></p>	<p>Work with External funding team to find ways to fund a challenge fund to support the development of community facility enhancements that contribute to mitigating climate change, enhancing nature recovery, promoting health and well-being and supporting the local economy</p>	<p>1) Understand which funders might support this and approach them 2) Work with parishes to identify enhancements needed</p>	<p>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</p>	<p>Attended 3 x parish council meetings with Buriton, East Meon and Firle Parish Council to assess community assets and provide an update on the proposal for community enhancement project.</p>	<p>Officers attended meetings with Parish Councils across the National Park to discuss community assets that the community would like to explore alternative uses. The initial discussions were to highlight the opportunity of working with SDNPA and explain the focus on the project, to encourage local communities to consider using their local assets for health and wellbeing, visitor management or actions to tackle climate change. No progress made on possible funding sources for the challenge fund</p>		<p><b>Next steps:</b> meet with the external funding officer and South Downs Trust team to explore existing funding streams to signpost communities to to adapt and enhance community assets and explore opportunities for establishing a challenge fund to provide specific support for community assets</p>	
	<p>Lead the Development phase of the OUSE Valley CARES bid to the Climate Action Fund</p>	<p>Develop and submit fully costed delivery project proposal for large HLF project</p>	<p>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</p>	<p>Projects are reported on in the Quarterly Project Update</p>				
	<p>Deliver Sustainable Drainage Project with schools</p>	<p>Rainscape construction planned in 2021/22- two schools (Moulsecoomb and Carden)</p>	<p>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</p>	<p>Projects are reported on in the Quarterly Project Update</p>				
	<p>Engage digitally on Local Plans, neighbourhood plans and other planning documents</p>	<p>Explore interactive digital engagement starting with our new SPDs/TANs, major planning applications and Whole Estate Plans. Investigate any pilot schemes from MHCLG.</p>	<p>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</p>		<p>We have continued to explore digital engagement for the Shoreham Cement Works Area Action Plan.</p>		<p><b>Next steps:</b> We are going out to tender for this work in in November and intend to start work with the chosen contractor in Q4</p>	
	<p>Effectively and efficiently operate all processes and systems for incoming and outgoing monies related to the Community Infrastructure Levy (CIL) and Section 106 legal agreements</p>	<p>Continue to produce the yearly Infrastructure Business Plan (IBP) as a mechanism to direct CIL money to priorities</p>	<p>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</p>	<p><b>S106 data</b> - collected £20,006.76 for specific obligations, spent £130,772.20 on 4 projects. Signed 3 new S106 - secured 4 affordable housing units in West Meon, financial contribution for Newton Valance Village Hall and land for nitrate mitigation <b>CIL</b> - for 2021/22 financial yr collected £1,157,341.26 so far. Over 400 projects are being assessed for inclusion on the 2021 IBP (i.e. spending of 2020/21 CIL Receipts)</p>	<p>S106 spend includes helping to deliver 2 affordable homes in Midhurst and affordable homes in Angmering, and ecological mitigation works at Blackmoor. CIL: decision for spending 2020/21 CIL receipts going to October Planning Committee.</p>		<p><b>Next steps:</b> IBP and recommendations for spending 2020/21 CIL Receipts heading for October Planning Committee. Amendments to CIL Regulations came into force on 22nd July 2020, this allows deferred payments / longer payment plans for CIL monies due and Developers are able to defer payments / obligations under a Section 106 agreement requests can be made up until 31 July 2021. However still 'business as usual' for preparing this year's IBP - the spending of 2020/21 CIL Receipts. <b>Potential risks:</b> Covid-19 - whilst the change in the CIL Regs to allow the deferral of payments expire on 31 July 2021, may still have requests to defer payments and / or longer payment plans (or a longer time to complete a particular obligation). Whilst deferral is unlikely to be agreed, we are being pragmatic about offering longer payment plans.</p>	
<p><b>Strategic priority 3: Thrive - we will develop strategies, support or lead strategic overarching partnerships and projects which deliver the Duty of National Parks: to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism</b></p> <p><b>PMP Outcome 10: Great Places to Work</b></p>	<p>Create a Business Network for likeminded local economic and social enterprise partners who positively contribute to the National Park</p>	<p>Deliver business engagement programme through the South Downs Enterprise Partnership. Aim for 60 members</p>	<p>10.1 Strengthen and support sustainably managed land-based industries and local enterprise</p>		<p>Q2 has been a very busy and progressive quarter for the development of Our South Downs. The Branding &amp; Logo has been created and signed off. The contract with YourMembership has been signed and confirmation from WSCC Legal has been received. Development of the YM Platform is well underway enabled by weekly tutorials provided by YM as part of the package. Work around member benefits continues with the Toolkit created by SINC and a Partnership Discount Scheme with the Association of Business Mentors the furthest progressed of all. We have purchased the 4 domain names required for this piece of work with the help of our IT Team. We now own: oursouthdowns.co.uk, .com, .org and .org.uk. This work is benefitting from strategic support provided by our Member Champion, and the Business Focus Group, which consists of 19 businesses from across the SDNP representing the 3 priority sectors. Content creation is also in development with a professional photographer appointed to produce business based photos for our platforms. The Design Guide has been completed for the platform with assistance from an appointed Graphics Designer and is now forming the structure for the Platform moving forward.</p>		<p><b>Next Steps:</b> During Q3 we aim to have completed the construction of the Platform to approx 80%, created the majority of the content including all the photos, finalised all the member benefits and created space on the platform for each. By early November it is our target to be internally testing the new Platform. Once successful we hope to be asking the Business Focus Group to be doing a real life test of the Platform, as new members, at the end of Q3/beginning of 4.</p>	

	<b>Deliver our Public Affairs Strategy</b>	<b>Develop and deliver an annual action plan for the three priority areas of the Public Affairs Strategy</b>	<i>10.2 Increase awareness and desirability of the South Downs as a special place to visit</i>		We have continued to support work across the three public affairs priorities with the future of farming focus being on the FiPL launch over recent months, Nature Recovery focusing on the ReNature Campaign and developing the new online Nature Recovery Resource hub which launched in September. We have continued to support our Youth Action work through active promotion of the Youth Action opportunities over the summer months and in supporting our national work on Generation Green.		<b>Next steps:</b> identify upcoming opportunities for the three priority areas.
	<b>Deliver the extended National Park Experience Collection (ENPEC), including roll out of Ranger Experiences</b>	<b>Support project legacy through collaborative NPA UK experience body</b>	<i>10.2 Increase awareness and desirability of the South Downs as a special place to visit</i>	Total bookings 16 / value £1240 across all UK experiences with 39 bookings/value £3850. 1 new contract with 2 SDNP operators with Contiki to provide joint experiences for 2022.	Steering Meetings took place with UKNP/Beyonk/SDNP/PDNP/ENP/NNP and additional marketing is being out sourced and planned for October 2021 to promote the experiences. Also new sign up information is being drawn up with NPAs.		<b>Next steps:</b> SDNPA to lead on Travel trade relationships and national marketing campaign to take place in Q3 to drive bookings. Meeting in November with Visit Britain press team to sell experiences.
	<b>Work towards building Seven Sisters Country Park into a world class visitor attraction</b>	<b>1) Complete Camping Barn bunkhouse construction 2) Ensure marketing is underway</b>	<i>10.3 Establish the South Downs as an exemplar in sustainable tourism</i>	Seven Sisters updates are reported as part of the Quarterly Project Update			
<b>Organisational priorities - we will support our partnerships and projects which deliver our organisational objective: to be a confident and secure organisation exercising effective influence; providing excellent customer service, and value for money and generating income to support our work</b>	<b>Complete Phase 1 scope of works at Seven Sisters Country Park</b>	Phase 1 construction underway	<i>Core work</i>	Seven Sisters updates are reported as part of the Quarterly Project Update			
	<b>Develop a wider masterplan for the future Phase 2 and Phase 3 work at Seven Sisters Country Park</b>	Identify development opportunities following completion of Phase 1 work to support operational and commercial delivery at Seven Sisters Country Park. This will be led by the Trading Company	<i>Core work</i>	Seven Sisters updates are reported as part of the Quarterly Project Update			
	<b>Set up a trading company for Seven Sisters Country Park</b>	Ensure trading company is operating. Commercial elements now trading - visitor centre/bunk house/ holiday lets	<i>Core work</i>		Work to develop operating agreement for the company is underway		<b>Next steps:</b> present operating agreement to Members for approval in Q3 or Q4
	<b>Maintain a robust and well performing host authority development management system</b>	<b>1) Monitor service and deliver continued improvements 2) Devise new Section 101 agreements</b>	<i>Core work</i>	<b>Approximately 80% of all planning decisions</b> taken in the National Park are taken by the 5 host authorities	Although host authority performance is generally good there is some variation in host authority performance. Full report on planning performance given to Policy and Resources Committee in July.		
	<b>Provide Local Plan training for officers, members and agents</b>	Train officers, members and agents on the Local Plan	<i>Core work</i>		The next tranche of Local Plan training will take place in Q3 with SDNPA and host authority planners. The Agents' Forum is also scheduled for Q3		<b>Next steps:</b> Agents' Forum held 18-10-21. Local Plan training rescheduled for Q4
	<b>Review and update the Local Plan, including evidence gathering and engagement</b>	Incorporate learning from establishment of first Local Plan	<i>Core work</i>		We are actively incorporating learning on the Local Plan into implementation. The system of Planning Policy providing comments is now well established and working well.		
	<b>Implement Local Plan Supplementary Planning Documents (SPDs) and Technical Advice Notes (TANs)</b>	Provide further guidance on Local Plan policies for Design SPD, Biodiversity Net Gain SPD, Parking SPD, Viticulture TAN, Camping & Glamping TAN, Equestrian TAN, Health & Wellbeing TAN and Ecosystem Services TAN.	<i>Core work</i>		We are coming to an end with our SPD/TAN work		<b>Next steps:</b> The Design SPD should be adopted Q4.
	<b>Work cooperatively with neighbouring local planning authorities on cross boundary strategic issues</b>	Respond to consultations from neighbouring local planning authorities concentrating on our six cross boundary priorities	<i>Core work</i>		Comments submitted on Lewes Issues & Options Q2. Work delayed on other plans for neighbouring local authorities due to water neutrality issues		
	<b>Deliver a robust and well performing development management and Minerals &amp; Waste service</b>	Exceed the performance indicators for issue of decisions whilst adding value	<i>Core work</i>	The Authority has achieved the following performance in Q2: Majors 73%, Minors 77%, Others 84%	Note that these figures are provisional pending quality assurance checks.		
	<b>Deliver a robust and well performing development management service in terms of Appeals performance</b>	Respond swiftly to appeals and measure the rate of dismissals	<i>Core work</i>	Percentage of Appeals dismissed in Q1-Q2 = <b>77%</b>	This performance is in excess of the performance target		



Deliver a robust and well performing enforcement service	1) Undertake investigations within agreed timetables 2) Ensure swift resolution and conclusion of investigations	Core work		Investigations have been dealt with within acceptable timescales. Teams continue to work hard to ensure, where possible, swift resolution to investigations.		
Deliver ongoing process and procedure improvements as set out in the Development Management Improvement Plan	Introduce new pre-application fee charging schedule	Core work		This work stream is yet to be progressed. Other improvement plan workstreams have taken priority, such as review of Committee Report Templates.		
Implement the learning from the Whole Estate Plans review	Review the WEPs guidance and process	Core work		Report received from the consultants and guidance and process being updated		<b>Next steps:</b> present update to Members at P&R committee on 25th Nov 2021
Set up thematic research networks with academics and sector specialists based on research requirements highlighted through strategic reviews and in the PMP	Start collaborations around the chosen three themes: Soil Health, Climate Change and Health & Wellbeing	Core work		The Research and Evidence Officer (REO) was leading this work and they left the Authority in Q1. Key thematic research areas have been identified and the new REO will pick this work up when in post		<b>Next steps:</b> New Research and Evidence Officer starting in post on 22nd November who will pick this work up
Improve performance and project reporting information on the National Park Authority website	Ensure project and performance web content is updated at least quarterly	Core work		Project web pages have been created and signed off by officers. These will be updated every quarter and have clear links to the Corporate Performance quarterly reports and the Annual Review		<b>Next steps:</b> create a learning and improvement area on the website and update the research web pages
Establish, manage and monitor an evaluation framework tasked to carry out external evaluations of SDNPA corporate and project work	1) Ensure evaluations are carried out to a high standard 2) Internally review the success to date of the framework and create KPIs	Core work		The Evaluation Framework, consisting of five evaluation agencies, is proving very effective. Heritage Insider are our main supplier and have undertaken the PMP process review and updated the Sussex Heritage Coast Partnership strategy and action plan. LUC have undertaken the Whole Estate Plans Review, and ERS Ltd are undertaking the monitoring and evaluation of the Timescape project as they are Social Value experts		<b>Next steps:</b> Heritage Insider to undertake the Evaluation Planning work for Ouse Valley CARES project in Q3 and Q4.
Monitor SDNPA and partner delivery against PMP outcomes	Implement framework for PMP impact reporting	Core work		The Research and Evidence Officer (REO) was leading this work and they left the Authority in Q1. Prior to leaving, they worked with officers to devise delivery statements for most of our outcomes. The new REO will pick this work up when in post and will liaise with officers and partners to ensure a framework is established to enable us to start reporting on this information from 2022		<b>Next steps:</b> New Research and Evidence Officer starting in post on 22nd November who will pick this work up
Implement actions following recommendations for the Equity Diversity and Inclusion review of the South Downs National Park Authority	1) Training plan identified and set in motion 2) Additional key actions and recommendations identified and put into place	Core work		The EDI action plan is currently under review with relevant team officers and will be ready to finalise by mid Oct 21		<b>Next steps:</b> finalise action plan
Develop relational partnerships: 1) Work with strategic partners to develop work streams to engage with target audiences as identified within the Equity, Diversity and Inclusion review 2) Work with target audiences to co-author mutually beneficial outputs	1) Look to build on strategic existing partnerships and develop new partnerships based on ongoing relationships work with DEFRA, NPE, NP officer groups, ACE, PHE, NE CCs etc 2) Develop a range of outcomes which cover multiple PMP ambitions and accord with Glover recommendations for engagement for all	Core work		How we interact with partners is part of an ongoing Action Learning Set (ALS) study being taken forward in the CPM Directorate.		<b>Next steps:</b> integrate any actions coming from the EDI ActionPlan with recommendations from the ALS work.
Embed Equity, Diversity and Inclusion across the way the National Park Authority works internally and externally	1) Reconsider the policies and processes that are least helpful and replace with more inclusive approaches 2) Identify those policies and processes which are easier to amend and make the necessary changes.	Core work		Work is progressing to embed EDI across the organisation by involving staff in developing priorities and actions		

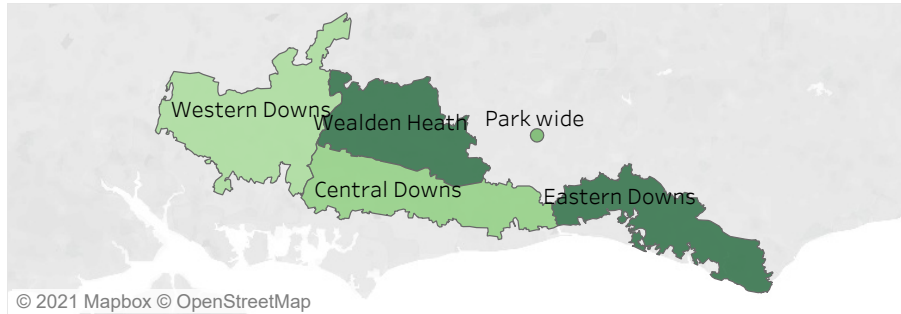
Develop a fund raising strategy and identify ways to help fund, match fund and increase the value of our partnership work, through supporting our Theme Programme Boards and initiatives that are focussed on Equity, Diversity and Inclusion (EDI) or are strongly supportive and contribute to our wider EDI aspirations	Develop a funding stream to deliver actions	Core work		A number of our projects include components to help further our EDI, for example, Ouse Valley Cares, Families Outreach and the School Travel Grant		<b>Next steps:</b> Continue to identify key funding needs of each TPB and identify funding opportunities to enhance the SDNP EDI
Continue to build on the Equity, Diversity and Inclusion Communications Plan	Provide platforms for target groups to showcase their experiences to inspire future generations and new audiences	Core work	We achieved a number of pieces of coverage, reaching a readership of over <b>600,000 people</b>	During September we launched the Writer in Residence at SSCP and covered the first set of workshops carried out with the cohort. We are currently negotiating a monthly column with Alinah, the Writer in Residence, in Sussex Life Magazine which has a monthly readership of over 20,000. It was the lead story in our newsletter which went out to 8.5k people.		
Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the National Park Authority	Begin arrangements to re-locate central area staff	Core work		On-hold to review use of office space with new ways of working. Introduction of blended working in October 2021 likely to mean changes for balance of area accommodation required.		
Commission a new Staff Survey and create an action plan	Procure and undertake survey	Core work		The results from the internal health and wellbeing questionnaire in Q4 2020/21 were analysed by OMT. This has provided a useful insight into staff views of blended working in the future. The organisation and staff are still adjusting to coming out of the pandemic, with many of our processes and training still adapted and at the beginning of Q3 will then be adjusting to blended working. It is proposed that the next staff survey take place in Q4 2021/22.		<b>Next steps:</b> Quality Health are being commissioned to undertake the staff survey in Q4 2021/22. Results from the staff survey will be presented at the All Staff Event in May 2022.
Aim to achieve climate neutrality for the National Park Authority	Continue to implement and monitor climate change action plan	Core work		Baseline carbon consumption for the SDNPA has been developed with the assessment of Greenhouse Gases (GHG) by the organisation, pre covid and post covid levels.		
Continue to develop self generated income, supporting PMP delivery, through bids to Statutory Sources, support for developing Private Finances for Natural Capital Services and support for the South Downs National Park Trust in continuing to build a sustainable income stream	Raise £2.5 million across all fundraising streams	Core work	<b>£1,027,695 secured</b>	Since the last quarter the Income Generation team have secured (meaning either banked or pledged) a further £430,000, bringing the total this year to £1,027,695. This includes £70k from the Woolfson and £150k secured from Re:Nature.  The team repackaged the "Downs to the Sea" project for the Heritage Lottery Fund, submitting an EOI in September.		<b>Next steps:</b> The Downs to the Sea EOI was successful and we have been invited to submit a full application in March 2022, for circa £1.2 million. Downs to the Sea, now joins the Ouse Valley Cares project, for which we are currently receiving a development grant from the Lottery Communities Fund, with a £2.5 million bid being planned for a similar time. This, alongside other prospects being perused, either for the Trust or Directly, gives us well over £4 million in opportunities that we are currently progressing.
Set up new South Downs Partnership (SDP)	1) Ensure South Downs Partnership consists of a wide variety of partner organisations 2) Appoint Chair and encourage a wide range of applications for the remaining specialist places on the partnership	Core work		The first meeting of the new South Downs Partnership (SDP), chaired by Dame Clare Moriarty, took place virtually on 7 July. This allowed the group to meet each other and to get to grips with the role of the SDP in supporting and championing the PMP. There was excellent engagement by those present. The SDP is now up to full strength with all fifteen places filled. Since July, most of the SDP members have had an initial induction meeting with their officer point of contact either virtually or face to face where possible, and are already getting up to speed with the PMP and the range of activities currently underway. A system of pre and post meeting briefings has been established to enable Ian Phillips, Clare Moriarty and Andrew Lee to plan the agendas together and discuss any next steps afterwards.		<b>Next steps:</b> The next SDP meeting will take place virtually on Nov 26th and will be focused on the forthcoming Defra consultation on Protected Landscapes and the Communications & Engagement Strategy

# SDNPA Projects in Delivery by end Q2 2021-2022

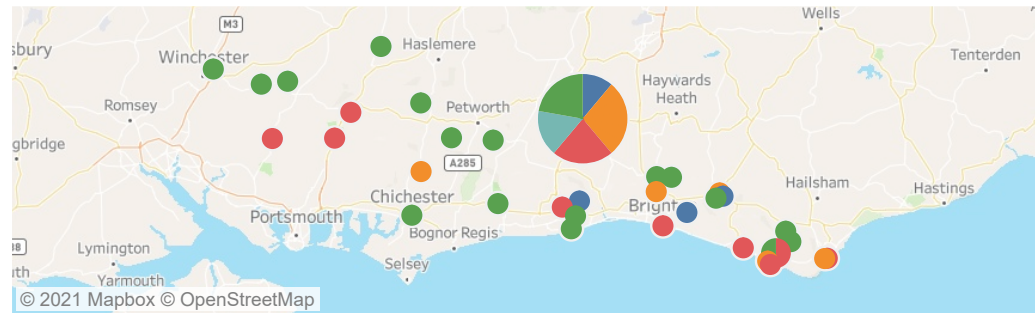
Number of Projects in Delivery

56

## Team Areas

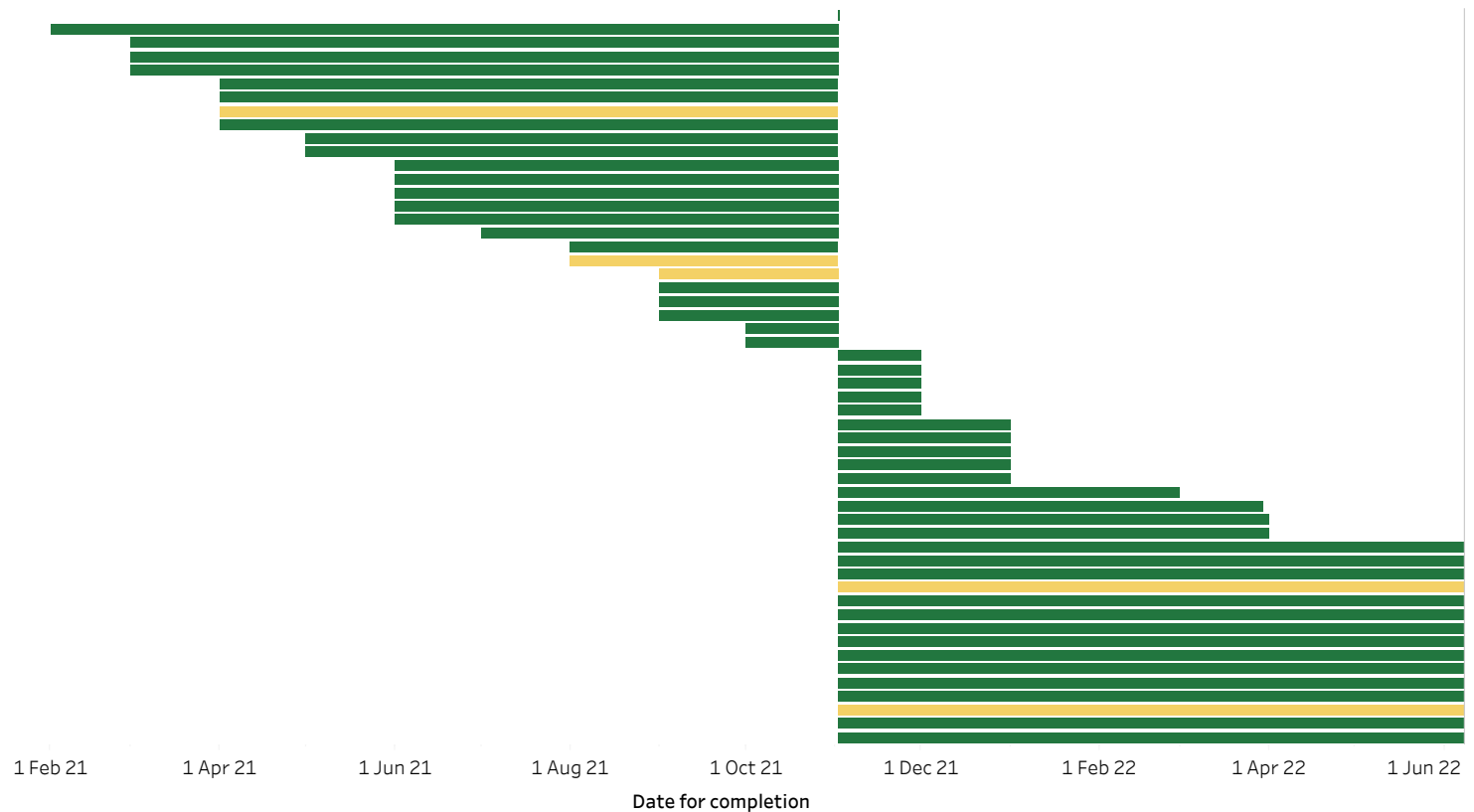


## Project Location by RAG



## RAG status project time line

Project Name	Start Date	End Date
Sustainable Business..	Null	Null
Deep Time	01/04/2020	01/02/2021
Beat the Street	01/04/2020	01/03/2021
Graffham Woodland ..	01/09/2020	01/03/2021
Sussex Modern	25/03/2019	01/03/2021
Falmer to Woodinad..	01/02/2020	01/04/2021
Kinlsey Vale Internre	01/02/2021	01/04/2021
Winchester Study	01/11/2020	01/04/2021
Workforce Support	01/01/2021	01/05/2021
Cockshut Stream Red..	20/02/2019	01/05/2021
Friends of SDW Gates	01/11/2020	01/06/2021
Cisshurv Digital Inter..	01/06/2020	01/06/2021
Community Enerav P	01/01/2021	01/08/2021
Epotsteps App	01/01/2021	01/08/2021
The Full Harvest (wa..	01/02/2021	01/08/2021
Towner Art Packs	01/04/2020	01/07/2021
Enrets Way- Phase 5	01/03/2021	01/08/2021
Ewe Dean Fencing	01/03/2021	01/08/2021
Stop a minute	01/10/2017	01/09/2021
Active Access/ Newh..	01/05/2018	01/09/2021
Benqars Rush Walk F	01/05/2018	01/09/2021
Heathlands Reunited	01/05/2018	01/09/2021
Tide Mills: A Living Hi..	01/10/2019	01/10/2021
Arun Vision	01/06/2021	01/10/2021
Lewes Castle	23/05/2020	01/12/2021
Artscape 2 (Timesca..	Null	01/12/2021
Our South Downs (So	01/10/2018	01/12/2021
Petersfield Museum	01/10/2018	01/12/2021
Phase 2 Slanage	01/10/2020	01/12/2021
Shifting the Gate - Mi	13/01/2020	01/01/2022
Chandina Chalk - Dew..	13/01/2020	01/01/2022
Chandina Chalk - Gra	01/09/2021	01/01/2022
Downland Man	01/01/2021	01/01/2022
Poetry for Wellbeing	01/07/2021	01/01/2022
Seaford Head: Archae..	01/07/2021	01/01/2022
Generation Green (w	01/08/2018	30/03/2022
Miles Without Stiles	01/09/2019	30/02/2022
Channel Payments fo..	01/04/2021	01/04/2022
Ouse Valley Cares	01/01/2019	30/06/2022
Bringing back the FI	01/10/2019	01/10/2022
Floodplain Meadows ..	01/11/2020	01/11/2022
Artist in Residence S..	01/07/2020	01/03/2023
SUDs for Schools	01/07/2020	01/03/2023
Wentner Heath SAMM	01/06/2019	01/02/2023
Seven Sisters	01/09/2021	01/08/2023
Hamshire Hedgero..	01/07/2021	01/10/2023
PeCAN project	01/06/2017	01/01/2024
Watercress and Wint	01/05/2021	01/02/2024
Cut and collect	01/05/2021	01/03/2024
Greenspaces	01/05/2021	01/03/2024
Farm Carbon Prject	01/09/2020	01/09/2024
Lullington Heath	01/04/2020	01/03/2025
TAP	01/01/2019	01/12/2029
Rampion Monitoring		



## South Downs National Park Partnership Management Plan 2020-25: Outcomes & Priorities

Outcome	Priority programmes
<b>Purpose 1 - Enhance</b>	
<p><b>Outcome 1</b> The landscape character of the South Downs, its special qualities, natural beauty and local distinctiveness have been conserved and enhanced by avoiding or mitigating the negative impacts of development and cumulative change</p>	<p>1.1 Protect and enhance the natural beauty and character of the SDNP and seek environmental net-gain from any infrastructure projects</p> <p>1.2 Improve green and blue infrastructure to deliver nature recovery networks and connect people to nature within and around the SDNP</p> <p>1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park</p>
<p><b>Outcome 2</b> There is increased resilience within the landscape for its natural resources, habitats and species to adapt to the impacts of climate change and other pressures</p>	<p>2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats</p> <p>2.2 Improve the resilience and quality and quantity of trees and woodlands in the National Park and ensure that the right tree is planted in the right place</p>
<p><b>Outcome 3</b> A thriving and connected network of habitats and increased population and distribution of priority species now exist in the National Park</p>	<p>3.1 Create, restore and improve areas of priority habitat to be more, bigger, better, and joined up at a landscape scale</p> <p>3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases</p>
<p><b>Outcome 4</b> Cultural heritage of the National Park is enhanced and widely understood and enjoyed</p>	<p>4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage</p> <p>4.2 Promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts</p>
<b>Purpose 2 - Experience</b>	
<p><b>Outcome 5</b> Outstanding experiences for communities and visitors are supported by high quality access and sustainable transport networks</p>	<p>5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion</p> <p>5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways</p> <p>5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services</p>
<p><b>Outcome 6</b> Widespread understanding of the special qualities of the National Park and the benefits it provides</p>	<p>6.1 Provide high-quality outdoor learning opportunities as part of a locally relevant curriculum</p>
<p><b>Outcome 7</b> The South Downs National Park is a well-used and recognised asset for sustaining mental and physical health and wellbeing</p>	<p>7.1 Develop initiatives which enable local communities and individuals to improve health and wellbeing</p>
<p><b>Outcome 8</b> More responsibility and action is taken by visitors, communities and businesses to conserve and enhance the special qualities and use resources more wisely</p>	<p>8.1 Increase and diversify volunteering opportunities that support the National Park</p>
<b>Duty – Thrive</b>	
<p><b>Outcome 9</b> Communities in the National Park are more sustainable with an appropriate provision of housing to address local needs and improved access to essential services and facilities</p>	<p>9.1 Increase affordable housing stock in the National Park, with focus on exemplary design and using local sustainable materials.</p> <p>9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park</p> <p>9.3 Support improvement in digital infrastructure, speed and coverage throughout the South Downs National Park</p>
<p><b>Outcome 10</b> A diverse, sustainable, dynamic economy which is positively linked to the special qualities of the National Park</p>	<p>10.1 Strengthen and support sustainably managed land-based industries and local enterprise</p> <p>10.2 Increase awareness and desirability of the South Downs as a special place to visit</p> <p>10.3 Establish the South Downs as an exemplar in sustainable tourism</p>

**Item 10 Appendix 5: Annual Governance Statement actions for 2021/2: Q2 update**

Action	Commentary	Next steps and/or potential risks
<b>Further embedding of processes related to paperless meetings as face to face meetings return</b>	The team is currently exploring new options offered by new technologies introduced during the pandemic to streamline access to meeting papers on line	
<b>Delivery of Member Code of Conduct training</b>	A provider has been identified	<b>Next steps:</b> training is currently being scheduled for March 2022
<b>Implementation of changes arising from the review of the staff PDR process</b>	See the Q2 HR update	
<b>Embedding necessary governance changes as a result of the establishment of a Teckal company</b>	The operating agreement will be presented to the NPA in December. The need for additional delegations has been identified and they will be presented to December NPA for consideration alongside the agreement	<b>Next steps:</b> present the operating agreement to the NPA in December 2021
<b>Review of governance structures to ensure learning from Covid 19 Pandemic is embedded in governance arrangements</b>		<b>Next steps:</b> A Member survey is scheduled for early 2022 to inform this activity
<b>Review the position regarding the use of byelaws at Seven Sisters Country Park (SSCP)</b>	A review of the byelaws at SSCP is currently underway	
<b>Review organisational policies as part of new ways of working as part of a move to a blended style of working</b>	This work is underway	
<b>Consideration of model councillor code of conduct recently published by the Local Government Association to identify whether further revision of the Member Code of Conduct is needed</b>	The current member code will be reviewed in light of the model and any changes recommended will be taken to the AMS committee for consideration and recommendation to the NPA.	
<b>Finalising the operating agreement with the Authority's Teckal company</b>	This will be presented to the NPA in December 2021	<b>Next steps:</b> present the operating agreement to the NPA in December 2021

### Item 10 Appendix 6: Human Resources & Health and Safety actions 2021/22: Q2 update

Action	Commentary	Next steps and/or potential risks
<b>Review of HR processes and procedures to support the new blended working model, including a comprehensive training programme for managers and staff</b>	Blended working model introduced in Q2. Flexible Working Policy revised to reflect new ways of working and communicated to staff via the intranet and all staff meeting in September. Initial training completed for managers	<b>Next steps:</b> Explore options for staff training and support OMT review in April 2022
<b>Continuing the review of the PDR (Performance and Development Review Process) and Competency Framework</b>	This work was on hold until the blended working model was introduced	<b>Next steps:</b> Reconvene the working group to finalise the model. Review the PDR /competencies to reflect the move to a blended working model. Identify areas that require modification and develop final competencies and a training programme
<b>Development of a training module within the PIER Management System as this was delayed from last year</b>	We are awaiting support from Brighton and Hove City Council (BHCC). Delayed due to Covid.	<b>Potential risks:</b> Potential cost and dependent on the availability of resource from BHCC
<b>Continuation of the work on internal health and wellbeing</b>	Monthly e-mails sent to staff with wellbeing advice and resources. Health and Wellbeing training and support module rolled out to Staff and Members. Health and Wellbeing webinar for all staff	<b>Next steps:</b> New Mental Health First Aiders (MHFAs) identified. Training for new recruits and refresher training for existing MHFAs. Creation of a wellbeing hub on the intranet
<b>Ongoing development of the apprenticeship scheme</b>	We are currently working with Penfolds Woodland Management to trial this new apprenticeship provided by a diferent college (Plumpton)	<b>Next steps:</b> Continually review opportunities to expand our apprenticeship offers e.g. woodland management. Continue to review outcomes. <b>Potential risks:</b> We need to manage opportunities against the available budget
<b>IOSH (Internal Occupational Safety and Health) training for OMT and H&amp;S Committee Reps</b>	H&S training session delivered by Jon Wayte (OSHA Advisor) to all of OMT	<b>Next steps:</b> IOSH training to be delivered to all H&S reps in November
<b>Introduction and monitoring of new lone working devices</b>	Introduction and trialling of lone working devices by the ranger team in the Central area and Planning Enforcement Officers. The trial was successfully completed in both areas	<b>Next steps:</b> Review results of trial. Purchase and roll out lone working devices in all ranger teams and planning enforcement team
<b>Implementing the HR responsibilities relating to the Equity, Diversity and Inclusion (EDI) action plan, to be finalised in October 2021</b>	HR input into action plan confirmed in October 21	<b>Note:</b> Please refer to the EDI action plan for progress updates