

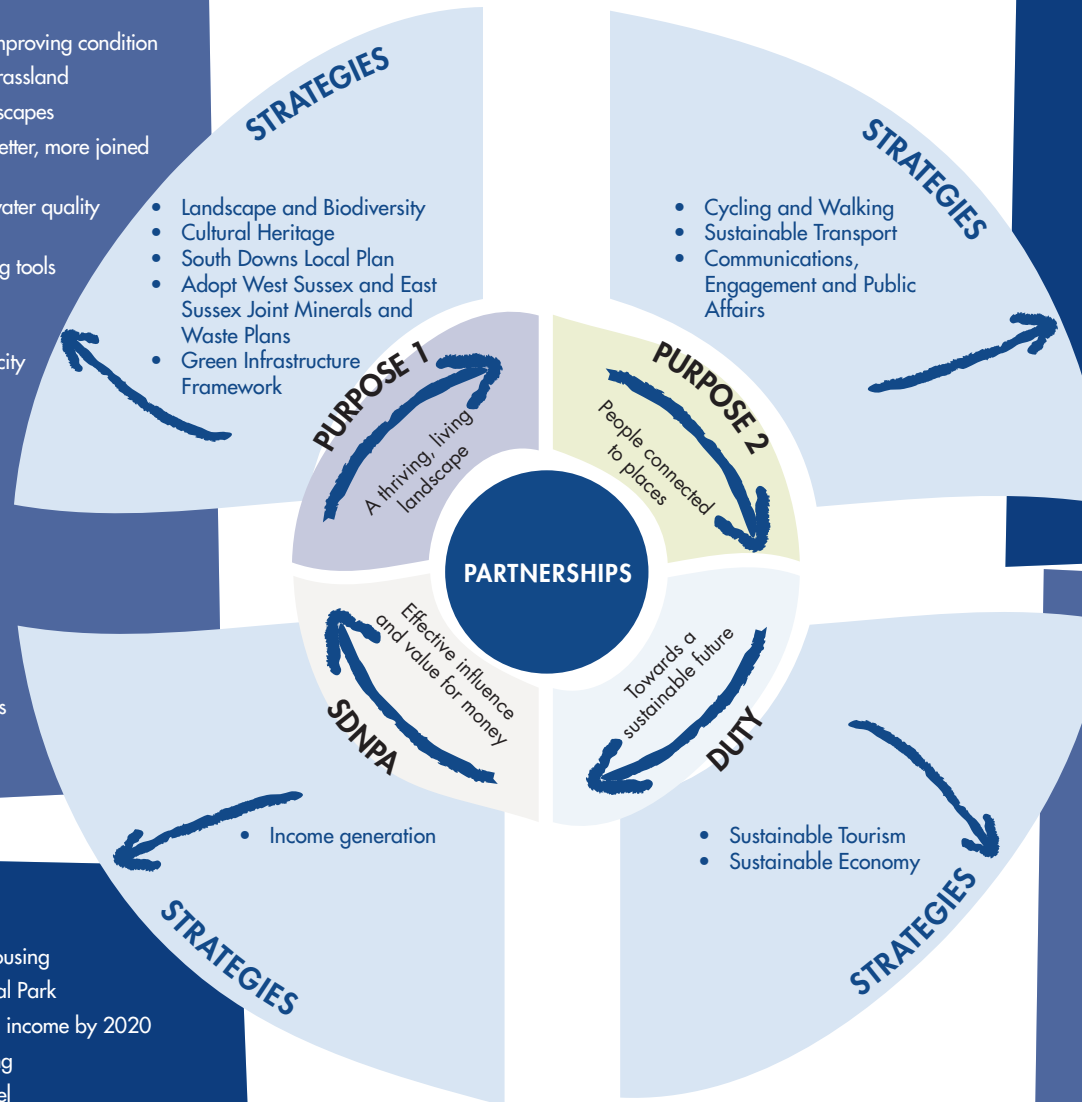
THE SOUTH DOWNS NATIONAL PARK AUTHORITY CORPORATE OBJECTIVES 2016–2021

We will

- **Support** increase in woodland under active management and % in good or improving condition
- **Support** increase in % of water bodies in good or improving condition
- **Increase** the area and improve condition of chalk grassland
- **Develop** projects to conserve designed historic landscapes
- **Lead** Heathlands Reunited Project to create bigger, better, more joined up heathland
- **Identify** mitigation for sedimentation and improve water quality on the River Rother
- **Develop** and use landscape scale change monitoring tools to mitigate impact of development
- **Deliver** key actions for climate change adaptation
- **Identify** priority schemes for undergrounding electricity cables
- **Explore** opportunities to develop heritage conservation apprenticeship standards
- **Deliver** SDNPA responsibilities in the Heritage Coast strategy
- **Support** farm clusters to deliver PMP outcomes
- **Establish** 3 Forestry Apprenticeships
- **Support** regeneration bids for Stanmer Park
- **Impact** national approaches to heathland restoration and management
- **Produce** guidance for developers on dark night skies

We will

- **Set up** at least one shared service contract
- **Establish** a trading arm starting with affordable housing
- **Develop** a Natural Capital Account for the National Park
- **Set up** an independent Charitable Trust to generate income by 2020
- **Generate** income from individual and legacy giving
- **Reduce** the use of private vehicles for business travel
- **Drive** efficiencies in key new contracts
- **Improve** planning service standards and review the pre-application service
- **Agree** approach to Partnership Management Plan review with partners
- **Establish** a Citizen's Panel



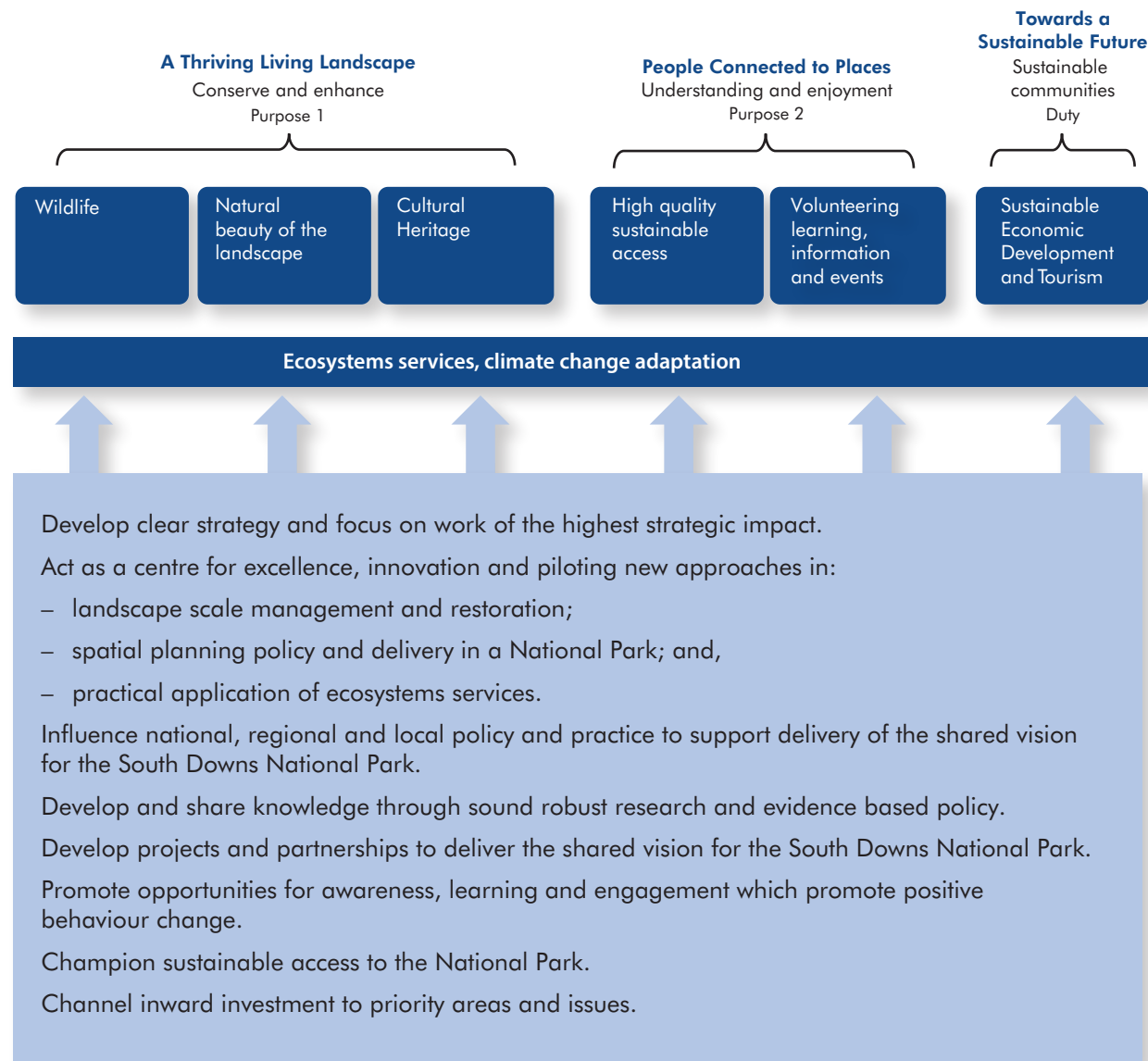
We will

- **Develop** partnerships to support health and well-being work
- **Lead** Heathlands Reunited interpretation, engagement and campaigns
- **Develop** 'shovel ready' projects to increase cycling and walking
- **Lead** the South Downs Way Partnership
- **Help** increase the number of young people who experience the National Park through Citizen's Service+
- **Extend** the Centurion Way to the South Downs Way
- **Deliver** the South Downs Alphabet book
- **Make** 60 digital routes available on ViewRanger
- **Arrange** 3 Cycle Ambassador events
- **Carry out** a condition survey and deliver priority maintenance for Access Land
- **Create** a SDNP Volunteer Passport and forum

We will

- **Support** 5 or more Local Enterprise Partnership funded projects in the National Park
- **Support** 3 LEADER programmes
- **Work** with the Great British Food Unit to deliver a South Downs Protected Food Name
- **Support** roll out of broadband UK superfast programmes
- **Develop** 5 visitor hubs and gateways
- **Create** car free itineraries for 4 destinations
- **Roll out** a 'Cyclist and Walkers Welcome' initiative in 4 destinations
- **Develop** the 'Communicating the South Downs' web portal
- **Bid** to Discover England to increase international visitors to the National Park
- **Facilitate** Neighbourhood Plans to maintain the 5 year housing land supply
- **Deliver** £1 million worth of community infrastructure projects
- **Adopt** or endorse 3 community led plans per year

HOW WE DELIVER OUR CORPORATE OBJECTIVES



OUR SHARED VISION

SHARED VISION – 50 YEARS

National Park Purposes and Duty

South Downs National Park Vision

South Downs National Park Special Qualities

STRATEGY 5–15 YEARS

Partnership Management Plan

South Downs Local Plan

SDNPA Corporate Plan

SDNPA Strategies (see reverse of poster for details)

ACTIVITY – 1 YEAR

SDNPA directorate plans

Individual objectives

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

Strategy

- We will develop strategies for, Landscape and Biodiversity and Cultural Heritage.
- We will submit and adopt a local plan that supports the delivery of the Partnership Management Plan (PMP) outcomes.
- We will submit and adopt a joint Minerals Local Plan that supports the delivery of Partnership Management Plan outcomes for West Sussex and East Sussex.
- We will develop a Green Infrastructure Framework setting out strategic principles for planning, delivery and management of green infrastructure.

Partnerships

- We will support or lead strategic overarching partnerships based on the following themes:

| Water | Chalk | Farmland | Heathland | Forestry & Woodland | Cultural Heritage |
|-------|-------|----------|-----------|---------------------|-------------------|
|-------|-------|----------|-----------|---------------------|-------------------|

- We will seek to become leaders in the application and trial of approaches for payments for ecosystems services

Examples of partnerships include:

- Water partnerships such as Managing Landscapes for Groundwater – supporting the Cuckmere Estuary Partnership, leading the Heritage Coast Partnership to increase the % of water bodies in good or improving condition.
- Heritage partnerships such as supporting the Parks for People partnership to regenerate the Home Farm complex at Stanmer Park.
- The South Downs Forestry Partnership supporting active management and increasing the area of woodland in the National Park to increase the area of woodland in active management and increase the % in good or improving condition.

Priority Projects

Support or lead Projects including:

- Completing work to identify mitigation for sedimentation and improve water quality on the River Rother.
- Lead Heathlands Reunited Project to create 648ha of heathland and 9km of heathland corridors
- Developing projects to conserve designed historic landscapes
- Delivering final year of the Secrets of the High Woods increasing the number of new sites identified in addition to those in the Historic register
- Leading and securing funding for projects to increase the area of chalk grassland and increase the % in good or improving condition
- Supporting farm clusters develop business plans that deliver PMP outcomes

We will also carry out the following core work:

- Make planning decisions that deliver the PMP outcomes as defined in the Local Plan for the National Park
- Develop and submit to Defra our climate change adaptation plan, deliver key actions and keep it under review
- Provide advice to support landscape scale and habitat specific restoration and creation
- Influence national networks and pilot projects to demonstrate payments for eco-systems services principles in action and establish good practice
- Identify two priority schemes for undergrounding electricity cables each year
- Develop tools that monitor landscape scale change and use them to mitigate the impact of development
- Establish three Forestry Apprenticeships in the National Park
- Explore opportunities, with partners, to develop heritage conservation standards
- Produce guidance for developers on Dark Night Skies
- Explore opportunities to develop heritage conservation apprenticeship standards

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

Strategy

- We will develop a strategy for Cycling and Walking.
- Develop an approach to Sustainable Transport for the SDNPA to influence key delivery organisations and monitor delivery.
- We will review the Communications and Engagement Strategy to update and include Public Affairs.

Partnerships

- Work with partners to secure funding to build on success of LSTF and Cycling Ambition projects.
- Develop an approach to Health and Well-being, establishing relevant partnerships.
- Lead the Heathlands Partnership and deliver activities for interpretation, events and engagement, digital media and behaviour change campaigns.
- Lead the South Downs Way Partnership meeting at least three times per year.
- Work with partners to increase the number of young people who experience the South Downs National Park (SDNP) as part of Citizen Service.

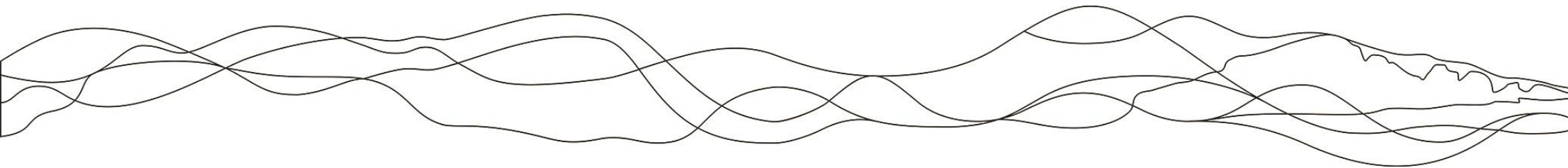
Priority Projects

Support or lead Projects including:

- Identifying sources of funding and develop projects to promote health and well-being.
- Delivering the South Downs Alphabet Book Project.
- Developing Centurion Way from West Dean to the South Downs Way.
- Lead the Heathlands Project to encourage responsible use of heathlands.
- Develop 'shovel ready' projects as a pipeline for funding bids to increase cycling and walking in the National Park.

We will also carry out the following core work:

- Manage the South Downs Way and carry out Access Authority functions including carrying out a condition survey of Access Land and developing a plan for maintenance on a proportion of sites annually.
- Carry out access land functions by ensuring access land is open and accessible and administering meetings of the Local Access Forum.
- Promote opportunities for walking and cycling by having 60 digital routes uploaded onto ViewRanger over the next five years.
- Develop the role of South Downs Cycling Ambassadors to promote enjoyment and understanding of communities in the National Park by holding three events per year.
- Develop and diversify the range of activities and types of activity supported by the South Downs Volunteer Ranger Service.
- Diversify the age range, ethnicity, abilities and social background of volunteers across the SDNP using a volunteer development plan which includes creating a SDNP volunteer passport and establishing a SDNP Volunteer Forum.
- Provide education and outreach services including Our South Downs.
- Seek to influence proposals for major infrastructure projects to fully take account of their impact on the special qualities of the National Park.
- Facilitate our learning approach through the Our South Downs partnership and other direct learning activities including geocaching and the John Muir Award.
- Build on to the Access and Rights of Way Accord to add value to Local Highway Authorities' delivery of their rights of way statutory responsibilities and focus SDNPA resources on agreed strategic routes to improve accessibility and connectivity.



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

Strategy

- We will complete and implement a sustainable tourism strategy.
- We will develop a sustainable economy strategy.

Partnerships

- Working with Local Enterprise Partnerships (LEP) and related partnerships, including the relevant Rural Partnerships, to influence their strategies and access funding opportunities to support sustainable economic growth and sustainable tourism in the National Park.
- Influence LEADER programmes investing in the rural economy.
- Work in partnership to explore opportunities to deliver South Downs Protected food names with the Great British food Unit.

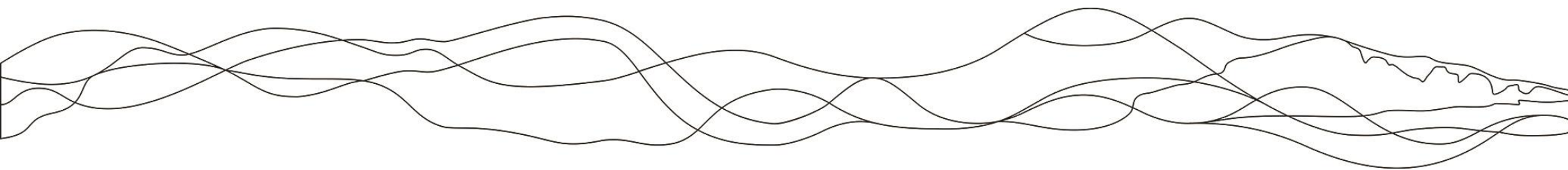
Priority Projects

Support or lead Projects including:

- Supporting the roll out of broadband in rural areas across the National Park including The Hants Innovation Fund Pilot for Broadband and the Coast 2 Capital LEP rural broadband pilot.
- Identify opportunities for, and develop, five hubs and gateway sites to provide visitor and accommodation information.
- Support continued development of the Food and Drink portal.
- 'Cyclist and Walkers Welcome' initiative rolled out in four destinations supporting tourism providers to target their marketing on sustainable tourism.
- Rolling out the shared identity and increase use by stakeholders as an asset in marketing by creating the 'Communicating the South Downs' online resource.

We will also carry out the following core work:

- Prepare Community Infrastructure Levy Charging Schedule and Infrastructure Delivery plan for examination and adoption.
- Ensure the delivery of £1 million worth of infrastructure projects are influenced by and contribute to the outcomes in the PMP.
- Facilitate the timely delivery of Neighbourhood Plans to maintain the five year housing land supply for the National Park.
- Create 'Communicating the South Downs' to increase use of the shared identity.
- Provide timely support, advice and guidance to communities pursuing a community led plan adopting or endorsing three community led plans per year.
- Adoption and endorsement of three Parish Plans, Village Design Statements or Local Landscape Character Assessments by the SDNPA per year.
- Support the three county BDUK superfast programmes during the rollout of Phase 2 and the allocation of 'gainshare' funds.



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

Strategy

- We will continue to refine an agreed approach to income generation and start implementing priority actions.

Partnerships

- Explore opportunities for delivering shared services with other National Parks and environmental organisations and identify one such arrangement.

Priority Projects

Support or lead Projects including:

- Exploring potential for Natural Capital Accounting and setting up a Natural Capital Account for the SDNP.
- Exploring opportunities for developing and delivering chargeable activities including:
 - Neighbourhood planning
 - Affordable Housing development model
 - Set up a trading arm for SDNPA
- Establishing a Citizen's Panel for the SDNPA.

We will also carry out the following core work:

- Set up an independent charitable trust for the SDNP.
- Identify key trusts to support income generation and match against potential projects, establish targets for income generation and make adjustments to the SDNPA website to support individual giving.
- Reduce the environmental footprint of the organisation by reducing the amount of paper we use and the number of private vehicles used for business travel.
- Drive efficiencies through the renegotiation of key contracts including GIS and finance.
- Move to a cost per application model for how we pay our host authorities to manage planning applications through renegotiation of our agreements with them.
- Lead the review of the Partnership Management Plan (PMP) and delivery framework and work with partners to demonstrate how they have delivered their responsibilities and commitments to delivering the PMP.
- Keep accommodation outside of the South Downs Centre under review in order to meet changing business needs in the longer term – ensuring our area teams are housed in appropriate accommodation and the facilities for the South Downs Volunteer Ranger Services are fit for purpose.

