



South Downs National Park Authority

Public Affairs Strategy 2018–20

Version 0.01

Review date December 2018
Responsibility Ruth James, Communications & Engagement Manager
Created v11 December 2017
Approved by



Table of Contents	Page
1. Executive summary	2
2. Background	2
3. Why now?	3
4. How our communications and public affairs will work alongside each other	4
5. Guiding Principles for Public Affairs	5
6. Key Stakeholders	5
7. Key Issues 2018–20	7
Appendix 1: Action Plan 2018–20	11
Appendix 2: Stakeholder Management Plan	17

I Executive summary

- I.1 The South Downs National Park Authority (SDNPA) must make decisions about when and where we need to act in order to fulfill our statutory purposes and duty, and to protect the special qualities of the National Park.
- I.2 This Public Affairs Strategy is designed to enable the Authority to influence policy and decision making on agreed strategic issues affecting the National Park, in a joined up and focused manner.
- I.3 This first Public Affairs Strategy for the SDNPA has three key purposes:
- To set in motion a coordinated approach to our public affairs work
 - To agree guiding principles for how we can effectively and quickly deal with emerging issues
 - To identify the top three issues key issues that we will proactively work on over the next two years. This 'Action Plan' part of the strategy is designed to be reviewed every 12 months.
- I.4 A number of issues on which we could potentially focus our public affairs work over the coming two years have been identified:
- The Future of Farming
 - Water
 - Sustainable Tourism
- I.5 In addition, we will keep a watching brief on a further issue and will respond is and when necessary in a reactive manner:
- Land sales/acquisitions that meet the guiding principles
- I.6 In Section 6, we set out an **Action Plan** detailing the objectives, key stakeholders and actions that will be undertaken during 2018/20 on the three chosen priority areas
- I.7 Stakeholder management is key to our ability to influence policy, practice and opinion. The strategy identifies key stakeholders for each of the issues and how we will communicate with them, and will work alongside a Stakeholder Management Plan that sets out how we will manage our overall stakeholder relationships (see Appendix 2).

2 Background

- 2.1 This Public Affairs Strategy stems directly from the guiding principles determined by the Authority to "Influence policy-making and the decisions at local, regional and national levels, acting as a voice for the South Downs National Park and a source of knowledge and expertise".
- 2.2 The Public Affairs Strategy is designed to enable the Authority to decide on which emerging issues we should focus our energies and resources, both in terms of responding to challenges and being ready to grasp opportunities.
- 2.3 It is one of the key means by which we can enable the large-scale objectives of the Partnership Management Plan, the Local Plan and the Corporate Plan that sit outside of our direct control.
- 2.4 This Strategy has clear links to a number of key strategic organisational documents and strategies (see Figure 2 below). It does not duplicate the objectives set out in any of them and stems, itself, from the priorities identified by members in the Corporate Plan.

Figure 2: Context of the Public Affairs Strategy



3 Why Now?

- 3.1 The last year has shown that the external environment in which we operate is evolving quickly, sometimes with far reaching consequences for the National Park. The fast-evolving external environment in which we operate presents both challenges and opportunities.
- 3.2 While public affairs work currently takes place, it is delivered on a topic by topic basis which does not allow us to focus on a few key themes developed over a sustained period. It is focused messaging of this kind over a sustained period that is the way to influence senior opinion formers.
- 3.3 We now have a Customer Relationship Management database which will enable us to better engage with and manage our stakeholders. The history of our communications and interactions with stakeholders from across the organisation can be built up and shared with all staff and Members. This history can also be used to gauge how effectively we are delivering on the Public Affairs Strategy and feed into the revision and development of future strategies.
- 3.4 This strategy will cover January 2018–December 2019 and will be reviewed after 12 months to ensure that they are still the most relevant issues for us to work towards and so that we are constantly identifying emerging issues that will be focused on in future iterations of the strategy. It will be a living strategy that enable the focus on specific priorities to shift while maintaining the principles of how we go about our public affairs work.

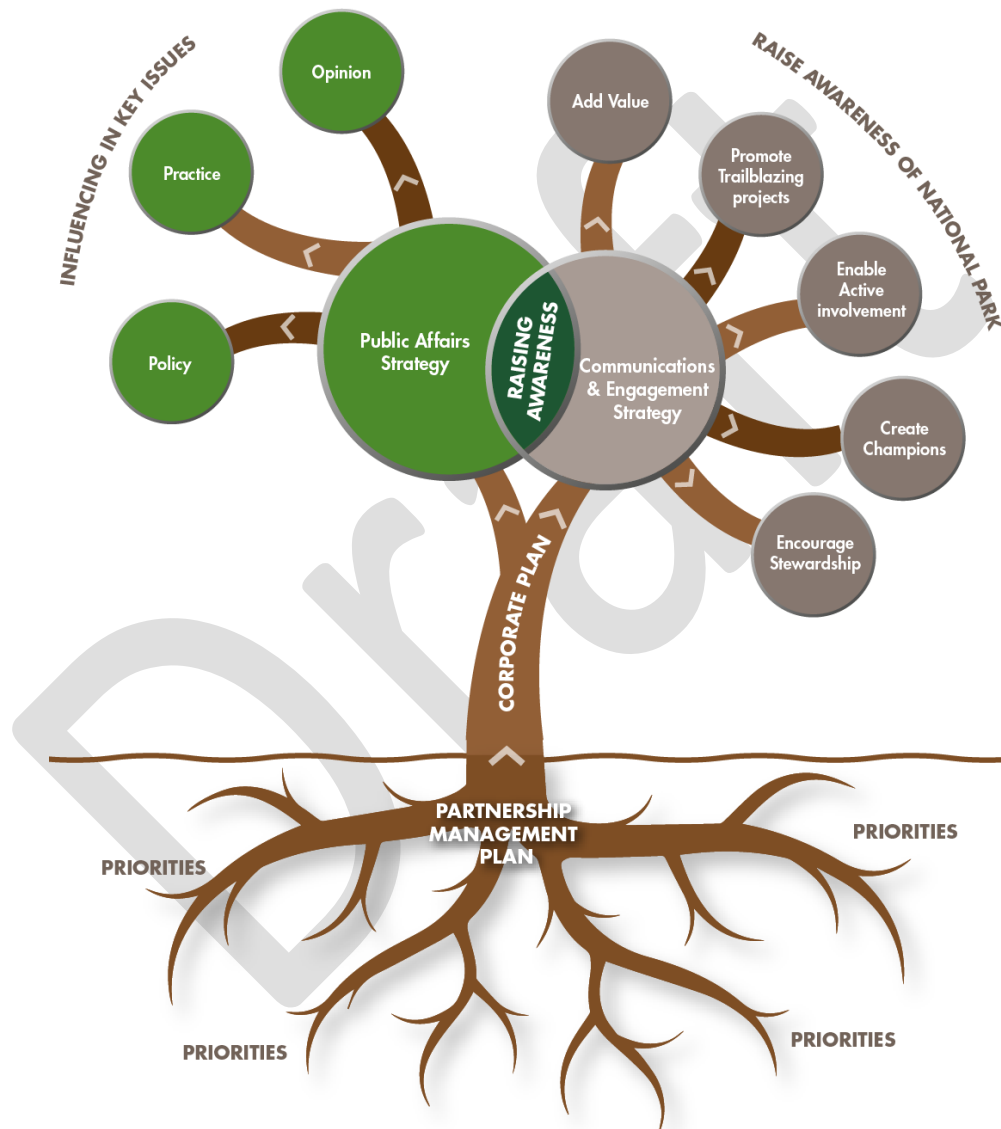
4 How our communications and public affairs will work alongside each other

- 4.1 The Public Affairs Strategy sits alongside the Communications & Engagement Strategy but unlike the Communications & Engagement Strategy it:

- does not cover the day-to-day detailed communications about the projects and wider work of the National Park and our partners;
- it is not about ongoing communication with stakeholders – this is covered in the Stakeholder Management Plan in Appendix I; and
- it is also not the sole expression of our corporate or budget priorities.

See Figure 2 below:

Figure 2: How the Public Affairs Strategy and the Communications & Engagement Strategy work together



5 Guiding Principles for Public Affairs

- 5.1 This strategy sets out the strategic issues that our public affairs work will focus on in the coming two years. However, there are always issues emerging and, if we are to position ourselves as a key stakeholder within the National Park family and wider Defra family, then a mechanism is needed which allows the Authority to react appropriately and quickly to emerging challenges, threats and opportunities.
- 5.2 The Authority has previously successfully used the concept of 'guiding principles' to provide Member steer to the work of officers. Examples include the Guiding Principles for the

Authority <https://www.southdowns.gov.uk/national-park-authority/our-work/guiding-principles/> and the location principles agreed to enable officers to choose the correct locations for our entry signage.

Guiding principles for selecting key Public Affairs issues

We will prioritise issues:

- that will play a major role in the delivery of the Purposes for which the National Park has been designated and the duty of the Authority
- where the special qualities of the South Downs are at risk
- that directly relate to the priorities set out in the Government's 8 Point Plan for National Parks
- that are likely to generate significant interest and concern among the communities of the National Park
- that are likely to generate significant media interest; and

We will then vet each of these issues against three crucial tests:

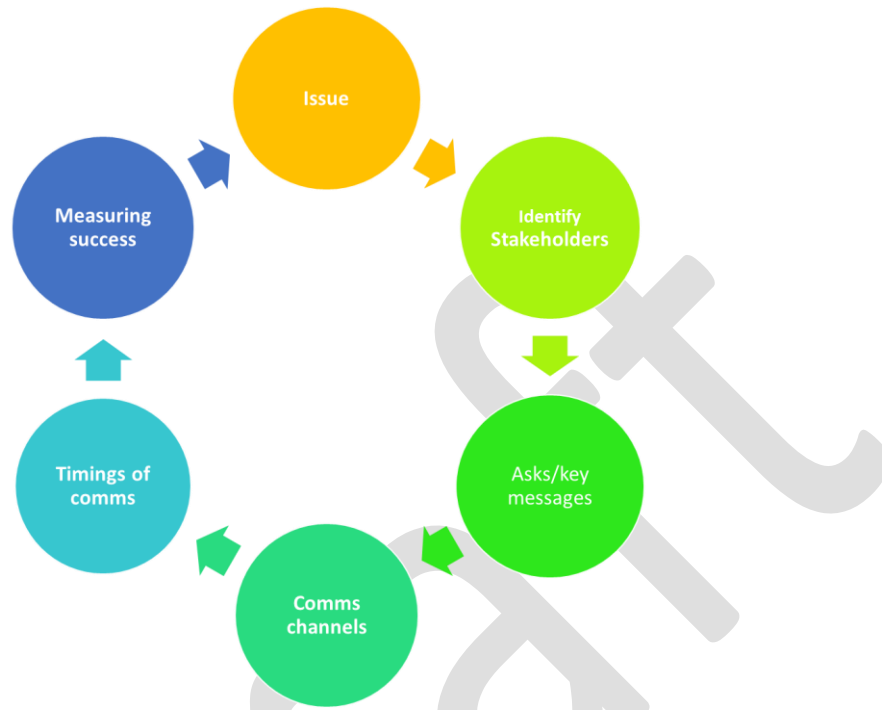
- where we have a clear leadership role to play;
- where there is genuine ability for us to influence; and
- where the issue is time critical – ie, when there is a specific policy debate/practical development that means the window of opportunity to influence is now.

6 Key stakeholders

- 6.1 The SDNPA cannot create change on key issues for the National Park on its own. The PMP brings together the key stakeholders to identify the objectives that we collectively want to achieve and makes a commitment to working in partnership through a shared delivery plan.
- 6.2 Every kind of stakeholder needs coordinated relationship management and communication, ranging from an occasional 'light touch' to detailed, frequent updates.
- 6.3 Our public affairs work relies on our ability to effectively manage our relationships with key stakeholders in two ways:
 - on an ongoing basis; and
 - on specific issues at specific times.
- 6.4 Successful engagement on specific issues relies on relationships built up with the stakeholder on an ongoing basis. Keeping the right people informed at the right time, with the right amount of detail is critical to making stakeholders feel valued, involved, and heard and to ensuring that when important issues arise, relationships management is ongoing and a level of communication is already in place.
- 6.5 Ongoing stakeholder management:
Working with stakeholders on specific issues must sit on a foundation of ongoing Stakeholder Management that identifies key stakeholders and sets out how we will engage effectively with them throughout the lifecycle of the Partnership Management Plan in order to achieve its key outcomes. See Appendix I for more detail.
- 6.6 Stakeholder management on specific issues:
This strategy goes on to propose a number of priority issues for the National Park over the next two years and the specific objectives and asks we want to achieve during that period.

For these and future specific issues we will identify the issue, our 'asks', the key relevant stakeholders, how we will communicate with them and how we will measure success against the objectives.

Figure 3: Process for public affairs



6.7 Identifying the key stakeholders for each issue will be done by applying four criteria:

1. **Contribution (value):** Does the stakeholder have information expertise on the issue that could be helpful?
2. **Influence:** How much influence does the stakeholder have and who with?
3. **Willingness to engage:** How willing is the stakeholder to engage?
4. **Necessity of involvement:** Is this someone who could derail or delegitimise the process if they were not included in the engagement?

6.8 **Channels:** We have many communications channels that we can use in pursuit of our public affairs objectives. Once key stakeholders have been identified we will look at the best channels to use to connect with/influence them. It is most likely that we will use a combination of different channels for each stakeholder. Our communication channels include, among others:

- Digital:
 - Website
 - Social media
 - E-newsletters
- Print:
 - South Downs View
 - Downland Thymes
 - Leaflets
- Events:

- Dark Night Skies Festival
- Secrets of the Heath
- Chalk event
- Seafront/town centre/hot spot pop ups
- Attendance at partner events
- Media:
 - Proactive and reactive media in print, radio and TV
- Leadership channels:
 - High-level meetings between leaders/chairs
 - Member interactions with their own bodies, local authorities, parishes etc
 - Director level meetings with partners
- Peer-to-peer channels:
 - Meetings at officer level
 - Interactions between officers and volunteers and public etc
- Strategic groups:
 - South Downs Partnership
 - Land Managers Groups
 - LEPs etc

7 Key Issues 2018-20

7.1 The Future of Farming

What is the issue?

- More than 85 per cent of the National Park is farmed and over two-thirds is currently managed through some form of agri-environment scheme.
- A post-Brexit future without the European Common Agriculture Policy (CAP) represents the biggest change to how we think about farming in decades.

Why this issue?

- **Key role to play:** The future of farming *is* the future of the National Park's landscapes and now is exactly the right time to ensure that is shaped in a way that supports our Vision for 2050.
- **Our Ability to influence:** The SDNPA is well placed to develop pilots that will influence the emerging post-Brexit plans that will shape the future of the National Park for many decades to come. Such pilots will have great relevance for other lowland landscapes.
- **Time critical:** Brexit decisions being taken now will shape the future of land and environmental management in the UK.

What do we want?/Our objective:

- To ensure that any new scheme(s) gives the same or increased level of support to the environment as current schemes, and are expanded to include cultural heritage, access and education.
- Farm clusters within the South Downs National Park to become innovative test beds for potential agri-environment schemes in lowland landscapes to address the three key drivers identified by Defra:

- Creating resilient landscapes
- Placing people at the heart of the environment
- Natural capital

Baseline:

59 per cent of the National Park is under agri-environment schemes and spend per hectare is £83 (Monitoring Environmental Outcomes in Protected Landscapes [MEOPL])

Barriers:

Lots of competing priorities for government mean that the current level of funding for agriculture, environment and rural development may not be maintained.

Key messages:

- The future of the National Park's landscapes is dependent on the future of its farming.
- Sustainable, profitable farming and environmental protection can and must work in harmony.
- The South Downs National Park is the ideal place to pilot new schemes and be early adopters for any new policy.

7.2 Water

What is the issue?

The rivers and aquifers of the South Downs National Park are in poor chemical and ecological condition (worse than in any other UK National Park).

Why this issue?

- **Key role to play:** The National Park is the one mechanism to bring together the three water companies working across the region – Portsmouth, Southern and South East.
- **Our Ability to influence:** We already have high level engagement and are discussing a number of joint areas of activity.
- **Time critical:** The three water companies in the South Downs area are currently carrying out the periodic review of their business, water resource and drought plans. This is a great opportunity to influence the plans to include catchment and aquifer based works that can improve water quality and benefit the environment.

What do we want?/Our objective:

To improve the ecological and chemical conditions of the rivers and aquifers within the South Downs National Park.

Baseline:

Only 22% of Rivers in the South Downs are in Good Ecological Status (Environment Agency annual reporting).

Barriers:

- Continuing lack of awareness on water pollution and water shortage issues.
- The scale of development around the National Park and the additional pressure this will put on already stretched water resources.

Key messages:

- Our rivers and aquifers are an integral part of the National Park landscape and they are in trouble.
- Catchment and aquifer based approaches and more sustainable land management and water use can improve water quality for the 1.2 million people, wildlife and landscapes that depend on water from the South Downs.

- The Brighton Chalk Management Partnership (ChaMP) is working with landowners and land managers in the Brighton area to reduce the nitrates and other pollutants getting into our water. This includes research into cover crops to stop nitrates washing into the ground and exploring innovative ways to reduce water pollution caused by traffic on our roads.

7.3 Sustainable Tourism

What is the issue?

The drive to grow international tourism and growing pressures on the landscape mean that innovative approaches are needed to increase the economic impact of tourism while also increasing its sustainability. Compared to the other National Parks in England, the South Downs National Park attracted 25% of National Park visitors but only realised 6% of economic value (UK National Park Visitor Characteristics Report 2017):

- Low individual spend per visitor
- South Downs National Park is not seen as a 'destination'

Why this issue?

- Key role to play:
 - 8 Point Plan focus on National Parks as key driver in growth of international tourism and rural growth.
 - Almost 19 million people visited the South Downs National Park in 2016 (STEAM 2017) which contributed £342 million to the economy and supported 7,000 FTE jobs.
 - A sustainable tourism management approach can bring a range of economic and social benefits that help sustain the National Park's communities, natural and built environment and a rural way of life.
 - The South Downs National Park Authority Sustainable Tourism Strategy 2015 to 2020 has 7 key objectives that work towards the eleven outcomes listed in the SDNP Partnership Management Plan.
- **Our ability to influence:**
 - The National Park Authority is the only organisation that has sole responsibility, with specific statutory powers, for this uniquely defined geographic area.
 - The South Downs National Park holds intrinsic value, represented, in part, by the shared identity, that creates strong pull factors for consumers and therefore has worth for organisations and the private sector.
 - £1 million Discover England Bid provides us with leverage to bring together partners and to position the South Downs as a 'destination'.
- **Time critical:**
 - Discover England £1 million funded project presents an opportunity for public affairs work to position South Downs National Park as a major rural tourism destination that offers quintessential 'English' experiences due to its close proximity to London and international gateways.
 - EU LEADER and EAFRD funding have to be allocated by 2018/19. Glamping and unique accommodation is a rising sector amongst consumers and being favoured by farmers as a potential diversification project.

- Across the National Park area, there is a focus of effort and resources on developing the Visitor Economy by local authority economic departments, who are keen for furthering relationships, support and working partnerships with the South Downs National Park Authority in the tourism sector sphere.
- LEPs are currently drawing up new strategic economic plans and tourism is a key driver of rural economy in South Downs.

Our objective:

South Downs National Park is a premier sustainable tourism destination unified under the South Downs National Parks shared identity.

Baseline:

The South Downs Receives 25% of visitors to UK National Parks but only 6% of the economic spend (UK National Park Visitor Characteristics Report 2017).

Barriers:

No one local authority or organisation responsible for sustainable tourism across the National Park

- 15 local authorities and 3 Local Enterprise Partnerships.

Key messages:

- We can create a unifying, quality visitor experience by joining forces behind shared identity and signpost other sustainable tourism opportunities.
- Sustainable tourism is a driving force in the growth of the rural economy and vital to the communities and farming sector of the South Downs and the wider South East.
- We want people to stay longer and spend more to feed into the rural economy.

Appendix I: Public Affairs Action Plan 2018–20

This Action Plan is a living document and will be added to and updated as opportunities arise.

PMP Local PI Corp PI	Theme	Objective	Key messages	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	KPIs/Measures of success
	Future of Farming	To ensure that any new scheme(s) gives the same level of support, or better, to the environment as current schemes Farm clusters within the South Downs National Park to become innovative test beds for potential agri-environment schemes in lowland landscapes to address the three key drivers identified by Government		Defra/Natural England	Improve take up and quality of current scheme in the National Park Support an SDNPA pilot working with farm clusters SDNPA to have a central role in the delivery of the post 2022 scheme in the National Park	NPE APPG Ministerial/departm ent visits	Farming Officer Countryside & Policy Manager (NJ) Director of Countryside & Policy Management Rangers (as relevant)	2018–2022 (influencing new scheme from 2022)	Increase the percentage of National Park covered by schemes and the value per hectare
				NPE/NPE Future of Farming Group	Support SDNP as a test bed for lowland landscapes	Ad Hoc meetings			tbc
				Farming bodies CLA/NFU	Support SDNP as a test bed for lowland landscapes	Ad hoc meetings			tbc
				Farmers	Sign up to farm clusters and pilot scheme	Farmers breakfasts Farm cluster communications			More farmers signed up to farm clusters
				Lawton Group NGOs	Support and participate in pilot scheme	Lawton Group Meetings South Downs Partnership			
	Water	To improve the ecological	Rivers and		Include 3 key things		Landscape &	2020–2025	2020–2025

PMP Local PI Corp PI	Theme	Objective	Key messages	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	KPIs/Measures of success
		and chemical conditions of the rivers and aquifers within the South Downs National Park.	<p>aquifers are an integral part of the National Park landscape and they are in trouble</p> <p>We can improve water quality for the 1.2 million people, wildlife and landscapes that depend on water from the South Downs through more sustainable:</p> <ul style="list-style-type: none"> land management water use: and through catchment and aquifer based approaches <p>The Brighton Chalk Management Partnership</p>	<p>Water companies:</p> <ul style="list-style-type: none"> Southern South East Portsmouth 	<p>in their 2020–2025 Plans:</p> <ul style="list-style-type: none"> Invest in catchment and aquifer management Commit to working with land managers to develop approaches to land management aimed at improving water quality Work with the NPA to promote water efficiency 	Stakeholder groups of the three water companies	Biodiversity lead (water)	<p>Plans January 2018 first consultation goes out</p> <p>August 2018 final document</p>	plans of the three water companies released in August 2018 include the three key asks.
				Land managers	Work with water companies to identify and trial new land management methods	<p>Farm cluster liaison meetings</p> <p>South Downs Land Managers Group Meetings</p> <p>Farmers Breakfasts</p> <p>Champ communications</p>	<p>Director of Countryside & Policy</p> <p>Countryside & Policy Manager (Nigel James)</p> <p>Landscape & Biodiversity lead (water)</p> <p>Champ Project</p>	<p>August 2018 onwards</p> <p>Champ until March 2019</p>	Better water quality

PMP Local PI Corp PI	Theme	Objective	Key messages	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	KPIs/Measures of success
			(ChaMP) is working with landowners and land managers in the Brighton area to reduce the nitrates and other pollutants getting into our water.				Manager Comms & Engagement Team		
				Public	Be more water efficient	Joint awareness raising with water companies Chalk event – July 2018 Champ communications As planning authority, work with developers/residents on new developments to ensure water efficiency	Champ Project Manager Comms & Engagement Team	Champ until March 2019	
	Sustainable Tourism	To position the SDNP as a world class tourism destination, founded on sustainable tourism principles.	A vibrant, successful and sustainable visitor economy is an essential economic driver for the National Park - supporting income, jobs, community, facilities and a	Local Authorities	<ul style="list-style-type: none"> - More investment and resources to be placed in to developing and promoting a sustainable visitor economy across the NP - Increase the profile of the National Park 	Direct relationships with local authority leaders.	Members, SMT, CMP, Tourism dept.	2018	Increase in the value of tourism to the National Park Economy Increase in number of jobs created Number of overnight stays increased. (occupancy)

PMP Local PI Corp PI	Theme	Objective	Key messages	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	KPIs/Measures of success
			rural way of life.		tourism offering through local authority and DMO member channels - Share evidence on the visitor economy				level rise) Increase in number of international visitors
			The SDNP is well placed for international and domestic visitors due to its close proximity to London and international gateways.	Government agencies and transport companies	- Improvement of public transport facilities across the park to improve the 'Last mile' barrier.	Direct relationships with Government agencies and transport companies	Members, SMT, Countryside & Policy Manager (CPM), Access team.	2018	Number of visitors taking public transport.
			The SDNP offers a great short break or holiday destination offering quality, memorable experiences	LEPs	Provide funds for sustainable tourism projects in new Strategic Investment Plans 2018–23	LEP meetings	Countryside & Policy Manager (NH)	2018	Increased LEP funding for sustainable tourism projects
				Private sector	- To promote SDNP a premier sustainable tourism destination for	SDNPA website Twitter Linked in Email DMO channels	Members, SMT, CMP, Tourism dept.	2018	Increase in number of tourism providers promoting the National Park

PMP Local PI Corp PI	Theme	Objective	Key messages	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	KPIs/Measures of success
					<p>short breaks and holidays</p> <ul style="list-style-type: none"> - Promote and use local produce, goods and services - To use the shared identity in promotional material - To promote sustainable transport links 	Direct engagement with the PS.			<p>as a short break or holiday destination.</p> <p>Increase in value of the food and drink sector</p> <p>Increase in number of tourism providers using the shared identity,</p> <p>Increase in number of tourism providers supporting visitor payback</p> <p>Increase in number of visitors using public or personal transport</p>

Appendix 2: Stakeholder Management Plan template

(please note work on this is ongoing)

- A.1 The following Stakeholder Management Plan identifies our key stakeholders and how we will manage our interactions with them on an ongoing basis. As a National Park committed to working in partnership we have a wide array of stakeholders and this can be challenging in terms of resources and managing stakeholder expectations.
- A.2 The Stakeholder Management Plan is a means by which we maximise our ability to engage with and successfully work with our stakeholders/partners. It is therefore important that the stakeholder management plan is realistically achievable.
- A.3 The new CRM system will underpin our ability to be able to track and manage stakeholder interaction but committed stakeholder management will take resources and commitment from both staff and Members to ensure interactions with our stakeholders consistently reflects the agreed activities in this plan.
- A.4 As with the specific priority issues set out in the Public Affairs Strategy, we will use the following criteria to prioritise engagement:
- **Contribution (value) (C)**
 - **Influence (I)**
 - **Willingness to engage (WtE)**
 - **Necessity of involvement: (NoI)**

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
NATIONAL/POLICY LEVEL STAKEHOLDERS							
	Defra Relevant criteria: C/I/WtE/NoI	Influence policy and practice development across key strategic issues	<i>Issues:</i> High turnover of staff, lack of clear direction due to Brexit uncertainty <i>Opportunities:</i> NPE policy papers/APPGs/Ministerial visits/relationship development with PSs Claire Moriarty lives in NP <i>Risk:</i> Substantial time input without guarantee of success	<i>Leadership:</i> CE and Chair attendance at NPE and other meetings Director level meetings <i>Peer-to-Peer</i> Liaison with Protected landscape and Press teams on visits and joint initiatives	As needed	Chair/CE managed through PAs and Communications & Engagement Manager	South Downs consulted on and included in Defra initiatives related to National Parks – key measures related to Future of farming, in particular
	MPs Relevant criteria: Varies between different MPs C/I/WtE/NoI	Influence policy and practice development across key strategic issues	<i>Opportunities:</i> matching right MP to the right issue can <i>Risks:</i> MPs positions may differ with ours – for example, A27.	<i>Leadership:</i> Six monthly catch ups with Chair	As needed	PAs to Chair & Chief Executive working with Communications & Engagement Manager	MPs within the National Park are well briefed on key issues impacting the National Park and are using their influence to further its purposes and duty
	Statutory orgs, such as the	For them to engage fully with delivery of	<i>Issues:</i> Pressure on these organisations to cut costs so	<i>Leadership:</i> CE/Regional Director meetings	Partnership meetings	Director of Countryside & Policy	National Park features in all

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
	Forestry Commission, Natural England and English Heritage Relevant criteria: //Nol with differing levels of WtE	the PMP and for the National Park to be a factor in their policy and practice decision making within the South Downs	less resource available to engage with the National Park <i>Opportunities:</i> Joint initiatives to deliver on shared objectives, for example recent heritage protection work at Bignor Claire Moriarty lives within the National Park <i>Risk:</i> Substantial time input without guarantee of success	<i>Strategic meetings:</i> Lawton Group, South Downs Partnership <i>Peer-to-Peer:</i> Joint project work, and on the ground work with ranger teams, and partnership groups such as the Heritage Coast Group	(quarterly)	Management and team	strategic plans relating to the South Downs Increase in number of joint initiatives
ORGANISATIONS THAT IMPACT ON PRACTICE							
	Local, Regional and National organisations with specialisms focusing on our seven special qualities and whose values and priorities are in line with those of the SDNPA Relevant	Influence strategic planning and asset/land management within the National Park Partners to use the shared identity	<i>Issues:</i> For national organisations many key decisions are made at a centralised, rather than South Downs level. <i>Opportunities:</i> Joint working on shared goals, for example on HeRe, Heritage Coast <i>Risks:</i> Possible competition over funding or project opportunities	<i>Peer-to-Peer:</i> Strategic groups, project delivery groups, and on-the-ground delivery teams such as ranger teams <i>Digital and print:</i> Cross promotion on digital and print platforms, where applicable, for example, events promotion in South Downs View	Partnership meetings (quarterly) Lawton Group meetings	Director of Countryside & Policy Management and team	National Park features in all strategic plans relating to the South Downs Shared identity more widely used by partners Increase in number of joint initiatives

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
	criteria: C// Nol varying levels of WtE						
	Local authorities - including county councils and district councils	National Park status is a material consideration in all of their strategic decisions To increase the profile of the SDNP as a tourism destination To improve the resources available across partners to increase value of tourism sector to the rural economy.	<i>Issues:</i> Limited SDNPA resource LA Members on NPA may have conflict between their NPA and LA direction <i>Opportunities:</i> Getting shared identity on street/village/town signage in NP and on ROW network	<i>Leadership:</i> CE and Chair catch up with Leaders and CEOs Director level meetings for planning <i>Peer-to-Peer:</i> Devolved planning management arrangements Economy/tourism strategic meetings Highways liaison On the ground work between rangers and land managers <i>Digital:</i> newsletter <i>Print:</i> Southdowns View and	Quarterly/ six monthly 3-4 times annually Ad hoc Ongoing Ongoing Monthly Twice yearly	Chair and SMT (manged through PA team) and LA Members on the NPA	TBC

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
				leaflets through their TICs	and leaflets ongoing		
	Land managers and farmers	Increase sign up to farm clusters Work with land managers on pilot stewardship scheme post-Brexit Decrease run off into water system	<i>Issues:</i> Post-Brexit uncertainty among farmers about ongoing financial viability	<i>Peer-to-peer:</i> Farmers Breakfasts Ranger/farmer liaison <i>Leadership:</i> SDLMG meetings	Annual Ongoing Quarterly	Farming Officer/Countryside & Policy Manager (NJ)	More farmers signed up to farm clusters Pilot stewardship scheme developed with farmers and in place
	LEPs	Increase funds available to deliver on PMP objectives		<i>Peer-to-peer:</i> LEP steering group meetings	Quarterly meetings	Countryside & Policy Manager (NH) Director of Countryside Policy & Management	Increased funds available to fund PMP objectives
	Transport companies	Increase public transport opportunities within the NP Increased visibility at train stations of arriving in NP	<i>Issues:</i> Any branding at station sees as advertising	Face-to-face meetings Joint initiatives with Community Rail Partnerships	As needed Annual day in London and ad hoc as needed	Access Strategy Lead Director of Countryside Policy & Management	tbc

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
	Local businesses	<p>Greater use of shared identity</p> <p>Increased use of NP as a selling point for local businesses</p> <p>To enable and encourage sector uptake of sustainable tourism principles through design, build and operations of businesses</p> <p>To encourage increased linkages, promotion and purchase of local produce, goods and services.</p>	<p><i>Opportunities:</i></p> <p>Food and drink portal</p> <p>Discover England funded project to create a bookable, year round destination In the NP, for example, Dark Night Skies as a tourism draw during shoulder months</p> <p><i>Risk:</i> not enough staff resource to support growing use of shared identity</p>	<p><i>Digital:</i></p> <p>Website/Communicating South Downs Enewsletter</p> <p><i>Peer-to-peer:</i></p> <p>Liaison with Tourism Strategy Lead</p> <p><i>Events:</i></p> <p>Dark Night Skies Festival etc</p>	<p>Ongoing Monthly</p> <p>As needed</p>	Economy & Tourism team	Increased use of shared identity
	Higher Educations Institutions	<p>Increase number of research projects contributing to delivery of PMP objectives</p>	<p><i>Opportunities:</i></p> <p>Research conference</p> <p>Research projects by students</p>	<p><i>Peer-to-peer:</i></p> <p>Research conference</p> <p>Regular meetings with Research Team</p>	As needed	Performance & Research Lead	Increased number of research projects on PMP objectives
	Specialists in their field, for example local	<p>Use local expertise in the development of our projects and</p>	<p><i>Opportunities:</i></p> <p>Involvement in externally funded projects</p>	<p><i>Peer-to-peer:</i></p> <p>Through strategic leads</p>	As needed	Relevant Strategic Leads	Greater involvement of specialists to add

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
	historians, archaeologists, ecologists			Digital: enewsletter			expertise to projects
INDIVIDUALS/ORGANISATIONS LIVING IN OR VISITING THE NATIONAL PARK							
	Residents	Inform and engage local residents in key issues affecting their National Park	<p><i>Issues:</i> High number of residents in and around the National Park</p> <p><i>Risks:</i> Lack of resource to liaise with and engage residents</p>	<p><i>Digital:</i> Enewsletter Planning enewsletter</p> <p>Consultations Website Social media</p> <p><i>Print:</i> South Downs View Leaflets</p> <p><i>Events:</i> Our events Partner events</p>	<p>Monthly 3 times a year As needed Ongoing Ongoing</p> <p>Biannual Ongoing</p> <p>Annual events programme including our DNS Festival NP Week Chalk</p>	Communications & Engagement Manager	Better recognition of National Park in South East and among Citizens Panel

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
					Festival Secrets of the Heath Heath walks Seafront/tow n centre/car park pop ups		
	Town/parish councils	Inform and engage parishes in the key issues affecting their National Park	<p><i>Issues:</i> Continuing lack of understanding of what being in a NP means in some parishes Some parishes are both inside and outside the NP.</p> <p><i>Opportunities:</i> To engage communities through specific projects including those that we can support through the SCF</p> <p><i>Risks:</i> With 183 parishes it is difficult to meet the, at times, unrealistic expectation of engagement in some parishes</p>	<p><i>Peer-to-peer:</i> Biannual parish meetings</p> <p>Ranger interactions</p> <p>Parish Member interactions</p> <p><i>Digital:</i> Enewsletter Planning enewsletter</p>	<p>Biannual parish meetings</p> <p>Ad hoc</p> <p>Parish meetings and ad hoc</p> <p>Monthly 3 times a year</p>	Community Lead and Parish Members	Positive feedback from parish meetings

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
				<p>Consultations Website</p> <p>Print: South Downs View Leaflets</p>	<p>As needed Ongoing</p> <p>Biannual Ongoing</p>		
	Visitors	<p>Promote opportunities for the understanding and enjoyment of the special qualities of national parks by the public.</p> <p>Visitors to stay longer and spend more</p>	<p><i>Risks:</i> Decrease in investment in tourism in local authorities in NP</p> <p><i>Opportunities:</i> Discover England Fund</p>	<p><i>Digital:</i> Enewsletter Website including Discovery Map Social media</p> <p>Print: South Downs View Leaflets</p> <p><i>Events:</i> Our events Partner events</p>	<p>Monthly Ongoing Ongoing</p> <p>Biannual Ongoing Annual events programme including our DNS Festival NP Week Chalk Festival Secrets of the Heath</p>	<p>Communications & Engagement Manager/Sustainable Tourism Officer</p>	<p>Increases awareness of National Park in Visitor surveys dates tbc</p> <p>Increased spend per visitor</p>

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
					Heath walks Seafront/town centre/car park pop ups Annual events programme including our DNS Festival NP Week Chalk Festival Secrets of the Heath Heath walks Seafront/town centre/car park pop ups		
PROTECTED LANDSCAPE FAMILY							
	NPE/NPUK	SDNP presence in all communications and policy outputs and decisions	<i>Risks:</i> Potential lack of agreement on key issues Comms from NPE not coordinated with NPs and without comms expertise	<i>Leadership:</i> MP Chairing of NPE and Chairs and NPO meetings Communications & Engagement Manager line management of NPUK	Quarterly (TBC) Ongoing	Chair/Chief Executive/Communications & Engagement Manager	SDNP presence in all communications and policy outputs and decisions

PMP Local Plan Corp Plan Objectives	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
			<i>Opportunities:</i> Comms & Engagement Manager on Steering Group for NPUK Comms	Communications & Marketing Manager <i>Peer-to-peer:</i> <i>Subject specialism groups including Communications, Education, Tourism etc</i> <i>Publications:</i> Contribution to NPE policy papers and NPUK communications <i>Digital:</i> Shared social media. Web presence on NPUK website	Annual/bi-annual As needed Ongoing		
	Areas of Outstanding Natural Beauty (AONBs)	Increase joint working with AONBs	<i>Issues:</i> Not enough resource on either side to fully engage <i>Opportunities:</i> Big Chalk project	<i>Peer-to-peer:</i> strategic specialists	Ad hoc	Director of Countryside Policy & Management	tbc

Draft