



South Downs National Park Authority

Public Affairs Strategy 2018–20

Final

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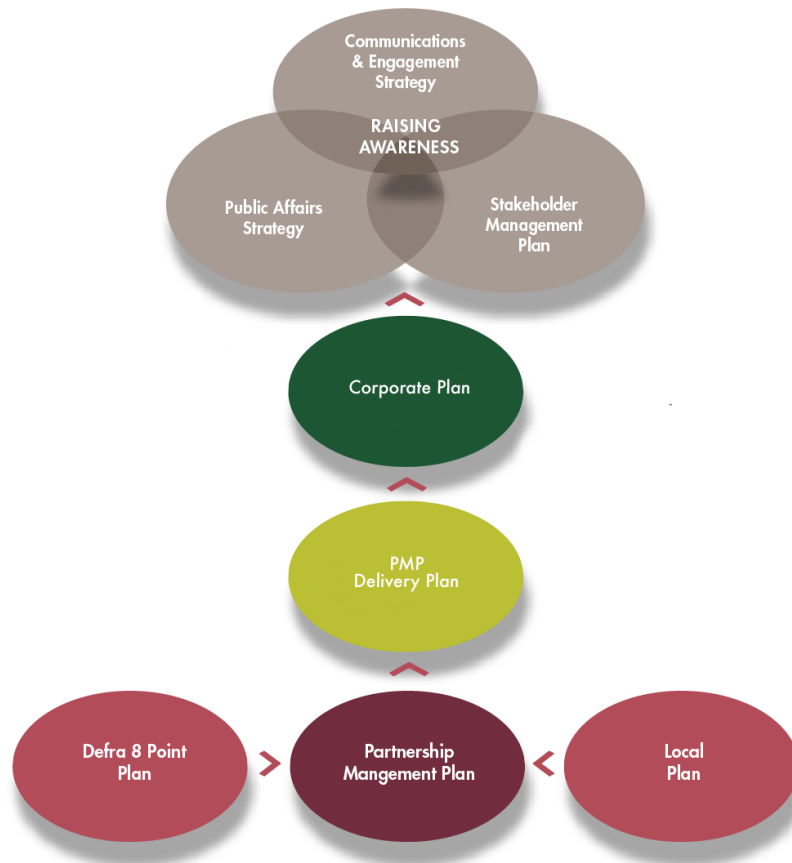
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1 Executive summary

- 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. ('Action Plan' is designed to be reviewed every 12 months.)
- I.4 Three key issues have been identified on which to focus our public affairs work over the coming two years:
 - 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 respond to challenges and be 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 July 2018–July 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.

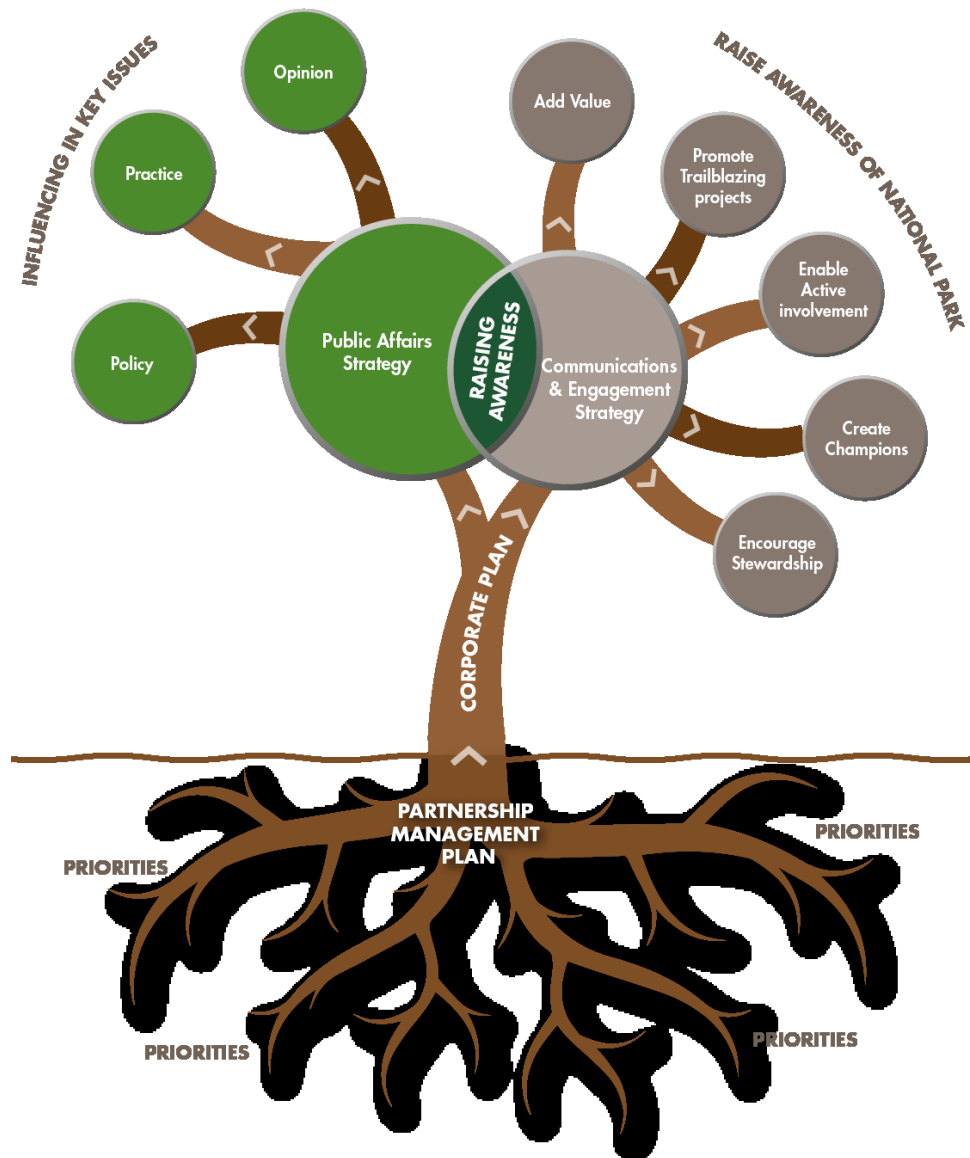
4 How our communications and public affairs will work together

- 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: Public Affairs Strategy and Communications & Engagement



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. Eg Guiding Principles for the Authority

<https://www.southdowns.gov.uk/national-park-authority/our-work/guiding-principles/> and the location principles agreed 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.

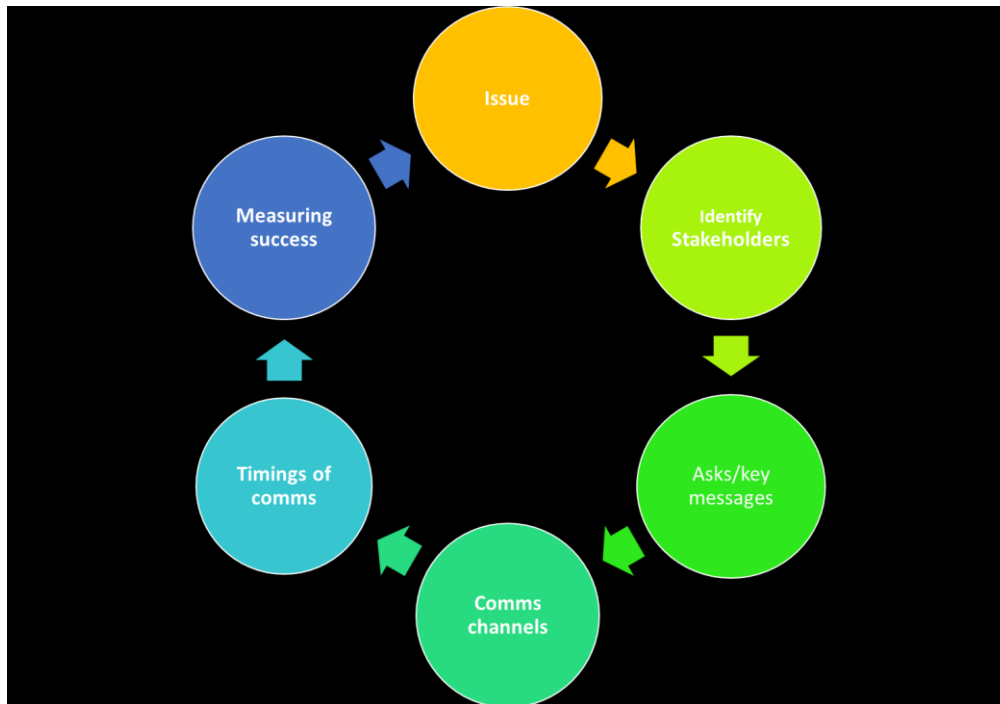
6 Key stakeholders

- 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.

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
 - Enewsletters
- 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.

OUR OBJECTIVE:

- **To ensure that any new scheme(s) gives the same or better support to the environment as current schemes, and are expanded to include cultural heritage, access and education.**
- **Farm clusters within the National Park to become innovative test beds for potential agri-environment schemes in lowland landscapes.**
- **More of the National Park is covered by the South Downs Farm Cluster Network so that more farmers have the opportunity to be part of a farm cluster.**

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.

What do we want?

- To support sustainable and profitable farming that does not conflict with our purposes.
- To increase biodiversity in the National Park through maximising delivery of current agri-environment schemes
- To work with farm clusters in the National Park to increase knowledge and share learning
- To pilot new land management schemes in lowland landscapes including biodiversity, access and cultural heritage.

Why?

- Farming is an integral and important part of the South Downs landscape
- Sustainable, profitable farming can deliver environmental outcomes.
- We want to enhance the benefits of current Agri-environment schemes that cover approximately 60% of the National Park.
- Farmers in the South Downs want to work together – 70% of the National Park is now covered by the South Downs Farm Cluster Network and the benefits of collaborative working have been demonstrated.
- The Farm Cluster Network means we are ready and able to pilot any new schemes now.
- Estates and farms, through Whole Estate Plans, enable farmers and others involved in landscape management to build on their assets.

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.

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.

What do we want?

- To improve the health of the rivers and quality of the water within the National Park
- Water companies, farmers and other National Park partners to reduce nitrates and other water pollutants
- Resident, visitors, businesses and land managers to use less water.

Why?

- Our iconic landscapes, wildlife and 1.2 million people depend on water from the South Downs and our waterways are in trouble with too much demand and declining water quality.
- Water quality can be improved through more sustainable land management and sustainable drainage systems which prevent nitrates and other pollutants getting into our water. Eg The Brighton Chalk Management Partnership (ChaMP)
- The South East is an area of severe water stress with insufficient water to meet the needs of people and the environment. Average water use is 150 litres per person per day (PCC), this is against a national average of 135. We wish to work with the water companies to drive this well below the national average. The Government has set a target to reduce personal consumption to 130 l/h/d by 2030 and Southern water have a 25 year aspiration of 100 PCC.

7.3 Sustainable Tourism

What do we mean by “sustainable tourism”?

When speaking about sustainable tourism we use the definition used by National Parks England as it relates directly to protected areas.

‘any form of development, management or tourist activity which ensures the long-term protection and preservation of natural, cultural and social resources and contributes in a positive and equitable manner to the economic development and well-being of individuals living, working or staying in protected areas. (Europarc 2000)

Sustainable tourism, as defined by The European Charter for Sustainable Tourism in Protected Areas.

What is the issue?

With uncertainty around future funding for rural development, a 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 National Park in 2016 (STEAM 2017) contributing £342m to the economy and supporting 7,000 FTE jobs.
 - Sustainable tourism can bring economic and social benefits that help sustain the National Park’s rural communities, and the natural and built environment.
 - The South Downs National Park Authority sustainable tourism strategy 2015 to 2020 has 7 key objectives that work towards the 11 outcomes of the PMP.
- **Our ability to influence:**
 - SDNPA has an influential voice through existing partnerships and representation on investment, funding and economic development boards across the region
 - 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 fund is an opportunity to position the National Park

as a major rural tourism destination offering quintessential ‘English’ experiences.

- EU LEADER and EAFRD funding have to be allocated by 2018/19. Glamping and unique accommodation is growing in interest to consumers and farmers.
- Focus on developing the visitor economy by local authorities across the National Park, who are keen to work in partnership with us.
- 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.

What do we want?

- Our partners to use the National Park designation and special qualities to encourage people to spend more money and time here.
- To encourage use of the National Park shared identity to increase our appeal as a unique destination.
- To support visitor payback via the South Downs National Park Trust to conserve and enhance the National Park
- Greater investment in sustainable tourism
- Working together, to ensure that people have the information they need to explore, enjoy and get around the National Park

Why?

- Tourism brings money and employment into and around the National Park.
- The National Park designation adds value by attracting domestic and international tourists to the south east.
- A thriving visitor economy creates ‘better places to live as well as better places to visit’.
- Providing information to get here, enjoy and get around helps us to manage the impact of tourism.
- The South Downs National Park Trust is working alongside the National Park Authority to enable businesses/organisations who want to give back to the environment and local communities to fund projects that directly deliver on the National Park’s Partnership Management Plan.
- One of the two core statutory purposes of the NPA is to increase opportunities for people to enjoy the National Park. So the more people we can encourage to come and enjoy the

unique landscapes and wildlife, the better.

Appendix 1: 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	Objectives	Key messages	Opportunities	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	Measures of success
	Future of Farming	<p>To ensure that any new scheme(s) gives the same level of support, or better, to the environment as current schemes</p> <p>Farm clusters within the South Downs National Park to become innovative test beds for potential agri-environment schemes in lowland landscapes</p> <p>More of the National Park is covered by the South Downs Farm Cluster Network so that more farmers have the opportunity to be part of a farm cluster.</p>	<p>Farming is an integral and important part of the South Downs landscape.</p> <p>Sustainable, profitable farming can deliver environmental outcomes.</p> <p>We want to enhance the benefits of current Agri-environment schemes that cover approximately 60% of the National Park.</p> <p>Farmers in the South Downs want to work together – 70% of the National Park is now covered by the South Downs Farm Cluster Network and the benefits of</p>	Invitation to submit farming pilot to Defra	Defra/Natural England	<p>Improve take up and quality of current scheme in the National Park</p> <p>Support an SDNPA pilot working with farm clusters</p> <p>SDNPA to have a central role in the delivery of the post 2022 scheme in the National Park</p>	<p>NPE</p> <p>APPG</p> <p>Ministerial/de partment visits</p>	<p>Farming Officer</p> <p>Countryside & Policy Manager (NJ)</p> <p>Director of Countryside & Policy Management</p> <p>Rangers (as relevant)</p>	2018–2022 (influencing new scheme from 2022)	Increase in percentage of National Park covered by schemes and the value per hectare
				Feed into development of any new scheme developed as part of NPE	NPE/NPE Future of Farming Group	Support SDNP as a test bed for lowland landscapes	Ad Hoc meetings			Any new scheme provides equal or better protection to environment
				tbc	Farming bodies CLA/NFU	Support SDNP as test bed for lowland landscapes	Ad hoc meetings			tbc

PMP Local PI Corp PI	Theme	Objectives	Key messages	Opportunities	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	Measures of success
			collaborative working have been demonstrated. The Farm Cluster Network means we are ready and able to pilot any new schemes now.	Provide support through farm cluster network to enable farmers within the South Downs Farm Cluster Network to change public perception of farming and how it can deliver environmental benefits	Farmers	Sign up to farm clusters and pilot scheme	Farmers breakfasts Farm cluster communications including supporting in use of social media and online presence. Training provided. 'Meet the farmer' video pilots to be shot and trialed with Arun to Adur Farm Cluster.			More of the National Park covered by the South Downs Farm Cluster Network so that more farmers have the opportunity to be part of a farm cluster.
					Lawton Group NGOs	Support and participate in pilot scheme	Lawton Group Meetings South Downs Partnership			

PMP Local PI Corp PI	Theme	Objectives	Key messages	Opportunities	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	Measures of success
	Water	To improve the ecological and chemical conditions of the rivers and aquifers within the South Downs National Park.	<p>Rivers and aquifers are an integral part of the National Park landscape and they are in trouble</p> <p>Water quality can be improved through more sustainable land management, water use, sustainable drainage systems and catchment and aquifer based approaches which prevent nitrates and other pollutants getting into our water.</p> <p>Eg The Brighton Chalk Management Partnership (ChaMP) is working with landowners and land managers in the Brighton area</p>	Water Companies redoing their Water Resource Management Plans	<p>Water companies:</p> <ul style="list-style-type: none"> • Southern • South East • Portsmouth 	<p>Water Resource Management Plan (WRMP)</p> <p>Include 3 key things in their 2020–2025 WRMPs:</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	Landscape & Biodiversity lead (water)	<p>2020–2025 WRMP</p> <p>January 2018 first consultation goes out</p> <p>August 2018 final document</p>	2020–2025 WRMP of the three water companies released in August 2018 include the three key asks.

PMP Local PI Corp PI	Theme	Objectives	Key messages	Opportunities	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	Measures of success
			to reduce the nitrates and other pollutants getting into our water. The South East is an area of severe water stress with insufficient water to meet the needs of people and the environment. Average water use is 150 litres per person per day (PCC), this is against a national average of 135. We wish to work with the water companies to drive this well below the national average. The Government has set a target to reduce personal consumption to 130 l/h/d by 2030 and Southern Water have a 25 year aspiration of 100 PCC.	Water Companies redoing their Business Plans	Water companies: <ul style="list-style-type: none">SouthernSouth EastPortsmouth	Business Plans to include catchment management schemes.	Stakeholder workshops, responses to consultation and meetings between directors.	Landscape & Biodiversity Strategy Lead: Water, Director or Countryside & Policy Management	From now until January 2019	2020–2025 WRMP
				Through Brighton ChaMP: Improve consistency in approach and coms across /between partners and stakeholders Showcase project – case study for best practice Reduce negative impacts/ improve environmental quality Contribution to body of research, and use of research to inform new	Land managers	To work with water companies to identify and trial new land management methods To take a catchment based approach to land management Change in land management practice Measures to manage and reduce nitrogen application: precise nutrient application techniques, soil	Farm cluster liaison meetings South Downs Land Managers Group Meetings Farmers Breakfasts Champ communications	Director of Countryside & Policy Countryside & Policy Manager (Nigel James) Landscape & Biodiversity Strategy Lead: Water Champ Project Manager Farming Officer Comms & Engagement Team	August 2018 onwards Champ until March 2019	Better water quality

PMP Local PI Corp PI	Theme	Objectives	Key messages	Opportunities	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	Measures of success
				techniques Influence policy Project Recognition / Sector Awards Engage farmers with a catchment based approach through the South Downs Farm Cluster Network		testing Measures to reduce nutrient losses: Cover crops, Improving soil health				
					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	Champ Project Manager Comms & Engagement Team	Champ until March 2019	Decreased per capita water use

PMP Local PI Corp PI	Theme	Objectives	Key messages	Opportunities	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	Measures of success
							developments to ensure water efficiency			
					Highways, golf courses and other recreational spaces that use chemicals	Increase awareness of run off and chemical pollution and encourage better land management and drainage measures	Through ChaMP project	Champ Project Officer Director of Countryside & Policy Management	Until March 2019	
						Look for opportunities to retrofit sustainable drainage schemes in vulnerable Safeguard Zones Promote sustainable drainage schemes in new developments				

PMP Local PI Corp PI	Theme	Objectives	Key messages	Opportunities	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	Measures of success
	Sustainable Tourism	<p>South Downs National Park is a premier sustainable tourism destination unified under the South Downs National Parks shared identity.</p> <p>Continued levels of investment and funding available for rural development, using the visitor economy vehicle post March 19</p>	<p>Tourism brings money and employment into and around the National Park. The National Park designation adds value by attracting domestic and international tourists to the south east. A thriving visitor economy creates 'better places to live as well as better places to visit'. Providing information to get here, enjoy and get around helps us to manage the impact of tourism.</p>	<p>Our position on LEPs</p>	<p>Investment, funding and economic development bodies</p>	<ul style="list-style-type: none"> - Increased investment and resources to be placed in to developing and promoting a sustainable visitor economy across the National Park - Share research and evidence on the visitor economy 	<p>Direct relationships with DEFRA, LEPs and LGA</p>	<p>M.Ps, Chair, Members, SMT, CMP, Economy and tourism team.</p>	<p>2018/2019</p>	<p>Increase in funding and resources for visitor economy development across the NP.</p>
		<p>Working together to ensure it is easy to get to the NP, enjoy, get around and understand not damage the special qualities of the NP</p>		<p>Discover England National Parks project</p> <p>Gatwick</p>	<p>LGAs</p> <p>DMOs</p> <p>Tourism businesses</p>	<ul style="list-style-type: none"> - Increase prominence of the NP on partner tourism promotional channels and 	<p>LGA relationships</p> <p>DMO partnerships meetings and Business</p>	<p>Sustainable Tourism Lead, SMT, CMP, and Communications team, Cultural Heritage Lead</p>	<p>2018/2019</p>	<p>Increased partner promotion of the National Park as a tourism destination</p>

PMP Local PI Corp PI	Theme	Objectives	Key messages	Opportunities	Key stakeholders	Asks	Channels	SDNPA staff resource	Timeline	Measures of success
				liaison with regional tourism bodies Joint LGA promotional work e.g food and drink promotions with West Sussex		increased use of the shared identity and sense of place tool kit - - Increase partner promotion of sustainable transport options to and around the NP	engagement work			Increased use of the Shared identity.
		Grow the visitor payback scheme	Join our visitor payback scheme to align yourself with the National Park and increase your marketing opportunities and give back to the environment and local communities on which your business depends.	- DMO members - Ongoing business engagement work	Accommodation providers	- Join our visitor giving scheme	DMO membership lists SDNPA database	Sustainable Tourism Lead, Communication Team, Income Generation Team		

Appendix 2: Stakeholder Management Plan template

- 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	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
Local Plan							
Corp Plan Objectives							
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

PMP	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
Local Plan							
Corp Plan Objectives							
	Statutory orgs, such as the Forestry Commission, Natural England and English Heritage Relevant criteria: //Nol with differing levels of WtE	For them to engage fully with delivery of the PMP and for the National Park to be a factor in their policy and practice decision making within the South Downs	<i>Issues:</i> Pressure on these organisations to cut costs so 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>Leadership:</i> CE/Regional Director meetings <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	Partnership meetings (quarterly)	Director of Countryside & Policy Management and team	National Park features in all 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	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	<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,	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

PMP	Stakeholder	Our engagement Objective	Issues, opportunities and risks	Communications channels	Frequency	Key SDNP Contact	Measures of success/desired state of relationship
Local Plan Corp Plan Objectives							
	priorities are in line with those of the SDNPA Relevant criteria: C// Nol varying levels of WtE		on HeRe, Heritage Coast <i>Risks:</i> Possible competition over funding or project opportunities	for example, events promotion in South Downs View			by partners Increase in number of joint initiatives
	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 Sustainable Tourism Strategy Lead liaison with tourism leads. Highways liaison On the ground work between	Quarterly/ six monthly 3-4 times annually Ad hoc Ongoing Ongoing Monthly	Chair and SMT (manged through PA team) and LA Members on the NPA Sustainable Tourism Strategy Lead	TBC

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				rangers and land managers <i>Digital: enewsletter</i> <i>Print: Southdowns View and leaflets through their TICs</i>	Twice yearly 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 Provide support through farm cluster network to enable farmers within the South Downs Farm Cluster Network to change public perception of farming and how it can deliver environmental benefits	<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		<i>Peer-to-peer:</i>		Countryside & Policy	Increased funds

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		to deliver on PMP objectives		LEP steering group meetings	Quarterly meetings	Manager (NH) Director of Countryside Policy & Management	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 Communications & Engagement Manager	tbc
	Local businesses	Greater use of shared identity Increased use of NP as a selling point for local businesses To enable and encourage sector uptake of sustainable tourism principles through design, build and operations of businesses	<i>Opportunities:</i> Food and drink portal 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 <i>Risk:</i> not enough staff	<i>Digital:</i> Website/Communicating South Downs Enewsletter <i>Peer-to-peer:</i> Liaison with Tourism Strategy Lead <i>Events:</i> Dark Night Skies Festival etc	Ongoing Monthly As needed	Economy & Tourism team Communications & Engagement Team	Increased use of shared identity Sign up to visitor giving scheme Sign up to Walkers & Cyclists Welcome

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		<p>To encourage increased linkages, promotion and purchase of local produce, goods and services.</p> <p>To encourage support of visitor payback scheme to conserve the special qualities and the environment and local communities on which tourism businesses depend are supported.</p>	resource to support growing use of shared identity				
	Higher Educations Institutions	Increase number of research projects contributing to delivery of PMP objectives	<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 historians, archaeologists, ecologists	Use local expertise in the development of our projects and	<p><i>Opportunities:</i></p> <p>Involvement in externally funded projects</p>	<p><i>Peer-to-peer:</i></p> <p>Through strategic leads</p> <p><i>Digital:</i></p> <p>enewsletter</p>	As needed	Relevant Strategic Leads	Greater involvement of specialists to add expertise to projects

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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>Print: 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 Festival Secrets of the Heath Heath walks Seafront/town centre/car park pop ups</p>	Communications & Engagement Manager	Better recognition of National Park in South East and among Citizens Panel

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	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</p> <p>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 newsletter</p> <p>Consultations Website</p> <p>Print: South Downs View Leaflets</p>	<p>Biannual parish meetings</p> <p>Ad hoc</p> <p>Parish meetings and ad hoc</p> <p>Monthly 3 times a year As needed Ongoing</p> <p>Biannual Ongoing</p>	Parish Members and Community Strategy Lead	Positive feedback from parish meetings
	Visitors	Promote opportunities for the understanding and enjoyment of the special qualities of national parks by the public.	<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:</p>	<p>Monthly</p> <p>Ongoing</p> <p>Ongoing</p>	Communications & Engagement Manager/Sustainable Tourism Strategy Lead	<p>Increases awareness of National Park in Visitor surveys dates tbc</p> <p>Increased spend</p>

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Local Plan Corp Plan Objectives							
		Visitors to stay longer and spend more		South Downs View Leaflets <i>Events:</i> Our events Partner events	Biannual Ongoing Annual events programme including our DNS Festival NP Week Chalk Festival Secrets of the Heath 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/tow		per visitor

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					n centre/car park pop ups		
PROTECTED LANDSCAPE FAMILY							
	NPE/NPUK	SDNP presence in all communications and policy outputs and decisions	<p><i>Risks:</i> Potential lack of agreement on key issues</p> <p>Comms from NPE not coordinated with NPs and without comms expertise</p> <p><i>Opportunities:</i> Comms & Engagement Manager on Steering Group for NPUK Comms</p>	<p><i>Leadership:</i> MP Chairing of NPE and Chairs and NPO meetings</p> <p>Communications & Engagement Manager line management of NPUK Communications & Marketing Manager</p> <p><i>Peer-to-peer:</i> <i>Subject specialism groups including Communications, Education, Tourism etc</i></p> <p><i>Publications:</i> Contribution to NPE policy papers and NPUK communications</p> <p><i>Digital:</i> Shared social media. Web presence on NPUK</p>	<p>Quarterly (TBC)</p> <p>Ongoing</p> <p>Annual/bi-annual</p> <p>As needed</p> <p>Ongoing</p>	Chair/Chief Executive/Communications & Engagement Manager	SDNP presence in all communications and policy outputs and decisions

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				website			
	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

