

South Downs National Park Authority **Corporate Plan** 2020–2025

YEAR 2 ACTION PLAN 2021–22

South Downs National Park Authority

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Foreword

The South Downs National Park covers over 1,600km² of England's most valued lowland landscapes shaped, over millennia, by the people who have lived and worked here.

Its inspirational and varied landscapes, internationally important wildlife, rich cultural heritage, and vibrant market towns and villages hold a special place in the hearts of many millions. If we want it to remain a special place in 2050, we need to make sure that its landscapes can provide more benefits to more people, who can enjoy, understand and take action to support it. Whether you live in or near the South Downs National Park, are a business, one of our partners, a visitor, or simply someone who cares about its future, we hope you find this plan evidence of our commitment.

Last year was the first of this five-year Corporate Plan for the South Downs National Park Authority (SDNPA). As we have previously stated, the new Partnership Management Plan (PMP) 2020-2025, and the Local Plan adopted in July 2019, set a clear guiding framework for the work of the Authority and this still applies. But the world has also changed very significantly since then. The impact of the coronavirus pandemic has been felt everywhere and not least among the communities in and around our National Park. It has affected our partners too, with many having to furlough staff, suspend volunteering or close sites, attractions and businesses for long periods. Added to this are the implications of Brexit for the rural economy, in particular the transition from Common Agricultural Policy (CAP) payments to an entirely new system of farm support. As a body largely supported directly by central Government and through planning fees, the Authority has been fortunate to have remained financially viable, and the resourcefulness and dedication of its Members, staff and volunteers has meant that it has

continued to provide frontline support and services albeit in rather different ways. In particular, our planning service has continued throughout lockdown, our Coronavirus Recovery Fund has provided £350,000 support to over 60 local enterprises across the National Park, and our communications and virtual events programmes have reached wider audiences than ever using social media. The Authority Monitoring Report (AMR) is published in December each year and helps to monitor how effective the South Downs National Park Authority has been on delivering on its purposes and duty.

In year 1 of this Corporate Plan we identified five overarching priorities for the National Park Authority over the next 5 years. These remain highly relevant in the context of coronavirus and Brexit, in fact they can help provide the foundations of a green recovery (see below). Alongside and supporting these are other important aspects of the National Park Authority's work. For example, our support for cultural heritage activities provide tangible benefits both economic and in terms of the wellbeing of people who engage creatively, our planning service strikes the balance between protection of landscape character and enabling much needed affordable housing and economic activity, and our innovative communications programme continues to broaden our reach and engage new audiences with the National Park. In the context of the Glover Review we are placing strong emphasis on the National Park Authority's approach to Equity, Diversity and Inclusion, working with external advisors to look systematically at every aspect of our business to ensure that it is open, fair and accessible to all parts of society especially groups which are currently underrepresented in our work and who may not have engaged with the National Park up until now.

1. The Climate Emergency

Climate change is having a fundamental effect on biodiversity, agriculture and water resources. The South Downs National Park is already experiencing more unpredictable weather events causing drought, soil erosion and flooding.

This is changing the landscapes as habitats come under pressure and agricultural systems and infrastructure struggle to adapt. The need for a green recovery post-covid, and the fact that the UK is hosting the 26th Conference of the Parties to the Climate Change Convention in Glasgow later this year, bring this into sharp focus.

Working with our partners, the National Park Authority has agreed and is now implementing a Climate Change Action Plan for a net-zero National Park and Authority. As part of this we are:

- Using our planning policy and development management service, working together with host authorities across the National Park
- Encouraging communities to make changes to how we travel and live, for example by using renewable energy and decarbonising transport
- Working with farmers, estates and other landowners to change the way land is managed to reduce emissions and increase carbon sequestration.

Action to reduce emissions and adapt to existing climate change can help to make communities and businesses damaged by Covid more resilient, bring people together with a shared purpose and stimulate jobs and economic activity. We will act as an exemplar by demonstrating best practice in our corporate response to climate change. We want to be recognised as a leading player in managing the impacts of climate change on the South Downs National Park and contributing to a low carbon economy.



2. Nature recovery

Nature is increasingly under pressure, with growing national evidence about the decline in insect populations, soils, water and air quality, and the onset of new pests and diseases (such as Ash Dieback) becoming evident.

However, awareness of the importance of nature has soared during the pandemic, and restoring biodiversity will also bring social and economic benefits.

The National Park Authority is developing a delivery plan for wildlife in the South Downs National Park, as part of a wider national and regional approach to nature recovery which involves our neighbouring Areas of Outstanding Natural Beauty (AONBs), the Local Nature Partnerships and Local Authorities.

This will:

- Help reverse the decline of nature, by supporting species recovery and habitat management
- Encourage land owners and managers to give nature a chance to recover, by supporting nature recovery areas and networks and working with natural processes
- Build consensus with land owners and managers about how to use agriculture, forestry and rewilding approaches together to rebuild our natural capital alongside food production and carbon sequestration
- Achieve biodiversity net gain benefits through the planning system.

With the South Downs National Park Trust, the National Park Authority is developing a Nature Recovery Campaign to raise the profile of this issue, mobilise funding and be a catalyst for projects involving landowners in the National Park. We are bringing key stakeholders together to create innovative approaches, and working with Defra to pilot ways to scale these up using new Government funding through Environmental Land Management (ELM) and other schemes, blended with private sector and philanthropic funding.



3. National Parks for All

Evidence of the physical and mental health benefits of connection with nature continues to grow.

The Partnership Management Plan includes a new outcome and priority on health and wellbeing, and we have established a programme of work on this which complements existing work streams on volunteering, learning, outreach and engaging communities. All five strands of work are coming together – with a focus on reaching underrepresented groups so that more individuals, families and communities are able to get involved with the National Park and benefit directly from their experiences.

We will:

- Continue to develop our work with schools, young people and disadvantaged families
- Use the People and Nature Network (PANN) to identify focal areas for interventions/or increased focus
- Create networks to deliver our priorities, engaging groups that support individuals where we don't already have them
- Engage specific communities (including Parishes) and broader based community groups
- Work with place-based health networks to increase use of the National Park for health and well-being via social prescribing
- Expand our volunteering to reach new audiences
- Promote accessible open spaces that are well used by local communities and those from outside the National Park



4. Rural economy, housing and infrastructure

The South Downs National Park is home to more than 8,000 businesses and a thriving economy is essential if our landscapes are to be sustainably managed. However, the combination of coronavirus and our departure from the EU (with consequent changes in support for farming and the rural economy) make this a time of huge upheaval.

The Common Agricultural Policy (CAP) is being replaced by a new Environmental Land Management Scheme (ELM), and tourism and the visitor economy is changing rapidly. A Green Recovery means focusing on sectors such as land management, food & drink and the visitor economy to help them seize the opportunities and create more sustainable business models. Situated in the heavily populated South East, businesses in the National Park may have more opportunities to diversify, but local communities also face pressures from major housing development and infrastructure around and within its borders.

We will:

- Work with Defra, National Parks England (NPE) and AONBs to implement the Farming in Protected Landscape scheme, helping our farmers to prepare for ELM
- Develop a South Downs Enterprise Partnership as a mechanism for working with our businesses over the long term
- Continue our innovative approaches to providing affordable rural housing
- Drive forward our tourism work to encourage people to stay longer, do more and spend locally
- Be a robust advocate to avoid or reduce the impact on the National Park of national infrastructure schemes and to achieve net gain for the environment.

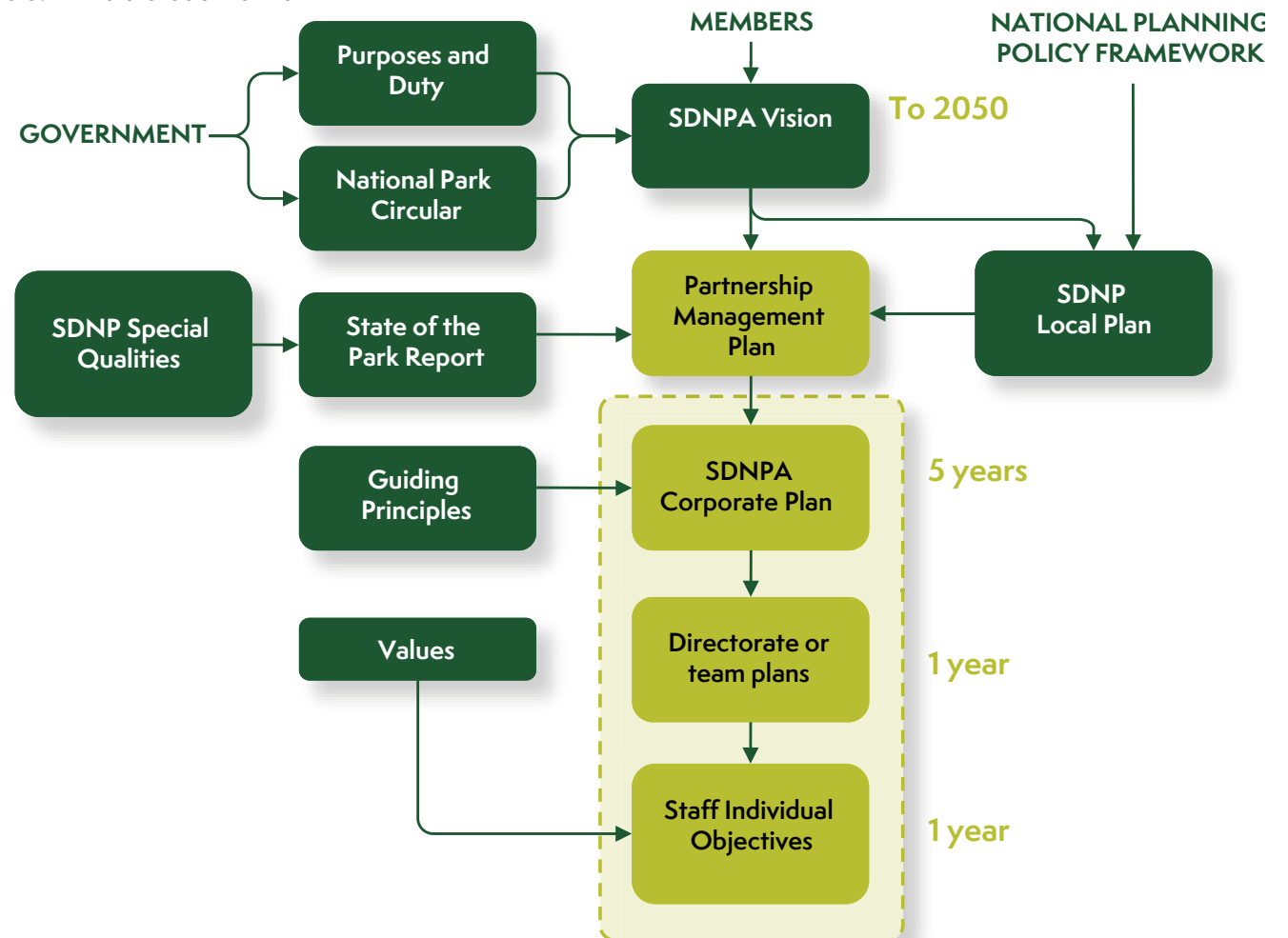


Seven Sisters Country Park

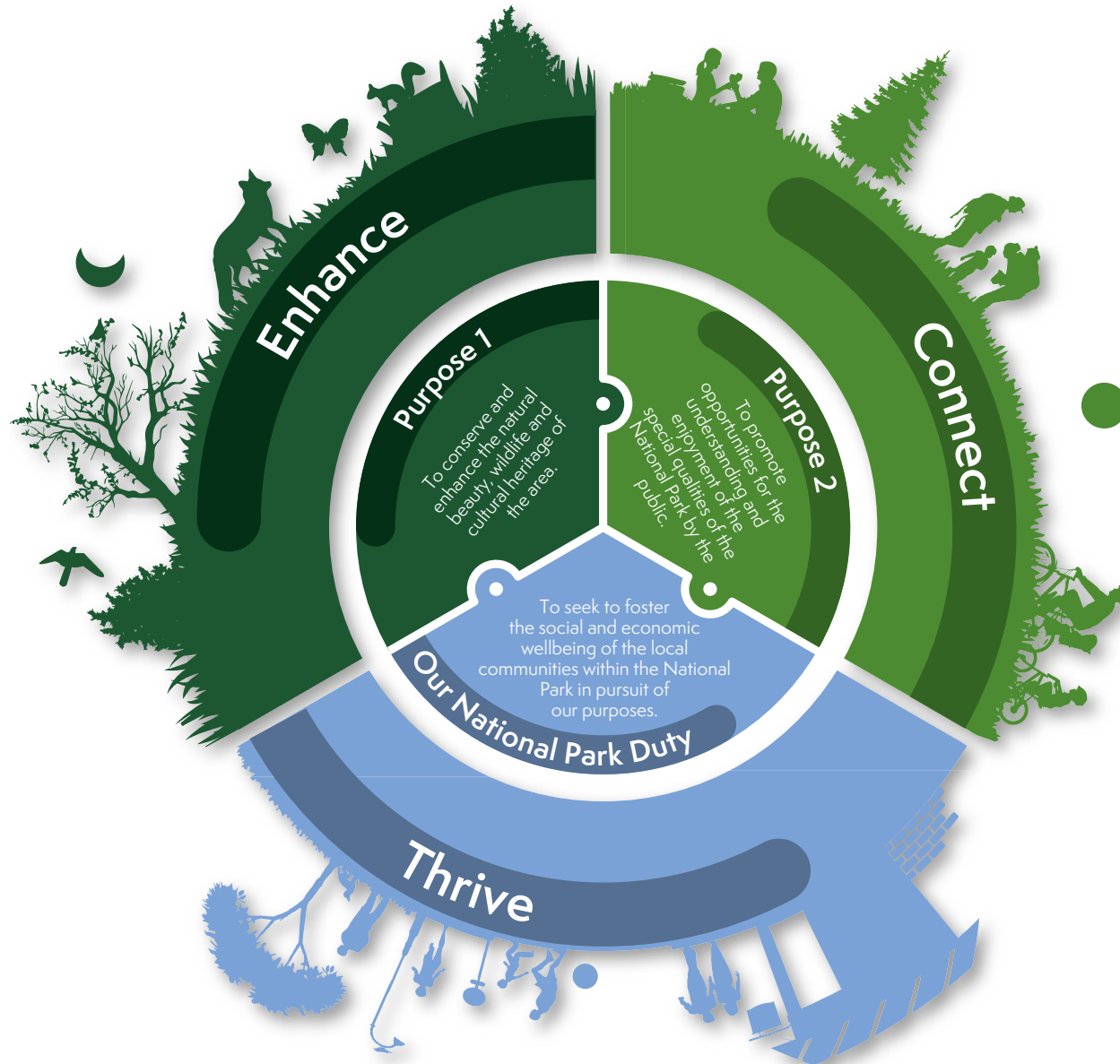
The transfer of the freehold of the Seven Sisters Country Park (SSCP) from East Sussex County Council (ESCC) to the South Downs National Park Authority creates a huge opportunity for the Authority to make a direct contribution to National Park purposes and to the key issues previously listed: climate change, nature recovery, health & wellbeing and rural economy, housing and infrastructure.

Crucially it will also allow us to diversify our income and make the work of the National Park Authority more sustainable. This year will see us take on the site and undertake a refurbishment of the Exceat buildings including the visitor centre. We will also put in place our first landscape management plan, set up a commercial arm to take on the ongoing management of the Country Park and develop the master plan for the future for Phase II at Foxholes and New Barn Farm.

Progress towards demonstrating that we have delivered on our Corporate Plan priorities will be monitored by the South Downs National Park Authority quarterly and published in the Annual Review for 2021/22.



Our Purposes and Duty



STRATEGIC PRIORITIES

1. Enhance

We will support or lead partnerships and projects which deliver the first Purpose of National Parks: **to conserve wildlife, the natural beauty of the landscape and cultural heritage.**

The **Landscape and Biodiversity** and **Cultural Heritage Theme Programme Boards** oversee South Downs National Park Authority delivery of our first Purpose priorities.

The **Landscape and Biodiversity Theme Programme Board** has oversight of the natural capital of the South Downs. This covers the landscape, its special qualities, natural beauty, nature and its resilience and ability to adapt to climate change as well as provide benefits for people. Our priorities are creating new nature as well as enhancing existing nature. These can also help tackle climate change as habitats absorb greenhouse gases. We call this “net zero with nature”. This delivers Outcomes 1-3 in the Partnership Management Plan.

The **Cultural Heritage Theme Programme Board** oversees projects and areas of work that focus on encouraging people to conserve, enhance and understand our built heritage, and also to promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts. This delivers Outcome 4 in the Partnership Management Plan.

We are also very involved in the **Environmental Land Management (ELM)** pilot work. We are working to ensure the National Park Authority supports farmers and other land managers to prepare for the rollout of ELM in 2024 to maximise the scheme’s full potential across the South Downs National Park.



OUTCOME 1: LANDSCAPE & NATURAL BEAUTY

The landscape character of the South Downs, its special qualities, natural beauty and local distinctiveness have been conserved and enhanced by avoiding or mitigating the negative impacts of development and cumulative change.

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 1.1 Protect and enhance the natural beauty and character of the National Park and seek environmental net-gain from any infrastructure projects
- 1.2 Improve green and blue infrastructure to deliver nature recovery networks and connect people to nature within and around the National Park
- 1.3 Maximise environmental, cultural and economic benefits of agri-environment and forestry schemes across the National Park

SDNPA CORPORATE PLAN KEY PRIORITIES	IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:
Develop the strategic work streams for the People and Nature Network (Green Infrastructure)	<ol style="list-style-type: none"> 1) Develop greater detail around the NCiAs and audit current activity 2) Align Local Plan Green Infrastructure (GI) policy and practice with Environment Bill, GI standards and partner authorities' Local Plans where possible to develop shared policy objectives 3) Support and develop cross boundary links to wider initiatives to support the setting of the National Park 4) Integrate strategic GI approach with Nature Recovery Network (NRN) and Net Zero with Nature (NZWN)
Lead the Authority's response to: <ol style="list-style-type: none"> i) Nationally Significant Infrastructure Proposals ii) Major and strategic planning applications iii) Other ad hoc major projects as required 	Respond in a timely and appropriate fashion to NSIPs and other major planning applications which may impact the National Park
Provide high quality specialist advice in Design, Conservation and Landscape, as required across the organisation	Provide specialist advice as and when required
Support farm clusters across the South Downs National Park	Develop and operate projects that prepare farmers for the implementation of the new Environmental Land Management (ELM) scheme at a landscape scale
Participate in the Environmental Land Management (ELM) National Pilot	Ensure National Park involvement, where possible, in all components of the ELM National Pilot
Support Farming in Protected Landscapes (FiPL)	Implement and manage FiPL funding across the National Park

OUTCOME 2: INCREASING RESILIENCE

There is increased resilience within the landscape for its natural resources, habitats and species to adapt to the impacts of climate change and other pressures

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 2.1 Improve soil and water by reducing soil erosion, improving carbon capture and filtration and reconnecting wetland habitats
- 2.2 Improve the resilience and quality and quantity of trees and woodlands in the National Park and ensure that the right tree is planted in the right place

SDNPA CORPORATE PLAN KEY PRIORITIES	IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:
Develop and deliver National Park Authority projects as part of the National Trust led National Lottery Heritage funded Changing Chalk initiative	Development Phase continued: submission June 2021
Reduce nitrates into groundwater as part of Brighton ChAMP Phase 2 (The Aquifer Partnership (TAP)	Continuation of TAP
Develop nature recovery/nature based solutions as part of the climate change action plan	Develop natural solutions (links to nature recovery delivery)
Support the South Downs Forestry Champions partnership	Review the composition of the partnership group and continue delivery of the action plan
Support the Woodland Trust conservation partnership	Deliver a package of targeted woodland management advice and support to landowners and woodland businesses

OUTCOME 3: HABITATS & SPECIES

A thriving and connected network of habitats and increased population and distribution of priority species now exist in the National Park

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 3.1 Create, restore and improve areas of priority habitat to be more, bigger, better, and joined up at a landscape scale
- 3.2 Increase the genetic diversity and resilience of target species and implement a landscape scale strategy for tackling invasives, pest species and diseases

SDNPA CORPORATE PLAN KEY PRIORITIES	IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:
Complete Heathlands Reunited (HeRe) and secure ongoing commitments to heathland recovery and public engagement	<ul style="list-style-type: none"> 1) Complete/close HeRe project 2) Initiate Strategic Access Management & Monitoring (SAMM) Whitehill & Bordon Regeneration Project 3) Development of a landscape-scale approach to the Wealden Heaths
Restore nature at scale. Develop and implement a South Downs Delivery Plan for Wildlife. Work with regional and local partners (inc. Local Nature Partners (LNPs)) and South East Protected Landscapes (SEPL) to define Nature Recovery Networks (NRNs) and Local Nature Recovery Strategy (LNRS)	<ul style="list-style-type: none"> 1) Define & adopt the Nature Recovery Network in partnership 2) Develop a nature recovery vision specific to the National Park 3) Develop nature recovery in the National Park by landscape character area 4) Develop a matrix/framework which outlines the different mechanisms (financing nature recovery and natural capital) 5) Develop a monitoring & reporting framework: develop and adopt the National Park Authority approach to biological monitoring 6) Adopt & apply Net Gain guidance 7) Restore nature at scale through supporting and facilitating projects/delivery with partners
Set up and administer a South Downs Nature Recovery Campaign and Challenge Fund	Go live
Produce a Landscape Management Plan (LMP) for Seven Sisters Country Park (SSCP)	LMP completed. Delivery in SSCP started

OUTCOME 4: ARTS & HERITAGE

Cultural heritage of the National Park is enhanced and widely understood and enjoyed

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 4.1 Increase conservation, awareness, access to and understanding of South Downs cultural heritage
- 4.2 Promote creativity and understanding of the landscape and traditions of the South Downs through contemporary arts and crafts

SDNPA CORPORATE PLAN KEY PRIORITIES	IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:
Create and undertake a Scheduled Monument Monitoring project	<ul style="list-style-type: none"> 1) Apply for funding 2) Recruit project delivery staff 3) Plan delivery 4) Design participant agreements 5) Recruit participants
Roll out the Footsteps App	Develop and deliver new App content (max. 2 new organisations)
'Meet the Archaeologist' NFC plaques created and installed	Deliver tranche 1 plaques (Max. 2 new organisations signed up)
Support and encourage traditional skills through partnerships	Develop and deliver new projects across both aims
Encourage creative experiences and activities and cultural programming, providing a platform for increased representation and engagement for all groups	Build on projects and co-author follow on projects

2. Connect

We will support or lead partnerships and projects which deliver the second Purpose of National Parks: **to promote understanding and enjoyment and improve health and well-being through volunteering & learning, high quality access management and providing information and events.**

The **Access** and **Connecting People and Communities Theme Programme Boards** oversee South Downs National Park Authority delivery of second Purpose priorities.

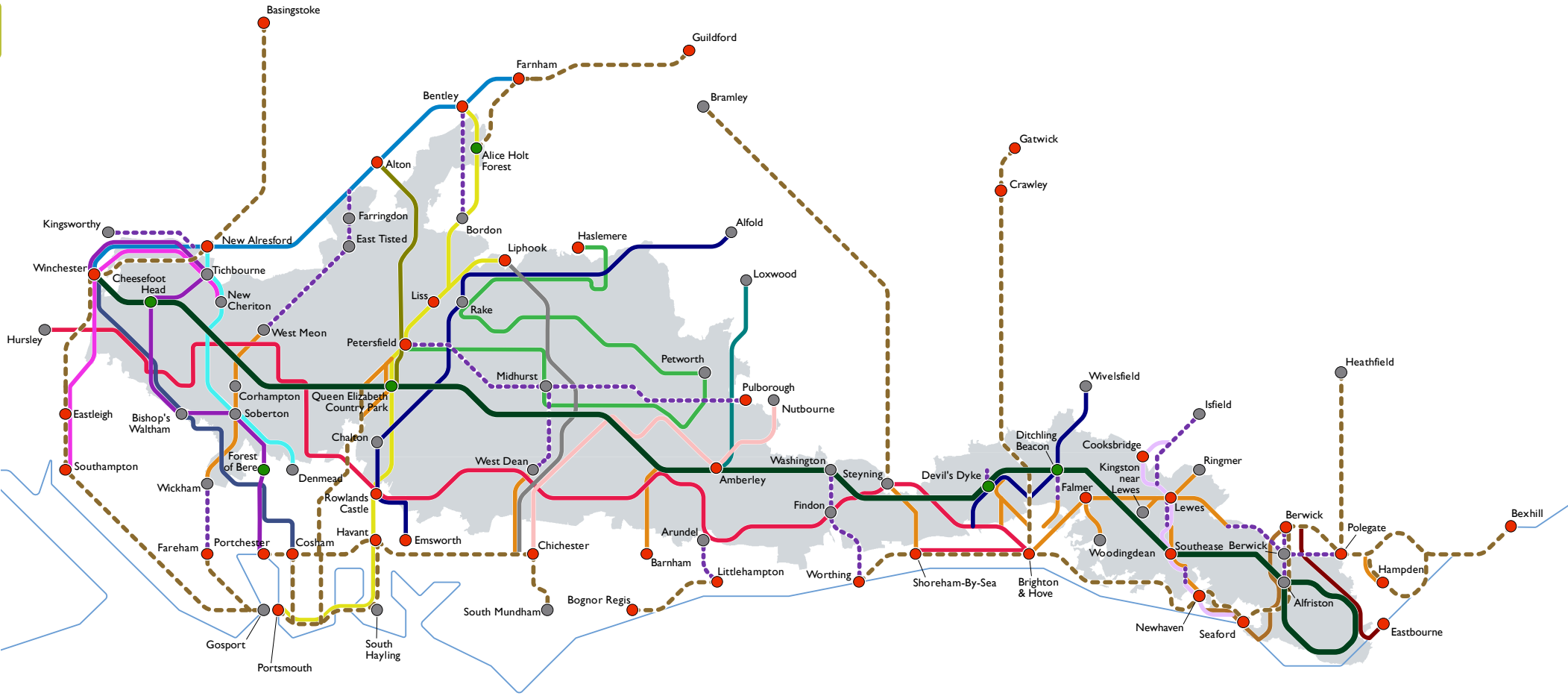
In addition, the Authority has approved a Communications & Engagement Strategy that outlines our priorities and principles of engagement for communicating, engaging and connecting people with the National Park.

The **Access Theme Programme Board**, working in partnership, focuses on the creation of a network of connected non-motorised user routes across the South Downs National Park – see map overleaf. This delivers Outcome 5.2 in the Partnership Management Plan.

The **Connecting People and Communities Theme Programme Board** provides a focus for a range of activities that connect individuals, families, groups and communities to the National Park. The aim is to support them along the 'ladder of stewardship' from awareness of the National Park, to taking action to help secure its future (whether that be through positive behaviour, volunteering, financial support or being a champion for this internationally important landscape). This is undertaken through our work on volunteering, outreach, learning, health and well-being, place-making and communications and engagement. This delivers Outcomes 5-9 in the Partnership Management Plan.

The work of this theme board sits alongside the work delivered by our Communications & Engagement Team to deliver on our Communications & Engagement Strategy.





OUTCOME 5: OUTSTANDING EXPERIENCES

Outstanding experiences for communities and visitors are supported by high quality access and sustainable transport networks

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion
- 5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways
- 5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services

SDNPA CORPORATE PLAN KEY PRIORITIES	IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:
Increase our digital reach and engagement	<ul style="list-style-type: none"> 1) Increase web traffic to 55,000 visitor average per month 2) Deliver Phase 2 of the website 3) Increase our social media following to 65,000 (10% increase)
Deliver the Communications Plan and signage and interpretation plans for Seven Sisters Country Park (SSCP)	<ul style="list-style-type: none"> 1) Engage with local communities on the redevelopment and launch of SSCP 2) Develop and launch new Seven Sisters website and social media channels 3) Develop and deliver new site signage 4) Deliver new interpretation in the visitor centre 5) Launch and promote SSCP after Phase 1 has been completed
Manufacture and install 30 new entry signs inside the National Park	Complete manufacture and installation of phase 2 which was delayed by Covid
Comms to work alongside the Trust to develop and deliver a Nature Recovery Campaign. The aim is to raise substantial funds to enable delivery of our ambitious nature recovery plans for an additional 13,000 hectares of land that will be managed for nature by 2030	Develop and launch our Nature Recovery Campaign

OUTCOME 5: OUTSTANDING EXPERIENCES (CONT.)

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 5.1 Encourage everyone to experience the National Park and widen participation for under-represented groups through targeted activities and promotion
- 5.2 Improve accessibility through a network of high quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways
- 5.3 Encourage sustainable access into and around the National Park, encouraging the retention and expansion of rural transport services

SDNPA CORPORATE PLAN KEY PRIORITIES

IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:

Provide funding for permissive paths as a stop gap between expiring existing agri-environment schemes and the start of the new ELM scheme

Ensure agreements are in place with relevant landowners

Create a safe crossing on the A283 at Upper Beeding on to the South Downs Way

Support West Sussex County Council with scheme feasibility and outline design work

Deliver Centurion Way Phase 2 from Singleton to Cocking to assess its potential as part of a multi-user route

Undertake ecological/tunnel surveys

Create a new multi-user route along the Rother Valley

- 1) Review, negotiate and agree route alignment with landowners
- 2) Develop and submit planning application

OUTCOME 6: LIFELONG LEARNING

Widespread understanding of the special qualities of the National Park and the benefits it provides

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

6.1 Provide high-quality outdoor learning opportunities as part of a locally relevant curriculum

SDNPA CORPORATE PLAN KEY PRIORITIES	IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:
Develop the 'Our South Downs' Learning Network	<ol style="list-style-type: none"> 1) Review pilot of Ambassador Schools and extend approach following learning 2) Run year 2 of schools eco grant
Deliver Generation Green	<ol style="list-style-type: none"> 1) Contract learning provider to deliver educational sessions at YHA sites across the National Park (Eastbourne, South Downs and Truleigh) 2) Deliver South Downs Youth Action (SDYA) days as part of targeted delivery of volunteering opportunities for project participants 3) Work with partners in the South Downs National Park Learning Network to deliver teacher CPD sessions on learning in the National Park 4) Work with Generation Green Project Manager to secure additional funding for Years 2-5 as part of the Access Unlimited consortium

OUTCOME 7: HEALTH & WELLBEING

The South Downs National Park is a well-used and recognised asset for sustaining mental and physical health and wellbeing

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 7.1 Develop initiatives which enable local communities and individuals to improve health and wellbeing

SDNPA CORPORATE PLAN KEY PRIORITIES

Link into social prescribing and place based health networks to increase use of the National Park for health and well-being (H&WB) via social prescribing

Deliver the Families Outreach Project using the John Muir Award (JMA)

IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:

- 1) Support the development of the Sussex Local Nature Partnership (LNP) H&WB sub committee
- 2) Identify places and begin negotiation for at least 1 H&WB hub to be set up
- 3) Identify existing Local Authority H&WB hubs
- 4) Use findings of research to identify and develop specific interventions
- 5) Continue to support the Public Health England (PHE) Southern National Park partnership

- Deliver year 2 and evaluate:
- 1) Deliver face to face activities with community organisations
 - 2) Support organisations through JMA resources and tool-kits
 - 3) Review and evaluate project and embed legacy plans

OUTCOME 8: CREATING CUSTODIANS

More responsibility and action is taken by visitors, communities and businesses to conserve and enhance the special qualities and use resources more wisely

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

8.1 Increase and diversify volunteering opportunities that support the National Park

SDNPA CORPORATE PLAN KEY PRIORITIES

Develop South Downs Youth Action (SDYA)

IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:

- 1) Co-develop Lead Youth Ambassador roles with current Youth Ambassadors and recruit new intake of Youth Ambassadors
- 2) Deliver the SDYA Park-Wide programme in conjunction with the South Downs National Park Trust, Clarion Housing and Generation Green
- 3) Launch the #iwillfornature youth action grant scheme.



3. Thrive

We will develop strategies and support or lead strategic overarching partnerships and projects which deliver the Duty of National Parks: **to build sustainable communities which are engaged and shaping their environment and supporting sustainable businesses and tourism.**

The **Sustainable Economy and Tourism** and **Connecting People and Communities Theme Programme Boards** oversee South Downs National Park Authority delivery of our Duty.

The **Sustainable Economy and Tourism Theme Programme Board**, also known as the Thrive Team, supports the outcome of a

diverse, sustainable, dynamic economy which is positively linked to the special qualities of the National Park. This delivers Outcome 10 in the Partnership Management Plan. The **Connecting People and Communities Theme Programme Board** provides a focus for a range of activities that connect individuals, families, groups and communities to the National Park and supports them along the ladder of stewardship. This is undertaken through our work on volunteering, outreach, learning, health and well-being, place-making and communications and engagement. This delivers Outcomes 5-9 in the Partnership Management Plan.



OUTCOME 9: GREAT PLACES TO LIVE

Communities in the National Park are more sustainable with an appropriate provision of housing to address local needs and improved access to essential services and facilities

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 9.1 Increase affordable housing stock in the National Park, with focus on exemplary design and using local sustainable materials.
- 9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park
- 9.3 Support improvement in digital infrastructure, speed and coverage throughout the South Downs National Park

SDNPA CORPORATE PLAN KEY PRIORITIES	IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:
<ul style="list-style-type: none"> 1) Support the delivery of affordable housing on rural exceptions sites and through community led housing initiatives (e.g. Community Land Trusts) through our S106 grant scheme which provides up to £30k per affordable dwelling 2) Continued application of the stringent policies in respect of affordable housing in our Local Plan 3) Provide free and prioritised planning advice for development schemes with 100% affordable housing 4) Proactively helping Community Land Trusts find appropriate sites for housing development 5) Through Neighbourhood planning and Whole Estate Plan work streams work to identify appropriate sites for affordable housing 	<p>Deliver additional new affordable homes, including permanently available affordable homes through our grant scheme</p>
<p>Deliver or support place making enhancements for specific communities</p>	<ul style="list-style-type: none"> 1) Support the development of the Petersfield place making strategy 2) Deliver Communities in the South Downs: develop draft products for 3 areas and begin engagement in 2 further areas

OUTCOME 9: GREAT PLACES TO LIVE (CONT.)

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 9.1 Increase affordable housing stock in the National Park, with focus on exemplary design and using local sustainable materials.
- 9.2 Support community-led initiatives which enhance the towns, villages and landscapes of the National Park
- 9.3 Support improvement in digital infrastructure, speed and coverage throughout the South Downs National Park

SDNPA CORPORATE PLAN KEY PRIORITIES	IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:
Work with external funding team to find ways to fund a challenge fund to support the development of community facility enhancements that contribute to mitigating climate change, enhancing nature recovery, promoting health and well-being and supporting the local economy	<ul style="list-style-type: none"> 1) Understand which funders might support this and approach them 2) Work with parishes to identify enhancements needed
Lead the Development phase of the OUSE Valley CARES bid to the Climate Action Fund	Develop and submit fully costed delivery project proposal for large National Lottery Community Fund (NLCF) project
Deliver Sustainable Drainage Project with schools	Rainscape construction planned – two schools (Moulsecroomb and Carden) 2021-22
Engage digitally on Local Plans, neighbourhood plans and other planning documents	Explore interactive digital engagement starting with our new SPDs/TANs, major planning applications and Whole Estate Plans. Investigate any pilot schemes from MHCLG.
Effectively and efficiently operate all processes and systems for incoming and outgoing monies related to the Community Infrastructure Levy (CIL) and Section 106 legal agreements	Continue to produce the yearly Infrastructure Business Plan (IBP) as a mechanism to direct CIL money to priorities

OUTCOME 10: GREAT PLACES TO WORK

A diverse, sustainable, dynamic economy which is positively linked to the special qualities of the National Park

PARTNERSHIP MANAGEMENT PLAN PRIORITIES

- 10.1 Strengthen and support sustainably managed land-based industries and local enterprise
- 10.2 Increase awareness and desirability of the South Downs as a special place to visit
- 10.3 Establish the South Downs as an exemplar in sustainable tourism

SDNPA CORPORATE PLAN KEY PRIORITIES	IN YEAR 2 OF OUR CORPORATE PLAN WE WILL:
Create a Business Network for likeminded local economic and social enterprise partners who positively contribute to the National Park	Deliver business engagement programme through the South Downs Enterprise Partnership. Aim for 60 members over 5 years.
Deliver our Public Affairs Strategy	Develop and deliver an annual action plan for the three priority areas of the Public Affairs Strategy
Deliver the Extended National Park Experience Collection (ENPEC), including the roll out of Ranger Experiences	Support project legacy through collaborative National Parks UK experience body
Work towards building Seven Sisters Country Park into a world class visitor attraction	1) Complete Camping Barn bunkhouse construction 2) Ensure marketing is underway

ORGANISATIONAL PRIORITIES

We will support our partnerships and projects which deliver our organisational objective: **to be a confident and secure organisation exercising effective influence; providing excellent customer service, and value for money and generating income to support our work.**

Our Corporate Plan priorities for **Seven Sisters Country Park, planning, performance, projects and learning, business services and HR** are as follows:

SDNPA Corporate Plan: core work	In Year 2 we will:
Seven Sisters Country Park	
Complete Phase 1 scope of works at Seven Sisters Country Park	Phase 1 construction underway
Develop a wider masterplan for the future Phase 2 and Phase 3 work at Seven Sisters Country Park	Identify development opportunities following completion of Phase 1 work to support operational and commercial delivery at Seven Sisters Country Park. This will be led by the Trading Company.
Set up a trading company for Seven Sisters Country Park	Trading company operating. Commercial elements now trading- visitor centre/ bunk house/ holiday lets
Planning	
Maintain a robust and well performing host authority development management system	1) Monitor service and deliver continued Improvements 2) Devise new Section 101 agreements
Provide Local Plan training for officers, members and agents	Train officers, members and agents on the Local Plan
Review and update the Local Plan, including evidence gathering and engagement	Incorporate learning from the establishment of the first Local Plan
Implement Local Plan Supplementary Planning Documents (SPDs) and Technical Advice Notes (TANs)	Provide further guidance on Local Plan policies for Design SPD, Biodiversity Net Gain SPD, Parking SPD, Viticulture TAN, Camping & Glamping TAN, Equestrian TAN, Health & Wellbeing TAN and Ecosystem Services TAN
Work cooperatively with neighbouring local planning authorities on cross boundary strategic issues	Respond to consultations from neighbouring local planning authorities concentrating on our six cross boundary priorities
Deliver a robust and well performing development management and Minerals & Waste service	Exceed the performance indicators for issue of decisions whilst adding value

SDNPA Corporate Plan: core work	In Year 2 we will:
Deliver a robust and well performing development management service in terms of Appeals performance	Respond swiftly to appeals and measure the rate of dismissals
Deliver a robust and well performing enforcement service	Undertake investigations within agreed timetables Ensure swift resolution and conclusion of investigations
Deliver ongoing process and procedure improvements as set out in the Development Management Improvement Plan	Introduce new pre-application fee charging schedule
Implement learning from the Whole Estate Plans (WEP) review	Review the WEPs guidance and process
Performance, Projects and Learning	
Set up thematic research networks with academics and sector specialists based on research requirements highlighted through strategic reviews and in the Partnership Management Plan (PMP)	Start collaborations around the chosen 3 themes: Soil Health, Climate Change and Health & Wellbeing
Improve performance and project reporting information on the National Park Authority website	Ensure project and performance web content is updated at least quarterly
Establish, manage and monitor an evaluation framework tasked to carry out external evaluations of National Park Authority corporate and project work	1) Ensure evaluations are carried out to a high standard 2) Internally review the success to date of the framework and create KPIs
Monitor South Downs National Park Authority and partner delivery against PMP outcomes	Implement framework for PMP impact reporting
Implement actions following recommendations for the Equity Diversity and Inclusion review of the South Downs National Park Authority	1) Training plan identified and set in motion 2) Additional key actions and recommendations identified and put into place
Develop relational partnerships: 1) Work with strategic partners to develop work streams to engage with target audiences as identified within the Equity, Diversity and Inclusion review 2) Work with target audiences to co-author mutually beneficial outputs	1) Look to build on strategic existing partnerships and develop new partnerships based on ongoing relationships work with DEFRA, NPE, NP officer groups, ACE, PHE, NE CCs etc 2) Develop a range of outcomes which cover multiple PMP ambitions and accord with Glover recommendations for engagement for all

SDNPA Corporate Plan: core work	In Year 2 we will:
Policy and Process: embed Equity, Diversity and Inclusion across the way the National Park Authority works internally and externally	<ol style="list-style-type: none"> 1) Reconsider the policies and processes that are least helpful and replace with more inclusive approaches 2) Identify those policies and processes which are easier to amend and make the necessary changes
Develop a fund raising strategy and identify ways to help fund, match fund and increase the value of our partnership work, through supporting our Theme Programme Boards and initiatives that are focussed on Equity, Diversity and Inclusion (EDI) or are strongly supportive and contribute to our wider EDI aspirations	Develop a funding stream to deliver actions
Continue to build on the Equity, Diversity and Inclusion Communications Plan	Provide platforms for target groups to showcase their experiences to inspire future generations and new audiences
Other corporate priorities	
Continue to review opportunities to secure suitable long term accommodation for our area offices that meets the aspirations of the National Park Authority	Begin arrangements to re-locate the Wealden Heaths area team
Commission a new Staff Survey and create an action plan	Procure and undertake survey
Aim to achieve climate neutrality for the South Downs National Park Authority	Continue to implement and monitor the climate change action plan
South Downs National Park Authority to continue to support the SDNP Trust	To continue ongoing support, incl. financial support [subject to Authority budgetary approval]
Income Generation: Continue to develop self-generated income, supporting PMP delivery, through bids to Statutory Sources, support for developing Private Finances for Natural Capital Services and support for the South Downs National Park Trust in continuing to build a sustainable income stream	Raise £2.5 million across all fundraising streams
Set up new South Downs Partnership	<ol style="list-style-type: none"> 1) Ensure South Downs Partnership consists of wide variety of partner organisations 2) Appoint Chair and encourage a wide range of applications for the remaining specialist places on the partnership

FIVE YEAR MEASURES – REPORTED ON ANNUALLY

Measures of success
% aware of South Downs National Park in YouGov poll
Increase from the baseline (in the 2018 Volunteer Development Strategy) in the number of people from underrepresented groups participating in volunteering opportunities led by the South Downs National Park Authority
Increase our average unique monthly web visitors from @36,000 to 54,000 by 2025
Increase our social media following from @37,000 to 50,000 across all platforms by 2025
‘Your National Park’ campaign launched and reaching 20,000 people by 2025
Create two new gateways to the National Park between 2020 and 2025
Develop at least 3 Health and Well- Being Hubs across the National Park by 2025
% major applications determined within 13 weeks
% non-major applications determined within 8 weeks
% of new projects brought forward that have delivery plans
% of contractors satisfied with South Downs National Park Authority as a client
% of contractors fulfilling their obligations as set out in their tender to quality, time and budget

