



Seaford Town Council

To Members of the Seaford Town Council

A meeting of the **Seaford Town Council** will be held at **the Council Chamber, 37 Church Street Seaford**, on **Thursday, 15 August, 2013**, at **7.00 pm**, which you are summoned to attend.

S J Shippen
Town Clerk
9 August 2013.

AGENDA

1. Apologies for Absence.

To consider apologies for absence.

2. Minutes.

To approve the minutes of the meeting held on 13 June 2013.

3. Disclosure of Interests

To deal with any disclosure by Members of any discloseable pecuniary interests and interests other than pecuniary interests, as defined under the Seaford Town Council Code of Conduct and the Localism Act 2011, in relation to matters on the agenda.

4. Public Participation.

To deal with any questions, or brief representations, from members of the public in accordance with Standing Order 1 and Seaford Town Council Policy.

5. Mayor's Appointments and Communications.

- a) To receive any communications, as the Mayor may desire, to put before the Council and to note the Mayor's past and future engagements, report 57/13 (pages 3 to 5).
- b) To receive the Young Mayor's report 58/13 (pages 7 to 8).

6. Police Report

To receive a verbal report from Police Sergeant Stuart Mullins on policing in Seaford.

7. Planning & Highways Committee

To consider report 59/13 regarding the resignation of Councillor B Groves from the Planning & Highways Committee. (pages 9 to 10).

8. Change of date of Council meeting

To consider report 56/13 concerning the change of date of the next Council meeting (page 11).

9. South Downs National Park Authority Management Plan

To consider report 60/13 concerning comment on the SDNPA Management Plan 2014-19 (pages 13 to 80).

10. National Association of Local Councils – A New Future – Draft Strategy

To consider report 61/13 regarding comment on NALC draft strategy (pages 81 to 89).

For further information about items appearing on this agenda, please contact Mrs. S. Shippen, Town Clerk, 37 Church Street, Seaford, East Sussex, BN25 1HG. Telephone 01323 894870, fax 01323 872976.



Seaford Town Council

Report 57/13

Agenda Item No: 5a
Date: 15 August 2013
Committee: Council
Title: Mayor's Engagements
By: Lucy Clark, Administration Assistant (Finance & Administration)
Wards Affected: All Seaford wards
Purpose of Report: To report the Mayor's engagements.

Recommendations

You are recommended:

1. To note the report.
-

1. Information

The Mayor will have attended 44 functions as a representative of this Council during the 2013-14 municipal year to date. A schedule of engagements not previously reported is attached at Appendix A.


2. Financial Appraisal

There are no financial implications as a result of this report.

3. Contact Officer

The Contact Officer for this report is Lucy Clark, Administration Assistant (Finance & Administration).

Administration Assistant
(Finance & Administration)



Town Clerk



Mayor's Engagements
Appendix A

Mayor Elect A White 2013-2014					
Day	Date	Time	Organisation	Event	Venue
Thursday	06.06.2013	19.30	Seaford Musical Theatre	The Wiz	Barn Theatre
Saturday	15.06.2013	08.00	Baptist Church	40 Days in the Community Breakfast	Seaford Baptist Church
Friday	28.06.2013	19.00	Brighton & Hove City Council	Mid-Summer Garden Reception	Flat 1, 140 Marine Parade, Brighton
Sunday	30.06.2013	10.00	Waves	Waves Annual Celebration Service	Seaford Baptist Church
Sunday	07.07.2013	15.00	STC	Mayor's Civic Service	Seaford Baptist Church
Friday	12.07.2013	12.30	Seahaven Branch, Royal Society of St George	July Lunch	Green Man Public House, Ringmer
Thursday	17.07.2013	18.45	Seaford Head School	Sports Awards Ceremony	Seaford Head School, Arundel Rd
Friday	19.07.2013	20.00	Seahaven District Scouts	AGM	Scouts HQ, Chichester Road, Seaford
Wednesday	24.07.2013	11.15	St John's School	Summer Fete	Firle Road, Seaford
Saturday	27.07.2013	14.00	Seaford Town Council	Kevin Gordon Talk	Chamber Room, Seaford Town Council
Sunday	28.07.2013	2-8pm	Base	Open Air Music Event	
Thursday	01.08.2013	13.30	Seaford Evening Flower Club	Annual Summer Fair	St Luke's Church, Walmer Road
Wednesday	07.08.2013	11.15	Newhaven TC – Search Light	Sponsored Wheelchair Push	Martello Tower
Tuesday	13.08.2013	18.30	Seaford In Bloom	Seaford In Bloom Awards Ceremony	Deans Place Hotel
Wednesday	14.08.2013	19.00	The Royal Society of St George	Evening Buffet	Constitutional Club Seaford
Sunday	18.08.2013	09.30	RNLI Lifeboats	Lifeboat Trip	Newhaven Harbour

Mayor's Engagements
Appendix A

Sunday	18.08.2013	10.00	WAVE	Seahaven Para Games (Mark Brown Attending)	Downs Leisure Centre
Wednesday	21.08.2013	17.30	Crouch Bowling Club/STC	Mayor's Annual Bowls Match	Crouch
Monday	26.08.2013	12.30	NPS Lions Club	Donkey Derby	Martello Fields
Saturday	21.09.2013	10.00	Seaford Photographic Society	Annual Exhibition	The Crypt Gallery
Thursday	17.10.2013	18.00	Seaford Head School	Annual Awards Evening	Seaford Head School
Friday	18.10.2013	13.00	Seaford Head School	Fun Run	Seaford Seafront

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Seaford Town Council

Report 58/13

Agenda Item No: 5b
Date: 15 August 2013
Committee: Council
Title: Young Mayor's Report
By: Lucy Clark, Administration Assistant (Finance & Administration)
Wards Affected: All Seaford wards
Purpose of Report: To receive a report from the Young Mayor.

Recommendations

You are recommended:

1. To note the report of the Young Mayor as attached of Appendix A
-

1. Information

The Young Mayor, Georgia Colyer, has submitted a report attached as Appendix A to this report.

2. Financial Appraisal

There are no financial implications in this report.

3. Contact Officer

The Contact Officer for this report is Lucy Clark, Administration Assistant (Finance & Administration)

Administration Assistant
(Finance & Administration)

Town Clerk

In the last few weeks both Millie and I have been invited to attend many events.

One of the events which we attended was the Seaford Veterans Armed Forces Day which took place on 29th June. The day started with a parade of veterans and cadets who marched from the Martello Tower to the Martello fields, joined by the Mayors of local towns. At the Martello fields the troupes were inspected by the Lord Lieutenant of East Sussex and the Mayor of Seaford whilst Millie and I presented them with a drinks token. Also on the Martello fields were community stalls, military exhibitions and mini tanks, as well as a variety of performances in the arena, including dance groups and the Seaford Rock and Jazz Orchestra. Overall it was a very good day which raised awareness of the armed forces both past and present.

Another event we attended was the Seaford Downs Leisure Centre Family Fun Day on Sunday 22nd July. The day was organised by Seaford Chamber of Commerce, Seaford Town Council, Seaford Rotary Clubs and Wave Leisure and was a really great day with many community stalls by local organisations such as the rotary club, scouts and many more. There was also a variety of performers throughout the day, including kickboxing, yoga, karate, tramp lining and dancing which was being performed either inside or outside on the main arena which was made possible by the lucky fact that the sun was shining brightly all day. There was also a variety of free taster sessions running throughout the day which encouraged and enable many people to try a new activity which they might not have tried before, such as kick boxing or zumba. This was a very well attended event which people of any age enjoyed as there really was something there for everyone.

Millie and I have really enjoyed both of these events and were pleased that the weather was so nice for both of them as well, and we are looking forward to other events we have lined up for the next few weeks and just hope that the weather will stay like it is!



Seaford Town Council

Report 59/13

Agenda Item No:	7
Committee:	Council
Date:	15 August 2013
Title:	Resignation of Councillor B Groves from Planning & Highways Committee
By:	Sam Shippen, Town Clerk
Wards Affected:	All Seaford wards
Purpose of Report:	To advise of resignation, seek appointment of replacement member and formally endorse actions for replacement of chairman.

Recommendations

You are recommended:

- 1. To note the resignation of Councillor B Groves from the Planning & Highways Committee.**
 - 2. To approve the appointment of Councillor M Brown to the Planning & Highways Committee for the 2013/14 municipal year.**
 - 3. To endorse the formal appointment of Councillor L Wallraven as Chairman of the Planning & Highways Committee for the 2013/14 municipal year.**
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1. Information

- 1.1** Owing to health problems Councillor B Groves notified the Town Clerk of his resignation from the Planning & Highways Committee on 10 July 2013.
- 1.2** As Councillor Groves was also Chairman of the Planning & Highways Committee and the Vice Chairman is not a member of the majority political group, advice was sought regarding replacement of the Chairman.
- 1.3** Following discussion with the Leader & Deputy Leader, the Town Clerk advised all councillors by email on 11 July, that Councillor L Wallraven would take on the role of chairman.
- 1.4** Endorsement of formal appointment by Council is now sought.
- 1.5** Approval is also sought for Councillor M Brown to be the replacement member of the Planning & Highways Committee for the 2013-14 municipal year.


2. Financial Appraisal

There are no financial implications as a result of this report.

3. Contact Officer

The Contact Officer for this report is Sam Shippen, Town Clerk.

Town Clerk



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Seaford Town Council

Report 56/13

Agenda Item No: 8
Committee: Council
Date: 15 August 2013
Title: Change of date of Council meeting
By: Sam Shippen, Town Clerk
Wards Affected: All Seaford wards
Purpose of Report: To request approval of change of date for next Council meeting.

Recommendations

You are recommended:

1. To approve a change of date from 17 October to 7 November 2013 for the next meeting of the Council.
-

1. Information

- 1.1 The Town Clerk has identified to the Leader and Deputy Leader of the Council that she will be away from the town on town council business on the date of the next planned meeting of Council.
- 1.2 It is therefore suggested that the meeting be moved to the next available Thursday which is 7 November 2013. Approval is sought for this change.

2. Financial Appraisal

There are no financial implications as a result of this report.

3. Contact Officer

The Contact Officer for this report is Sam Shippen, Town Clerk.

Town Clerk

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Seaford Town Council

Report 60/13

Agenda Item No:	9
Committee:	Council
Date:	15 August 2013
Title:	South Downs National Park Management Plan
By:	Sam Shippen, Town Clerk
Wards Affected:	Seaford East, North, South and West wards
Purpose of Report:	To seek the view of Council on SDNPA Management Plan.

Recommendations

You are recommended:

- 1. To consider a response on behalf of Seaford Town Council to the SDNPA Management Plan.**
-

1. Information

- 1.1** The Partnership Management Plan for the South Downs National Park is the most important strategic document for the SDNPA area – its landscapes, people, wildlife and businesses; it will shape the activities of anyone involved in the National Park over the next five years.
- 1.2** The final draft of the SDNPA Management Plan 2014-19 is now being consulted upon until 16 September 2013 and our views are sought. The plan is attached at Appendix A.
- 1.3** Councillor B Burfield and the Town Clerk attended a meeting for local councils earlier this year on behalf of the Council at a workshop which was helping to shape the plan.
- 1.4** Responses are requested electronically, although a copy of the survey is attached at Appendix B.
- 1.5** It is suggested that either a response is formulated at the meeting, or otherwise delegated responsibility to respond be given to the Town Clerk in consultation with a nominated group of councillors who are able to formulate a response.


2. Financial Appraisal

There are no immediate financial implications as a result of this report.

3. Contact Officer

The Contact Officer for this report is Sam Shippen, Town Clerk.

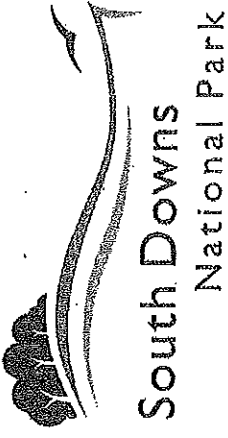
Town Clerk



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Partnership Management Plan (PMP)

Shaping the future of your South Downs National Park



2014 - 2019

Draft for public consultation between 1 July 2013 and 16 September 2013

01/07/13

People supporting landscape, landscape supporting people

What we can do for the National Park:

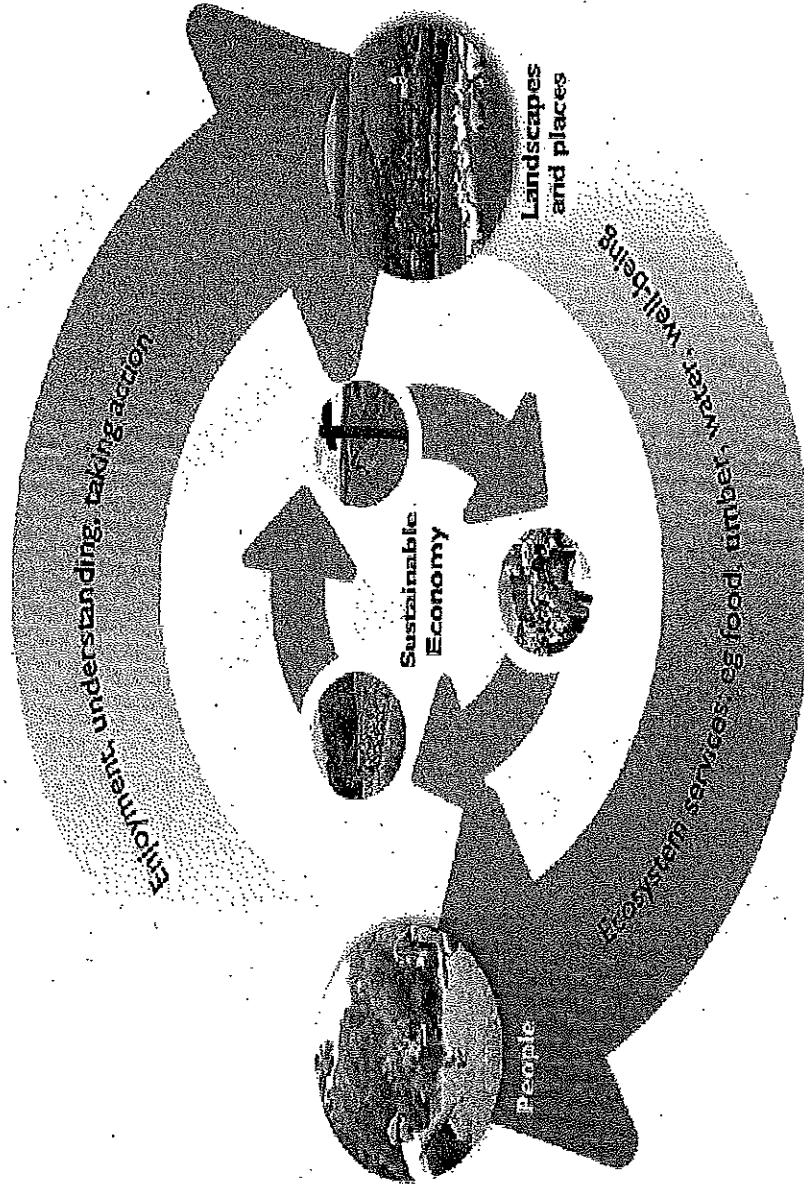
stewardship

We want everyone who lives, works or visits to enjoy, understand, and then get actively involved in looking after the National Park. For example, considering how they farm or run their business, using the car less, creating a community-led plan or staying and buying locally.

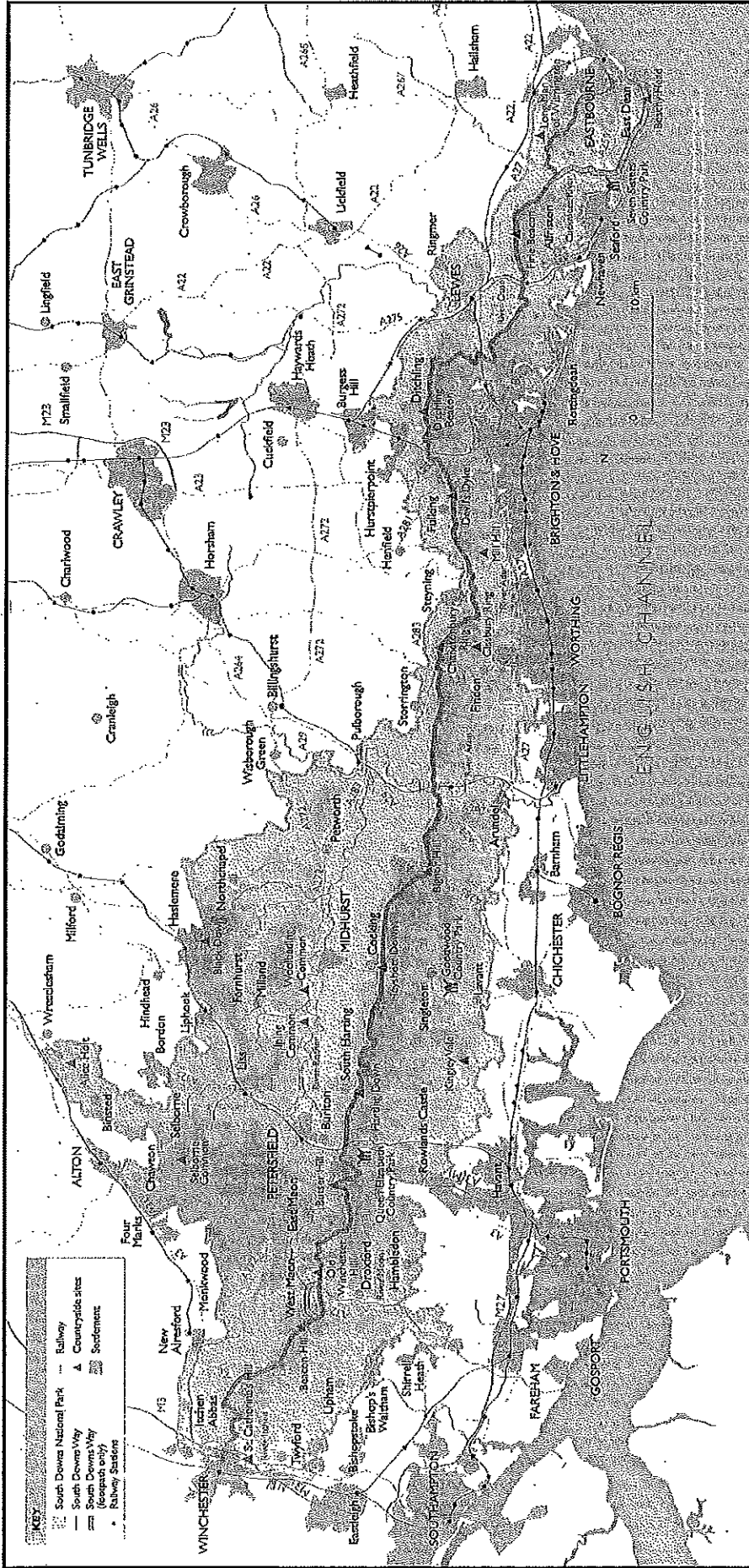
What the National Park does for us:

ecosystem services

Well looked after, the National Park will continue to provide us with some of the essentials of life, such as clean air and water, food, fuel and raw materials. It helps to regulate our climate, stores flood waters, filters pollution, and provides opportunities for us to improve our health and wellbeing.



Map of the South Downs National Park



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Section 1: Setting the Scene

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- 1.3 What England expects: National Park Purposes
- 1.4 What makes this place special?
- 1.5 Our Vision: Thriving communities in inspirational landscapes
- 1.6 Pressures for change
- 1.7 How this plan was made and how it works
- 1.8 Introducing the outcomes and policies

Section 2: The outcomes and how they will be delivered

Thriving Living Landscape (Purpose 1)

- 2.1 Outcomes for a Thriving Living Landscape
- 2.2 General policies context
- 2.3 General Policies
- 2.4 Water sector context
- 2.5 Water Policies
- 2.6 Farming sector context
- 2.7 Farming Policies
- 2.8 Forestry and woodland sector context
- 2.9 Forestry and Woodland Policies
- 2.10 Minerals sector context
- 2.11 Minerals Policies

People Connected with Places (Purpose 2)

- 2.12 Outcomes for People Connected with Places
- 2.13 General policies context
- 2.14 General Policies
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- 2.16 Transport Policies
- 2.17 Visitor and tourism sector context
- 2.18 Visitor and Tourism Policies
- 2.19 Education and Learning sector context
- 2.20 Education and Learning Policies

Towards a Sustainable Future (Duty in relation to two purposes)

- 2.2.1 Outcomes for Towards a Sustainable Future
- 2.2.2 General policies context
- 2.2.3 General Policies

Section 3: A Delivery Framework

- 3.1 How will the management plan be delivered?
- 3.2 Making a difference - together
- 3.3 Who is involved
- 3.4 How the delivery is prioritised
- 3.5 How the delivery framework is structured
- 3.6 Map of landscape-scale delivery

Section 4: Monitoring and review

- 4.1 Measuring progress and reviewing this Partnership Management Plan (PMP)

Appendix 1: Delivery framework table

Acronym list

Glossary

I. SETTING THE SCENE



1.1 People, pressure and proximity

The South Downs National Park covers over 1600 square kilometres of England's most valued lowland landscapes. It has been shaped by the activities of its farmers and foresters, its large estates and communities, its charities and local businesses.

The National Park has huge diversity and is greatly valued, holding a special place in the hearts of many. It includes inspirational landscapes, internationally important wildlife and cultural heritage and lively market towns and villages. During both World Wars the area became symbolic of an England that was worth fighting for.

But, situated as it is in the most crowded part of Britain, it is also under intense pressure.

The area now designated as the National Park encompasses living, working, and mostly privately owned and farmed landscapes. It is heavily populated, loved and used intensively by its 112,000 residents. However its future, like its past, is also very interdependent with the areas that surround it. Many settlements, including Chichester, Winchester, Southampton, Portsmouth, Brighton & Hove, Eastbourne, Horsham and Alton, lie on its doorstep, and nearly two million people live within five kilometres of its boundary.

Those who live in or near the National Park, together with people from further afield, add up to more than 46 million visitor days each year. They have the potential to make an enormous positive contribution to its economy and environment, for example by buying its farm produce, hiring bikes or staying in bed and breakfasts or on campsites.

The National Park brings many tangible benefits to us. It supplies 1.2 million people with their drinking water, provides wonderful opportunities for outdoor learning, and improves the health of all who simply enjoy fresh air,

exercise and a dose of tranquillity amongst its chalk downland, farms, heaths, villages, woods and river valleys.

But there is no room for complacency. It is emphatically not a rural arcadia where happy residents live in harmony with nature's bounty. While the special qualities of the National Park have remained sufficiently intact to merit its designation alongside other iconic landscapes – such as the Cairngorms or the Lake District – they cannot be taken for granted, nor are they always in good condition. The loss and fragmentation of chalk grassland and heathland, piecemeal erosion of landscape quality through clutter and signage, challenges to the profitability of farming, loss of public services in villages, and the barrier that house prices present to those starting their working lives, all present tough challenges for a new National Park. On top of this there are other pressures, such as climate change, the changing economy and an ageing population.

1.2 A shared endeavour

The South Downs National Park contains changing, dynamic landscapes that will continue to evolve. Managing this change in partnership is critical.

This is a five-year partnership plan for the entire community of the National Park, **not just** for the National Park Authority.

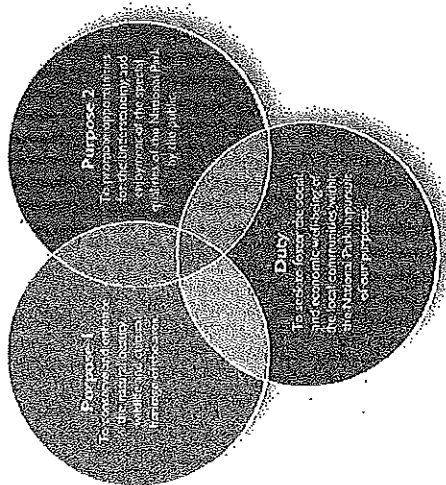
With such a large population there is a wealth of talent, resources, ideas and commitment to draw upon. There are already examples of farmers, conservation groups, parishes and businesses making a positive difference to the National Park. The flipside is that sheer pressure of numbers could easily destroy that which is held so dear. Examples include the pressure on certain honey pot sites, water pollution and soil erosion, and poorly designed or located new development.

The designation of a new National Park happens rarely. Designation will not change the area overnight, but it does provide an opportunity for all who already love and care about it to bring others into their joint endeavour.

This, our first National Park Partnership Management Plan (PMP), provides a vision, framework and rallying point for all those who derive their livelihoods and their inspiration from Britain's newest and most populated National Park, and who are committed to making it a better place in the future.

1.3 What England expects: National Park Purposes

The Government sets out two purposes for National Parks in England. All public bodies and utilities, when doing anything which may have an impact on the designated area, have a duty to have regard to these purposes:



The Government also places a corresponding social and economic duty upon National Park Authorities themselves – to be considered as they help to deliver the two purposes. This reciprocal arrangement is designed to ensure a high degree of mutual cooperation, avoiding the risk either that the needs of their residents and businesses will be ignored, or that others will ignore its designation when pursuing their goals.

For further information about the aims and purposes of National Parks: [Campaign for National Parks National Parks England](#)

1.4 What makes this place special?

Our seven special qualities define sense of place, distinctiveness and the characteristics that make this place special and valuable.

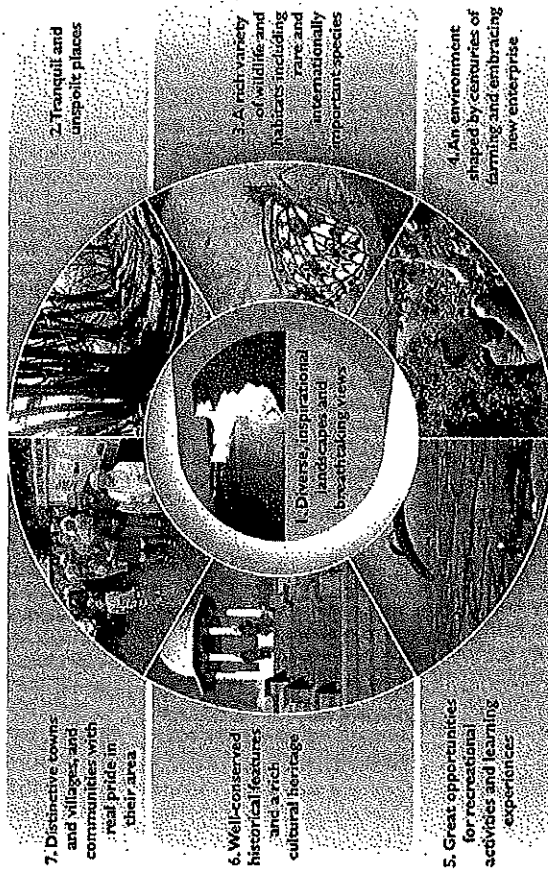
The seven special qualities of the National Park capture what has attracted people to this place for centuries: the 'stocks' we have inherited and which we need to nurture and enhance over time. They arise from existing research combined with the views of many hundreds of individuals and groups we have spoken to, including residents, visitors, landowners, farmers, businesses, school pupils and parish councils.

The special qualities formed the basis for the [State of the National Park Reports](#) which provides a snapshot of their current state, and includes key data sets that provide a baseline against which we can measure whether they have been improved or degraded. This report, along with the [integrated Landscape Character Assessment](#), provides a detailed factual description of the National Park. A full description of the special qualities can be found [here](#).

The National Park in a nutshell

- Third largest in England
- 2 million people within an hour travel time
- 112,000 residents
- Over 180 Parishes
- 46 million visitor days
- Provides water for 1.2 million people
- Four market towns
- 165 Conservation Areas
- 85% farmland
- 18 distinctive landscape types
- 24% woodland cover
- 10% ancient woodland
- 15% national or local wildlife sites
- 13 European wildlife sites
- 616 scheduled monuments
- 4,668 listed buildings
- 4.4% open access land
- 3,300 kilometres of rights of way including the South Downs Way
- 91,000 volunteer days annually
- 738 schools in or nearby
- 21 kilometres of coastline

Special qualities of the South Downs National Park



1.5 Our Vision: Thriving communities in inspirational landscapes

The State of the National Park Report describes where we are now.

Our Vision for 2050, set out on the right, describes where we want to go.

It is supported by the 11 outcomes listed in section 2, which aim to capture succinctly the shared aspirations for the National Park

For further information about the engagement work which led to this vision, click [here](#).

By 2050 in the South Downs National Park:

The iconic English lowland landscapes and heritage will have been conserved and greatly enhanced. These inspirational and distinctive places, where people live, work, farm and relax, are adapting well to the impacts of climate change and other pressures

People will understand, value, and look after the vital natural services that the National Park provides. Large areas of high-quality and well-managed habitat will form a network supporting wildlife throughout the landscape

Opportunities will exist for everyone to discover, enjoy, understand and value the National Park and its special qualities. The relationship between people and landscape will enhance their lives and inspire them to become actively involved in caring for it and using its resources more responsibly

Its special qualities will underpin the economic and social wellbeing of the communities in and around it, which will be more self-sustaining and empowered to shape their own future. Its villages and market towns will be thriving centres for residents, visitors and businesses and supporting the wider rural community

Successful farming, forestry, tourism and other business activities within the National Park will actively contribute to, and derive economic benefit from, its unique identity and special qualities

1.6 Pressures for change

Change is the only thing that is constant

The landscapes of the National Park have always been subject to countless and continuous influences and pressures from outside. In the past, these have ranged from the price of wool and the Black Death to the demand for shipbuilding and charcoal timber and the arrival of the railways. Even if it were desirable, keeping everything the same cannot be a realistic objective. Instead, the PMP encourages working collectively to manage the pressures upon the National Park, in order that its special qualities remain.

Currently, there are many external pressures on the National Park. We have consulted extensively to identify and prioritise those which:

- *Have a significant influence on Special Qualities*
- *Can be positively influenced by this PMP*
- *Need to be tackled as a matter of urgency*

These pressures are outlined in the text below.

Climate change

The National Park is experiencing more unpredictable and more extreme weather events. These can lead to changes in landscape features, habitats, and crops, as well as contribute to soil erosion and flooding. Landscapes and their natural functions can adapt and thrive, but they may need help to do so.

Although a global phenomenon, climate change needs to be tackled at national, regional and local level. UK Government policy expects all National Parks to play their part. This includes looking at forms of land use which are more carbon friendly, as well as promoting renewable energy and energy efficiency in ways which are appropriate in these special landscapes.

Economic and market trends

The global economy has a very significant influence over what happens in the National Park. It affects production, business decisions, energy demand and prices, all of which are particularly important in an area which includes many large commercial farms. Managing the land for farming and forestry needs to remain viable if the landscape is to be sustainably managed.

Landowners and farmers produce crops and products in response to changing commodity prices, market signals and reforms to the EU regime of subsidies. Changes in agriculture will continue to have very significant impacts upon the landscapes and special qualities of this National Park. Concerns over global food security will encourage farmers to increase production, possibly at the expense of other services that these landscapes provide to society.

Agricultural production in the National Park could also be influenced by new crops, new varieties and precision farming techniques. These are all likely to have impacts on its landscape, heritage and biodiversity as well as the profitability of its farms.

With many hundreds of small rural businesses, the National Park economy is especially vulnerable in the current climate, and it is important that efforts to stimulate recovery reach these areas. For example, broadband connectivity and speeds can be a limiting factor, agriculture is reliant on inputs derived from increasingly costly fossil fuels, and the lack of processing facilities, such as those for milk, local meat and woodfuel, are a barrier to more sustainable and resilient forms of business.

High house prices tend to be associated with high quality local environments. This is an issue in many attractive rural areas such as the South Downs National Park. Generally house prices are higher in the National Park than surrounding urban areas, which tends to prevent those on low incomes accessing housing. A high proportion of larger dwellings exacerbates this situation and can lead to unbalanced communities with young people and families unable to live in the National Park.

Major development pressures

Because of its location in the heavily populated South East, this National Park will continue to face significant demands for resource extraction and infrastructure to support transport and energy systems.

These demands include proposals for extraction of minerals, oil and shale gas, trunk road development, and the provision of electricity, gas and fibre-optic networks. All could pose serious challenges unless they are integrated into the landscape, their impact on local communities minimised and damage to important species and habitats avoided. The high dependency on using cars poses threats to air-quality, tranquility, community safety and local distinctiveness.

Communities will need appropriate and affordable housing development, and this needs to be managed in terms of overall numbers, location and quality of design. Individual small changes to landscapes, settlements or buildings can add up incrementally over time, leading to urbanisation and loss of landscape character.

Threatened habitats and heritage

Although many nationally and internationally important species and habitats still exist in the National Park, its ecosystems have, like those across the UK, suffered significant damage over the last 150 years through loss of habitats, their fragmentation and degradation. Additional pressures – such as those from climate change, new diseases and invasive species – now compound this. It is clear that in order to create more resilient ecosystems, habitats will need to be better managed, increased in size and joined up. Species will need to be able to move through the landscape if they are to adapt to change and survive. This means looking well beyond nature reserves and working across the wider farmed countryside.

The National Park includes a great variety of cultural heritage, including buildings, artefacts and monuments, embedded within its varied landscapes and settlements. Much of this heritage is threatened by similar factors to those which affect species and habitats. We are still finding out more from

new discoveries and research. Our heritage assets need to be actively looked after to keep them in good condition and ensure they survive for future generations. We also need to ensure that the skills necessary to maintain them are not lost.

Water resources

Freshwater arising in the National Park supports important habitats and provides 1.2m people with their drinking water. Despite their crucial importance, the status of these freshwater resources is often poor.

The chalk and sandstone aquifers, and the surface water flow in rivers, are vulnerable to pollution and over abstraction if water demand is too high. Although average per capita water use has fallen in this part of the South East, this reduction in demand is being offset by the increase in the number of households. Diffuse pollution from some farming practices has increased the levels of sediments and nitrates, and climate change is putting further pressure on these resources. The need to store more winter rainfall is likely to result in an increase in the demand for new reservoirs on farms.

Changing values, behaviours, and lifestyles

Levels of awareness about the National Park vary hugely both within and around it. Amongst those who express a view, expectations differ widely. Some are strongly convinced that it should remain largely unchanged, while others feel equally strongly that it will be an unnecessary barrier to the development of the economy or the provision of affordable housing.

Individual lifestyle choices can have a real impact on the future of the National Park, both positive and negative. These include the level of car use, the amount of local produce consumed, overall carbon footprint, water consumption, and choices about how to use leisure time.

The National Park has an older and less diverse population when compared to the South East as a whole, and this has an impact upon the long-term sustainability of communities. A shortage of suitable employment in the National Park contributes to an out-migration as people travel to access

employment; conversely those in lower paid employment are not able to access affordable housing in the National Park, and have to commute in. This creates considerable commuting traffic at peak times, and has a direct impact on the social fabric of rural communities.

Modern technology creates many opportunities for rural businesses and communities, but could also disadvantage them if, for example, broadband speeds lag behind those of neighbouring urban areas.

In education, work or at home, many people have little connection with the countryside on their doorstep. Without access and enjoyment there is no understanding, and without understanding no action. This disconnection from nature is a trend across the UK, but tackling it will be essential since the future potential of the National Park rests very largely on the attitudes and actions of local people. Many opportunities exist; for example, levels of volunteering are already impressive, and this could help to create a powerful network of ambassadors and champions for the National Park.

Visitor pressure

There are over 46 million visitor days to the area and the average level of spend by visitors is low, so there is great potential to encourage people to stay longer and contribute more to the local economy. The tourism sector is fragmented and transport options for those who want to leave their cars at home are often limited. A great deal is now being done to build on the designation of the National Park by starting to improve visitor information and to encourage a greater variety of appropriate activities.

The impact of very high numbers of people congregating in some areas of the National Park has led to recurring problems for some landowners and communities. These include injuries to sheep and disturbance to ground nesting birds by uncontrolled dogs, inconsiderate car parking, fly tipping, and gates being left open. Targeted measures are needed in these places.

The need to prioritise the issues

The extensive engagement carried out in the initial phases of developing this PMP highlighted a long list of issues, and there is a wide range of other pressures. A key task has therefore been to focus this PMP on those which are significant and urgent, and where collective action through partnerships can make a tangible difference over the next five years.

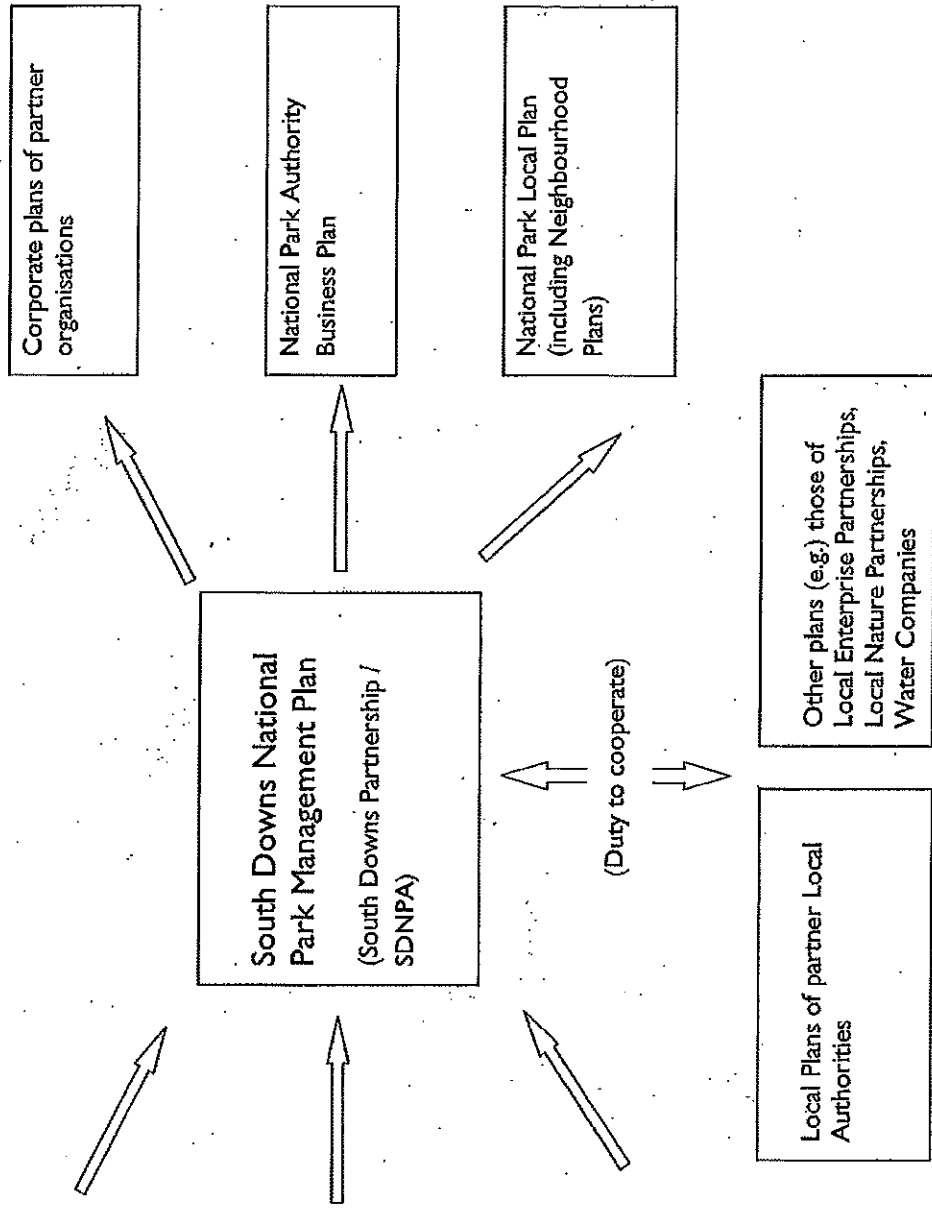
Other issues will be addressed locally and do not need collective effort via this PMP. The shortlist has been tested by both expert feedback and public consultation and represents the key issues to be tackled for the next five years. Later iterations of the PMP may highlight new or changed priorities.

- National and EU policy e.g.
- English National Parks and the Broads Vision and Circular 2010
 - The Natural Environment White Paper for England
 - Climate Change National Adaptation Programme
 - Localism Act
 - The EU Water Framework Directive
 - The European Landscape Convention
 - EU agricultural policy and CAP reform

- Consultation and engagement e.g.
- South Downs Forum
 - Workshops
 - Technical Working Groups
 - Sector consultations
 - South Downs Online Forum

- Evidence e.g.
- State of the National Park Report
 - Research and evidence on the current state of the seven special qualities

**How this plan was made:
policy, evidence and opinion**



1.7 How this plan was made and how it works

Extensive consultation has been key to the development of the PMP.

In creating the PMP we have taken into account three things: policy, evidence and opinion. The PMP aligns with UK Government and EU Policy, for example the National Parks Vision and Circular, 2010, the Natural Environment White Paper, the EU Water Framework Directive and European Landscape Convention. It is firmly rooted in evidence from the many reports produced about the area – its ecology, economy and social characteristics. These are summarised in the State of the National Park Report, which is kept up to date online. It is also strongly influenced by the views of people who have a stake in the future of the National Park.

The guidance for National Park Management Plans (Countryside Agency, 2005) places a lot of emphasis on partnerships and genuine engagement. This document is the culmination and physical expression of joint working with a wide range of people and organisations, facilitated by the National Park Authority. Great efforts have been made to ensure meaningful input, and contributors have included representatives from key sectors such as tourism, farming and forestry, from several thousand individuals via public events and the online South Downs Forum, and many more specific groups such as the South Downs Partnership, technical working groups, Local Authorities and Parish Councils.

The PMP is therefore shared by many organisations and includes commitments from land managers, communities, businesses, statutory agencies and other interest groups. It is for the entire community of the National Park, **not just** for the National Park Authority (although it will provide the framework for the NPA's own business plans).

This plan will be followed by a single Local Plan for the National Park in 2017, which will be the spatial representation of this PMP. This will replace all previous Local Plans and Core Strategies.

VISION, OUTCOMES, POLICIES and a DELIVERY FRAMEWORK

- The **Vision** (in this section) and the eleven **outcomes** (in section 2) set out our collective ambition.
i.e. where we want to be by 2050
- A set of **policies** (in section 2) provide a steer for the various sectors this PMP affects.
i.e. how we will get there
- The **Delivery Framework** (section 3 and appendix) captures the key activities of the partners who made this plan.
i.e. what we have committed to do during the next five years.
- Finally, we describe how **progress will be measured and monitored**, both at the outcome level and by reporting on the outputs from the various projects in the delivery framework.
i.e. how we will know what has been achieved.

1.8 Introducing the outcomes and policies

Outcomes

In section 2 we have broken the vision down into 11 outcomes. These describe how the vision is being achieved.

The outcomes are grouped under three headings as follows, and each has a number of indicators attached (shown in italics) to it so that we can assess progress.

A THRIVING LIVING LANDSCAPE

Outcome 1. The landscape character of the National Park, its special qualities and local distinctiveness have been conserved and enhanced by effectively managing the impacts of major development and small-scale cumulative change.

Key landscape character areas and types, including historic elements, are maintained.

Percentage of the National Park that is relatively tranquil.

Percentage area of mapped dark night skies.

Outcome 2. There is increased capacity within the landscape for its natural resources, habitats and species to adapt to the impacts of climate change and other pressures.

Percentage of "surface water bodies" (i.e. rivers, transitional waters, coastal and lakes excl. heavily modified) achieving "good or high ecological status".

Percentage of woodland that is managed.

Outcome 3. A well-managed and better connected network of habitats and increased population and distribution of priority species now exist in the National Park.

Percentage of habitats in SSSIs in favourable or recovering condition.

Population of target farmland bird species.

Outcome 4. The condition and status of many cultural heritage assets and their settings (including monuments, buildings, towns and buried remains) is significantly enhanced, many more have been discovered and they contribute positively to local distinctiveness and pride.

Percentage of heritage assets 'at risk'. (this includes conservation areas, parks and gardens, places of worship & scheduled monuments).

Number of day visits to museums and heritage sites (including for example National Trust and English Heritage).

PEOPLE CONNECTED WITH PLACES

Outcome 5. Outstanding visitor experiences are underpinned by a high-quality access network supporting improved health and wellbeing.

Percentage of Public Rights of Way (PROW) that are 'easy to-use'.

Percentage of PROW assets deemed to be in good condition.

Percentage of visitors who felt satisfied with the visitor experience (including PROW, Visitor Attractions, Facilities).

Outcome 6. There is widespread understanding of the special qualities of the National Park and the benefits it provides.

Total number of volunteer days spent on activity led by Partner organisations and SDNPA.

Percentage of schools within a 5km radius of the SDNP boundary using the NP for learning outside of the classroom experiences at least once a year.

Outcome 7. The range and diversity of traditional culture and skills has been protected and there is an increase in contemporary arts and crafts that are inspired by the special qualities of the National Park.

Number and value of grants made by Arts Council England and Heritage Lottery Fund for projects inspired by special qualities.

Number of people training in traditional crafts.

Outcome 8. More direct action and responsibility is taken by visitors and residents to conserve and enhance the special qualities and use resources more wisely.

Number of public transport journeys and proportion of visits by public transport.
Number of businesses with eco accreditation (e.g. GTBS, Our land).
Number of community led plans that are adopted by SDNPA.

TOWARDS A SUSTAINABLE FUTURE

Outcome 9. Communities and businesses in the National Park are more sustainable and there is better access to essential services and facilities.

Percentage of communities with key facilities within a 5km (to be confirmed) radius (facilities include post office, supermarket, pub, primary school, cash point).
Proportion of new homes built that are 'affordable housing'.

Outcome 10. A diverse and sustainable economy has developed which provides a wide variety of business opportunities, employment and services amongst which are those that are positively linked with the special qualities of the National Park.

Average spend per visitor per day.
Broadband connectivity and speed.

Outcome 11. Widespread opportunities exist for skilled employment and livelihoods, including enterprises that are based on the special qualities of the National Park.

Number and diversity of business types that exist within the NP.

Policies

Policies are outcome-related and cross-cutting and apply to the National Park, not just the Authority. They will guide partnership delivery over the next five years but with pointers to the longer-term vision 2050.

Although many of the policies will support a number of different outcomes, they are grouped for convenience under the most relevant ones. General policies apply to a wide range of partners and stakeholders. Sector policies are more relevant to a particular 'industry' or specific interest. For example, the water sector policies will be most relevant to the water companies, Environment Agency, and local abstractors, whereas the education and lifelong learning sector policies are most relevant to local authorities, learning providers and education charities.

The policies:

- should be considered as a set that work together, not in isolation, and are consistent with the principles of sustainable development and an ecosystems approach;
- are for all involved with the National Park, not just the Authority, and rely on partnership working throughout;
- apply in some cases to areas and communities outside the boundary;
- will be applied in a way that does not compromise the National Park purposes and its special qualities (In the case of irreconcilable conflicts, the "Sandford principle" applies: "Where irreconcilable conflicts exist between conservation and public enjoyment, then conservation interest should take priority")

Each group of policies is accompanied by contextual information, which provides some basic facts and the current situation taken from the State of the Park Report. It also identifies the key issues that need to be addressed. In implementing these policies, the National Park Authority may develop further guidance.

Purposes and duty for English National Parks



VISION for the South Downs National Park



- Outcome 1
- Outcome 2
- Outcome 3
- Outcome 4
- Outcome 5
- Outcome 6
- Outcome 7
- Outcome 8
- Outcome 9
- Outcome 10
- Outcome 11



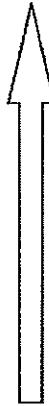
(A Thriving, Living Landscape)

(People Connected with Places)

(Towards a Sustainable Future)

Sector and general policies x 56

Delivery Framework: Partnership projects and initiatives supporting all 11 outcomes

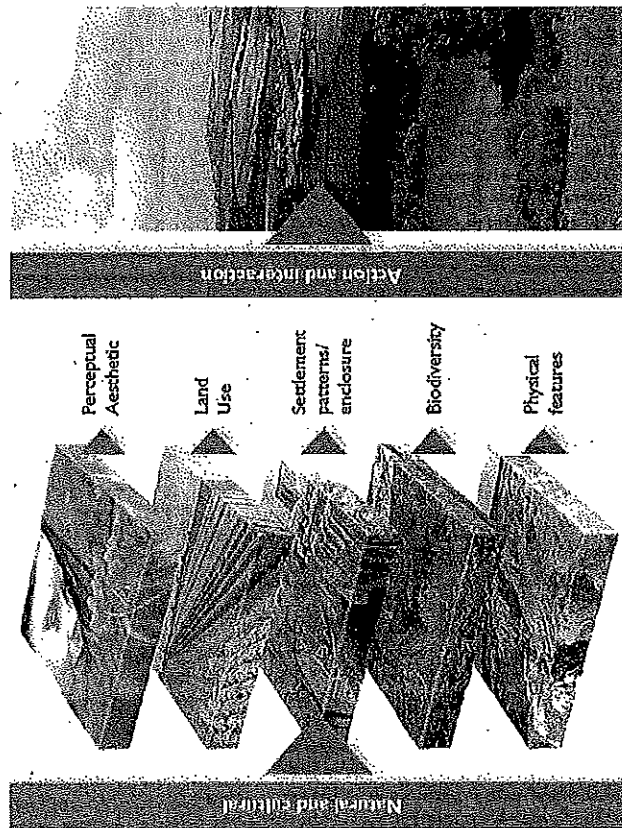


2. THE OUTCOMES AND HOW THEY WILL BE DELIVERED

A THRIVING LIVING LANDSCAPE

This theme is primarily based on purpose one for National Parks. The Government Circular 2010 sets out a clear objective for National Parks to be beacons of sustainable development and this therefore runs through this plan.

Landscape is formed from natural and cultural interaction



2.1 OUTCOMES FOR A THRIVING LIVING LANDSCAPE

Outcome 1. The landscape character of the National Park, its special qualities and local distinctiveness have been conserved and enhanced by effectively managing the impacts of major development and small-scale cumulative change.

Outcome 2. There is increased capacity within the landscape for its natural resources, habitats and species to adapt to the impacts of climate change and other pressures.

Outcome 3. A well-managed and better connected network of habitats and increased population and distribution of priority species now exist in the National Park

Outcome 4. The condition and status of many cultural heritage assets and their settings (including monuments, buildings, towns and buried remains) is significantly enhanced, many more have been discovered and they contribute positively to local distinctiveness and pride.

GENERAL POLICIES

2.2 General policies context

The landscape character of the South Downs National Park is rich and complex, with 18 general landscape types and 49 more place-specific 'character areas'. These have changed through time, and have been greatly influenced or affected by land use change, such as those impacting on agriculture and settlement patterns. The Eastern Downs has an open and expansive character, with scenic views across the weald and out to sea. It includes 20 kilometres of coastline. In the Central and Western Downs woodland is a more characteristic feature. The character of the Wealden Greensand is more enclosed and intimate, with remnant heathland and sunken lanes. In terms of recent influences or changes in character, there has been some urbanisation and loss of local distinctiveness within settlements. Renewable energy schemes, communication masts, lighting and other large scale development can have an impact on the landscape and its visual amenity, particularly in open and expansive downland.

Vehicles (including off road), air transport and industry can affect the valued tranquillity of many parts of the National Park.

The Common Agricultural Policy and changes in technology and practices within the agricultural sector have a major influence on land use and landscape character. There is a need to ensure appropriate and sustainable land management to support landscape ecology, natural functions and to protect natural resources. The value of natural resources as a "service" is often not factored into decision making.

The National Park has a high proportion of sites designated for their wildlife value, including nationally and internationally important sites, a proposed Marine Conservation Zone and over 800 locally designated wildlife sites. Habitats include chalk grassland, lowland heathland, ancient woodland, farmland, rivers and other wetland habitats, coastal, and marine. There are many rare and threatened species such as the barbastelle bat and the Duke of Burgundy butterfly. Some of the special wildlife and habitats are threatened as a result of habitat loss and fragmentation, lack of appropriate

management, invasive species and disease. The landscape setting and its biodiversity can also be affected by developments and other pressures beyond the boundary.

The cultural heritage of the National Park is important for the evidence it gives us of past human activity. This evidence is sometimes designated to protect it (almost 6000 designated sites are referred to in the State of the National Park Report). Although the heritage has been investigated for over 150 years, new discoveries are still being made as new sites are found, old finds reassessed and investigation techniques improved.

Much of the heritage can be used to uncover stories about the past, people and places. The 34 accredited museums and galleries relating to the National Park's special qualities use their collections and other heritage sites to interpret the past. Some historic places are important for their association with famous people who lived and worked in, or were inspired by the area. The design of buildings and landscapes may be a deliberate act of creativity, or have developed over time, but it is an important part of the heritage of this landscape. Cultural heritage may alter, as people's ideas change; values also change and as time passes this changes our perceptions. Cultural heritage also includes traditions, festivals and oral history. These many strands of cultural heritage make up the richness of the National Park.

This cultural heritage needs to be carefully considered and managed to ensure that important assets survive for future generations. Some of the heritage is at risk – 8% of scheduled monuments¹ (50 in total) and 1.5% of all listed buildings² (83 buildings). The threats include lack of skilled workers to maintain them, changes in land management or from inappropriate changes to provide energy efficiency in historic buildings. One example is that the high prices for lead on the world market has increased the incidence of metal thefts from church buildings and this has combined with declining attendances at church that make it harder for communities to afford repairs.

¹ English Heritage - Heritage at Risk Register²⁰¹²

² Buildings at Risk Survey for South Downs National Park Authority 2013

2.3 General Policies

- Policy 1. Conserve and enhance the natural beauty and special qualities of the landscape and its setting, in ways that allow it to continue to evolve and become more resilient to the impacts of climate change and other pressures.
- Policy 2. Develop landscape-scale partnerships and initiatives to focus on enhancing the key ecosystem services delivered by the National Park.
- Policy 3. Protect and enhance tranquillity and dark night skies.
- Policy 4. Create more, bigger, better-managed and connected areas of habitat in and around the National Park, which deliver multiple benefits for people and wildlife.
- Policy 5. Conserve and enhance populations of priority species in and around the National Park, delivering targeted action where required.
- Policy 6. Favour natural functions and processes in and around the National Park where they support the value and resilience of terrestrial, freshwater, marine, coastal and estuarine habitats.
- Policy 7. Focus the prevention, control and eradication of invasive non-native species on those that are most harmful to biodiversity.
- Policy 8. Increase the knowledge and understanding of the National Park's cultural heritage so that it is better protected and more people enjoy and have access to it.
- Policy 9. Improve the management of heritage assets, particularly focussing on those that are 'at risk' including that from crimes against heritage.

SHOWCASE AREAS OF DELIVERY

(Themed initiatives)

Species conservation projects

In the Cuse valley a partnership has placed seven barn owl boxes on local farms. They will be monitored and young birds ringed, to provide a better understanding of the population in that area.

At Kingston, survey work has been undertaken at one of only two sites where the rare warbler cricket is known to be present. This has been followed by habitat management work undertaken by staff, volunteers and the local farmer to create the right conditions for the species to survive.

In Hampshire a partnership with Butterfly Conservation led to the promotion of hedgerow management for the brown hairstreak butterfly. Very specific management of the caterpillar's food plant, blackthorn, is needed to ensure that winter hedge management does not destroy the butterfly's eggs.

Another partnership project in the west of the National Park is creating the right conditions for the re-introduction of water voles to the river Meon. The project involves habitat management and predator control.

SHOWCASE AREAS OF DELIVERY

(Spatial Initiative)

In the High Woods

"In the High Woods" explores the hidden heritage of the wooded estates landscape character area and engages local communities in this story. It is a partnership with Chichester District Council and is supported by English Heritage, the Forestry Commission and the National Trust, along with community groups and local universities.

This project has been informed by studying similar projects in other protected landscapes – the New Forest and Ashdown Forest/High Weald, in particular. The key premise is that we cannot conserve the cultural heritage until we know what we have.

Woodland has preserved archaeological landscapes from the prehistoric period to World War II – but it hides the archaeology from aerial photos and fieldwork. Using an aerial remote sensing technique and with computer processing of images to remove the trees, we will be able to find these sites and landscapes and record them.

management plan process. The water policies will enable partners to make further and significant progress in addressing these issues 'at source' - for example through catchment management - rather than at the 'end of the pipe' through expensive treatment costs. Using this approach we will make great gains for biodiversity, improve carbon storage, water quality and water resources. There are strong links between pollution and poor farming practices, especially on the thin chalk and sandy soils that, being vulnerable to erosion, increase sediment levels in rivers. Where this is the case, payments for ecosystem services could make a significant contribution to supporting the creation and better management of habitats.

2.5 Water Policies

Policy 10. Improve the sustainability of water resources and wastewater management through partnership working across the water sector.

Policy 11. Support and promote river catchment management approaches that integrate sustainable land management, wildlife conservation, water quality and flood risk management.

Policy 12. Encourage water efficiency measures and more sustainable patterns of domestic, industrial, farming and leisure water use, to reduce overall water use.

Policy 13. Raise awareness of the importance of chalk streams and rivers and develop a programme of restoration and rehabilitation.

WATER POLICIES

2.4 Water sector context

1.2 million people rely on the National Park to supply their drinking water. The landscape provides water that is naturally of very high quality. This supports important and special wildlife habitats, such as chalk streams and rivers, which are nationally significant. However, at present, many groundwaters, rivers and streams are failing the European Water Framework Directive standards as they are affected by chemicals, and by the impact of abstraction for public water supply, farming and industry. Positive progress is being made to address these issues through the river basin

FARMING POLICIES

2.6 Farming sector context

Farming, especially traditionally mixed farming, underpins the landscape character, biodiversity and ecosystem services intrinsic to the South Downs National Park. It also provides significant support for tourism, recreation, access and local food production. Conservation grazing is important to the better management of key semi-natural habitats such as chalk grassland and lowland heath, just as rotational arable farming is essential to many species of downland fauna and flora. Around 85% of land within the National Park is classified as agricultural. Nearly half of this is arable crops and, alongside the woodland, a significant amount is permanent or temporary grassland.

Farming enterprises are affected by fluctuating market prices for their crops, rising costs for their inputs, and climatic changes affecting production. The level of support for environmental stewardship provided by the Common Agricultural Policy is an important influence on the way many farm businesses are run. The targeting of this environmental stewardship (agri-environment schemes) to enhance landscape character, biodiversity and conserve cultural heritage is currently an important element of ensuring the environmental sustainability of farming. It needs to go hand in hand with measures to improve economic sustainability and appropriate farm business diversification.

Food security is an international priority to ensure the world's population can continue to be fed. Most of the National Park is grade three or four agricultural land, which provides particular challenges to increasing food production without affecting other ecosystem services that also benefit society. Therefore, the National Park can best contribute by more efficient use of inputs (fertilisers and pest control), reducing food waste, enhancing estuary habitat (to improve sea fisheries production) and developing local food markets.

Many farmers are also seriously affected by some irresponsible dog walkers and their failure to control their dogs, and several hotspots have been identified.

This can have a detrimental impact on livestock management and ground nesting bird populations.

2.7 Farming Policies

Policy 14. Support land managers to access and maintain agri-environment schemes that deliver high quality results on the ground while influencing the development and delivery of future schemes.

Policy 15. Support conservation grazing on semi-natural habitats as part of a profitable livestock and mixed farm economy.

Policy 16. Support the financial viability of farm businesses through appropriate infrastructure and diversification developments, in particular encouraging those that will support sustainable farming³

Policy 17. Develop the market for and production of sustainable food, drink and other products with a South Downs National Park provenance.

Policy 18. Increase understanding of farming and of farmers as the custodians of many of the special qualities of the National Park

Policy 19. Engage with dog walkers to encourage responsible behaviour, especially around livestock and ground nesting birds.

³ Sustainable farming in this context is profitable farming that operates in harmony with the environment, adapting as necessary to avoid long-term harm to the special qualities of the National Park

SHOWCASING AN AREA OF DELIVERY (Themed Initiative)

The South Downs Farmland Bird Initiative

This is a partnership between the South Downs National Park Authority, Royal Society for the Protection of Birds (RSPB) and Natural England. It concentrates on three priority farmland birds: lapwings, grey partridges and corn buntings.

The South Downs is a very important area for these birds, so increasing the amount of suitable habitat is beneficial. The main mechanism for the partnership to influence change is through Environmental Stewardship, by ensuring the most effective and efficient use of these schemes.

National data shows that farmland birds are declining. To monitor the situation in the National Park a series of farm surveys have started. The aim of the initiative is to encourage farmers and land managers to provide our 'big three' with safe nesting habitats and summer and winter feeding areas. Providing habitat for these species has major benefits for other farmland wildlife, including skylarks, linnets, yellowhammers, turtle doves, brown hares and rare arable plants.

Mixed farming, light soils and spring cropping provide a diverse habitat, providing many opportunities for habitat management. The use of arable margins or the installation of a beetle bank or fallow plot provides tangible benefits to a broad range of species. Attention is also being given to re-establishing a viable population of stone curlew on the South Downs, involving a great deal of work by farmers and volunteers.

FORESTRY AND WOODLAND POLICIES

2.8 Forestry and woodland sector context

Woodland constitutes 24% of the area of the National Park, mainly in the centre and to the west. Woodland is important for the landscape, biodiversity, cultural heritage, recreation and economic benefits it provides. They are also an important carbon store. 32% of woodland within the National Park is managed on a commercial basis by seven major landowners, including the Forestry Commission. The majority are not managed commercially; many are small, coppice woodlands. There is significant potential to increase the economic value of forestry within the National Park both for the construction industry and wood fuel, and to improve connectivity between markets, contractors and owners. The effective management of deer and squirrel populations, are a necessary part of successful woodland management.

Woodlands are likely to come under increasing pressure due to the direct impacts of climate change, such as Beech die back, and indirect impacts including the increased threats from pests and diseases such as Chalara Fraxinea (Ash die back). There is the need for forestry to be made more resilient to these pressures through improved management.

The following policies are aimed at improving the health, economic and aesthetic value of all types of woodland and trees, be they commercial forests, amenity woodland, wood pasture, ancient semi-natural, Planted Ancient Woodland Sites (PAWS), plantations or hedgerow trees.

2.9 Forestry and woodland sector policies

Policy 20. Support woodland owners to access grant schemes aimed at increasing the area of woodland being actively managed, to improve biodiversity, age diversity, productivity and the protection of archaeological features.

Policy 21. Improve the economic viability of woodlands by developing a range of sustainable local markets for woodland and timber products, and create better relationships between markets, businesses and infrastructure.

Policy 22. Enhance the landscape with woodland creation by natural regeneration or tree planting with appropriate species, scale and locations that benefit people and wildlife.

Policy 23. Raise awareness of the inherent values of well managed woodlands within the National Park, recognising the contribution of woodland workers in the maintenance of the wooded landscape and celebrating our strong woodland heritage.

Policy 24. Support woodland owners to provide a range of appropriate recreational, sporting and other diverse activities within woodlands, recognising the potential commercial value of these uses.

Policy 25. Support active management of pest and diseases that impact on trees and woodlands to improve their resilience and gather evidence on the resilience of different species and genetic variants to diseases and a changing climate.

SHOWCASE AREA OF DELIVERY

(Themed Initiative)

South Downs Forestry and Woodland Partnership

Ancient woodland covers 17,351 hectares of the South Downs National Park, which in terms of percentage cover is more than five times the national average. The South Downs Forestry and Woodland Partnership project aims to bring more woodland into active management, improving its biodiversity and ensuring its future contribution to the National Park's landscapes. The project will give particular emphasis to the sustainable management of ancient woodland and restoring the ecological value of Planted Ancient Woodland. (PAWS)

This partnership brings together landowners, land managers and contractors to develop and respond to markets and business opportunities from wood-fuel to sustainable construction. It pools the collective effort of the key partners: the Forestry Commission, Woodland Trust, Local Authorities, Wildlife Trusts and the South Downs National Park Authority.

MINERALS POLICY

2.10 Minerals Sector context

The National Park has a range of mineral resources that are important to the economy. The minerals contribute to a wide range of uses including construction, manufacturing, agriculture and energy supply. Historic chalk workings have left important landscape features, and existing brickworks and sandstone quarries produce traditional products used to promote local distinctiveness. The nature of the market means that some minerals are required to serve a national need, but opportunities do exist to enhance the landscape through high quality restoration of former mineral workings.

Soft sand, mainly used as a high grade aggregate for the construction industry, is currently being extracted from four sites which lie in the Folkstone Formation, between Petersfield and Ditchling. Along the southern boundary of the National Park, gravel and some sharp sand is extracted. While there is only one active gravel site within the National Park there are several former gravel workings within and close to the boundary.

Chalk has been worked in the South Downs for centuries, but there are currently only two sites operating, with a further eight sites dormant. The cliff faces of former chalk pits are important landscape features and provide habitats for bird species such as the peregrine falcon, as well as revealing Regionally Important Geological Sites.

Sandstone is quarried from the Hythe beds of the Lower Greensand at two active sites within the National Park. One produces aggregate, hardcore and construction fill while the other continues to supply building stone for a range of local projects where vernacular materials are required, notably for historic and listed building restoration.

Pitsham Brickworks is the only active brickworks within the National Park. Bricks, pavers and arches are hand made using traditional methods. They are used in the construction of locally distinctive buildings and building restoration work.

There are five oil and gas wells; some are in production and others at the exploration and appraisal stage.

The need for new mineral workings is being addressed through the joint minerals and waste local plans that are being developed with the County Councils. Further information about the progress of these plans can be found on our website www.southdowns.gov.uk/planning. The plans will all contain policies to ensure that any applications for minerals development within the National Park will include conditions requiring the progressive restoration and aftercare of the site to the highest standard. Regular inspections of existing quarries help to ensure that restoration and aftercare schemes are implemented when working ceases.

Mineral sites can have negative impacts while they are being worked, and it is vitally important that they are restored to a high standard to provide long-term enhancement to the landscape. Restoring mineral workings also provides the opportunity to create new habitats, and contribute to priority habitats. Restored quarries can also provide new wetland habitats. Many quarries are designated as Sites of Special Scientific Interest for their geological importance, such as Southerham Grey Pit (Lewes) which exposes a unique record of Cretaceous rocks. Heritage sites may be found in the course of quarrying operations (e.g. West Heath Barrow Cemetery near Petworth) and physical remains of quarrying can become important heritage assets in their own right (for example the railway system at Offham Chalk Pit or the de-Witt lime kiln at Amberley Chalk Pit Museum). Restored quarries can also provide recreational opportunities, for example through the creation of permissive footpaths.

The extent, type and method of restoration will depend upon the individual characteristics of each minerals site.

2.11 Minerals Policy

Policy 26. Enhance landscape character, biodiversity, cultural heritage, geo diversity interest and increase local access through the restoration of minerals sites by the most appropriate means.

PEOPLE CONNECTED WITH PLACES

This theme is primarily based on purpose two for National Parks.

2.12 OUTCOMES FOR PEOPLE CONNECTED WITH PLACES

Outcome 5. Outstanding visitor experiences are underpinned by a high quality access network supporting improved health and wellbeing.

Outcome 6. There is widespread understanding of the special qualities of the National Park and the benefits it provides.

Outcome 7. The range and diversity of traditional culture and skills has been protected and there is an increase in contemporary arts and crafts that are inspired by the special qualities of the National Park.

Outcome 8. More direct action and responsibility is taken by visitors and residents to conserve and enhance the special qualities and use resources more wisely.

GENERAL POLICIES

2.13 General policies context

The South Downs National Park provides a wide range of access and recreational opportunities for both residents and visitors.

Walking is the most popular activity in the National Park, and the 3300km of rights of way are the primary means by which most people enjoy the area whether on foot, horseback or bicycle. The rights of way network as a whole is managed by four local highway authorities. The well promoted and well used South Downs Way, an official National Trail, is jointly managed under a unique agreement between the National Park Authority and the

local highways authorities. With increasingly limited resources in the public sector, a key challenge is to maintain a consistently high quality rights of way network and to improve connectivity of routes, including reaching areas of Open Access.

Surveys show that visitor numbers have increased in recent years adding to the potential for conflicts between different recreational users, which must be addressed where they occur.

While most recreational activities can be accommodated without damage to the special qualities, and without impact on other people's enjoyment of the National Park, there are some sites where unacceptable damage or disturbance occurs, with a negative impact on local communities and the visitor experience. Where these activities are legal - for example, the motorised vehicular use of some by-ways in the Hampshire area of the National Park - we will work with the highway authorities and other partners to minimise the impact of the activity. Where management techniques cannot resolve conflicts between recreational use and conservation, greater weight will always be given to the conservation of the environment, taking note of the Sandford Principle.

The health and wellbeing benefits of outdoor activity and access to open spaces are well documented, and we want to encourage residents and visitors to make good use of the National Park for these purposes.

Visitor profiles of national parks in general show that certain groups are under-represented. The South Downs Visitor Survey (2012) highlights that work that needs to be done to increase opportunities for young adults, people from Black, Asian and Minority Ethnic (BAME) communities, people with differing abilities and people from areas of deprivation, to visit the National Park, leading to improved access for all.

By establishing a widespread knowledge and understanding of the special qualities, as well as creating a greater sense of place, people will be better informed and more effectively connected to the landscape, supporting positive change and make better use of vulnerable natural resources.

Recent government policy encourages agencies such as National Parks to be more active in empowering citizens to take responsibility for their local area, encouraging residents and visitors to be more aware of the impact they have on the landscape, and to contribute to its ongoing conservation and protection as well as promote responsible behaviour.

There are currently 10,500 volunteers working in the National Park on tasks relevant to its purposes. While this provides a great practical resource and a large army of National Park ambassadors, volunteers are not widely representative of the local demography.

The large number of people living in and around the National Park provides a great opportunity to expand and diversify volunteering.

Visitors and residents enjoy the many ways in which creative people have been inspired by the special places found in the National Park. Today this continues, thanks to the variety of modern artists, writers, musicians and digital artists (amongst others), and also places where one can experience the arts.

Creative people can help us appreciate the special qualities of the National Park, and can also challenge us to see the familiar with new eyes. By working with contemporary creative people, and those skilled in relevant crafts, communities can learn about their place within the National Park, and express their understanding in new ways, producing work that stimulates us all to think, to discuss and to enjoy.

2.14 General Policies

Policy 27. Maintain and improve Rights of Way and Access Land to reduce conflicts and provide a better connected and accessible network for a range of abilities and users.

Policy 28. Enhance the health and wellbeing of residents and visitors by encouraging, supporting and developing the use of the National Park as a place for outdoor activity and relaxation.

Policy 29. Develop 'access for all' opportunities, particularly supporting those groups currently underrepresented in the National Park visitor profile.

Policy 30. Raise awareness and understanding about the National Park with consistent messages that inspire and celebrate a strong sense of place.

Policy 31. Encourage and support creative and cultural activities which connect with and increase appreciation of the National Park's special qualities.

Policy 32. Expand volunteering capacity, and diversify volunteer roles and range of opportunities to deliver National Park purposes.

Policy 33. Support and enable communities to develop and deliver high quality community-led initiatives that contribute to the understanding, conservation and enhancement of the special qualities of the National Park.

SHOWCASE AREA OF DELIVERY (Themed Initiative)

Promoting Healthy Lifestyles

The South Downs National Park Authority (SDNPA), in conjunction with its partners, supports a range of initiatives to promote healthy living. These include leading health walks, providing information on public transport and making physical improvements to parts of the footpath network to improve ease of access and promote use.

Health walks cater for all ages and abilities, offering the opportunity to exercise and enjoy the local countryside. The SDNPA leads health walks across the National Park in Arun, Chichester and Horsham districts, working with District Councils and groups such as Macmillan Cancer Support and the Ramblers. SDNPA-led health walks have proved to be hugely popular, attracting people who are keen to improve their fitness through walking and those who, for various reasons, have not explored their local downland countryside until these programmes started. For the SDNPA one benefit of leading walks is the opportunity to talk to people about the South Downs National Park.

To support independent access the SDNPA has produced and updated a public transport guide to the National Park. It is the only pocket guide to all the public transport options available across the National Park. The guide aims to help and encourage visitors, especially those using the South Downs Way, to do so sustainably.

In partnership with Eastbourne Borough Council, the South Downs Way (SDW) team re-routed and extended the bridleway section of the SDW to join the end of the footpath section. This makes finding the start of the route easier, provides walkers with a two-day circular walk and riders a better, open seascape, experience.

The SDNPA is also working with Hampshire County Council to improve and extend the Meon Valley cycle trail.

TRANSPORT POLICIES

2.15 Transport sector policies context

In this section and policies elsewhere, a travel hierarchy has been adopted as a matter of principle, which is (in priority order):

1. reduce the need to travel;
2. switch to sustainable modes;
3. manage existing networks more effectively; and
4. create extra (car related) capacity only when alternative methods have been fully explored

Over 80% of the 46 million visitor days to the National Park are made by private car. Emissions from these journeys are likely to be a significant proportion of the overall carbon footprint of the National Park. Reducing car use can improve air quality, reduce traffic congestion, and with alternative forms of transport provide more choices for those without access to a car or the ability to drive. Through the Local Sustainable Transport Fund, we are already committed to a 2% shift to alternative travel options not involving the car.

Providing and promoting alternatives to the car will help make tourism more sustainable, and, according to recent surveys, increase spend per person, so supporting the local economy. Encouraging people to use alternatives to the car also contributes to improving health and wellbeing, even if it is just by walking to a bus stop.

Some of the area is well served by rail, with stations providing good opportunities to act as visitor gateways, linking directly to the National Park or to other modes of transport. Services, particularly to the smaller stations, need to be protected and enhanced, to enable better use of the off peak capacity for leisure visits and encourage people to leave their cars at home.

There are reasonably good bus services, including on Sundays to the east but they are less numerous, with fewer running on Sundays and evenings, as you move westwards. The lack of evening and Sunday bus services can be a real problem, denying some people, particularly in rural areas, access to services and entertainment.

There is a real demand for commuting and leisure cycling opportunities, but the cycle network is currently fragmented and limited in its extent. There are however a number of disused railway lines, rights of way and quiet roads that could be used to help create a more coherent network which could generate new tourism opportunities and support local community travel.

While recognising that cars will continue to be the necessary means of transport for many, there needs to be a significant long-term shift away from their use. Existing car use can be reduced by promoting initiatives such as car clubs and car sharing schemes to complement alternatives such as the bus and cycling.

Car parking can have detrimental visual and noise impacts on local areas, by its design and location and by the generation of additional traffic and visitors in concentrated areas. Car parks should therefore be managed sensitively taking into account their local surroundings.

Roads, traffic and their associated infrastructure including signage, can have a significant impact on local distinctiveness, tranquillity and dark night skies. Efforts need to be made to consider roads as an integral part of the landscape and to seek to reduce the impacts of traffic (e.g. HGV routes and vehicle speeds) on local communities and visitors.

2.16 Transport Policies

Policy 34. Promote and enhance suitable railway stations as gateways for non-car travel into and around the National Park.

Policy 35. Improve existing transport provision for visitors and communities, especially by increasing the availability of Sunday and evening services.

Policy 36. Encourage cycling for both commuting and leisure purposes through the development and promotion of safe cycle route networks while protecting future potential opportunities.

Policy 37. Reduce the car travel of key partners across the National Park and encourage other businesses and organisations to do the same.

Policy 38. Manage vehicle parking to improve visitor experience and reduce the impact of traffic and parking on the local area.

Policy 39. Manage the highway network and its infrastructure to integrate it more effectively into the landscape and reduce the impact of traffic on communities and visitors.

SHOWCASE AREA OF DELIVERY

Local Sustainable Transport Fund: Two National Parks LSTF Programme

The South Downs National Park Authority is working in partnership with the New Forest National Park Authority and six local Highways Authorities to reduce the impact of traffic and transport in the two national parks. The partnership has successfully bid for funding from the Department for Transport's Local Sustainable Transport Fund (LSTF).

The majority of visitors to the South Downs National Park travel by car. This can cause congestion, disrupt tranquillity and, through carbon emissions, have a detrimental impact on wildlife and habitats.

The LSTF funding award provides us with a great opportunity to influence visitor travel choices and the LSTF team will be working with partners to influence positive travel behaviour change alongside small scale infrastructure improvements.

SUSTAINABLE VISITOR AND TOURISM POLICIES

2.17 Visitor and tourism sector context

National Park Authorities are required to seek ways to make tourism more sustainable, as outlined in the 2010 circular.

In 2011/12 a comprehensive Visitor Survey was carried out across the National Park⁴. With 46 million visitor days a year, the area is a major resource for recreation (local visitors) and tourism (those from further afield). These visits in turn generate some £464.3m of income, and support around 11,700 jobs. Recreation and tourism therefore play a significant role in the economy.

The majority of these visits are by day visitors from homes either inside the National Park (14%) or near by (67%). Only four per cent of visits are by people staying in holiday accommodation inside the National Park, the remainder are staying outside it in nearby towns and cities. Visitors staying within the National Park spend on average six times more than a resident making a day visit from home so it is important for the economy to convert these day visits to longer stays by offering them high quality experiences, and adding to the depth and variety of products on offer.

With such a large number of visits, problems inevitably arise, although they tend to be localised and frequently occur in hot spots around the urban fringe. The main issues identified⁵ by land managers were disturbance to livestock and wildlife, caused by dogs not being kept under control, litter (including dog faeces) and people not following the rights of way.

Businesses and attractions are one of the major interfaces between the visitors and the National Park. These are important in getting across key messages about the special qualities of the National Park, its unique sense of

place, the need for responsible visitor behaviour and how they can help to look after it.

There are currently a number of different destination management partnerships, and local authorities who promote and market the National Park - all of whom take a different approach. With reducing budgets much could be gained through more co-ordinated marketing.

Visitors stay in a range of accommodation, the most popular being in the homes of friends or relatives. Serviced accommodation such as bed and breakfast accommodation or hotels, and camping or caravanning sites are also popular. Although there are only a small number of campsites they have a relatively large capacity. Self-catering accommodation accounts for about a quarter of the businesses, but only 6% of the bed capacity. Along the South Downs Way, in particular, there are gaps in the accommodation provision. In order to cater for all preferences and incomes there needs to be a greater variety of accommodation types provided throughout the National Park.

National Parks have a clear opportunity to contribute significantly to economic growth through the promotion of sustainable tourism. There is a lot that the accommodation providers and visitor attractions can do to make their businesses more sustainable, through reducing energy or water use, using locally produced food and drink, and promoting local walking and cycling routes.

⁴ 2011/12 Visitor Survey carried out by Tourism South East

⁵ South Downs National Park Visitor Survey 2012 Environment Section by Acorn Consulting Ltd and Natural Values

2.18 Visitor and Tourism Policies

Policy 40. Maintain visitor enjoyment and influence visitor behaviour in order to reduce impacts on the special qualities and increase visitor spend in and around the National Park.

Policy 41. Develop a consistent and co-ordinated approach to the promotion and marketing of the South Downs National Park as a sustainable visitor destination.

Policy 42. Support the development and maintenance of appropriate recreation and tourism facilities and visitor hubs including a mix of quality accommodation, which responds to market demands and supports a sustainable visitor economy.

Policy 43. Encourage and support tourism providers to develop sustainable business practices and increase knowledge about the National Park's special qualities to provide a distinctive and high quality visitor experience.

SHOW CASE AREA OF DELIVERY:

(Themed initiative)

Our Land

The South Downs National Park Authority, and eight other protected landscapes in the South East, are working in partnership with a private entrepreneur to develop and promote sustainable rural tourism businesses in the National Park. The focus is on businesses that provide high quality experiences that put a sense of place and appreciation of the landscape at the heart of their tourism offers. Through the 'Our Land' website they promote their area, and relate how they protect the environment and contribute to their local community. <http://www.our-land.co.uk/holidays/south-downs>

EDUCATION AND LIFE-LONG LEARNING POLICIES

2.19 Education and learning sector context

With compelling evidence of a growing disconnect between people and the natural environment, the South Downs National Park provides a real opportunity for engaging people in life-long learning opportunities. Such opportunities can take people on a journey from participation to inspiration to action.

With 738 schools inside, or within five kilometres of the National Park boundary, there is a huge potential to promote opportunities for understanding the special qualities of the area. There are over 170 providers of outdoor learning opportunities pertinent to National Park purposes located within the South Downs National Park, offering a diverse range of learning experiences, from farm visits to museums and 'adventurous' activities. Recent proposed changes to the National Curriculum offer an important opportunity to support schools with locally relevant learning across the whole curriculum. However, there are barriers to accessing these opportunities including the rising cost of transport to sites, and the confidence and skills of some school staff in leading groups outdoors.

Adult and life-long learning is also a key sector, and organised groups are well represented across the National Park, including the University of the Third Age (U3A), with over 35 branches in and around the area. There are over 16 higher and further education establishments on the South Downs Learning Partnership, many of which have areas of academic interest aligned to the Purposes of the National Park. Creating a shared knowledge of the National Park and building a robust evidence base to guide future delivery is a key opportunity for this sector.

With around 85% of the National Park classified as agricultural, and with a rich cultural heritage, the land-based economy and traditional rural businesses and crafts have historically provided local jobs and have contributed to many of the special qualities of the National Park. Long-term commitment and support for training and skills development in this area is

vital to ensure this sector continues to shape the landscape of the National Park into the future.

2.20 Education and Learning Policies

Policy 44. Develop high quality learning experiences, particularly in the outdoors, and resource materials that link to the special qualities of the National Park.

Policy 45. Develop a research programme leading to a robust evidence base about the National Park and the issues affecting it.

Policy 46. Provide training and skills development which relate to the historic and natural environment necessary to conserve, enhance and enjoy the special qualities of the National Park.

SHOWCASE AREA OF DELIVERY

(Themed Initiative)

Our South Downs Partnership Outdoor Learning Project

The South Downs National Park Authority has joined with the national charity Learning through Landscapes to deliver an exciting new initiative, Our South Downs. Our South Downs will connect children and young people with the special qualities of the National Park through diverse and inspiring outdoor learning experiences. It is a direct response to evidence that young people are becoming ever more disconnected from their local natural environment- sometimes referred to as to as Nature Deficit Disorder.

Evidence shows that the learning environment has a significant effect on how children and young people engage with a subject or an idea. Learning outside the classroom is proven to raise attainment, bolster social, emotional and personal development and contribute to the health and wellbeing of children and young people.

The project will enable them to benefit from the rich biodiversity, habitat, landscape, heritage and culture that surround them.

TOWARDS A SUSTAINABLE FUTURE

This theme is primarily based upon the duty for National Park Authorities in relation to delivering the two purposes.

2.2.1 OUTCOMES FOR TOWARDS A SUSTAINABLE FUTURE

Outcome 9. Communities and businesses in the National Park are more sustainable and there is better access to essential services and facilities.

Outcome 10. A diverse and sustainable economy has developed which provides a wide variety of business opportunities, employment and services amongst which are those that are positively linked with the special qualities of the National Park.

Outcome 11. Widespread opportunities exist for skilled employment and livelihoods, including enterprises that are based on the special qualities of the National Park.

GENERAL POLICIES

2.2.2 General policies context

The Government circular 2010 sets out a clear objective for National Parks to be beacons of sustainable development. If Government targets are to be achieved there needs to be a major shift in attitudes and awareness in terms of resource management and energy efficiency.

The Environment Act 1995 emphasises the importance of the economic and social well-being of communities to the long-term sustainability of the National Park and its special qualities. Sustainability underpins the whole of the PMP, therefore policies aimed at tackling issues such as transport, water, farming and tourism are dealt with in the sector-specific policy sections. The

management of the landscape is key to conserving and enhancing the special qualities of the National Park. A major challenge is therefore to find new and different ways in which economic activity can help to support this.

The South Downs National Park is the most populated in the United Kingdom. It is estimated that its population has increased by three per cent over the last decade. This means there is pressure to provide housing, services and facilities to meet the needs of local communities.

While pockets of deprivation exist, the majority of working people are well educated, high income earners who commute to London and other towns and cities. The main areas of deprivation in the National Park are associated with barriers to accessing housing and key services.

The majority of residents live in the market towns of Lewes, Petersfield, Midhurst and Petworth and the larger villages. These larger settlements provide essential services and facilities for their local residents, but importantly also for those from the surrounding rural areas where these services may not be available. Many rural communities have experienced a steady decline in community facilities and services, which has been highlighted as a key issue.

It is the intention of policies in this section to encourage communities to become more sustainable, where residents have better access to the housing, jobs, facilities and services they need locally, and to make them less reliant on private transport or lengthy journeys on public transport.

This section of the PMP also seeks the creation of more balanced communities (communities with a diverse range of age, socio economic and social groups). An important issue is that current property prices are above the national average and there are relatively low numbers of smaller homes, so accessing affordable housing is a challenge for those on lower incomes. This particularly impacts on young people and young families.

The issue of providing affordable housing in National Parks is reflected in English National Parks and the Broads: UK Government Vision and Circular 2010 ("the Government circular 2010"). It states at paragraph 76 that:

where feasible, to support each other, thereby retaining money within the local economy. Businesses could be assisted to add value to their products through the development of brands with agreed sets of criteria.

The recession and cuts in public sector finance were identified as significant issues for the economic growth of the area. Local Enterprise Partnerships (LEPs) are key to determining investment priorities that will support and sustain economic growth and create jobs within their local area. There are three LEPs that cover the National Park. The LEP strategies for growth will be the basis on which the Government allocates funding and determines how Government and EU Structural Funds will be spent. There is a need to ensure that these strategies for growth fit with National Park priorities in order to maximise funding for sustainable economic development. Lack of business support and training was also identified as an issue.

Apprenticeships can help to provide employment opportunities for young people, while business support is being provided at a more general level via specialist websites.

The UK Government has committed to reducing greenhouse gas emissions by 80% by 2050. The two main ways in which communities and businesses can contribute are through reducing energy needs and increasing the amount of energy created from renewable sources. The policies in this plan encourage renewable energy generation provided that it does not harm the special qualities of the area. Improving the energy efficiency of existing buildings also has great potential to reduce carbon dioxide emissions.

Policies relating to specific waste management facilities will be addressed by joint minerals and waste local plans being developed with the County Councils. Further information about the progress of these plans can be found on our website www.southdowns.gov.uk/planning. In line with the National Waste Strategy, the reduction of waste from communities and businesses will be a priority.

"The Authorities have an important role to play as planning authorities in the delivery of affordable housing. Through their Local Development Frameworks they should include policies that pro-actively respond to local housing needs. The Government recognises that the Parks are not suitable locations for unrestricted housing and does not therefore provide general housing targets for them. The expectation is that new housing will be focused on meeting affordable housing requirements, supporting local employment opportunities and key services."

This continues to be Government policy following the publication of the National Planning Policy Framework (NPPF) which states that Local Plans should meet objectively assessed needs, unless specific policies in the Framework indicate development should be restricted. Such policies are included in paragraphs 115 and 116 of the NPPF. These state that National Parks are to have the highest status of protection in relation to landscape and scenic beauty, that wildlife and cultural heritage should have great weight and that planning permission should be refused for major developments except in exceptional circumstances in the public interest. Therefore the focus for the PMP and subsequent Local Plan will be to provide for the affordable housing needs of local people.

There are an estimated 7,000 businesses located in the National Park providing employment for more than 58,000 people. Around 90% of these employ fewer than ten people. Although the main centres of employment are within the market towns, there are a significant number of rural business units and people working from home. This requires two issues to be addressed. The first is to provide a range of employment sites, to enable businesses to grow. The second is to enable access to high speed broadband, making it available even in the most rural areas.

The long term challenge is to encourage economic growth and development within the limits of the environment, and in doing so reduce resource use. There are widely recognised benefits to strengthening local supply chains, which help to retain money in the local economy.

As the National Park becomes better known there will be opportunities for businesses to gain advantage from being within it, and by working together

2.23 General Policies

Policy 47. Support the towns and larger villages in and around the National Park to enhance their vital role as social and economic hubs.

Policy 48. Maintain and improve access to a range of essential community services and facilities for communities in the National Park.

Policy 49. Housing and other development in the National Park should be closely matched to the social and economic needs of local people and should be environmentally appropriate, to support balanced communities so people can live and work in the area.

Policy 50. Increase the availability and speed of broadband within the National Park to facilitate business growth, encourage home working and improve quality of life.

Policy 51. Enhance local production by developing local economic supply chains and enabling businesses in the National Park to gain added value by linking their marketing activities to the special qualities of the area.

Policy 52. Attract additional funding that supports the creation and expansion of small and medium sized enterprises, in particular those that help sustain communities and enhance the special qualities.

Policy 53. Support training schemes and employment opportunities to ensure balanced communities in the National Park.

Policy 54. Promote opportunities for diversified economic activity in the National Park, in particular where it enhances the special qualities.

Policy 55. Support appropriate renewable energy schemes, sustainable resource management and energy efficiency in communities and businesses in the National Park, with the aim of meeting Government climate change targets.

Policy 56. Manage waste using the principles of a waste hierarchy from, in priority order, prevention, preparing for re-use, recycling and other recovery and disposal.

SHOWCASING AREAS OF DELIVERY

(Site based Initiatives)

Milland Community Shop

The community in and around Milland felt that not having their own local shop had taken the heart out of the community. Support from the Sustainable Communities Fund enabled the creation of the Milland Community Shop.

The now bustling shop has become a wonderful outlet for local products, thus supporting local business. In addition, its small café has become an important local meeting place. Having a local shop also reduces the need to travel and is more accessible to those with difficulty travelling.

Durleighmarsh Farm

This is a 300 acre farm, a major crop being asparagus. The farm has diversified into Pick Your Own and farm shop as well as hosting a small business/retail estate. Funding from the Sussex Downs and Low Weald Leader was obtained to diversify further by creating a tea room on site.

3. A Delivery Framework for the next 5 years

What this part of the consultation is all about

This part of the Partnership Management Plan is work in progress and we are really interested in your views

There are some areas of delivery shown that exist or are in the early stages of development and others that are proposals or just ideas for development.

We want to use this consultation to capture more information about what is being done to support our purposes and duty. No project is too small to matter, so please let us know about it.

The policies in this plan have been developed after a lot of consultation. But we need to know that there is the will to implement them during the next five years.

Please let us know not only whether you or your organisation supports them but whether you are prepared to do something to help deliver them. Policies that have little or no support will not be carried forward into the published Partnership Management Plan.

3.1 How will the PMP be delivered?

The Delivery Framework shows the action to be taken and how it will be monitored during the five-year period of the PMP.

The National Park Authority cannot deliver the outcomes on its own. Positive progress will depend on close partnerships and collaboration between the many organisations that administer, manage and influence the National Park. This must be linked to the involvement of local communities, businesses and residents.

Delivery plans will be built around partnerships, which may include new partners in addition to those shown in the following table in the appendix.

3.2 Making a difference - together

We need to develop and capture all scales of involvement however large or small.

Landscape-scale partnership initiatives will provide a focus, and underpinning principles, for joined up working over large areas of the landscape. These provide a framework for the many smaller community, volunteer and landowner projects that will be encouraged and supported to help deliver on a landscape-scale. Examples of the spatial projects are shown on the map on page 40.

Smaller scale delivery is very significant and their cumulative effect and will be important to the success of achieving the PMP outcomes. We want to capture as many of these projects as possible and will support, celebrate and share what Parish Council, voluntary and community organisations are doing for the National Park.

Appendix one outlines some of the key areas of delivery that are under development or existing and some ideas and proposals to consider.

3.3 Who is involved?

Key organisations involved in the day-to-day administration and management of the National Park are shown below. Many are statutory agencies with specific responsibilities and others have important interests in land management across the area.

Key statutory agencies that have a significant influence and a local role to play:

Natural England
Environment Agency
English Heritage
Forestry Commission
Highways Agency
Inshore Fisheries and Conservation Authority
Marine Management Organisation

Local Authorities that represent and are responsible for local community wellbeing:

Over 180 Parish and Town Councils
District and Borough Councils
County Councils and a Unitary Authority

Other examples of important stakeholders with influence and a role to play:

Sussex and Hampshire Wildlife Trusts
Royal Society for the Protection of Birds (RSPB)
National Trust
South Downs Society
Local Enterprise Partnerships
Utility Companies
Public transport companies

Key sectors or industries have a significant influence over the area:

Water
Farming
Forestry and Woodland
Tourism (Visitor Economy)
Transport
Education and learning

Against each area of delivery, organisations will be identified that are critical to success. This allows us to keep the framework relatively simple and manageable, but does not preclude any other organisations from becoming involved.

For the organisations that play a more significant role, delivery plans will be built around partnerships. The plans will highlight the role of those partners, what they agree to focus their energies on and how they will be measured.

3.4 How the delivery is prioritised

The policies have been developed to provide the direction and means to help tackle the key pressures facing the National Park. They were established during the engagement period of preparing this plan and based on the evidence, policy drivers and opinions expressed by the consultees. The priorities for the areas of delivery are:

- areas of delivery which deliver against multiple outcomes and policies;
- partnerships that lead to positive collaboration and added value;
- sharing of resources and information to create more efficient delivery;
- delivery that supports the National Park Authority's guiding principles.

The diagram on page 17 shows how various aspects of this PMP relate.

We will focus 80% of our collective effort on the matters contained in the framework, while encouraging and supporting other areas of delivery provided that it supports the two purposes and duty of the National Park. In some cases, delivery outside the park boundary will be required to provide positive impacts and to influence areas of delivery inside the National Park. Such delivery will therefore be included in this framework.

There are many plans or strategies that can impact on the SDNP. It will be important to understand these, and seek to influence them positively.

3.5 How the delivery framework is structured

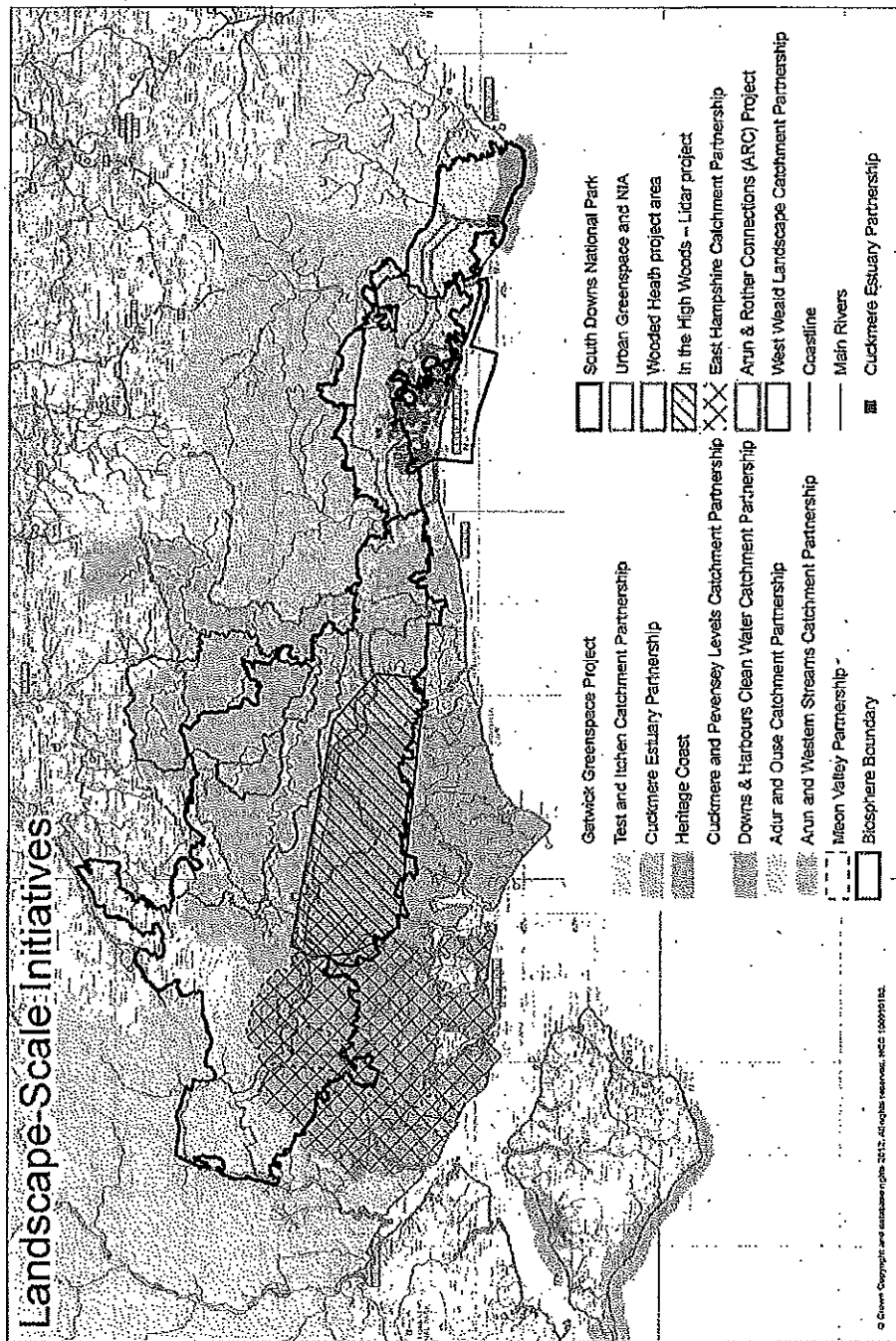
The framework will set out some of the known key activities, initiatives and projects (now to be called 'areas of delivery'). It is organised by the 11 outcomes and the table of Appendix 1 provides the structure and the typical information that may be included.

The areas of delivery can be broadly categorised into the following:

Category (Example)	Explanation
Spatial Initiatives (Nature Improvement Area)	Areas that cover a defined, yet significant geographic area
Themed Initiatives (Farmland Birds Initiative)	Initiatives based on a subject approach and usually park wide
Site Based Initiatives (Stammer Park)	Projects and initiatives in a specific location in a relatively small area
Supporting Initiatives (Higher Level Environmental Stewardship)	Things that underpin other delivery such as research, grants, guidelines or strategies

3.6 Map of Landscape-Scale delivery

This illustrates the various landscape-scale initiatives that are in operation or planned. These provide a spatial framework for other smaller projects and community initiatives. You can find out further information by clicking on the links. Not all of the catchment sensitive farming areas have been mapped.



- Links to information**
- [Test and Itchen](#)
 - [Cuckmere & Pevensey levels](#)
 - [Downs and Harbours](#)
 - [Adur and Ouse](#)
 - [Arun & Western Streams](#)
 - [Arun & Rother Connections](#)
 - [Getwick Greenspace](#)
 - [Cuckmere Estuary](#)
 - [Heritage Coasts](#)
 - [East Hampshire Catchment](#)
 - [West Weald Landscape](#)
 - [Meon Valley Partnership](#)
 - [Brighton Biosphere](#)
 - [Nature Improvement Area](#)
 - [Wooded Heaths](#)

4. MONITORING AND REVIEW

Notes for the consultation:

We are still developing this part of the plan. We have included key performance indicators, and we intend to monitor major partnership delivery on a regular basis through the NPA's Aspireview system. We do not intend to monitor delivery on smaller-scale projects in any detail, save for those which have been funded or part-funded by the Authority

4.1 Measuring progress and reviewing this Management Plan

The PMP will be replaced by an updated version every five years.

The effectiveness of this and subsequent five-year plans will be measured by indicators. Each outcome (linked to the Vision 2050) has one or more indicators, some with a suggested direction of travel.

Appendix I: Delivery framework table

Important notes for the consultation

This table is an early draft of the delivery framework. Many of these areas of delivery are existing partnerships or under development, but it is not complete. A few areas of delivery are just ideas or proposals at present, designed to help stimulate others to think about what might be needed over the next five years.

We have had feedback through many of our engagement activities, and this consultation is further opportunity for organisations to contribute to the delivery framework. While the NPA is leading many of the projects listed, we will be seeking to include more projects led by others in the future so we invite you to contribute more ideas and actual projects so we can build on this framework over the coming months.

Outcome 1 DRAFT FOR DEVELOPMENT

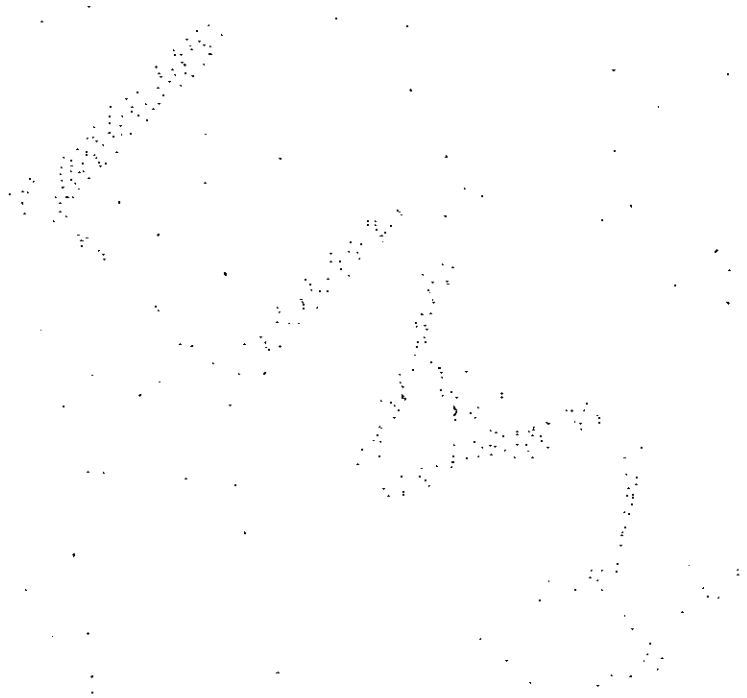
The Landscape Character of the National Park, its special qualities and local distinctiveness have been conserved by effectively managing the impacts of major development and small scale cumulative change

Contributing Policies:

56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
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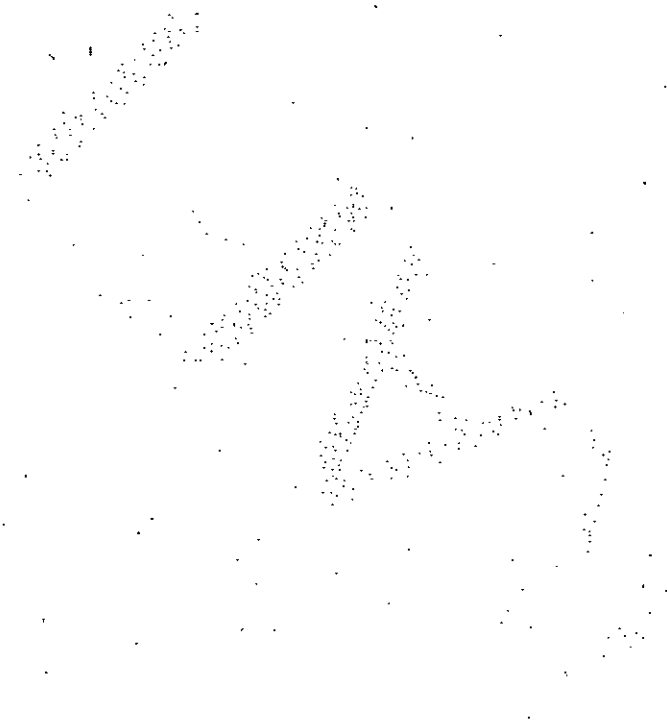
Areas of Delivery (Examples)	Key Partners (Lead in bold)	Output s	Other Outcomes Delivered
Existing or under development			
1 Dark Night Skies Mapping, Dark Night Skies status, guidance, highways lighting, new LED low spill technology, removing lighting, turning lights off campaign (also to save electricity)	NPA, CPRE, Local authorities, Highways Agency		4, 8
2 Highways Design and Signage (Partnership) <i>Signage clutter projects, design guidelines</i>	NPA: local highway authorities, Highways Agency		4, 5
3 Undergrounding Electricity Lines programme Specific location enhancements funded by Electricity companies	NPA, Scottish and Southern, EDF		4, 5
4 Influencing Major developments; Syngenta site, Fernhurst, King Edward VII, Bordon (impacts from outside), Toads Hole Valley (possible), Rampion offshore wind turbine development, Shoreham former cement works	NPA		2, 3, 4
5 Higher Level Environmental Stewardship Scheme (HLS) Jointly deliver the HLS and subsequent schemes using key targeting criteria as they develop and are agreed	NE, NPA, EA		2, 3, 4, 10, 11
6 Heritage Coast Develop a partnership and plan for the effective protection and management of this defined and heavily visited area (Links Local Plan and South Marine Plan)	NPA, Eastbourne, Wealden Lewes, ESCC, NT, EA, MMO		2, 3, 4, 5, 6, 8
Proposals or ideas requiring development and support			
7 Cumulative Landscape Change (Partnership proposed) Design guidance, advertising constraint policy, 'horsiculture' guidance delivered, innovative cumulative monitoring and input into Environmental Impact Assessments (Relates to visual and experiential tranquillity)	NPA and a range of partners		4, 5, 6
8 Enhancing Tranquillity (primarily noise) Whisper tarmac, illegal and irresponsible vehicle use of rights of way (See Pathwatch), reducing	Highways agency, Local authorities, NPA		4, 8

traffic volume and speeds, HGV sat nav re-programming, aviation routing



Outcome 2 DRAFT FOR DEVELOPMENT		56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
There is increased capacity within the landscape for its natural resources, habitats and species to adapt to climate change and other pressures																														Output TBC	Other Outcomes Delivered																										
Contributing Policies:																														Key Partners (Lead in bold)																											
Areas of Delivery (Examples)																														Environment Agency (EA)																											
Existing or under development																																																									
9 Cuckmere & Pevensey Levels Catchment Partnership	Cuckmere Estuary realignment, Upstream Cuckmere farming advisory project, Flood risk management strategy (FRMS)																													EA	1, 3, 4, 5, 6, 7, 8																										
10 Adur and Ouse Catchment Partnership	Lower Adur Strategy, Ouse Upstream project, Lower Ouse Strategy, FRMS																													EA	1, 3, 4, 5, 6, 7, 8																										
11 East Hampshire Catchment Partnership																														EA	1, 3, 4, 5, 6, 7, 8																										
12 Test & Itchen Catchment Partnership																														Arun & Rother Rivers Trust	1, 3, 4, 5, 6, 7, 8																										
13 Arun and Western Streams Catchment Partnership	Lower Tidal River Arun Strategy (Pulborough, Amberley, Waltham Brooks) Soil erosion projects, Arun & Rother Connections, FRMS																													NPA, EA, Natural England, Southern Water, South East Water, Portsmouth Water	1, 3, 4, 10, 11																										
14 Ecosystems approach / Payments for Ecosystem Services (PES)	Developing PES scheme with funding streams linked to the results of CAP Reform																													EA, Natural England, Southern Water, South East Water, Portsmouth Water, SDNPA	1, 3, 6, 8																										
15 Water resources and waste water management	Water Company Asset Management Plans, Water Resource Management Plans, National Environment Programme (NEP), Catchment Abstraction Management Strategies (CAMS)																													Sussex Inshore Fisheries and Conservation Authority, EA	3																										
16 Sussex Coastal Habitats Investigation Project	Fish surveys																													NE	1, 3, 4, 5, 6, 7, 8																										
17 Three Harbours Clean Water Partnership	Catchment Sensitive Farming initiative to enhance internationally important estuaries																													SDNPA, HVT, EA, WCC + others	1, 3, 4, 5, 6, 7, 8																										
18 Meon Valley Partnership	Work effectively in the catchment to make real improvements on the ground and promote consistent messages to the local community.																																																								
Proposals or ideas requiring development and support																																																									
19 Landscape-scale principles and targeting toolkit																														NPA, NE, EA	1, 3, 4, 5, 6, 7,																										

<p>20 Chalk Streams and Springs Initiative Rehabilitation and restoration programme and raising awareness of their importance</p>	<p>Sussex Wildlife Trust, NPA</p>	<p>8 1, 3, 6</p>
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Outcome 3 DRAFT FOR DEVELOPMENT
A well-managed and better connected network of habitats and increased population and distribution of priority species now exist in the National Park

Contributing Policies:		56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
Areas of Delivery (Examples)		Key Partners (Lead in bold)																												Outputs TBC		Other Outcomes Delivered																									
Existing or under development																																																									
21 South Downs Way Ahead Nature Improvement Area (NIA) – a chalk grassland focused project		29 partners including SDNPA , local authorities, Natural England, EA, water companies, farmers, NGOs and local community groups																														2, 6, 7, 8, 9																									
22 Arun and Rother Connections (Part of the Catchment Partnership) A wetland habitat restoration and reconnection project		Many partners including the RSPB and SDNPA																														2, 4, 6, 8																									
23 Priority Species Actions A wide range of priority species actions including (but not restricted to): Water vole, otter, sand lizard, barn owl, brown hairstreak butterfly, Duke of Burgundy butterfly, field cricket.		Many partners including Sussex Wildlife Trust , Hampshire Wildlife Trust , Butterfly Conservation , local Biodiversity Records Centres, farmers, local experts.																														2, 6, 8																									
24 Invasive Species Action Plan A strategy and action plan for the SDNP aimed at reducing negative impacts on biodiversity caused by invasive non-native species.		Many partners led by SDNPA and Sussex Biodiversity Records Centre																														2, 5, 6, 8																									
25 South Downs Farmland Birds Initiative A partnership project led by NE aimed at targeting HLS options within the SDNP to protect and enhance target populations of farmland bird species e.g. stone curlew, lapwing, grey partridge, corn bunting.		RSPB , BTO , SDNPA , NE																														2, 6, 8, 10																									
26 Sussex and Hampshire Local Nature Partnerships Local partnerships aimed at coordinating and promoting biodiversity conservation, and making links with other relevant sectors, initiatives and partnerships.		Many partners, led by Sussex Wildlife Trust and Hampshire & Isle of Wight Wildlife Trust																														6, 8, 10																									
27 West Weald Landscape Partnership Partnership aimed at restoring and reconnecting a matrix of woodland habitats within the West Weald landscape. The project delivers benefits for key species e.g. barbastelle bat.		Many partners led by Sussex Wildlife Trust																														2, 5, 6, 7, 8, 10																									
28 South Downs Wooded Heaths Partnership Partnership aimed at restoring and reconnecting a range of heathland habitats within the SDNP, and encouraging responsible use of heathlands.		Many partners led by the SDNPA																														2, 5, 6, 7, 8, 10																									

<p>29 South Downs Woodland & Forestry Partnership Provides support and advice to woodland owners to encourage better management of woodlands within the Park and aims to improve the viability of forestry industry through collaboration, economies of scale and development of markets</p>	<p>FC, SWT, WT, SDNPA</p>	<p>2, 7, 10</p>
<p>30 Upper Rother Restoration Project Focus on upstream catchment enhancement work</p>	<p>SDNPA, EA, Wild Trout Trust, ARRT</p>	<p>1, 2</p>
<p>31 Research into forest pests & diseases</p>	<p>Forest Research</p>	<p>2</p>
<p>Proposals or ideas requiring development and support</p>		
<p>TBC</p>		

Outcome 4 DRAFT FOR DEVELOPMENT

The condition and status of many cultural heritage assets and their settings (including monuments, buildings, towns and buried remains) is significantly enhanced, many more have been discovered and they contribute positively to local distinctiveness and pride

Contributing Policies:

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	
	Areas of Delivery (Examples)																																	Key Partners (Lead in bold)														Outputs TBC						Other Outcomes Delivered			
	Existing or under development																																																								
32 Conservation Area Appraisals & Management Plans	Up to date appraisals and management plans developed in line with a strategy, to reduce backlog of 130 conservation areas without such plans. These may be carried out alongside Neighbourhood Plans.																																																								
	SDNPA, local amenity societies, town/parish councils																																													1, 6, 8											
33. Heritage Crime initiative	Issues identified that threaten the National Park's heritage and partnerships developed to tackle these either across police forces, in local communities and park wide.																																																								
	SDNPA, English Heritage – other																																													6, 8											
34 Heritage at Risk programme	Results of "Buildings at Risk" survey appraised, strategy developed and action plans for individual places for groups of sites identified Archaeological sites and registered parks and gardens "at risk" to be prioritised, individual projects identified and partnerships developed (see example sites below)																																																								
	SDNPA, building preservation trusts and Architectural Heritage Fund, where appropriate, community groups																																													1, 6, 8											
35 Sites	Stammer Park and Home Farm Fernhurst Furnace																																																								
	Brighton & Hove City Council, SDNPA Fernhurst Furnace Preservation Group, SDNPA, English Heritage																																													1, 6, 8											
36 In the High Woods (Lidar) initiative	Lidar survey, interpretation, mapping, engagement & involvement																																																								
	SDNPA, Chichester District Council, Heritage Lottery Fund (tbc) plus National Trust, Sussex Wildlife Trust, Weald & Downland Open Air Museum, landowners and foresters, archaeology societies, local communities																																													1, 6, 7, 8, 9											
Proposals or ideas requiring development and support																																																									
37 Safeguarding Places of Worship initiative	New uses for Church buildings, etc Development work in progress summer 2013																																																								
	SDNPA – other partners in discussion																																													6, 7, 8, 10											

Outcome 5 DRAFT FOR DEVELOPMENT		56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
Contributing Policies:																														Outputs				Other Outcomes Delivered																							
Areas of Delivery (Examples)		Key Partners (Lead in bold)																												Outputs TBC				Other Outcomes Delivered																							
Existing or under development																																																									
38 Health & Well Being Establish Health and Wellbeing Partnership to coordinate health and wellbeing approach for the National Park, Local Authorities and other partners Run a series of Pilot 'getting people active' schemes, Link into GI and ANG to establish which activities are most appropriate to resolve certain health issues		SDNPA, Community Action Hampshire, Action in Rural Sussex, Newhaven Community Development Assoc.																																1, 3, 4, 6, 8																							
39 South Downs Way National Trail Improve visitor facilities and information Visitor Payback Project		SDNPA, VRS, HCC, ESCC, WSCC, NE																																6																							
40 Rights of Way Joint and consistent reporting on asset conditions Joint added value work e.g Serpent Trail signage and maintenance		SDNPA, HCC, WSCC, BHCC, ESCC SDNPA, WSCC and Volunteer Path Wardens																																8, 9																							
41 CRoW Access Land Falmer Road new bridleway path Making the most of CRoW Open Access in the South Downs		BHCC, SDNPA South Downs Society																																6, 8																							
42 Access for All - Sompriti project BAME inclusion project working with community groups across East Sussex with the aim of increasing Access for All opportunities and promoting health and wellbeing		SDNPA, Landowners NCDA SDNPA South Downs Society																																6, 8																							
43 Access for All - Grace Eye project Project working to increase opportunities for adults with learning disabilities to enjoy the benefits of accessing the SDNP using sustainable transport		Grace Eye Foundation Brighton Film School SDNPA																																6, 8																							
44 Weald and Downland Museum - Visitor hub project Development of new visitor centre and interpretation including better links with public transport		Weald and Downland Open Air Museum, SDNPA																																4, 6, 8																							

<p>45 Two National Parks LSTF Programme Programme of schemes and initiatives aimed at increasing the number of visitors travelling by non-car modes, including enhanced off peak bus services</p> <p>Sustainable Transport Solutions Grant Scheme</p> <p>Initiatives promoting use of rail network by communities and visitors</p>	<p>HCC, SDNPA, NFNPA and Local Highways Authorities, transport operators</p> <p>SDNPA</p> <p>Community Rail Partnerships/Southern Railway/South West Trains</p>	<p>8</p>
<p>46 Our Land - Website promoting sustainable rural tourism businesses in the 9 SE protected landscapes. Businesses have to show their commitment to the environment, community and how they celebrate the distinctiveness of their particular area.</p>	<p>SEPLs including SDNPA, Responsible Travel.com, Surrey County Council, tourism businesses</p>	<p>8, 10</p>
<p>47 Cycling infrastructure enhancements Shipwrights Way</p>		<p>TBC</p>
<p>48 Winchester & Heart of Hampshire Destination Management Partnership Visitor guide for the Hampshire area of the National Park</p>	<p>WCC, EHDC, SDNPA, Tourism South East</p>	<p>5, 6, 8, 10</p>
<p>49 Promotional materials Visit Midhurst website and Midhurst visitor guide</p> <p>Food & Drink Trail – leaflet promoting food & drink producers within the National Park encouraging longer visits to the area</p> <p>Hampshire Heritage Collection</p>	<p>Midhurst Tourism Partnership</p> <p>SDNPA</p> <p>Jane Austen House, Chawton Library, Gilbert White's House & Petersfield Museum SDNPA</p>	<p>6, 8, 10</p>
<p>Proposals or ideas requiring development and support</p>		
<p>50 Access for All – Miles without stiles</p>	<p>SDNPA</p>	<p>8</p>
<p>51 Cycling strategy</p>	<p>HCC, EHDC, FC, SDNPA</p>	<p>8, 9</p>

Outcome 6 DRAFT FOR DEVELOPMENT																					
There is widespread understanding of the special qualities of the National Park and the benefits they provide																					
Contributing Policies:																					
Areas of Delivery (Examples)											Key Partners (Lead in bold)										
Existing or under development											Outputs TBC										
52 Sense of Place Toolkit											5										
A web based toolkit available to tourism destination managers and businesses that describes the distinctive areas within the Park and images to help promote the area in a consistent manner																					
53 Our South Downs											8										
A project connecting children and young people with the Special Qualities of the National Park through diverse and inspiring outdoor learning experiences.																					
54 Learning portal											8										
An online portal bringing together resources, information, lesson plans, interactive games and widgets to bring learning to life across the National Park																					
Proposals or ideas requiring development and support																					
55 Code of conduct for large scale charity/competitive events																					
56 A South Downs National Park branded John Muir Award																					
An environmental award scheme focussing on discovering, exploring, conserving and sharing knowledge about the South Downs National Park. This scheme is open to all ages and will deliver an accreditation to participants.											6 5, 8										

Outcome 7 DRAFT FOR DEVELOPMENT

The range and diversity of traditional culture and skills has been protected and there is an increase in contemporary arts and crafts that are inspired by the special qualities of the National Park

Contributing Policies:

	56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
Areas of Delivery (Examples)	Key Partners (Lead in bold)																																Outputs TBC	Other Outcomes Delivered																						
Existing or under development																																																								
57 Songs of the South Downs (SDS) Sharing oral tradition of South Downs folk music with non-singers to sustain a living heritage and to perform and record these songs.	South Downs Society, song group, participants – new group South Downs Singers, HLF																																	6, 8, 9																						
58 Springline project Proposal to investigate and celebrate the water resources of the South Downs through visual arts and poetry/prose to a wider audience. Can use resources in museums and heritage to consider how people used to gather, treat and consume water.	Artist-led proposal – could work with Arts Council (tbc), water companies, SDNPA, local communities, heritage sites																																	2, 6, 8, 9																						
59 Battle of Lewes 750th anniversary 2014 anniversary marked by a wide range of events and activities including re-enactment, festival of events in Lewes, commissioned play written and performed by creative people,	Battle of Lewes group, Lewes Town Council, Lewes district Council, Sussex Archaeological Society, The Company (theatre group), local writer, et al.																																	4, 5, 6, 8, 10																						
Proposals or ideas requiring development and support																																																								
60 Buildings at Risk Survey has shown a number of structures for which there is no economic use but which require repair to ensure they survive, such as churchyard tombs, flint boundary walls etc. Such work would also provide training in traditional building skills, provide volunteering opportunities and could use local businesses. Project needs to be developed – idea stage.	SDNPA, heritage bodies, businesses with skilled labour, amenity groups, building preservation trusts - tbc																																	4, 6, 8, 10																						
61 National Park promotion of open door / studios for arts Joint and cross-marketing of the various open door events across the Park and promoting a sustainable travel message	SDNPA, local authorities, local groups of artists																																	8, 9, 10																						

Outcome 8 DRAFT FOR DEVELOPMENT

More direct action and responsibility is taken by visitors and residents to conserve and enhance the special qualities and use resources more wisely

Contributing Policies:

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Areas of Delivery (Examples)	Key Partners (Lead in bold)	Outputs TBC	Other Outcomes Delivered
Existing or under development			

<p>62 Community Planning Toolkit Develop a toolkit to provide guidance and information to support communities in developing effective, high quality CLPs. The toolkit will ensure that CLPs produced in the National Park are representative and of a high quality suitable for influencing decision making by NPA, Local Authorities and other partners</p> <p>Develop a shared CLP support programme. Coordinating the support offered by different partners across the National Park to ensure a consistent support package is offered regardless of which organisation offers support</p> <p>63 Neighbourhood Plans Support the key settlements in the National Park to produce Neighbourhood Plans to provide finer detailed policies to complement more strategic existing planning policy.</p> <p>64 Volunteering Diversifying volunteering roles and opportunities in support of National Park purposes</p> <p>65 Travel Behaviour Discover another way... travel behaviour change campaign aimed at encouraging visitors and residents to make sustainable travel choices</p> <p>Proposals or ideas requiring development and support</p> <p>66 Coordinated funding programme (CLPs) To support the production of CLPs across the National Park, working with all eligible partner organisations to make best use of limited resources to produce the highest quality CLPs</p>	<p>SDNPA Action in Rural Sussex Community Action Hampshire County Councils Action for Communities in Rural England</p> <p>SDNPA, Local Authorities, Parish Councils, Community Action Hampshire, Action in Rural Sussex</p> <p>SDNPA, Local Authorities, Parish Councils, Rural Community Councils</p> <p>South Downs Volunteer Ranger Service SDNPA Other organisations offering volunteering opportunities SDNPA, Local Highways Authorities and Transport Operators</p> <p>SDNPA, Local Authorities, Parish Councils, Community Action Hampshire, Action in Rural Sussex</p>	<p></p> <p></p> <p>9</p> <p></p> <p>1, 3, 4, 5, 6, 7</p> <p>5</p> <p></p> <p>TBC</p>	<p>6, 9</p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>
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<p>67 Local Community projects Develop a comprehensive community needs database setting out all local community aspirations in the National Park. The database will be used to inform future external funding bids and guide the allocation of SDNPA and partner resources to meet local needs.</p> <p>Enhance the current Sustainable Community Fund, providing advice and guidance to ensure all community projects contribute to achieving the vision for the National Park and support the delivery of the Partnership Management Plan</p>	<p>SDNPA Parish Councils</p>	<p>I, 4, 6, 9</p>
<p>68 Celebrating and supporting small projects Develop a web based tool to enable smaller projects from organisations, communities and volunteers to be promoted, celebrated and encouraged</p>	<p>SDNPA</p>	<p>TBC</p>
<p>69 Adopting / Endorsing existing Community Led Plans (Supplementary Planning Documents) Review current Community Led Plans (CLP) produced across the National Park (Village Design Statements, Local Landscape Character Assessments, Parish Plans and Neighbourhood Plans) and assess which plans are eligible for adoption as Supplementary Planning Documents (SPD).</p> <p>Establish a formal process for commenting, considering and adoption of CLPs as supplementary planning documents</p>	<p>SDNPA All Local Planning Authorities Action in Rural Sussex Community Action Hampshire</p>	<p>I, 6, 9</p>

Outcome 9 DRAFT FOR DEVELOPMENT
Communities and businesses in the National Park are more sustainable and there is better access to essential services and facilities

Contributing Policies:	56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
Areas of Delivery (Examples)	Key Partners (Lead in bold)																								Outputs TBC				Other Outcomes Delivered																											
Existing or under development																																																								
70 South Downs National Park Local Plan Adoption of the South Downs Local Plan and associated policy to support local communities identify and deliver against local housing needs	Neighbouring Local Planning Authorities, SDNPA																												1, 8, 10																											
71 Development of the Infrastructure Delivery Plan Create a comprehensive Infrastructure Delivery Plan which sets out community infrastructure needs, which could potentially be delivered through funding collected by the Community Infrastructure Levy (Developers Contributions)	County Councils, EM3 - Rural broadband Group, District Councils, SDNPA, Businesses																												2, 4, 5, 8, 10																											
72 Sustainable Communities Funded projects The SCF budget will be used to support appropriate community development schemes that seek to maintain, create or re-open essential community services locally.	SDNPA																												Potentially all																											
73 Enhance transport Evening and weekend bus services -- (see LSTF) Community transport	County Councils, bus and community transport operators, SDNPA																												5																											
Proposals or ideas requiring development and support																																																								
74 Develop Community Land Trusts (CLT) Develop CLT to own and manage community assets, including local services and housing	Rural Community Councils, SDNPA																												1, 6, 8																											
75 Sustainable Business Partnerships																																																								
76 Community Right to Build (CRTB) The Community Right to Build allows local communities to undertake small-scale, site-specific, community-led developments. The new powers give communities the freedom to build new homes, shops, businesses or facilities where they want them, without going through the normal planning application process. The CRTB is subject to the same controls as Neighbourhood Planning.	Parish Councils, Rural Community Councils																												8, 10, 11 5, 8, 10																											

Outcome 10 DRAFT FOR DEVELOPMENT

A diverse and sustainable economy has developed which provides a wide variety of business opportunities, employment and services amongst which are those that are positively linked with the special qualities of the Park

Contributing Policies:

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56
	Key Partners (Lead in bold)																																						Output	Other Outcomes Delivered																
Areas of Delivery (Examples)	s																																						TBC																	
Existing or under development																																																								
77 Broadband – BDUK roll out Installation of superfast broadband to at least 95% of premises and a minimum of 2megabits per second to 100% of premises	County Councils																																							9, 11																
78 Broadband pilots - Superfast Installation of superfast broadband via other forms of technology to rural business clusters or communities	EM3 LEP, WSRP																																							9, 11																
79 Inward investment – LEP Growth strategies	C2C, EM3 & SE LEP																																							9, 11																
80 Finance for Growth Seminars	EM3																																																							
81 West Sussex Business Retention and Inward Investment website	WSCC																																																							
82 East Sussex County Council Rural Growth and Employment Fund (RuGEF)	ESCC																																																							
83 Leader - Development of bids for next round of Leader funding																																								9, 11																
Fieldfare Local Action Group (LAG)	WCC, EHDC, SDNPA																																																							
Sussex Downs & Low Weald LAG & Three Harbours & a Coastal Plain LAG	WSCC																																																							
84 Strengthening local supply chains Food & Drink Festivals	Hampshire Fare Horsham District Council																																							8, 9																
85 Routes to Market Training for food and drink businesses to improve their marketing	Chichester University - Brinsbury College The Southern Co operative																																							9, 11																
Proposals or ideas requiring development and support																																																								
86 Brand and Identity Development of South Downs National Park brand and criteria for use by businesses in the Park	SDNPA																																							8																

Outcome 1 | DRAFT FOR DEVELOPMENT

Widespread opportunities exist for skilled employment and livelihoods, in enterprises that are based on the special qualities of the National Park

Contributing Policies:

	56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
	Other Outcomes Delivered																									Output		Other Outcomes Delivered																												
																										s		TBC																												
	Key Partners (Lead in bold)																																																							
Existing or under development																																																								
87 Business Advice portals																												10																												
'Be the Business'																																																								
88 Business Networks																												9, 10																												
89 Wheels to work																												9, 10																												
Proposals or ideas requiring development and support																																																								
90 Apprenticeships																												7, 9																												
																												Plumpton College Wealden District Council																												

ACRONYMS

ARRT	Arun and Rother Rivers Trust	SDW	South Downs Way
BHCC	Brighton & Hove City Council	SE LEP	South East Local Enterprise Partnership
BTO	British Trust for Ornithology	SEPLs	South East Protected Landscapes
CAMS	Catchment Abstraction Management Strategy	SWT	Sussex Wildlife Trust
CLP	Community Led Plan	TBC	To Be Confirmed
CPRE	Campaign to Protection of Rural England	VRS	Volunteer Ranger Service
CtoC	Coast to Capital	WCC	Winchester City Council
EDF	EDF Energy	WSCC	West Sussex County Council
EHDC	East Hampshire District Council	WSRP	West Sussex Rural Partnership
EIAs	Environmental Impact Assessments (Can also mean Equalities Impact Assessment, but not in this plan)	WT	Woodland Trust
ESCC	East Sussex County Council		
FC	Forestry Commission		
FRMS	Flood Risk Management Strategy		
HCC	Hampshire County Council		
LEP	Local Enterprise Partnership		
MMO	Marine Management Organisation		
NCDA	Newhaven Community Development Association		
NE	Natural England		
NFNPA	New Forest National Park Authority		
NGOS	Non Governmental Organisations		
NPA	National Park Authority		
NPPF	National Planning Policy Framework		
PMP	Partnership Management Plan		
RSPB	Royal Society for the Protection of Birds		
SDNPA	South Downs National Park Authority		

GLOSSARY

Access for All	Provision of access opportunities for all people listed in the Equalities Act, 2010	Chalara Fraxinea	Ash dieback fungus
Affordable Housing	Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households.	Coastal Defence Policy	To reduce the risk to people and the developed and natural environment from flooding and coastal erosion by encouraging the provision of technically, environmentally and economically sound and sustainable defense measures
Agri-environment	A mechanism by which landowners and other individuals and bodies responsible for land management can be incentivised to manage their land in a manner sympathetic to the environment	Community Infrastructure Levy	A new levy that local authorities can choose to charge on new developments in their area. The money can be used to support development by funding infrastructure that the council, local community and neighbourhoods want
Ancient Woodland	Woodland that has been in existence continuously since 1600 or earlier, based on its flora	Community Led Plans	A plan produced by the local community setting out their aspirations for the future of their town or village. A range of plans exist to deal with different aspects of community life.
Anaerobic Digestion	A collection of processes by which microorganisms break down biodegradable material in the absence of oxygen	Community Strategies	A community strategy sets out a strategic vision for a particular area such as a District, Borough or County Council. The community strategy is a partnership document and guides the work and allocation of resources of any organisation working in that area. The strategy will promote a long term vision for improving the economic, environmental and social wellbeing of an area.
Aquifer	Underground layer of water-bearing permeable rock or unconsolidated materials (gravel, sand or silt) from which groundwater can be extracted	Conservation Area	Designated for their special architectural and historic interest and identified to improve their management within the planning system
Balanced Communities	A community with a range of people from different ages, social and economic backgrounds. Balanced communities are often a result of the provision of a good mix of housing types and tenures.	Cultural Heritage	The evidence for how people used to live – both physical features such as archaeological sites and finds, buildings, fields and settlements, and intangibles such as folk traditions and work by creative people.
Bridleway	A public right of way that may be used for horse riding, walking or cycling. Cyclists should give way to pedestrians and horses.	Dark Night Skies	Areas with little or no light pollution where you can see many stars on a clear night
Business Link	No longer in operation, this was a government-funded business advice and guidance service in England	Ecosystem Services	These are the benefits we get from nature and culture - the services provided by the natural environment that benefit people. Described in four categories: Regulating (eg flood protection), Supporting (eg soil formation), Cultural (eg health and well being) and Provisioning (eg water and food)
Catchment Scale	Areas on a large scale, covering all of the area where rainfall will eventually feed into a river or aquifer system	Environmental Stewardship	An agri-environment scheme that provides funding to farmers and other land managers to deliver effective environmental
Category Five Protected Landscape Area	A protected area where the interaction of people and nature over time has produced an area of distinct character with significant ecological, biological, cultural and scenic value; and where safeguarding the integrity of this interaction is vital to protecting and sustaining the area and its associated nature conservation and other values		

EU Structural Funds	management on your land	Local Strategic Partnership	community
Farm Diversification Gateways	European Union Funding Programmes which aim to reduce regional disparities in terms of income, wealth and opportunities	Marine Conservation Zone	Non-statutory body that brings together the different parts of the public, private, voluntary and community sectors, working at a local level
Geodiversity	Adding new business activities to traditional farming to improve economic viability	Neighbourhood Plan	Being established to protect nationally important marine wildlife, habitats, geology and geomorphology
Heritage at Risk	Key strategic points from which visitors can get access to the National Park in sustainable ways	Open Access	A plan that can set out where development will go and what development could look like in a particular area. The production of a Plan will be led by Parish or Town Councils but it needs the involvement of the local community
Heritage Crime	The variety of the rocks, minerals, fossils, soils and landscapes which gives us locally distinctive building materials, evidence of the earth's story to investigate and many other resources.	Plantations on Ancient Woodland Sites	Unrestricted access designated areas of land under CROW Act
Higher Level Stewardship	English Heritage of important designated sites and buildings that are most at risk of being damaged or lost	River Basin Management Plans	Woodland that was felled and then replanted with forestry plantations (often, but always, conifers)
Landfill Tax	Criminal damage to heritage, such as stealing lead from churches, unauthorised changes to listed buildings or digging for treasure on scheduled monuments	Rural Growth Funds	The River Basin Management Plans describe the river basin district, and the pressures that the water environment faces. It shows what this means for the current state of the water environment in the river basin district, and what actions will be taken to address the pressures
Landscape Character Assessment	Ten year agreements aimed at delivering significant environmental benefits in priority areas.	Sandford Principle	Funding made available from Defra through the RDPE for businesses to support economic growth and job creation in the rural areas
Listed Buildings	A tax on the disposal of waste. It aims to encourage waste producers to produce less waste, recover more value from waste, for example through recycling or composting and to use more environmentally friendly methods of waste disposal	Sense of place	Where irreconcilable conflicts exist between conservation and public enjoyment, then conversation interest should take priority
Local Enterprise Partnerships	Identifies the important assets and characteristics of the different landscape types and a framework for understanding the impacts of change upon this character	Shoreline Management Planning	A characteristic or distinctiveness that places have that creates a feeling or perception by people. Can lead to human attachment and belonging
Local Plan	These are in one of three categories and each marks and celebrates a building's special architectural and historic interest, and also brings it under additional considerations in the planning system	Sustainable Communities	Large-scale assessment of the risks associated with coastal processes and helps reduce these risks to people and the developed, historic and natural environments. Coastal processes include tidal patterns, wave height, wave direction and the movement of beach and seabed materials
	A partnership between local authorities and businesses set up to determine local economic investment priorities, in order to support and sustain economic growth and create jobs within their local area.		Grant that any partnership, voluntary group or other not for profit organisation can apply for if they believe their project
	The plan for the future development of the local area, drawn up by the local planning authority in consultation with the		

75

Fund brings social, environmental, economic or cultural benefits to a community within the National Park

Visitor Days The total number of days spent in the national park by both staying and day visitors

Water Framework Directive Integrated river basin management that sets targets for member states to improve the chemical and ecological quality of water

Introduction

The Partnership Management Plan for the South Downs National Park is the most important strategic document for the area – its landscapes, people, wildlife and businesses.

Many of you may already have been involved with helping us shape this document, either through surveys, workshops, sending us a 'Postcard for the Future', contributing to the on-line forum or talking to us at shows and events.

For others it may be the first time you are reading this material, and this will be a chance to see if you agree with the work that has gone before.

The Special Qualities and the Vision

We have already established what it is about the National Park we cherish – the 'special qualities'. These special qualities were then used as the basis for the State of the Park Report that paints a picture of the Park as it is now. Many of you also helped to shape the Vision for the South Downs 2050 which sets out how we would like the National Park to look and feel in the long term.

Using these as building blocks we then worked to produce sets of policies to guide the work we all need to do over the next five years to achieve the vision.

We have tested these policies through surveys and workshops and have been able to make modifications as a result.

The document that accompanies this survey is the latest draft of the Partnership Management Plan, on which we are now seeking your views before it is agreed.

How the survey is laid out

The survey will be divided into three sections

- The first section will ask a broad question about whether the overall draft Partnership Management Plan is easy to follow and provides appropriate guidance to achieve its long-term vision.
- The second section will allow you to make comments on the issues identified in the draft Partnership Management Plan and the policies included in it.
- The third section is important because it will ask about the way the draft Partnership Management Plan will be delivered and in particular the part you might play in this.
- Finally you will have the chance to make any other comments about the draft Partnership Management Plan not covered in the previous questions.

The survey will remain open until midday on Monday 16th September and you can return to it at any stage from the same computer to finish or amend your response at any point up until this time.

Question one: To start the survey please give your name

Question two: Are you responding as an individual or an organisation

Question three: If you are responding as a representative of an organisation, please tell us its name

Question four: Please tell us your postcode.

Section One. Do you understand the draft Partnership Management Plan and does it provide appropriate guidance?

We have sought to lay out the draft Partnership Management Plan in a way that follows a logical sequence:

- Section one 'Setting the Scene': background information, the special qualities and vision for the National Park
- Section two 'The outcomes and how they will be delivered': contextual information and policies
- Section three 'The delivery framework': actions on the ground
- Section four 'Monitoring and review': how progress will be measured

Question five: Please rate your level of agreement with the following statement: (in answering this question please bear in mind that the final version will be professionally edited, designed and illustrated)

"The draft Partnership Management Plan is easy to understand and sets out clear steps towards its long-term vision"

- strongly agree
- agree
- disagree
- strongly disagree

Please use this box to make suggestions on how the draft Partnership Management Plan can be easier to understand and follow.

Section Two. Have the correct issues been identified and will the policies provide the right steer?

Our engagement activities generated a long list of potential issues the National Park could tackle.

The draft Partnership Management Plan has sought to focus on those which are significant and urgent, and where collective action can make a difference over the next five years.

In section two of the draft Partnership Management Plan each group of policies is accompanied by some contextual information, which provides some basic facts and the current situation and key areas that need to be addressed.

Then, for each area we have proposed a set of policies to guide the work of many types of organisations over the next five years.

Question six: Please rate your level of agreement with the following statement:

"For each area in section two of the draft Partnership Management Plan the priority issues have been correctly identified in the context section"

- strongly agree
- agree
- disagree
- strongly disagree

If you have disagreed or strongly disagreed with this statement please use this box to tell us what issues you felt should have been included at the expense of others, quoting any supporting evidence you may have.

Question seven: Please rate your level of agreement with the following statement:
"For each are the sets of policies provide a clear steer to guide work over the next five years"

- strongly agree
- agree
- disagree
- strongly disagree

Please use this box to tell us of any changes you feel need to be made to the policies, or what additional ones are needed.

Section Three. Delivering the Management Plan

Sections three and four of the draft Partnership Management Plan set out how the plan will be delivered and monitored.

Question eight: Please rate your level of agreement with the following statement:
"The delivery framework links with the other sections of the draft Partnership Management Plan and is a clear way to show and monitor activities that contribute to its vision"

- strongly agree
- agree
- disagree
- strongly disagree

If you disagreed or strongly disagreed with this statement, please use this box to let us know how you think this section could be improved

Question nine: We have shown a number of partnerships and possible ones in the draft plan, please use this box to tell us what you are prepared to do to support any of these, quoting the reference number of the partnership and the type of support you could offer in your response.

Any other comments?

Question ten: Please use this box if you have any other comment on the draft Partnership Management Plan:

About you

Please provide the following information about yourself.

(Personal information you provide will only be used by the South Downs National Park to administer the consultation process and will not be made publicly available. You have the right to ask for a copy of the information we hold on you, and if you wish to see a copy contact the Data Protection Officer by email at anne.rehill@southdowns.gov.uk or send in your request to the Data Protection Officer, South Downs National Park Authority, Hatton House, Bepton Road, Midhurst, West Sussex GU29 9LU. You also have the right to have inaccuracies corrected please contact us if you find that your information is inaccurate).

Question eleven: Gender

- male
- female

Question twelve: How old are you?

Under 16

16-24

25-50

51-65

65+

Question 13: Do you consider yourself to be part of a minority ethnic community?

Yes

No

Question 14: Do you have a long standing health issue or disability that limits your daily activity?

Yes

No

Question 15: How did you learn about the public consultation?

From the South Downs National park Website

From the South Downs on-line forum

From twitter or facebook

From an advertisement in a newspaper or magazine

From an article in a newspaper or magazine

From our promotional postcard

From a poster in a library

From a poster on a parish noticeboard

Directly by e-mail

Other (please specify)

Question 16: If you would like a record of your consultation response please leave your e-mail address or postal address and a copy will be sent to you.

Thank you

Thank you for taking part in this survey.

Your views will help us take the Partnership Management Plan forward to its final stages.

A report on the public consultation results will be posted on the website this autumn once all the responses have been analysed.



Seaford Town Council

Report 61/13

Agenda Item No:	10
Committee:	Council
Date:	15 August 2013
Title:	National Association of Local Councils – A New Future – developing the Strategy
By:	Sam Shippen, Town Clerk
Wards Affected:	All Seaford wards
Purpose of Report:	To advise on a consultation by NALC on their future strategy

Recommendations

You are recommended:

- 1. To consider a response on behalf of Seaford Town Council to the NALC draft Strategy.**
-

1. Information

- 1.1** Members may be aware that there has been recent criticism, particularly from some councils in the South East that NALC are not serving member councils well. This associated with the fact that the NALC Chief Executive is due to retire in the coming months has lead to a strategic review being undertaken by NALC.
- 1.2** A draft of the Strategy is attached at Appendix A, with a grid for feedback at Appendix B.
- 1.3** Feedback is requested by 31 August 2013.
- 1.4** It is suggested that either a response is formulated at the meeting, or otherwise delegated responsibility to respond be given to the Town Clerk in consultation with a nominated group of councillors who are able to formulate a response

2. Financial Appraisal

There are no immediate financial implications as a result of this report.

3. Contact Officer

The Contact Officer for this report is Sam Shippen, Town Clerk.

Town Clerk

A NEW FUTURE: developing the strategy

Draft for consultation

Introduction

This draft Future Strategy has been prepared by the Strategy Group established by the Executive Committee. The Group consists of all the members of the Executive Committee and the Chairmen of the Finance and Policy Committees, supported by the Chief Executive.

The Executive Committee is determined to

- **achieve a new and effective strategy for the National Association and the sector as a whole**
- **ensure that the strategy is delivered successfully**
- **secure a new culture of unity and co-operation.**

All initiatives will be contained in a Strategic Plan and Implementation Programme, with quantified objectives and based on targets and outcomes, and with clear monitoring and reporting systems.

The immediate next steps will be:

- *Consideration of this Draft Strategy at National Council in July*
- *Circulation of the Draft Strategy to County Associations and all member councils for consultation and consideration, between July and October*
- *Finalisation of the Draft by the Strategy Group and Executive Committee*
- *Final approval by National Council in October*
- *Preparation of the Implementation Programme for National Council December 2013*
- *Full implementation from April 2014*

The task

Our task is to

- Assess what we do, at all levels
- Determine our priorities
- Identify quantifiable outcomes
- Determine how to deliver these outcomes
- Work within available resources

Key objectives

There are three key objectives, the foremost of these is

- **Delivering quality services to County Associations and member councils**

The other key objectives are

- **Creating new local councils and aiding membership growth**
- **Promotion and representation**

These three objectives will form the basis for a new culture in our sector, with the National Association, County Associations and member councils all working together with common purpose.

1. Objective 1: Delivering high quality services

- 1.1. We need to review current priorities in service provision to assess what our councils need, both at National and County Association level.
- 1.2. We will ensure that all services to members are prompt and effective.
- 1.3. The general principle for service delivery will be that
 - o NALC will provide national initiatives, general frameworks, guidance and advice
 - o County Associations will provide primary service delivery and support to councils.
- 1.4. It is to be understood that not all County Associations will need to provide all services themselves. They could be outsourced to other County Associations or agencies as may be effective for members.
- 1.5. Current arrangements for 'Direct Access' councils will continue.
- 1.6. The National Association will provide legal services, policy advice, information bulletins and publications, and improvement & development initiatives; these in turn will be delivered locally by County Associations. Each County Association will of course continue to provide any additional services and support which it may choose to offer to both its members and to other County Associations as appropriate. It is to be understood that the NALC legal service is multifaceted in providing briefing notes, assessments of Government legislation, and detailed legal advice to members through their County Association. Some County Associations use additional local legal services to supplement their services to members.
- 1.7. We will:
 - o sustain our work in providing support in the core service areas of policy, improvement and development, legal advice and support, accounts and audit support and information, publications and communications.
 - o ensure that there is effective operational consideration of how best to deliver these services:
 - by NALC
 - by County Associations, particularly where services need local delivery
 - outsourced from commercial organisations
 - as part of Government-based initiatives with partner organisations
- 1.8. assess and consult on new support services including:
 - planning advice, including information and regular updates
 - property management (both buildings and facilities)
 - commissioning services
 - business planning (with templates/toolkits)
 - risk assessment and good practice
 - human resources and employment
 - guidance on mediation
 - IT development, guidance and promotion
 - income generation (including guidance on bidding)
 - local lobbying and campaigning
- 1.9. develop more national and regional workshops and seminars on specific policy or practitioner issues for delivery by County Associations and by NALC.
- 1.10. ensure that there is a clear statement of 'who does what' in our delivery of services at all levels.
- 1.11. ensure that there is a comprehensive information base about membership and electorate numbers and a scheduled review of all publications, notes and the like.

2. Objective 2: Creating new local councils

- 2.1. This is an objective of crucial importance and we regard it as a major initiative in its own right. Two thirds of the electorate live in (primarily urban) areas without any town, parish, community or neighbourhood council. It is a sustainable way of ensuring growth and increased influence for our sector. Devolution to the local level is supported by all the major political parties.
- 2.2. Successful achievement of this objective is of prime strategic importance. It would provide:
 - empowered communities
 - greater weight for the sector and its organisations
 - increased income
 - a radical change in the composition of the sector and its organisations.
- 2.3. Creating new councils has been a key objective for many years, with hundreds of new councils formed, especially in urban areas and as a consequence of the shift to unitary principal authorities.
- 2.4. The Government is highly committed to this initiative. While it will not impose a 'top-down' requirement on communities, it is very keen to support communities in developing a new local council. Ministers have already stated their position and a new Government national programme to support the creation of new local councils is expected to be announced shortly.
- 2.5. To pursue this objective, we will:
 - work with CLG and Cabinet Office for this objective
 - aid County Associations working with District and Unitary Councils
 - assist effective lobbying of local MPs
 - support the development of local teams to campaign and support communities and new councils
 - seek to reduce or eliminate current restraints at principal authority level
 - work to change current attitudes in some principal authorities
 - work with the LGA as appropriate
 - provide national co-ordination and support

3. Objective 3: Promotion and representation

- 3.1. It is an important function of the National Association to promote the local councils sector, with appropriate lobbying and campaigning.
- 3.2. We have had a successful political programme for over twelve years, building the profile of the sector and the National Association from one of near obscurity to being part of every political party's objectives. Major legislative change and new powers and a much improved positioning of the sector across the political spectrum has been achieved.
- 3.3. While need to sustain our current position on the political agenda, using targeted approaches, it is time to build better and more effective services for our members.
- 3.4. We will:
 - sustain our engagement with Government
 - sustain our work with the political parties and those preparing their manifestos and future policy programmes
 - demonstrate our effectiveness by promoting our achievements
 - develop public awareness of local councils
 - seek Government support for public promotional activity
 - ensure co-ordination and cohesion in promotional and political activities at NALC, County Association and member council levels
 - ensure that all member councils are fully aware of the issues of the day and able to participate more effectively in the development of policy and its implementation
 - ensure effective communication in promotion and representation at all levels
 - ensure that our policies are developed democratically, with full participation and consultation, and member-led
 - ensure we have national political unity, at all levels, in our external representations
 - work with new partners, especially Third Sector organisations and the business sector, for sponsorship, joint working and research, especially in the areas of community development, planning and housing, community safety and economic development.
 - consider the scope, and our capacity, for greater links with the European Commission, particularly in relation to programmes and funding
 - expand our promotional work with the media
 - expand our programme of high-profile events

4. Resources

- 4.1. This strategy is based on working within available resources; but resource generation is an area of fundamental importance if new initiatives are to be delivered.
- 4.2. We will seek new income generation, including
 - New and funded Government programmes on specific initiatives (*there is currently progress on the SCA, community budgeting and, particularly the creation of new councils*)
 - New events and conferences, both general and on specific policy and practitioner issues
 - Commercial sponsorship
 - Joint initiatives with the business sector, particularly in housing, planning and economic development
 - Joint working with national Third Sector bodies on initiatives for community development

- More profitable outcomes from publications
- Securing improvement and development funding from Government (a proportion of the 'top sliced' funding available to the LGA)
- Possibly securing rental income from better use of property assets.

5. Changing our culture and process

- 5.1. While many of our councils have made huge modernising steps forward, many still operate according to the traditional role of a parish council, not fully developing their potential with their community. This needs to be addressed through improvement and development initiatives.
- 5.2. At county level, there is diversity among County Associations, in both levels of resource and operational capacity. Some have radically modernised their operations, moving to more of a business model; others still operate in a very traditional way. Some County Associations are under resourced and should be encouraged to take services from neighbouring County Associations whilst still maintaining their independent County identity. Clearly direct subsidies are not appropriate but monies and resources could be diverted from NALC to support such initiatives as it is generally in those areas where membership growth needs positive assistance to secure the future and vibrancy of the sector. It should be a major objective of NALC to see healthy and strong County Associations. New models of support, including opportunities for income generation, as already evidenced by some County Associations, for County Associations need to be developed and rolled out; and new meaningful Service Level Agreements are needed at all levels.
- 5.3. At the National Association level, we will concentrate on service delivery and operational working. Once the strategic objectives and programme of initiatives are clear, and are operational, then that will be the time to review our democratic structures aimed at providing a simplified and streamlined arrangement with flexible and dynamic leadership functions fit for this century. More attention needs to be spent on services and developing the entire sector, rather than in looking inwards at structure; too much time has been spent by the leadership on this over the past few years.
- 5.4. We also need much greater ease and frequency of communication, including through a developed website, with County Associations and member councils. The key principle should be that all elected members and officers, at national, county and member council level, should have easy and open access to information.
- 5.5. We need to expand and promote our improvement and development work. Much has been done to improve the quality and development of clerks, with latterly more emphasis on councillor training and development. Progressing an Improvement and Development Board for the sector could provide a focus for work in this area. This needs to be carried out in conjunction with CLG, DEFRA and other such agencies, but most of all with active participation of the County Associations as the primary delivery agents.
- 5.6. To succeed, it is actions such as those below that will require detailed consideration and targeted action.
 - Concentrate on Service Delivery to Members with inclusion of performance metrics and periodic reviews
 - Target achievable policy objectives, with dynamic priorities as political flavours change, to show progress rather than attempt to deliver on an ever widening spectrum.
 - Seek to secure CLG 'top slice' funding to promote improvement and development within the sector.

- Develop further models of support for County Associations, including opportunities for income generation
- develop our communications, primarily through a constantly evolving website, and ensure frequent two way communication with member councils and County Associations.
- make effective use of IT, at all levels, including support and guidance to councils

6. Constitution

- 6.1. This has been a continuing debate for over fifteen years. We need clarity and consensus. We need in due course to review the Constitutional relationship between the National Association, County Associations and member councils.
- 6.2. There are three main options:
- i. A single national organisation, with member councils and county branches as the base of its democratic structure, and with integrated management and operational structures
 - ii. A change to make County Associations the members of the national body, effectively a national federation of county associations, with councils being members solely of the County Association
 - iii. Maintaining the status quo, with NALC as a national association of member councils, grouped into largely independent county associations.
- 6.3. This is a very important issue and it needs very careful consideration. We propose that there is further review and consideration once the new strategy for the future is in place.

7. Conclusion

- 7.1. National Council is invited to consider this report and endorse it for consultation with County Associations and member councils.

Strategic Review Function Assignment Sheet 2013 Side 1

Horizontal :- whose job	national staff	chairman and or vice chairmen	exec agm	finance comm	policy comm	larger councils comm	smaller councils comm	national council	county staff	county chairman and or national council reps	county exec / GP board	member town and parish councils	out source to provider	no need to provide this service	other comments or suggestions
Vertical :- the function You may tick more than one box in any row															
lobby government															
lobby M P s															
promotion to political parties															
promote new t & p councils															
participate in government policy making															
communicate and negotiate with national partners															
raise awareness of changes to current relevant legislation															
with whom should national staff communicate															
to whom should the national chairman communicate															
maintain the all new website															
lead on social media contact															
maintain data base of member councils															
use the data base of member councils															
lobby non member councils															
set national policy															
deliver national policy															
co-ordinate policy strategy															
provide legal advice															
provide relevant publications															
provide information bulletins to all t & p councils															
deliver planning guidance															
set strategic objectives															
provide guidance and training for those setting up new councils															
provide legal topic notes															
monitor delivery of objectives															

Horizontal :- whose job	chairman and or vice chairmen	exec comm	finance comm	policy comm	larger councils comm	smaller councils comm	national council	county staff	county chairman and or national council reps	county exec / GP board	member town and parish councils	out source to service provider	no need to provide this service	other comments or suggestions
Vertical :- the function	national staff	agm												
You may tick more than one box in any row														
organise national conferences and events														
develop new funding streams														
staff management / development														
define membership of the national association														
appoint new ceo														
produce training publications														
train new / existing clerks														
train councillors														
train county staff														
manage and develop QPS & NTS														
raise local councils profile														
lobby opinion formers														
lobby journalists, media and think tanks														
communicate with LGA Solace and government bodies														
communicate with SLCC														
set national financial budgets														
monitor national finances														
give accounts and audit advice														
carry out public and statutory responsibilities														
provide recruitment / HR advice														
share good practice														
<i>name a function</i>														
<i>name a function</i>														
<i>Has your council experienced any problems regarding NALC services in the last 12 months</i>														

Name and Council / County (optional)..... Thank you in anticipation of your help Ken Browse Chairman NALC

