

Report to **South Downs National Park**  
Date **17 October 2024**  
By **Performance and Projects Manager**  
Title of Report **South Downs Partnership Management Plan - Review**  
**Decision**

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**Recommendation: The Authority is recommended to:**

- 1. Note the agreed approach to the review of the Partnership Management Plan for the South Downs**
  - 2. Agree to establish the Partnership Management Plan Steering Group with the terms of reference set out in Appendix 3.**
  - 3. Agree that authority be delegated to the Chief Executive, in consultation with the Chair of the Authority, to select and appoint the chair and members of the Partnership Management Plan Steering Group and to determine the basis of those appointments including the terms and conditions and the payment of any allowance.**
  - 4. Agree that authority be delegated to the Chief Executive to issue any notices required by legislation for the review of the Partnership Management Plan, at the appropriate point in the process; and**
  - 5. Agree that when issuing the notice to review the Partnership Management Plan, as required by Section 66 of the Environment Act 1995, the SDNPA send with the notice a revised draft Partnership Management Plan, to be approved at a future meeting of the NPA, rather than a scoping report and a copy of the existing Partnership Management Plan.**
  - 6. Delegate authority to the Director of Landscape and Strategy, in consultation with the Chair of the Authority to approve revised terms of reference for the South Downs Partnership with a clearer focus on the Partnership's role in supporting the review of the Partnership Management Plan.**
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**I. Introduction**

- I.1** The purpose of this report is to update Members on the approach to the review of the South Downs National Park Partnership Management Plan (SDNP PMP), including the legislative requirements and responsibilities of the National Park Authority and other Partners and the assessments needed to complete the process. The approach summarised in this report was approved by the Policy and Resources Committee at its meeting on 19 September 2024. The committee also recommended at that meeting that the Authority establish a steering group to oversee the review of the PMP, to agree matters relating to notices the Authority is required to publish about the review, including a delegation to the Chief Executive to issue the notices as required, and that the Authority send with the notice a revised draft Partnership Management Plan rather than a scoping report and a copy of the existing Partnership Management Plan.

- 1.2 This report also proposes a delegation to the Director of Landscape and Strategy in relation to amending the South Downs Partnership's (SDP) terms of reference. The SDP has recently met to consider revisions to its terms of reference to enable it to better support the PMP Review process.
- 1.3 The Authority's approach to the review of the PMP for 2025-2030 is informed by an extensive evaluation of the 2020-2025 plan, including lessons learned. In addition, in April 2024 Natural England produced draft guidance for Protected Landscapes in England. It sets out in some detail how management plan reviews should be conducted.

## 2. Policy Context

- 2.1 The National Parks and Access to the Countryside Act 1949 ('the 1949 Act') enabled the creation of National Parks and Areas of Outstanding Natural Beauty (now known as National Landscapes), ensuring the protection of the Country's most beautiful and unique landscapes. This Act and subsequent legislation have firmly established the purposes of Protected Landscapes.
- 2.2 National Park Authorities are the responsible Authority for their area. The statutory purposes and duty for National Parks, as set out in the National Parks and Access to the Countryside Act 1949, are to conserve and enhance the natural beauty, wildlife, and cultural heritage of their areas and to promote opportunities for the understanding and enjoyment of the special qualities of those areas by the public. The duty is to seek to foster the economic and social well-being of local communities in the National Park in pursuit of the purposes.
- 2.3 The Management Plan is the single most important policy document for a National Park Authority. It is a Plan for the geographic area of the designation not for a single authority or body. It sets out the collective ambition, strategy, and guidance to achieve the purposes of the designation as a partnership endeavour across a number of organisations. As a strategic over-arching document, it coordinates and integrates other policies, plans and strategies where these relate to the purposes and duties. The Management Plan is, therefore, the principal vehicle for ensuring that the statutory purposes of the National Park are met.
- 2.4 Under Section 66 of the Environment Act 1995, National Park Authorities are required to review their Management Plan within the period of five years of its operational date and, after the first review, at intervals of not more than five years. The review determines whether it would be expedient to amend the Plan and what (if any) amendments would be appropriate, to make any amendments that are considered appropriate, and to publish a report on the review setting out amendments made.
- 2.5 The Levelling Up and Regeneration Act 2023 (LURA) section 245, has amended the National Parks and Access to the Countryside Act 1949, such that relevant authorities in respect of their actions, decisions and operations 'must seek to further' the statutory purposes of National Parks (known as the S245 duty). Supporting the development of the Partnership Management Plan offers a way for those authorities to understand and show commitment to fulfilling this duty. It is possible that there will be secondary legislation which will require that relevant authorities engage with and help delivery of National Park management plans. It is unclear if and when this will be enacted. Alongside the SDNPA, partners will also contribute to delivering the targets set out in the Protected Landscapes Targets and Outcomes Framework.

## 3. Issues for consideration

### Our Approach

- 3.1 The Authority's approach to the review of the PMP for 2025-2030 is informed by an extensive evaluation of how the 2020-2025 plan was developed, which was carried out in 2020 by external consultants, Heritage Insider. The recommendations and a checklist for our next review is at **Appendix I**.
- 3.2 The proposed approach to the review of the PMP will embed Equity, Diversity and Inclusion (EDI) in line with the recommendations of the evaluation, making the process more inclusive and co-designed with stakeholders. We will also ensure we reach groups under-represented

in the previous management plan: young people, landowners and businesses, and local communities. Facilitation and engagement consultants have been commissioned to ensure we reach beyond usual partners and listen to those who have been missing from the dialogue. This approach will also ensure that SDNPA staff and members are treated similarly to other stakeholders as partners in the process. This will help to ensure the PMP is collectively owned.

- 3.3 The above approach is designed to increase buy-in and sense of shared responsibility for the ambitions and outcomes of the PMP across partners and stakeholders. And particularly for those partners, subject to the S245 duty who will be delivering alongside the SDNPA, to gain a commitment to a shared action plan, targets for delivery and monitoring of progress. It also allows staff to focus on contributing to the development of the content of the new PMP rather than managing lots of engagement activity themselves. The consultants have particular expertise in engaging diverse groups and young people. It is also to make the process of participating in the PMP review fun and something to look forward to.
- 3.4 Natural England have issued draft guidance for the production of management plans for Protected Landscapes in England. This was circulated in April 2024 and notwithstanding the change in Government, all Protected Landscapes that are in the process of reviewing their plans are being asked to take it into account. We have therefore also had regard to the draft guidance in considering how to carry out the review of the PMP.
- 3.5 [The Environmental Improvement Plan](#) (EIP), published in January 2023 is the first five-year refresh of the government's 25-Year Environment Plan. It is one of the core drivers of a Management Plan. As required by Natural England's draft management plan guidance a management plan is required to incorporate key strategies and processes which transpose the EIP into action such as the Local Nature Recovery Strategy and Catchment Management Plans for instance. In addition, we will take into account known changes to legislation and any socio-economic, environmental and climate related drivers for change.
- 3.6 Natural England Draft guidance on Management Plans states that "*National Park Authorities should incorporate the targets into their statutory management plans. Targets set a high level of ambition for Protected Landscapes*". Natural England will work with individual Protected Landscape bodies to apportion the targets set out in the Protected Landscapes Targets and Outcomes Framework (PLTOF) appropriately between them, based on local circumstances including potential partner contributions and other evidence. These targets, alongside any locally derived targets will need to be incorporated into the plan and linked to the Delivery plan.

#### Assessments

- 3.7 As the PMP develops, we are required, to carry out a Strategic Environmental Assessment (SEA). The assessment is required under the European Directive 2001/42/EC "on the assessment of the effects of certain plans and programmes on the environment", known as the Strategic Environmental Assessment or SEA Directive.
- 3.8 In addition, we are required to carry out a Habitat Regulation Assessment (HRA), Equalities Impact Assessment and a Health Impact Assessment. The Habitats Directive is a European Council Directive 92/43/EEC of 21st May 1992 on the conservation of natural habitats and of wild fauna and flora. Transposed into law by the Conservation (Natural Habitats) Regulations 1994 (Habitats Regulation) as amended in 1997 and in 2000 (in England only) as amended in 2017 (SI 1012); and the Conservation of Offshore Marine Habitats and Species Regulations 2017 (SI 1013). The Conservation of Habitats and Species (Amendment) (EU Exit) Regulations 2019 (SI 579) amends both regulations. The Habitats Regulations are concerned with protection of European Protected Sites, namely Special Areas of Conservation (SACs) and Special Protection Areas (SPA). Any proposals affecting the following sites proposed SACs, potential SPAs, Ramsar sites - wetlands of international importance (both listed and proposed) and/ or areas secured as sites compensating for damage to a European site require an HRA because these are protected by government policy.

- 3.9 We have also engaged consultants to carry out this exercise. They carried out the SEA/HRA the last time we reviewed the PMP. They will build work already done on the Integrated Impact Assessment (incorporating SA/SEA/HIA and EqlA) and the Habitats Regulations Assessment for the South Downs Local Plan.

### **Timescale**

- 3.10 It is anticipated that we will complete the review by December 2025, with approval of the final revised PMP at the National Park Authority meeting in December 2025. This is outside the 5-year timescale for reviewing the plan and means the next PMP will run from 2026-31. There have been two key external reasons for the delay in reviewing the PMP. First is in relation to the Guidance on National Park Management Plans from Natural England. This guidance has been expected for some time and it was important to ensure the Authority developed the PMP in line with Natural England's expectations. Draft guidance was issued in April 2024. Natural England have now directed National Parks to continue to review their Management Plans having regard to this guidance. Second, the Authority was aware that a new targets and outcomes framework had been under development for Protected Landscapes. It was again important to ensure the PMP aligned with the national targets and outcomes. The PLTOF was published in January 2024. There were also some internal matters during 2024 which have contributed to a further limited delay, in particular changes to the Authority's Senior Leadership Team. Taking these factors into account and the need to follow, wherever possible, the timeline for review set out in the guidance, which includes effective and meaningful consultation and co-design of the PMP with partners, December 2025 is the earliest the review of the PMP can be completed.
- 3.11 We will start stakeholder engagement in late 2024 and it will continue through early 2025, running alongside the evaluation of delivery of the current PMP, which will also be carried out by the consultants. SDNPA staff will carry out a review of the State of the National Park Report (SoNPR). The consultants will ensure that the right information is fed in at the right time to allow a draft PMP for consultation to be considered by Members in May 2025, with final adoption of a revised PMP in December 2025. We will continue with the current PMP until the new one is finalised. A timeline for the review is at **Appendix 2**.
- 3.12 As part of this process, the South Downs Partnership (SDP) has reviewed its role with SDNPA officers. The SDP was set up to provide an external challenge and support to the work of the authority by championing the South Downs National Park, its vision purposes and the outcomes in the PMP, broaden engagement through individuals and groups, mobilise additional resources for the highest priorities in the PMP, maintain an overview of progress towards PMP outcomes, provide a forum for resolving conflicts between policy objectives and sectors and to give strategic advice and objective, independent feedback to the SDNPA. The Partnership has resolved to seek an amendment of its Terms of Reference to focus its role more on contributing as a group of key stakeholders to the process of the review of the PMP.

### Notification of intent to review

- 3.13 Under the Environment Act 1995 section 66 National Park Authorities must notify Natural England, Local Authorities whose area is wholly or partly within the National Park, and the Secretary of State for Defra of their intention to review their management plans and should provide with the notification, a copy of the previous management plan and any proposed amendments to the management plan.
- 3.14 The Draft Guidance on National Park Management Plans advises on what could be provided along with the notification to review. It advises a scoping process which should highlight the need to change content, develop new content or scrap old content. The draft guidance states that *"The scoping process should develop options for content and make recommendations. While agreed changes could be embodied in the final Scoping Report, reading both the original plan and the Scoping Report together could be so complex that a revised plan is the better option for clarity and convenience. In practice, the Scoping Report process usually results in developing a revised Plan, although plans vary in how much they differ from previous iterations."* In line with the draft guidance, as significant changes are expected to the current PMP, it is proposed that

the Authority produce a revised PMP rather than a scoping report along with a copy of the current PMP and that the draft revised PMP is provided along with the notification to review to those listed in paragraph 3.12 of this report.

#### South Downs Partnership

- 3.15 The SDP's current terms of reference set out a broad remit to champion and support the PMP across the SDNP. At its meeting on 21 September the SDP met and resolved that it should amend its terms of reference to ensure they reflect a clearer focus on the SDP's role in directly supporting the review of the PMP as a key stakeholder group over the coming year.
- 3.16 Changes to the SDP's terms of reference are to be recommended to the Authority by majority agreement of the SDP. The SDP has not yet agreed this recommendation, however, given some of the new PMP steering group's terms of reference set out a very similar remit to the current SDP terms of reference it is considered important to clarify their roles as soon as possible. Therefore, a delegation is proposed to the Director of Landscape and Strategy, in consultation with the Chair of the Authority to approve revised terms of reference for the South Downs Partnership to ensure clarity on their focus over the coming year.

#### **4. Options & cost implications**

- 4.1 The Authority has £75,000 allocated to the PMP review (£35k agreed in March 2024 and £40k agreed in July 2024) for work required during this financial year. This budget will fund the two contracts let to support the review. Further funds will be required during the 2025/26 financial year to support the PMP review and these will come forward as part of the 2025/26 budget to be approved by the Authority. It should be noted there is also a PMP delivery reserve which currently has £216,000 available.
- 4.2 In addition, a significant amount of staff resource will be allocated to developing the PMP. This is an estimate of the staff resources required to support the process: management and co-ordination 5 days a week split between the Performance and Projects Manager and the Performance and Learning Officer. Strategy Leads are likely to need to spend ½ a day a week from now until January and then 1-1 ½ days per week from January until May, and then back down to ½ a day a week over the summer 2025. There will also be a call on the time of staff across the Authority including Lead Rangers, Countryside and Policy Managers and members of the Senior Leadership Team. As we move into drafting of the plan there will be calls on the time of the Communications Team, specifically the Communications and Engagement Manager but also the Communications Officers. Resource will also be needed from the Planning Directorate to align the PMP and South Downs Local Plan and input into the landscape and planning principles chapters.

#### **5. Next steps**

- 5.1 The engagement and SEA assessment consultants will be bought on board and contract KPIs and staged payments agreed.
- 5.2 Consultants and staff will begin stakeholder mapping and hold initial discussions with key delivery partners about the PMP review and how they can get involved. We will also be mapping some key partner strategies to look for synergies.
- 5.3 A steering group is proposed to be appointed comprised of external partners and SDNPA Members and staff to oversee the review, in accordance with Natural England's draft guidance. The Authority is recommended to establish the PMP Steering Group with the proposed Terms of Reference set out at **Appendix 3** along with a delegation to the Chief Executive, in consultation with the Chair of the Authority, to select and appoint the chair and members of the Steering Group and to determine the basis of those appointments including the terms and conditions and the payment of any allowance. The aim is to establish the steering group by the end of 2024.
- 5.4 Should the delegation in relation to the SDP's terms of reference be agreed, officers will work with the SDP to agree their revised terms of reference as soon as possible.

## 6. Other implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	Yes. An additional NPA meeting in May 2025 will consider a draft of the revised PMP for consultation. The aim is for the final revised PMP to be considered at the NPA meeting in December 2025. Further funds will be required during the 2025/26 financial year to support the PMP review and these will come forward as part of the 2025/26 budget to be approved by the Authority.
Does the proposal raise any Resource implications?	The financial resource implications are covered in section 4 above. A significant amount of staff time will be needed to manage the review and to participate in developing revised outcomes and actions for a delivery plan. Relevant staff have this in their PDRs for this year and will have the time allocated in their forward-looking PDRs for 2025-26.
How does the proposal represent Value for Money?	Procurement processes for the consultants engaged have been carried out using MEAT methodology with the aim of obtaining the best possible value for money through that process.
Which PMP Outcomes/ Corporate plan objectives does this deliver against	This relates to PMP outcomes 1,2,3,4,5,6,7,8,9 and 10 and to all three of the corporate plan higher level targets, Nature recovery, National Park for All and Climate Action.
Links to other projects or partner organisations	The review of the PMP is fundamentally a partnership exercise and the revised plan will be a shared set of ambitions, outcomes and an agreed delivery plan with measurable targets agreed with partners.
How does this decision contribute to the Authority's climate change objectives	The PMP will be one of the main strategic mechanisms to support action for climate change mitigation and adaptation. It will incorporate the climate change action plan we already have.
Are there any Social Value implications arising from the proposal?	None
Have you taken regard of the South Downs National Park Authority's equality duty as contained within the Equality Act 2010?	An intrinsic part of the process is the carrying out of an equalities impact assessment which will be carried out early in the PMP review. We have also chosen to adopt a very inclusive approach to engagement through the use of consultants with particular expertise in this area which aims to ensure that as many diverse voices as possible are heard as part of the PMP review.
Are there any Human Rights implications arising from the proposal?	None
Are there any Crime & Disorder implications arising from the proposal?	None

<b>Implication</b>	<b>Yes*/No</b>
Are there any Health & Safety implications arising from the proposal?	H&S risk assessments will be carried out for engagement with groups. The Engagement consultants have been required to ensure that all staff working with vulnerable people are DRB checked, and they are required to familiarise themselves with and adhere to the SDNPA safeguarding policy.
Are there any Data Protection implications?	It is likely that some data relating to partners will need to be collected to allow engagement to take place. We will ensure that all data protection principles are followed when dealing with personal data. Provisions on data protection for consultants are a standard part of the procurement process.

## 7. Risks Associated with the Proposed Decision

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
Lack of buy in from partners	4	4	Huge efforts are going into developing an approach which is inclusive and inspiring for partners. Section 245 of the LURA introduced a requirement for some organisations to seek to further SDNPA purposes and duty and participation in the PMP process goes some way to demonstrating that.
Failure of contractors to deliver agreed contracts	3	3	Strong performance management and contract management processes place.
Significant change in Government guidance or policy	3	3	Developing an understanding of government policy and drivers for change which is integrated into the process will help mitigate this risk but if things fundamentally change then the plan review may need to be put on hold or completed in a different way.
Insufficient 25/26 budget allocated	2	4	Further funds will be required during the 2025/26 financial year to support the PMP review and these will come forward as part of the 2025/26 budget to be approved by the Authority. Insufficient funds could mean the Authority would not be able to carry out the review as planned and would need to remodel how the review takes place. It could also impact the work of the engagement consultants and would likely have a knock-on effect on frontline delivery as staff may need to divert to engagement activities or other activities to support the PMP review. This will be considered through the Member budget workshops which inform the annual budget. Contingency plans for the PMP Review would be put in place if required.

## **ANNE REHILL**

### **Performance and Projects Manager**

#### **South Downs National Park Authority**

Contact Officer:	Anne Rehill, Performance and Projects Manager
Tel:	01730 819271
Email:	<a href="mailto:anne.rehill@southdowns.gov.uk">anne.rehill@southdowns.gov.uk</a>
Appendices	<ol style="list-style-type: none"><li>1. Recommendations and checklist from Heritage Insider review of</li><li>2. Timeline for the review</li><li>3. Terms of Reference and composition of the steering group</li></ol>
SDNPA Consultees	Chief Executive; Director of Countryside Policy and Management; Director of Planning; Chief Finance Officer; Monitoring Officer; Legal Services,
External Consultees	None
Background Documents	<p><a href="#">Report to Policy &amp; Resources Committee – 19 September 2024</a></p> <p><a href="#">Appendices to report – 19 September 2024</a></p> <p><a href="#">National Parks and Access to the Countryside Act 1949</a></p> <p><a href="#">Environment Act 1995</a></p> <p><a href="#">Natural Environment and Communities (NERC) Act 2006</a></p> <p><a href="#">UK Environmental Improvement Plan 2023</a></p> <p>Natural England Draft Management Plan Guidance for Protected Landscapes in England</p> <p>Planning the journey to a visionary future; a review of the South Downs National Park Partnership Management Plan development process. Heritage Insider - September 2020</p> <p><a href="#">South Downs Partnership Terms of Reference</a></p>



## Recommendations from independent review

- Refine 21 priorities down to 5 (5 for five years)
- Should take less time no longer than 1 year and preferably less than this
- An external evaluator should evaluate the delivery of the previous PMP and work with stakeholders to develop recommendations to inform the content of the next PMP
- External facilitation and expertise should support the process
- Identify a lead partner and flagship project for each priority
- Define an impact framework for the plan - and associated indicators - and deeper evaluation of top priorities
- Need clear lead for the PMP review - need allocated budget
- Training or support for stakeholder mapping may be required
- A review of relationship management systems is recommended and revisiting stakeholder mapping to ensure a diverse and representative range of organisations and individuals is included in the next PMP development process
- Rolling programme of ring-fenced task forces should be created to drive the work forward
- Produce a Comms plan that supports staff, Members and Partners in communicating the plan and process/progress
- Training for new Members in Management Plans
- ToC produced with stakeholders to ensure the process stays focused on the big picture
- Diversity and inclusion in both process and plan should be strong principles
- Identify existing methods and pilot new ways of engaging SDNP residents and visitors in PMP development which are enjoyable, interesting and attractive
- Members of the SDNPA team and partners with community engagement expertise are well placed to help design a fresh and exciting process – preferably not called consultation (NB: limited now we have lost some of that capacity)
- Annual stock take event - Partnership could do this

## Checklist

- **Have a clear but flexible process:** can have flexibility to allow for organic development of ideas and ways of working where needed
- **Big picture thinking** – ‘stay in the helicopter’ to see the macro view of how the next 5 years will move the SDNPA and partners along the path towards the 2050 vision
- **Really understand what difference the PMP is making** – institute an adaptive management feedback loop
- **Inclusive and diverse** – put diversity and inclusion at the heart of the process and work hard to remove barriers to participation
- **Partnership, partnership, partnership** – place partners at the heart of the PMP process and shout about their work
  - **Live and breathe the mission to connect people to SDNP** – use the PMP development process as an opportunity to build relations with residents through a fresh approach to dynamic and exciting conversations that inform the PMP
- **Bring the PMP to life!** – Create advocacy tools for Members, Partners SDNPA Officers and beyond



		2024/25			2025/26		
		Q2	Q3	Q4	Q1	Q2	Q3
<b>PMP Review governance &amp; procedure</b>		P&R Committee September & NPA October 2024: - Approve approach to PMP - Approve production of a revised PMP - Approve Notification of Intent to Review with draft revised PMP included			Committee convened to approve draft PMP for consultation  Issue Notification of Intent to Review		NPA October workshop: - Review HRA & SEA report; consultation results and implications
							P&R November & NPA December 2025 - Approve final version of PMP 2026-31
<b>Stakeholder engagement /facilitation</b>	Consultant & partners		Inception meeting with R4C and consortium partners	Facilitation of stakeholder engagement including PMP Steering Group and SDNPA Project Board			
	Communications		Stakeholder mapping; Engagement & Comms Plan development				
	Key delivery stakeholders		- Engagement sessions to inform evaluation, identify key drivers & prioritise outcomes - Support development of PMP action plan				

	Wider partner consultation					Formal partner consultation	
	Public consultation					Formal public consultation	
<b>Evidence review</b>	SoNPR	Evaluation, revision and development of SoNPR	Evaluation, revision and development of SotNPR				
	Evaluation of PMP 2020-25		Ongoing evaluation of PMP 2020-25		Final evaluation report produced to inform Draft Plan production		
<b>SEA/ HRA</b>				Ongoing HRA & SEA assessments		Final HRA & SEA incorporating consultation results	
<b>PMP production</b>	Steering Board		Identify & approach potential Steering Board Members	Steering Board engaged to oversee and contribute to draft plan production for consultation			

**Draft Terms of Reference for PMP Steering Group**

<b>Name of group</b>	Partnership Management Plan (PMP) Steering Group
<b>Purpose</b>	<ol style="list-style-type: none"> <li>1. To oversee the review of the PMP.</li> <li>2. Seek to identify the strategic priorities for the PMP and constructively challenge the focus and ambition of the PMP.</li> <li>3. Provide a forum for considering conflicts between competing policy objectives and sectors.</li> <li>4. Identify opportunities to mobilise additional resources and commitments for the highest priorities within the PMP.</li> <li>5. Seek to embed the PMP as a shared vehicle for collaborative change across partners and sectors.</li> <li>6. Seek to ensure that the PMP takes account of: <ul style="list-style-type: none"> <li>• the two statutory purposes for which the National Park was designated, and the associated statutory duty;</li> <li>• national guidance on Protected Landscapes and National Parks;</li> <li>• relevant local, regional and national strategies;</li> <li>• up-to-date evidence of the 'state of the Park'; and,</li> <li>• the results of public and stakeholder consultation</li> </ul> </li> </ol>
<b>Outcomes &amp; Deliverables</b>	<ol style="list-style-type: none"> <li>1. Agree and recommend revisions to the Partnership Management Plan.</li> <li>2. Agree and recommend an action plan.</li> <li>3. Agree and recommend the framework for monitoring progress, including: <ul style="list-style-type: none"> <li>• the indicators to be used to measure progress against the Plan's objectives;</li> <li>• the most relevant sources of information;</li> <li>• responsibilities for supplying the relevant information</li> </ul> </li> </ol>
<b>Duration</b>	<p>The Group will conclude its work no later than December 2025.</p> <p>Any extension to the duration of the Group will be agreed by the National Park Authority.</p>
<b>Membership</b>	<p>The Members and chair will be appointed by the Chief Executive, in consultation with the Chair of the Authority.</p> <p>Two SDNPA Members will be appointed to the group, with one of the SDNPA Members appointed as chair of the Group.</p> <p>Two SDNPA Officers, one of who will be a Countryside and Policy Manager, will be appointed to the Group.</p> <p>The following organisations / groups will be represented:</p> <ol style="list-style-type: none"> <li>1. Natural England</li> <li>2. Environment Agency</li> <li>3. Historic England</li> <li>4. Environment Agency</li> <li>5. Climate action representative</li> <li>6. Local Nature Partnerships</li> <li>7. Health and Wellbeing representative</li> <li>8. Local Access Forum</li> </ol>

	<p>9. Local Authorities – at least the County Councils            10. Local Businesses – a Green South Downs Member            11. Land management representative            12. Young person            13. Representative of diverse communities</p> <p>It will be for each partner organisation to nominate a representative for appointment who is best placed to represent them on the Group, having regard to:</p> <ul style="list-style-type: none"> <li>• the roles and responsibilities of the Partnership Steering</li> <li>• Group (as set out above); and,</li> <li>• the key requirements expected of each individual, including               <ul style="list-style-type: none"> <li>○ availability to attend the meetings;</li> <li>○ having the capacity to speak on behalf of their organisation with authority;</li> <li>○ communicating information about the Group’s work widely within their own organisation and beyond;</li> </ul> </li> </ul> <p>Other persons may be invited to attend a meeting at the discretion of the Chair.</p>
<p><b>Accountability</b></p>	<p>Officers will report the outcomes of the Steering Group to the Policy &amp; Resource Committee.</p> <p>The Group will have no formal policy or decision making powers.</p>
<p><b>Working methods &amp; meetings</b></p>	<p>Meetings The group will be chaired by a Member of the SDNPA.</p> <p>The Chair of the Group may call a meeting of the Group as and when required.</p> <p>The quorum for meetings of the Group will be one-third of the members of the Group with at least one of those being a Member of the SDNPA and one being an Officer of the SDNPA.</p> <p>Recommendations of the Group will be agreed by a majority vote.</p> <p>The Group may meet in person, online, or hybrid at the discretion of the Chair.</p> <p>Meetings of the Group will be administered by the SDNPA.</p> <p>Those appointed to the Group must abide by the seven principles of public life.</p>
<p><b>Resources</b></p>	<p>The group will have no budget or resources directly allocated to it.</p> <p>Members of the Group who are not part of an organisation that will fund for their attendance will be paid for their time to prepare for and attend meetings. The rate will be £30 per hour of attendance at a meeting and £30 per hour of preparation for a meeting. 1 hour of preparation per hour of meeting is assumed, therefore, the total rate for each hour of a meeting will therefore be £60.</p>
<p><b>Amendment, modification or variation</b></p>	<p>Changes to the membership of the Group and any other amendment, modification or variation of these terms of reference may be made by the National Park Authority.</p>