



# **Jersey Coastal National Park – Making a difference**

Workshop 2  
2<sup>nd</sup> May 2014

Workshop outputs  
Word for Word Report



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## About the workshop and this report

### ▪ Purpose of the workshop

Jersey's coast is unique with beautiful bays and wild windswept headlands rich in wildlife. It is also a living and working landscape of small communities, working farms, historic landmarks, old stone walls and small harbours. In recognition of these special qualities (and following consultation) the northern and western areas were designated a National Park and included in the Island Plan in 2011.

The Department of the Environment wants to work with others to prepare a well informed and well supported National Park management plan. The aim is for the Plan, and its implementation, to be a shared endeavour between the Government, business, the third sector and communities. Each has particular strengths, but by integrating ideas and action, more can be achieved.

This is the second workshop in the process and was designed to help participants:

- Review information they asked for
- Comment on the emerging management plan
- Develop action that they had suggested at the first workshop
- Share ideas about governance

### ▪ About this report.

During workshops facilitators noted the essence of everything said on flip charts, 'post-it notes or forms – or participants filled these in for themselves. Following the event all the outputs have been typed up 'word for word'. Once typed, the points within each conversation have been grouped so that similar points are together.

This report follows the same order as the event.

### ▪ Why sort the outputs?

It can be difficult to make sense of a discussion reported in the exact order in which it happens and important themes and ideas are obscured. This is because conversations don't progress in a linear way but go off at tangents, circle back and change direction suddenly. By sorting similar points together, the main topics and themes of the conversation become clearer.

We sort the outputs using a method called 'emergent processing'. This means we don't organise the text to a pre-set list of titles but see what emerges. The ideas could have been grouped differently or different titles chosen, so no weight should be attached to them.

This report serves as a record of what people discussed, and an *aide memoir* for those who took part in the workshop, but the contents are inevitably quite cryptic in places. We strongly recommend that it is not used as the main means of communicating with non-participants.

Acronyms used in this report	Meaning
AI	Artificial Insemination
Apps	Mobile applications
CES	Countryside Enhancement Scheme
CI	Channel Islands
CNP	Coastal National Park
CNPMB	Coastal National Park Management Board
CSR	Corporate Social Responsibility
DoE	Department of the Environment
FLSC	Francis Le Sueur Centre
G.P.S.	Global Positioning System
GM	Genetically modified
GST	Goods and Services Tax (Jersey)
HSBC	HSBC Bank
HSS	Health & Social Services
ICZMP	Integrated Coastal Zone Management Plan
JALGA	Jersey Allotment & Leisure Gardening Association
JBC	Jersey Biodiversity Centre
Jer Her	Jersey Heritage
JFU	Jersey Farmers Union
Nat Trust	National Trust for Jersey
NGO	Non Government Organisation
NIMBY	Not In My Back Yard
NP	National Park
RBC	Royal Bank of Canada
RIS	Rural Initiative Scheme
RJA & HS	Royal Jersey Agricultural & Horticultural Society
SAP	Single Area Payment
SMART	Smart Measurable Achievable Realistic Timebound
Soc Jer	Societe Jersiaise
SoJ	States of Jersey
SSI	Site of Special Interest
TDF	Tourism Development Fund
TTS	Transport & Technical Services Department
WiSe	Accredited Wildlife Safe Operator scheme for standard commercial marine wildlife watching protocol

## 1 Review information and the draft management plan

### 1.1 What do you like?

#### Structure

##### User friendly

- Structured in a way that is user friendly
- Laid out in a way that is easy to reference
- Like repeating nature of structure – helps navigate through the document

##### Appendices at the back

- Appendices at the back of the document

##### Length

- Only 20 pages so a good length at this current stage

##### Coverage

- Covers all of the topic areas

#### Content

##### Vision and objectives

- Put emphasis on vision and objectives and not just the description of the NP itself

##### Working Document

- Monitoring included which makes it a working document

##### Detail

- Covers a lot of detail
- Goes into a lot more detail than other MP's elsewhere which makes it interesting and sells it

#### Comments

- Name of the National Park doesn't reflect it's geographical status – suggest Jersey Island Park
- Landscape is the key, landscape does not observe lines on a map
- If you protect the landscape you protect everything within it
  - Aim of the plan is conservation and enhancement

### 1.2 Suggestions for improvement?

#### Structure/style

##### Less wordy

- Paragraph on background – less wordy
- Too many words – could be half the size

##### Less repetition

- Needs to be less repetitive its structure / content

##### Overview

- Needs a strategic overview not currently here

##### Separate visual document for vision

- Vision and introduction should be available as a standalone, visual document
- The current plan / document will be far too long when all blanks are filled in
  - Will be a barrier to engagement
- Need to be a very visual document
  - Maps / images / layers of information
- Sections may have repeated points
  - Separate those into a common section and have specific sectors (ie recreation) available separately

#### Content

##### Clear objectives and vision

- Definition of core objective – why CNP being created
- Have a deeper description of the “Vision”
  - Are we trying to protect things / prevent things etc

**Fosters senses of ownership**

- People need a sense of ownership of the MP and not something that is being done to them or to control them.
- CNP plan should be community based not dictated by States or any particular pressure group

**Fosters pride and excitement**

- CNP – understanding of “national” in Jersey context to create pride and excitement

**Don't need**

- Do not need pages in the MP of how we got to the final document eg how the plan was developed
- Do not need quotations throughout the document

**Clearer picture on biodiversity**

- No clear picture on biodiversity and what is the plan to address this problem
- Need to develop list of priority species / features / habitats etc
- Overuse of sites for recreation
  - St Catherine’s Wood
  - Sand dunes
- Consultancy expertise on specific species / environments – to include views / suggestions on plan

**Section on research requirements**

- Identification of research requirement within Park

**Maps**

- Maps / Plans of effects of global warming on coastline ie. Flooding, new high tide marks etc

**Interpretation**

- Need interpretation strategy

**Monitoring**

- Monitoring of features so need to say what features are
- How to monitor less tangible eg light pollution, noise

**Link to other policies**

- Links to other policies but how does the MP build on these and make them stronger
- Ensure plan acts through other policies eg on light pollution, noise

**Comment**

- Need a focal point, a champion, a figure head

**1.3 How long should it be for?**

Possible length	Support	Tally
3 years		0
5 years	11111 1111	9
6 years		0
7 years		0
10 years	11	2

**Comments**

- Does the management plan review need to be linked to the review of the Island Plan (which created the Management Plan)?
- If left too long, danger of being forgotten as timelines always slip
  - Overarching with other plans to meet goals. Need a long term view

## 2 Measures of success

### 2.1 Natural Environment (landscape, biodiversity and water)

#### 2.1.1 What key indicators could be measured to demonstrate progress?

##### Species recording

- Species recording
  - Rare species not being identified
  - Increased number of public records being received
- List of priority species used as indicators to be drawn up

#### 2.1.2 How could these be measured in the most cost effective and efficient way?

##### Volunteer recording

- Species recording by volunteers / experts
- Embrace mobile technology
  - Crowd sourcing / citizen science
- Use school surveys
  - Link with education activities

##### Expert survey

- Use of experts to ID / Survey rare species

##### Train people in ID skills

- Increase local knowledge, find gaps in ID capabilities and fill them

##### Biodiversity Centre

- Promote biodiversity centre (Guernsey) – Nick Aubin <56>
  - Easy pathway for species recording
- Promotion of Biodiversity Centre by organisations
  - Especially Durrell <35>

##### Monitor condition of environment and pressures

- Monitor status of key parts of environment
  - Particularly with reference to over use
- Monitor key pressures
- % of abandoned land monitored

#### 2.1.3 Are there particular targets (quantity/quality/timing) you would like to propose?

##### Status of indicator species improving

- Conservation status of indicator species improving over time

##### Improved condition of environment

- How is the CNP improving the pressure / state of key areas
- Minimise abandoned land

##### Active management

- Respond to over use by closure of over used areas for recovery periods

##### Create a framework

- Focus on a pressure / state / response framework

##### Make results public

- Make monitoring / results / state of environment easily available to public

### 2.2 Historic Environment (archaeology, history and historic landscape)

#### 2.2.1 What key indicators could be measured to demonstrate progress?

##### Listed Buildings

- Example number of listed buildings

##### Historic landscape

- Should look at monitoring the historic landscape
- Designated areas to be monitored and used as indicators

#### **Archaeology**

- Preserve the authenticity of the archaeology that the Island has

#### **Public attitudes**

- Measuring public access to these areas as an indicator
- Increase public understanding
  - Need attitude surveys to measure as to plan goes forward

#### **Planning decisions**

- Monitoring the decisions against planning policy
  - Sometimes planning policy is not followed

#### **Protection of trees**

- Protection of trees
  - Is legislation but resourcing issues, but this could be used in the NP
    - Only individual trees

#### **Identify gaps in current monitoring**

- Identify areas that are not currently monitored
- Additional monitoring of indicators not currently monitored

### **2.2.2 How could these be measured in the most cost effective and efficient way?**

#### **Use existing measures**

- Use existing systems / measures which can be brought into process

#### **Attitude survey**

- Attitude surveys annual carried out by 3<sup>rd</sup> sector
  - Would need their agreement
- Increase public education / interpretation
  - This can then be measured

#### **Aerial photos**

- Yearly aerial photos which can be used for monitoring

#### **Changes to agricultural land**

- Changes to agricultural land already goes through Environment dept

#### **Development control monitoring**

- Monitor through the development control process

#### **Academic Research**

- Academic research
  - Encourage to happen and useful tool for monitoring

### **2.2.3 Are there particular targets (quantity/quality/timing) you would like to propose?**

#### **Owners maintain and protect own assets**

- Trust owners to maintain and protect their own assets
- Work with owners of assets to remove some of the unnecessary planning involvements
- Come up with an agreement with owners of assets to ensure conservation of assets
- Avoid bureaucracy

#### **Develop a series of strategic targets**

- Develop a series of strategic targets that link back to other strategic plans

## **2.3 Recreation and Access**

### **2.3.1 What key indicators could be measured to demonstrate progress?**

#### **Create a baseline**

- Establish a baseline
  - Monitoring number / type of events
- Awareness of who is using
- What is available

**Reduced clashes between events**

- Co-ordinate events
  - Calendar of events
- Avoid clashes

**No detrimental change**

- No “detrimental” effect to the area
- Don’t want to damage the features to the detriment of the park
- Protected areas maintained don’t allow footpaths

**2.3.2 How could these be measured in the most cost effective and efficient way?**

**Targeted User Surveys**

- Targeted surveys of the areas before and after use to understand what has happened
- User groups to be included in what they require, new groups to be added in
- Number of people who use area at the same time
- Survey users
- Measure
  - Bridle path / footpath comparison against baseline over a period of time
- Feedback from associations
  - Ask how much / when they use area

**Awareness of use**

- Multiple use options
  - Awareness of use

**Number of restrictions**

- The number of restrictions
  - certain groups prevented from using certain areas

**2.3.3 Are there particular targets (quantity/quality/timing) you would like to propose?**

**No damage**

- Not to damage features which we are trying to protect
- Timing is relative to nature

**Implement access strategy**

- Countryside Access Strategy needs to be implemented within the next 3 years
- Explain why access is not possible

**Current interpretation strategy**

- Create current interpretation strategy

**More discussions about managing area**

- More States-wide discussions about managing areas

**2.4 Interpretation and education**

(Please note there is an overlap in responses with 2.5 Business and tourism)

**2.4.1 What key indicators could be measured to demonstrate progress?**

**2.4.2 How could these be measured in the most cost effective and efficient way?**

**2.4.3 Are there particular targets (quantity/quality/timing) you would like to propose?**

(This group answered all the questions in one discussion)

**Interpretation**

**Difficult**

- Difficult to evidence

**Survey of attitudes**

- Public reaction and response
- Groundswell of support will be evident

- It's an integrated part of what people do
  - Not just for the greens

#### **Brand recognition**

- Logo & branding
  - Widespread and recognisable to give it cohesion
    - Like the National Trust Acorn
- Need to instill pride

#### **Media coverage**

- Positive coverage in the media

#### **Survey via Tourism studies**

- Highlands [College] Tourism related studies can include CNP awareness / discussion

#### **Coverage in tourism materials**

- Monitor output of materials / leaflets

### **Education**

#### **Number of Education opportunities**

- Educated use / understanding, along with encouraging access but minimising impact
  - Beach Schools
  - Forest Schools
  - Rockpool Rambles
  - Condition Monitoring to assess this
- Some material for children eg playsheet / worksheet at La Braye Café. Keep a tally of response
- Targets for education already exist
  - Curriculum has IT built into CNP Project in Primary Schools
- Link Secondary school activities to CNP
  - Geography
  - Leisure & Tourism

#### **Number of Scout projects**

- Scout Centre Projects
  - Interest denotes success

#### **Amount of informal activities**

- Wellies stuck in the mud in St Catherines Woods in the areas where children are encouraged to play. Create a spot for them.
  - Denotes a good weekend
- Many informal activities and discussion is important to see what is popular

#### **Learn from existing interpretation centres**

- Existing Interpretation Centre (St Ouen) is an example
  - Comments book
  - Numbers are monitored for footfall
- Embedded in business
  - Dual purpose
- Phone box interpretation centre
  - Record keeping of visits / outputs

## **2.5 Business and tourism**

### **2.5.1 What key indicators could be measured to demonstrate progress?**

#### **Awareness of the CNP**

- Measure for success
  - Know you are in the CNP, locals and visitors
- With a brand measure the benefits brought by CNP

#### **Motivation for visiting**

- Is the National Park a draw?
- Jersey is generally considered beautiful and visitors expect that when they come
- Can visitor activities and reasons for coming to CNP be measured

**Visitor numbers and types of activities**

- Measure for success
  - Number of people using it
  - How people are using it

**Level and way its funding**

- The way it's funded will result in degrees of success. Measure funding

**Measure at local level?**

- Is the measure better at a local level rather than a visitor level
- Measurements of success will vary according to geographic localities

**Effects in business (other than recreation and tourism)**

- More than just recreational business. There are other sectors
- No benefit for Simons Sand from being in the CNP from a business perspective
- \*Note facilitator clarified that Ronez Quarry doesn't lie within the CNP\*

**Effects on residents**

- Effects of CNP on existing residents is lacking in this process

**Comments**

**Business opt in or out?**

- Can businesses opt-in to the CNP if they fall outside
- No opt-out for businesses in the CNP
- Not realistic for opt-in or opt-out

**Boundary?**

- Should the whole Island have been a CNP

**2.5.2 How could these be measured in the most cost effective and efficient way?**

**Visitor surveys**

**Exit Survey of tourists**

- Exit surveys for tourists relating to CNP

**Survey of people who come to the CNP**

- Whether the CNP designation attracts additional locals
- Measure the qualities that attract visitors and locals

**Awareness of the CNP and effect on behaviour**

- Measure how many people know the CNP exists
- Measure whether that knowledge increases the public

**Media**

**External Media coverage**

- Measure external media coverage of CNP
- The impact of CNP on profits
  - Costa associated with measuring

**Other business**

**Effects on other business activities**

- The purposes of the CNP tend to focus business activity on Tourism. There are other issues

**2.5.3 Are there particular targets (quantity/quality/timing) you would like to propose?**

- What is the CNP for (*\*facilitator re-stated purposes\**)
- Do you need a CNP [designation] to encourage people to meet [experience] what the CNP is for
- Generate feelings of pride

**2.6 Farming**

**2.6.1 What key indicators could be measured to demonstrate progress?**

**No loss of farmed land**

- All land that's currently farmed is still being farmed, protecting the culture of agriculture and

economic viability

**Agriculture continued viability**

- Agricultural commercial viability
- No hindrance to agriculture from the park, either by regulation, increased public access or conservation

**Already measured**

- Two measures already in place that may be helpful
  - Agricultural statistics and agricultural land categories
- Baseline information exists on active agriculture there's an appetite to retain that

**No new terminology**

- No need for additional terminology to what already exists ie landscape character maintenance, the green zone...

**Increase in agri-environment**

- Increase in schemes for agriculture that realise benefits for agriculture as well as conservation such as bird seed meadows etc
  - There have been issues but such schemes could be developed with farmers

**Grazing of heathlands continues**

- Continued grazing of sheep in coastal areas to control bracken etc

**2.6.2 How could these be measured in the most cost effective and efficient way?**

**Use existing stats and data**

- Use of agricultural statistics
- Profitability information
- Aerial photographs from 1993 – current, could use (1940 by RAF) these to measure change in land use over time (flown annually)

**Survey of attitudes**

- Annual survey of farmers in the national park to capture their perspectives, it may be perceived as onerous and another layer of bureaucracy but could be done in such a way to add value / information to the farmers and agricultural community more broadly

**Area of habitat grazing extended**

- Landscape being grazed for bracken control or bracken extent / spread

**Marketing tool**

- Marketing tool for agricultural produce

**2.6.3 Are there particular targets (quantity/quality/timing) you would like to propose?**

**No loss of agricultural land**

- No loss of agricultural land to other land uses

### 3 Action planning by theme

During the workshop people worked in groups to discuss actions proposed under each theme in response to the following questions:

- Who will lead on delivery and who else needs to be involved?
- When should action on this start?
- When should it be completed by?
- What are the first steps and who will take them?

The results have been typed into the action plan – rather than duplicated here.

## 4 Gaining momentum

### 4.1 Initial awareness raising of the CNP's existence/branding/launch

#### 4.1.1 What are the benefits, strengths and positives?

**People know it exists and what it encompasses**

- Who knows it exists
- Raise awareness
- Publicise - raise interest
- Need to know what its' about, what it encompasses

**Provides support and knowledge of key features**

- Provide support for the associated designations
- Increase knowledge of the qualities and features of the CNP

**Enhances Jersey's profile**

- Raising Jersey's profile as a green destination / place
- Benefit to tourism

**Enhances education**

- Enhancing education of CNP qualities
  - All levels schools, visitor, local

**Provides a focal point**

- Provide a focal point for information – including current process

**Unites**

- Unite locals and visitors within community
- Unite purposes of the park nationally and internationally

**Potential for benefit to locals and business**

- Benefit to locals to gain support for the CNP
- Will inform key stakeholders
  - Business & residents about impacts of CNP on their interests
- Provide support for economic benefit

#### 4.1.2 What are the challenges and negatives?

**Boundary questions**

- Whether boundary is well placed

**Implications of codes of conduct**

- Implications of Codes of Conduct
  - What that means for stakeholders

**Management in and out of the CNP**

- Difficult to separate activities in and out of CNP eg farming
- Difficult to make a distinction across all topics in and out of CNP

**Dissenters**

- Bring out NIMBY's & dissenters

**Enhanced use could conflict with CNP**

- Success creates conflicts to CNP purposes

- Balance between purposes of the CNP and success of attracting additional visitors

**Branding and name of the park**

- Get the branding right
  - Identify listeners, stakeholders, partners
- Is the term National appropriate in CNP?
  - Is it set in stone?
  - Maybe Jersey Coastal Park?
- How about a more flexible term that allows future additions
- There is a link in peoples mind through the term “National Park”. Can you represent this term in Jersey or overcome differences?

**Priorities**

- Identifying what if any are the priorities for the Park. Environment – Tourism – Recreation etc

**Communicating the message**

- Getting the message out

**Transparency**

- Remain transparent

**4.1.3 Action Planning**

- What are the steps in action?
- Who will do what and when to move it forward?

What concrete steps/action is needed	What resources will this require?	Who is the lead (organisation and/ or person)	Who else needs to be involved?	Start? Finish? Ongoing?	First steps to get it going?	Who will do this? When?
Tourism assimilate concept of CNP into their marketing effort					-Create a steering group / advisory group to put in place. -Use a neutral group to invite in appropriate stakeholders, to develop awareness raising program -Go to the Parishes and develop with Parish led groups -Consultation at all stages -Need to understand governance and funding -Launch	
Identify audience → how you engage them → develop branding to work at all levels						
Develop correct branding						
Use local media – find ways of effective and thorough dissemination						
Overcome cultural / language issues – press briefings						
Deciding balance between purposes & themes						

**4.2 Countryside code to increase understanding and reduce impact on farmers, land managers and landowners from an increase in CNP visitors.**

**4.2.1 What are the benefits, strengths and positives?**

**4.2.2 What are the challenges and negatives?**

**Encourages sensitive use**

- Code should incorporate common courtesy
  - Seek permission to use private land
  - Pick up dog muck etc / plastic bags and dispose
  - Shut gates
  - Stay on footpaths
  - Respect sensitive areas
  - And other users interests
- Leave it as you find it
- Respect other users
- Stricter codes in sensitive areas
  - Specific to species / environments / areas

**Locally relevant**

- Jersey CNP should not follow UK NP management / codes
  - Local rules taking in local users / concerns!

**Coverage?**

- Codes should be generalised to use in the countryside not be specific to farmland
- Code should be Islandwide and or specific to CNP?
- Well thought out code could protect everyones interests
- Countryside Code should apply to common / Public land not private land

**Legal status**

- Needs to have legal status - enforce implementation

**Provides educational tool**

- Educational tool for users of countryside areas

**Protects special features**

- Tools to protect the special features that makes Jersey's countryside unique

**4.2.3 Action Planning**

- What are the steps in action?
- Who will do what and when to move it forward?

What concrete steps/action is needed	What resources will this require?	Who is the lead (organisation and/ or person)	Who else needs to be involved?	Start? Finish? Ongoing?	First steps to get it going?	Who will do this? When?
Improve co-ordination between bodies using the countryside	Good will	CNP consultation process	Comitte des Connetables	Ongoing		
Consider how the code can be enforced	Honorary Police Parish Hall enquiries					
Creation of the Countryside Code	DoE	DoE	All interested parties	Immediately	Draft document	TL/JJ 1 <sup>st</sup> June 2014
Circulate draft to CNP delegates prior to 3 <sup>rd</sup> July meeting						

**4.3 Use of mobile technology to increase users' experience of the CNP (and reduce the need for boards and signs).**

**4.3.1 What are the benefits, strengths and positives?**

**Provides the CNP with IT presence**

- Do need to have some IT presence always up to date and relevant

**Less visual impact**

- Reduced visual impact of signage

**A greener alternative**

- Greener (except heavy metals)

**Versatile**

- Versatile - able to quickly add content ie warnings

**Interactive with features**

- Automated proximity information
  - Get info as you enter pass a point of interest
- Photo ID of points of interest

**Potential for Citizen science**

- Platform for citizen science
  - Public / visitors could GIS locate species and feed info back to biodiversity centre

**Raise revenue**

- Raise revenue via "Park app" through advertising?
- Businesses pay for inclusion
  - Self-funding

**Links with business**

- Businesses involved in CSR can advertise through app

- Ensure Businesses use branding as part of their advertising
- Could create tours and trips**
- Use app to guide people from hotel to bus to Park highlights, to lunch @ café to next highlights and back to hotel
- Pre-order @ café's restaurants / bars (Greg Morel)
- Details all points of interest, bus connections
- Could form part of /link with Jersey wide information**
- Cross platform information flow
  - Tourism / met / Soc Jersiaise
  - All have existing data to be used / displayed
    - Weather, tides
- Covers the whole of Jersey
- Park app to be part of a "Jersey Guide app"
- Reaches wide number of people**
- Easy penetration
- Free automated / wide reaching publicity
- Can include a range of information**
- Used as guide / species monitor / code of conduct

#### 4.3.2 What are the challenges and negatives?

- That it makes a difference**
- Must be different to existing information sources – needs to add value to the NP experience
- Keeping it up to date**
- Must be up-to-date
- Must be leading edge at all times
- Reception**
- Signal / Reception
- 35 / 45 coverage
- Masts? – camouflaged
- Not used by older people**
- Not used by older people and
- Needs to be free**
- Needs to be free
- Roaming charges**
- roaming charges are an issue
- Do through wi-fi rather than 3G to avoid roaming issues
- No accidental roaming when on north coast
- Who does it**
- What is the entity that does it?
  - Would need to be a National Park Authority or such like
- Funding**
- Funding?
- Risk too commercial**
- "Park App" must not be over commercial – not too much advertising or branding

### 4.3.3 Action Planning

- What are the steps in action?
- Who will do what and when to move it forward?

What concrete steps/action is needed	What resources will this require?	Who is the lead (organisation and/ or person)	Who else needs to be involved?	Start? Finish? Ongoing?	First steps to get it going?	Who will do this? When?
Species recording & data submission to JBC	Development of app ID's of species	Nick Aubin	IT techies, Nat Trust, Soc Jer	After Park formation and Park Authority Formation	?	?
Information Guide & App for National Park to guide people from hotel to sites to lunch to hotel again via points of interest – visual guides	IT research - feasibility & costing exercise - roaming issues for visitors? - able to be done through wi-fi?	D de Carteret @ Tourism, NP Authority	States IT & Telecoms Digital Jersey Mike King @ EDD		Tourism discussion with Digital Jersey @ Mike King e-gov  Gather existing info - GAP analysis - Map existing data / systems & structure against Park brand	D de Carteret doing Jersey App (17) by end of summer.  Use an IT partner to do the IT in return for free advertising space

## 4.4 Corporate engagement to encourage CSR contributions and recognition of the value of the park for inward investment

### 4.4.1 What are the benefits, strengths and positives?

### 4.4.2 What are the challenges and negatives?

#### Securing corporate funding

##### Contributions in kind

- Staff time commitments
- Not always cash
- Infrastructure / premises
- Contributions in kind eg media / IT
- increased involvement fulfils CSR responsibilities more fully – people actually getting involved on the ground
  - Risk assessments, putting the job together to do

##### Engage other organisations to help

- Consulting Chamber of Commerce, Eco-Active Business
- See if they are interested / willing

##### Developing the right approach

- Getting the approach right
  - How to get support
- Branding needs to be right for money / resources to be attracted

##### Develop sub projects?

- Package sub projects
- Biodiversity Championship Scheme “adopt a species” as an example
  - This is more targeted / thematic
- Linking CSR projects to place by also working with the local community / schools and local amenities

##### Other funding

- Researching what funding pots are out there (bigger organisations)

##### Opportunities for smaller business

- Also smaller businesses – how do they get involved?

- Perhaps providing a service as part of an activity
- £1 on a bill or on a themed item on the menu?

**Longevity of funding would need to be worked out**

- How does this work? Permanent time bound by commitment?
  - But also need to mention / foster long term partners
  - Football stadiums as an example for partnership funding (10 yrs or whatever)
- Ongoing main partners £x funding per year as an aid to long term planning

**Reciprocal publicity**

- Use of logo and branding
- Internal newsletters and websites to carry CNP themes / info /links etc
- Publicising benefits in kind as long as the brand is strong

**Using special qualities of the CNP to support economic growth and inward investment**

**Recognition that the landscape quality of the CNP is a draw**

- Recognition that the CNP assists economic growth & therefore supporting the CNP designation

**Evidence that it is a draw**

- Assessing how influential the CNP is
- Is there any empirical data?
  - Jersey Finance
  - H&SS
  - Economic Development

**Risk in use of brand**

- Stopping uses of the brand / name / logo / association within the Coastal National Park
  - Do we need to if it is positive
  - And people are getting on board
- Can protect it formally or let people use their conscience

**4.4.3 Action Plan**

- What are the steps in action?
- Who will do what and when to move it forward?

**Identify a lead person to take forward**

- Not all are represented here so difficult to say
- Depends on "Management Structure" & Authority

**Set up a central liaison point and project management**

- Need a central liaison point for corporate organisations to engage with
- Project management in Place
  - Timetabling
  - Including process for fund administration
- Consider cash admin options – charity?
- Requires Gov't investment at least in early days

**Clear targets and deliverables**

- Targets and deliveries over a set time period eg 5 years to enable planning
  - Chamber of Commerce links
  - Sustainability Forum

**Extend or learn from the art fund**

- Planning obligations - % for art / environment
- Using examples of % for art – policy for % for environment <33>
  - Design process by which we administer the money
  - Can the funds be administered by a corporate partner?

<b>When</b>	<1yr July 2015	<b>Who</b>	<33>
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**Develop brand**

- Using the brand to promote tourism and inward investment

- Chartered institute of Marketing - approach to develop the brand and get their corporate involvement
- Develop brand (with timescale) – bid to TDF <51>

<b>When</b>		<b>Who</b>	<51>
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**Create a promotional pack**

- Promotional pack for businesses

**Market Research**

- Market research survey –
  - Jersey annual social survey

**Bench marking**

- Benchmarking against other NP's

**4.5 Coordination of budgets and accessing other sources of funding**

**4.5.1 What are the benefits, strengths and positives?**

**Effective use of resources**

- Using resource more effectively
- Opportunity to avoid duplication
- Increase resource available

**Having an overview**

- Building an overview of funding needs for the MP

**Diversity of funding**

- Access to NGO funding (non governmental)
- Diversity of funding opportunities

**Holistic more appealing to donors**

- Holistic banner increases attractability to donors

**Greater transparency**

- IT co-ordination - see where money is going
- Accountability and transparency
- Monitor internal use of funding

**Investment income**

- Investment income – but who decides investment portfolio?

**Contributions in kind**

- Funding is not necessarily money
  - Can take the form of other services provided eg volunteers / man power

**4.5.2 What are the challenges and negatives?**

**Who coordinates the fund and CNP?**

- Who will co-ordinate the funding
- How will the management committee be empowered including financially for the CNP
  - Can't just be a group of "hobbyist"
- Co-ordinate pre-existing organisations
  - Working in partnership rather than starting again
- Should have more present rather than just being pre-existing organisations together
- Need clear structure & framework etc & budget to be able to co-ordinate funding
  - Hard to make decisions without this
- Need to empower the management plan to make it work

**Managing conflicting priorities**

- Managing conflicting priorities of participating organisations
- Decision making when funding is limited
- Be careful over overlap in management plan

**Some funding will have restrictions**

- Different sources of funding restrictions – how do you overcome this?

**Sustained funding**

- Sustainability of funding
- Obtaining realistic funding for the long term
- Source of funding**
- Where will it come from
- Who should provide funding?
- Conflicts from changing land values**
- Conflicts of interest of land ownership eg increasing land value through CNP
- Amount of funding**
- How much is enough funding – there will never be enough!
- Look for innovative funding
- Other sources of funding**
- Restricted donors giving grant
- Trust & foundations
  - Global
  - Regional etc
- Private individuals – charitable donations
- Trust fund managers – charitable donations
- CSR
- Commercial resource – marketing
  - Services / brand to add value to brand

### 4.5.3 Action Planning

(Also see Action Plan section 3.5.2)

- What are the steps in action?
- Who will do what and when to move it forward?

What concrete steps/action is needed	What resources will this require?	Who is the lead (organisation and/ or person)	Who else needs to be involved?	Start? Finish? Ongoing?	First steps to get it going?	Who will do this? When?
<p><u>Co-ordinate set-up Management Authority</u></p> <ul style="list-style-type: none"> <li>- Draw up a budget</li> <li>- What money do you have to spend</li> <li>- What project you want to support</li> <li>- How much will this cost</li> <li>- How much you will need to spend</li> <li>- Decide what the priorities are</li> <li>- Decide what target budget is</li> </ul>	<p><u>Manpower</u></p> <ul style="list-style-type: none"> <li>- Difficult to say...</li> <li>- Lots of ways to implement</li> <li>- Could use existing resources or could seek external “now” funding</li> <li>- Who should be involved with funding</li> <li>- Service donation / “in kind”</li> </ul>	<p>Management Authority Budget management not control</p>	<p>Refer to all stakeholder involved in MP</p>			

## 5 A CNP co-ordinating group

Group 1, Group 2, Group 3, Group 4

Comments in Workshop 1 suggested that people want the group managing and overseeing the National Park to be:

- external to the Government
- include government, NGO, community representative and business
- supported by a secretariat function
- function as a coordinating group rather than top down management group (to fit with the ethos of the CNP being a shared endeavour between organisations and interests)

## 5.1 To be coordinators (not top down managers) what should be their main functions?

### Role/functions/responsibilities

#### Leadership and identify of CNP

- Leadership
- Identity of the CNP

#### Promotion

- Promotional
- Promotion
- Design the brand
- Branding /visioning / marketing

#### Management Plan Implementation

- It brings the plan in to practice and what's decided here carries through
- Deliver management plan
- Hold and review action and management plan
- Foster balance between environment, recreation, business
- Conservation and enhancement of Park

#### Co-ordination and liaison

- Co-ordinating group should remove overlap
- Co-ordination on people and stakeholders
- Co-ordination on data
- Liaison with other States Dept

#### Communication

- Communication
  - Local, national, international
  - Polish, Portuguese , French
- Dissemination

#### Provide advice

- advice provision – species 1<sup>st</sup> point of call then expert groups provide specialist info
  - land management
  - what's permissible on land etc

#### Issue resolution

- Ongoing & resolution function with regard to land issues

#### Commission reports

- Commission specialist reports

#### Monitoring

- Scrutinising & oversight
- Monitor improvements / deteriorations in environment

#### Budget and best use of resources

- Budget
- Best use of resources
- Co-ordination on resources – set & monitor targets

#### Administer

- Administrative functions
  - Need legal and secretarial knowledge
  - Parish skills
- Legal & secretarial expertise

#### Interaction with planning

- Interaction with planning will be key

#### Events

- Event-led tourism – walks by theme

### Type of organisation

#### New type of group

- Can't think of any group like this going in to unchartered territory
- Sort of "third way"
- Form NGO for NP

- Or adopt a current one
- Could it be run and meetings as a Trust
- Skilled people**
- Skill sets : develop and maintain a consensus
- Establish need / identify skill sets
- Quality of the individuals who can drive and engender change
- Traditional models**
- Committee
- Board rather than a co-ordinating body
- Neutral**
- Overseeing group needs to be perceived as neutral
- Impartial?
- All interests declared
- Power?**
- What empowerment would they have
  - Financial?
  - Who are the decision makers?
- How do they decide – vote?
  - Express multi-interests
- Where does this draw its authority from?
- Create a body with overarching control
- Accountable**
- Needs to be accountable
- Needs reporting mechanism
- Who do the co-ordinating group get report to / get approval from?
- Be subject to oversight authority
- How appointed?**
- Board members nominated from groups & stakeholders
- Elected by board / committee?
- Appointed by Minister?
- Appointed by Public meeting?
- Moderate meetings**
- Moderate meetings
- Structure**
- Need a structure
- Terms of ref**
- Produce TOR
- Terms of ref
- Funding**
- Funding

**Membership and Size** (*these were discussed in more depth in later sections*)

- Balanced Membership**
- Group needs to be balanced
- Mix of people who live and work in the park plus users of the park who may live outside the park
- Needs nominated person from other organisations / interests
- And incorporate the breadth of decisions
- Need champions in all relevant parts of government
- Parish representation
- States representation – not politicians – advisory capacity?
- Funders want influence need to establish who this is and how it might be assessed
- Concern that the management plan is influenced by participants in this process which lacks recreation interests
- Size of group**
- Will need to be a big group
- Establish a size of group that's productive
- Rationalise expertise at a representative level

**Additional groups**

- Specialist groups
- Form groups as interest needs arise
- Appoint expert panels for protection functions and technical issues

**Find what works**

**Find what works**

- Don't re-invent what already works
- Identifying what already works
- Establish what form the CNP group should take and how it's composed and then how it operates

**5.2 How often should it meet?**

**Monthly to start**

- Start with more frequent eg monthly / quarterly initially then meet less often once things get going
- Meeting frequency will be quite high whilst it gets established

**2 Monthly**

- 2 monthly

**Quarterly**

- Co-ordination requires less frequent meetings
  - Maybe quarterly
- ¼ rly

**They decide**

- Board decides their own agenda

**Ad hoc**

- As often as necessary
- As required will quantify the formalised periods
- Ad hoc depending on demand or decisions needed

**Depends on function and membership**

- Who's managing this will require different regularity of meeting
- Need to know function of group and who is on it to determine meeting
- Who has the task of implementing

**Funding/support for voluntary members**

- Funding for members is a consideration if people are giving voluntary time there are opportunity costs, others will be professional / salaried

**5.3 What should meetings be like?**

**Neutral Chair**

- Impartial neutral chair

**Tone**

- Constructive
- Agreeable
- Civil
- Rules of engagement
- Examples of representation will effect what meetings will be like

**Make a difference**

- Achievable outcomes
- Actions identified
- Action points / responsibility / time scales

**Reporting**

- Minuted
- Minute report
- Open to public (?)
- Reporting in to groups from all different interests

**Transparency**

- Report to public
  - Links to engaging the public and taking community with you
- Transparency
- Minutes - publicly available

**Responsible and equitable**

- Clearly defined responsibilities
- The meeting needs to be able to balance financial input to outputs
- Ensure protection of all stakeholders interests vs CNP objectives

**Focused**

- Fixed agenda
- AOB
- Clear aims and objectives
- Short & sharp
- Clear meetings

**Draw in experts when needed**

- Core steering group calling in expertise when required

**5.4 Who could lead meetings (eg rotate the role of chair at each meeting, fixed term chair)?**

**Instead of chair have a moderator/group lead**

- Moderate meetings
- Co-ordinate group lead

**Someone experienced, fair, trustworthy, strong**

- Need a very experienced and trustworthy person – someone who's professional job has involved this experience about fairness and credibility and structure
- Need a strong leader

**Neutral/independent person**

- He / She neutral , independent from interests (co-op ex-officio members on specialist areas eg Planning Minister
  - But risk this would make it more government lead
- Alternatively move to an independent chair
  - Someone may emerge
  - Consensus
- Completely independent professional chair?

**Rotating?**

- Start trying to rotate
- Chairperson rotated
- Fixed periods
- Don't think a rotating chair works – need stability and consistency
- Rotating Chair through organisations?
- Not rotating Chair through organisations?
- Chair / deputy

**Casting vote**

- Chair carrying casting vote

**Advertise the post**

- Advertise the post?

**5.5 How many people should be on it?**

**Ten**

- Approx 10 (based on Q 5.6)

**Twelve**

- 8 sector representatives plus 4 independents
- Think about 12

**Thirteen**

- 12 member board plus chair with casting vote

**Workable number**

- Not unmanageable – not too many

**Representative**

- All stakeholders represented

**Unsure**

- Depends how many groups have an interest (core group and co-opt as necessary)
- Too early to say

**Suggested members**

- Chair
- DoE rep?
- National Trust?
- Not National Trust?
- Societe Jersiaise?



## Additional comments by groups

### Group 2

Group 2 created the list below but then crossed it out and said 'see Management Plan' [structure]

- ~~Historic Environment~~
- ~~Farming~~
- ~~Business & Tourism~~
- ~~Developments (Architects Association)~~
- ~~Civil Service Representation (Senior CS)~~
- ~~Parish representation — non political~~
- ~~Finance (Banks etc)~~
- Skill sets more important than affiliation

### Group 3

- Architects
- Lawyer
- Mossadi Fonseca Panamanian offshore lawyer (Ramsar)
- Jeff Hathaway £48k & free Pier Rd parking space!

### Group 4

#### Parish Representative

- Each of 8 parishes should have a representative
- Or perhaps all 12 because they might become CNP in the future
  - But risk that St Helier has a lot of weight but is not part of CNP
  - Perhaps Committee des Connetables could nominate who represented on behalf of 8 parishes
  - But wouldn't be perceived as equitable

#### Roles

- Chair
- Secretary
- Treasurer

## 5.7 Are additional special interest groups needed and if so what and how do they relate to the coordinating group?

### Balanced membership should reduce the need

- Require reps to engage their own interest sectors outside of meetings
- Mechanism required to ensure all interest voices considered

### Draw in other specialists/experts for specific purpose

- Board needs to draw in specialist / expert advice as needed
  - UK universities
  - Local expertise
  - Directory of available people & skills
  - & other professional bodies
  - Education dept. / students /specialist studies
- Specialist groups bought in to address specific issues
- Need to be selective about special interest groups on a permanent basis
- Include people by co-opting people into core group eg specialists for a particular issue

### Any specialists function as consultants

- Act as consultants to group

### Stakeholders not on core group have influence

- Stakeholder buy in to the role of the Board
- Annual meeting of stakeholders to agree Action Plan
- Propose agenda items for the Board
- Reports of meeting can go out to everyone so they can contact the group if something relevant comes up

### Transparency

- Transparency and freedom of info

## 5.8 How could the need for a day to day coordination and secretariat function be met?

### Small skilled team (paid)

- Small skilled team to manage CNP project

### Size

- More than 1 person
- Funding for 1 x FTE

### Scope of work

- Agenda / budget / minutes / co-ordinate requirements of stakeholders etc / monitoring / evaluations – big job
- Secretariat required – employed / selected on merit (possibly honorary)
- PR – interpretation centre – project management
- Do need Secretariat
- Someone to organise co-ordinating group / meetings / chair it?
- Day to day Secretariat needs to be met?
- Dedicated website and / or info line
- Downloadable PDF's

### Who

- Gov't might provide office staff time
  - But then it turns it back to a gov't thing
- Bolt on existing post @ DoE (bad language skills)
- Split with Tourism? (good language skills)
  - Info service
  - Tourism website
- Not split with Tourism
- Could sit outside SOJ
  - What's effectiveness of this like
    - Normally questionable
    - Need to retain sense of direction

### Resources

- Depends on funding
- Needs a sponsoring organisation for practicalities
- Funded support (quango)
- Volunteers?
  - Friends of the National Park or NGO
- NGO's - volunteers
- Co-ordinating group members not resourced

### Role

- Be independent / impartial of objectives

## 6 Parking Place

- Management Plan document
  - Needed sooner - or less [to read]!
- Is there going to be a National Park Authority for the CNP?
- Existing recreational users need reassurance about being able to continue responsibly
- This discussion has gone so broad - have we lost focus on CNP?

## Annex 1 Agenda

# Jersey's Coastal National Park

## Making a difference

### Workshop 2

## Agenda

**9.30** Getting Started - Registration, coffee and tea will be available, starting activities.

**9:45** **Facilitators Introduction** Diana Pound Dialogue Matters  
**Clarifications** Marc Woodhall Natural Environment Officer

### Review information and the draft management plan

#### The draft management plan

Work has begun on the draft management plan. The current thought is that there will be a succinct summary, the plan, and a separate action plan which will need updating more often than the plan itself. Please look at the structure and content of the draft plan and provide your views in response to the questions:

- What do you like?
- Suggestions for improvement?
- How long should it be for?

#### Information

- Take a look at maps and information collated in response to questions in workshop 1

#### Measures of success ( work in themed group)

When the management plan is reviewed it will be important to know whether or not an action has been implemented and what that achieved. In suggesting what could be measured, ease of collecting, efficiency and cost are considerations. Where possible using data that is already collected makes sense. In relation to this topic:

- What key indicators could be measured to demonstrate progress?
- How could these be measured in the most cost effective and efficient way?
- Are there particular targets (quantity/quality/timing) you would like to propose?

### 11:15 Tea and coffee break

**11:30** **Action planning by theme** ( work in themed groups)

- Are the listed actions:
  - 'ongoing',
  - 'new' but achievable within existing resources
  - 'aspirational' ie would take significant new funding to achieve

Please start work with the priority topics from the wish list, then the next priorities. And answer:

- Who will lead on delivery and who else needs to be involved? (Please ask the facilitator to annotate offers as follows: D for definite offer, P for provisional offer, T for temporary lead to get things going but may handover after that).
- When should action on this start?

- When should it be completed by?
- What are the first steps and who will take them?

12:45 Lunch

1:45 **Gaining momentum**

Topics are:

1. Initial awareness raising of the CNP's existence/branding/launch
2. Countryside code to increase understanding and reduce impact on farmers, land managers and landowners from an increase in CNP visitors.
3. Use of mobile technology to increase users' experience of the CNP (and reduce the need for boards and signs).
4. Corporate engagement to encourage CSR contributions and recognition of the value of the park for inward investment
5. Coordination of budgets and accessing other sources of funding

**For each topic answer the following questions:**

- What are the benefits, strengths and positives?
- What are the challenges and negatives?
- What are the steps in action?
- Who will do what and when to move it forward?

3.00 Tea and coffee

3:20 **A CNP co-ordinating group**

Workshop 1 showed that people want it to be:

- external to the Government
- include government, NGO, community representative and business
- supported by a secretariat function
- function as a coordinating group rather than top down management group (to fit with the ethos of the CNP being a shared endeavour between organisations and interests)
  - To be coordinators rather than top down managers, what should be their main functions?
  - How often should it meet?
  - What should meetings be like?
  - How and who could lead meetings (eg rotate the role of chair at each meeting, fixed term chair)?
  - How many people should be on it?
  - If there were 10 places suggest interests and organisation to have them? (Suggest names too if you want to)
  - Are additional special interest groups needed and if so what and how do they relate to the coordinating group?
  - How could the need for a day to day coordination and secretariat function be met?

Wrap up today and what happens next

No later than 4.45 Finish

## Annex 2 List of Attendees

Name	Organisation/interest
Andrew Terry	Durrell
Arthur Lamy	
Bertram Bree	Ramsar Management Authority
Bob Tompkins	
Charles Alutto	National Trust for Jersey
Dan Houseago	States of Jersey – Economic Development & Department of the Environment
David de Carteret	States of Jersey - Tourism
David Hambrook	Royal Jersey Agricultural & Horticultural Society
David Pope	Royal Jersey Agricultural & Horticultural Society
Dougie Richardson	Jersey Farmers Union
Gareth Jeffreys	
Greg Morel	States of Jersey - Department of the Environment
Iain Norris	States of Jersey - Department of the Environment
Ian Le Brun	Jersey Royal Company Ltd
Jane Burns	States of Jersey – Department of the Environment
Jason Simon	Simon Sand & Gravel Ltd
Jeff Hathaway	Parish of St Brelade
Jody Robert	States of Jersey - Department of the Environment
John Garton	Genuine Jersey
John Mesch	Council for the Protection of Jersey Heritage
Ken Thomson	Jersey Motor Cycle & Light Car Club
Martyn Farley	Parish of St John
Mike Stentiford	
Nick Aubin	Societe Jersiaise
Peter Le Gresley	States of Jersey - Department of the Environment
Philip Sturgess	Zebra Cycle Hire
Rod McLoughlin	States of Jersey – Education Sports and Culture
Sheila Mallet	Action for Wildlife
Tim Liddiard	States of Jersey – Department of the Environment
Tony Gottard	Sates of Jersey – Department of the Environment
Tracey Ingle	States of Jersey - Department of the Environment
Sean Le Breuilly	Jersey Cycling Association