

# **BUSINESS PLAN 2015-2018**

## **2017-18 Work Programme – Q3 (1 October to 31 December 2017)**

### **Achieving Excellence**

**We will provide quality services and effective use of resources in championing the purposes of the National Park.**

***Whilst high standards are maintained in all service areas, the 2017-18 work programme focuses on specific areas of work which will be developed and progressed during the year.***

#### **Achieving Excellence Priority 1: Providing the highest quality of service**

**We will provide efficient and effective support services for our work, by:**

- recruiting high-calibre staff and providing opportunities for development within a flexible, healthy and safe work environment
- delivering high standards of customer service at all levels, internally and externally
- providing quality support to the planning service by ensuring the timely validation and processing of applications
- ensuring sound decision-making and accountability through high standards of corporate governance with clear, transparent and consistent policies and procedures.

Action/Outcome	Officer	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Set up new SharePoint intranet site and migrate corporate documents from the old to the new intranet and then team documents from existing team drives onto the new site leading to efficiencies and significant saving on storage space.	Hilary Makin/David Stone/Ann Wood	The new Intranet site is now live. The team documents will be moved as part of the authority wide records management project currently underway.		
Prepare a new Business Plan for 2018-21 taking into account developing strategic themes and external factors.	Alison Barnes/ELT	Business Plan drafted in advance of workshop with staff and Members to follow the Authority meeting on 18 January 2018.		
Develop our approach to Organisational Development to support delivery of the Partnership Plan and development of new Business Plan; refresh our approach to <ul style="list-style-type: none"> <li>• staff and volunteer recruitment and retention,</li> <li>• learning and development</li> <li>• working together with other organisations towards a virtual 'Team New Forest' including joint learning and development opportunities</li> </ul>	Nigel Stone	The People Plan will be launched in spring/summer 2018 – a list of specific actions, under headings of Perform, Engage and Partner, are currently being drafted following further staff engagement in Q3. Sufficient resources have been set aside within the new Business Plan to take forward this work.  Our new e-learning system, for all staff, went live in late October; usage and initial feedback will be fully reviewed in Q4 but seems positive.		
Review our approach to project management across the organisation to ensure good governance, drive forward delivery of cross-cutting strategic themes and maximise positive actions.	Nigel Stone	Strategic Themes, Project Management and Ways of Working taking shape within the draft Business Plan 2018-21, wide discussions taking place to make these proportionate and valuable, to avoid 'box-ticking' actions or processes.		

## **Achieving Excellence Priority 2: Working with others in achieving maximum benefits for the National Park**

**We will maintain and develop links with partners, stakeholders, communities and parishes, by:**

- regular engagement, joint working and effective communication with communities in promoting the National Park and our purposes
- supporting the New Forest Consultative Panel, New Forest Access Forum and other relevant New Forest forums
- engaging with parish councils by facilitating quarterly parish quadrant meetings
- promoting increased public engagement with and awareness of our work through our communication channels
- sustaining and developing shared service provision with other service providers.

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
<p>Provide expert specialist advice through shared services with New Forest District Council (building design and conservation, ecology and trees and archaeology) and the Forestry Commission (archaeology).</p>	<p>Ian Barker/Nik Gruber/Warren Lever/Frank Green/Lawrence Shaw</p>	<p><u>Archaeology</u></p> <p>Work has continued in the delivery of the archaeological service level agreement to the New Forest District Council and Forestry Commission. Work with the Forestry Commission has included contribution to monument management and advice in the New Forest as well as across Hampshire, Dorset and Surrey.</p> <p><u>Building Design &amp; Conservation</u></p> <p>Development control consultations from NPA and NFDC (through the SLA shared service) remain high in terms of formal applications, and pre-application advice. The team have set up design surgeries with both DC teams to help manage the workloads and these are working well. Regular meetings take place with NFDC to review matters and the feedback from the District Council continues to be positive.</p> <p>The Western Escarpment is the largest Conservation Area within the National Park and includes seven Parish and Town Councils. The Western Escarpment has an up to date character appraisal, management plan and action plan for ways in which to enhance and preserve the Conservation Area. Representatives from each Parish Council sit on a pilot Steering Group which the National Park Authority facilitates.</p> <p>Work to review the current Buildings at Risk Lists for the National Park and the District Council has begun and by the end of 2018 we hope to have an updated list of Heritage Assets which are at risk. This will allow the team to prioritise work on the most vulnerable and important buildings.</p>	<p></p>	<p></p>

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
		<p><u>Trees</u></p> <p>The team continues to provide expert advice and support on arboricultural matters meeting the requisite deadlines for consultations on planning applications and the determination of tree work applications.</p> <p>For the period between October to December 2017:  158 tree work applications received, with 100% of decisions then issued within 8 weeks.  7 Tree Preservation Orders were made where it was considered that premature removal or extensive pruning of the trees would result in the loss of an amenity to the local environment.  90 responses to Development Control consultations provided.</p> <p><u>Ecology</u></p> <p>The Authority's Ecologist continues to provide expert advice and support to NFDC in accordance with the Service Level Agreement (SLA) which requires up to one day a week. For the period Oct-Dec inclusive over 52 cases were the subject of consultation. Emergency advice was also provided to a householder who had unexpectedly encountered bats whilst undertaking building works. The existing SLA is due for renewal in June of this year.</p>		

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Working with partner organisations, to co-ordinate and publish a new annual report on progress on the actions as set out in the Partnership Plan 2015 – 2020. Develop the relationship between key organisations delivering the Plan by enabling discussion of key strategic issues and opportunities for staff teams to come together as 'Team New Forest' delivering together	Steve Avery	The Progress Report 2017 was published in June. Holger Schiller has been liaising with our partner organisations on those actions which remain outstanding. The New Forest Leadership Group meets again in February to consider the Progress Report for 2018 and to plan for a 'team new forest' event in the summer, bringing together staff and members from the partner organisations.		
Build a consensus and shared understanding of the evidence and data that underpins the work of the Authority and its partner organisations. To include identifying gaps in data and information needs, a review of the State of the Park Report and the active engagement of leading research/academic institutions in taking this work forward.	Steve Avery	A significant amount of new data and evidence has been commissioned to inform and support the draft Local Plan including a Strategic Flood Risk Assessment, a Business Needs and Market Assessment Report and a draft Habitats Regulation Assessment. These are now available to view on the NPA website. Through the OPOF programme, the New Forest Knowledge website is being developed.		
Continue to engage, consult and involve parishes through quadrant meetings and enhance participation by the New Forest Consultative Panel through planned and focused agenda setting.	David Stone	The agenda setting group of the NF Consultative Panel (Clive Chatters (Chairman), Steve Avery and Bruce Rothnie) met on 3 November and identified a number of agenda items to be considered over the course of 2018 by the Panel; these include, the Forest Design Plan, Recreation Management Strategy, Green Halo, NPA draft local plan and 25 Year Environment Plan. Quarterly meetings of the parish quadrants are taking place early in 2018.		

### **Achieving Excellence Priority 3: Using available resources effectively and efficiently**

**We will regularly review and evaluate corporate support services and continually improve our ways of working, by:**

- providing reliable, cost effective IT services and robust systems that enhance and support our work
- procuring cost-effective resources that are sourced sustainably and responsibly
- providing comprehensive high quality responses to requests for information and enquiries on our work.
- ensuring we maintain robust financial reporting and procurement processes.

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Consolidate and improve our ICT service and implement agreed mechanisms for approving and implementing non-standard hardware and software to make the most effective use of new technology whilst ensuring the integrity of the Authority's IT systems. Oversee compliance with the newly approved ICT Acceptable Use Policy.	Ann Wood	<p>The PC roll out, move to Windows 10, and the new Intranet has been completed. This roll out also included the installation of an interactive screen in the Anderwood conference room. A number of lunch time workshops have been held to help users make best use of Windows 10 and the interactive screen.</p> <p>A new remote system has been installed requiring building 3 new servers. Patching and security continues to take high priority. A laptop which is off our network has been set up to use as a sheep dip allowing attachments and portable data devices to be virus checked.</p> <p>The new GIS database is now live and all users have been upgraded to Cadcorp 8. The new interactive TPO map is also now live with the interactive planning map under development. The aim is for the planning map to go live alongside the new website launch.</p>		
Deliver our Corporate Sustainability Plan, reducing the environmental impact of waste, energy use and transport related carbon emissions. CC4	Andy Brennan	Green group met in December to discuss various sustainability initiatives and plan activities for 2018.		
Develop and implement projects which improve the financial sustainability of the NPA and key partners which we fund. Support National Parks Partnerships Ltd in their national work to achieve corporate sponsorship.	Nigel Stone	<p>First batch of free NPPL clothing has arrived and been distributed. NPPL business model requires revision to include annual contributions (£10k per Park) as direct cash not forthcoming but current overall savings and wider value currently creating 1.8 times our investment.</p> <p>Commercialisation expert from Hampshire Fire Service held two sessions with staff before Christmas (all were invited) to scope possible opportunities, further work now underway to check initial viability of suggestions.</p> <p>Detailed discussions being had about the future funding plans/requirements/sustainability of the NF Centre; all in the context of Authority priorities and what we are able to offer/support going forward.</p>		