



New Forest National Park Authority  
BUSINESS PLAN 2011-2015  
2012-13 Operational Plan



# Protect

We will work to ensure that **the qualities that make the National Park a unique and special place are strengthened and made more resilient, bringing benefits for both people and wildlife.**

## Priority 1: Enhancing the Forest’s landscapes and habitats

We will help to improve the large-scale landscapes and habitats that are characteristic of the New Forest, by:

- Prioritising the areas where action is most needed to ensure the integrity and quality of the landscape and biodiversity of the Park
- supporting Natural England and local landowners / occupiers in restoring and continuing to maintain the quality of locally, nationally and internationally important wildlife sites
- supporting the Forestry Commission, Verderers and Commoners in delivering long-term management of the Open Forest.

As measures of success, we will:

- Help to deliver at least two large-scale landscape or biodiversity enhancement projects that provide connection and resilience for the Forest
- complete a Landscape and Biodiversity Action Plan for the National Park, supported by a broad partnership to enable the delivery of specific actions
- agree a framework for identifying gaps in our knowledge about the historic and cultural landscape.

Action	Owner	Target delivery date	Milestones for performance reporting
Establish group to develop strategic approach to wildlife in National Park (NE, FC, RSPB, NFA, HWT, WWT), and develop partnership group 'Growing the Forest' to respond to the Natural Environment White Paper and progress projects.	Ian Barker, Julie Stubbs	Meeting dates to be agreed NE Shared Outcomes reporting: 29 June – Park level activity July, January progress against themes	Establish a strategic and partnership framework to deliver biodiversity projects in and adjoining the National Park. Publish BAP as framework and baseline. Facilitate three strategic meetings. Facilitate three partnership meetings. Launch partnership with conference. Develop better boundaries project - scope and plan. Develop community wildlife project - scope and plan. Pondscapes - identifying priority areas project - scope and plan involvement. NE Shared Outcomes Agreement engagement and reporting.

Action	Owner	Target delivery date	Milestones for performance reporting
Deliver catchment project and associated work e.g. catchment restoration fund opportunities.	Ian Barker	December 2012	As part of a partnership, produce a stakeholder vision for the water environment of the New Forest catchment. Project plan to produce stakeholder led Catchment Management Plan.
Engagement with set up of Hampshire and Wiltshire Local Nature Partnerships.	Steve Avery	March 2013	National Park Authority engaged with County wide landscape scale biodiversity initiatives. Attendance at all steering group meetings; first meeting 12 March. Engage proactively in projects.
Project to establish a local definition of tranquillity and methodology for its application.	Sarah Kelly	March 2013	Partnership to establish a local definition of tranquillity and methodology for its application to maintain and enhance the tranquil areas of the National Park. Project plan still to be agreed; lead by RMS Working Group subgroup.
Complete the climate change adaptation plan.	Steve Avery	March 2013	An adaptation plan to reduce the vulnerability of the National Parks special qualities to the effects of climate change, following a methodology agreed with Defra and other National Parks. Work re-commencing Autumn 2012.

**NE** Natural England  
**FC** Forestry Commission  
**RSPB** Royal Society for the Protection of Birds  
**NFA** New Forest Association  
**HWT** Hampshire Wildlife Trust  
**WWT** Wiltshire Wildlife Trust  
**BAP** Biodiversity Action Plan  
**RMS** Recreational Management Strategy

## Priority 2: Achieving excellence in development and planning

We will seek the highest quality of new development within and around the National Park and minimise any impacts on its special qualities, by:

- Providing clear planning policies and a high quality planning service
- working closely with neighbouring authorities as they develop planning policies and proposals for their area
- adding to knowledge of all aspects of the National Park, including assessing and taking action to address any changes in its special qualities
- supporting the delivery of green infrastructure plans, both within and outside the National Park to reduce pressure on the most sensitive areas.

**As measures of success, we will:**

- Produce supplementary planning documents and guidance notes as an aid to residents and developers, covering design guidance, recreational horse keeping, boundary treatments and open space standards
- ensure all Core Strategies and other relevant planning policy documents adopted for neighbouring areas reflect the special qualities of the National Park
- establish condition indicators and a system of data collection to monitor the special qualities of the Park.

Action	Owner	Target delivery date	Milestones for performance reporting
Design case studies project to lead to design awards scheme.	Paula Freeland, Paul James	March 2013	Supplement the Design Guide and seek to ensure a high quality of design of new development. Identify case studies. Develop website pages. Launch. Scope awards project. Monitor use of design guide.
Prepare a Development Standards SPD including SPA a mitigation strategy.	David Illsley	July 2012	Ensure that new development meets appropriate standards, including mitigating impacts of development on the New Forest SPA. Prepare SPD - March 2012, consultation - April 2012, adoption - June 2012, publication - July 2012.

**SPD** Statutory Planning Document

**SPA** Special Protection Area

Action	Owner	Target delivery date	Milestones for performance reporting
Develop a set of indicators to monitor the special qualities of the Park and publish a State of the Park Report.	Nick Evans	July 2012	Provide an objective baseline to monitor the condition of the National Park and an evidence base for future action. Complete preparation March, liaise with partners April, publish July 2012.
Establish a Community Infrastructure Levy for developer contributions.	David Illsley	April 2014	Ensure that infrastructure needs arising from new developments within the National Park are addressed. Consultation with local communities likely to be autumn 2012.
Adoption of the Hampshire Minerals and Waste Local Plan (working with Hampshire County Council, Portsmouth and Southampton City Council and the South Downs NPA).	Sarah Applegate	December 2012	Provide a consistent park wide planning policy framework for minerals and waste development. Submission to the Secretary of State - February 2012; Examination - June 2012; Inspector's Report received - August 2012; Adoption by NPA - December 2012.
Set fees for planning applications and pre-application advice and thereafter, update Development Control Charter.	Rob Ainslie	Reset fees within three months of government announcement	Appropriate fees set for planning applications based on the circumstances of the New Forest. New fee charging schedule.

NPA National Park Authority

Action	Owner	Target delivery date	Milestones for performance reporting
Implement outcomes of the planning applicant satisfaction survey.	Ann Wood	Within six months of new website launch	Maintain a high quality planning service for customers. Key actions include: Improved website information. Refine local requirements. Improved applicant checklist.
Ensure the Planning Service responds positively to the new planning reforms set out in the Localism Act and the National Planning Policy Framework (NPPF).	Steve Avery	March 2013	Obtain NPPF 'Certificate of Conformity' for NPA Core Strategy (March 2013). Provide training and updates for Parish Councils (September 2012).
Engage with developing green infrastructure plans for areas outside the national park.	David Illsley	March 2013	Effective implementation of green infrastructure provision and enhancements to mitigate increased recreational pressure on the National Park. To meet targets set by other organisations – New Forest District Council and Wiltshire Council committed to preparing strategies 2012-13.

**NPPF** National Planning Policy Framework

### Priority 3: Conserving strong local distinctiveness and the character of the historic environment

We will support communities, businesses and residents in conserving the many features that contribute to the local distinctiveness of their area, by:

- Enabling local people to safeguard and promote the character of their area, including support for local traditional building and craft skills
- developing Forest-wide initiatives of interest to local communities, including those that record or celebrate features of value
- providing advice and resources for specific community-led projects that add to local distinctiveness
- continuing to improve our knowledge of the history and archaeology of the National Park, increasing public awareness of its importance.

As measures of success, we will:

- Support at least eight local communities in producing a Village Design Statement for their area
- help in the design and successful implementation of at least five projects to conserve local distinctiveness involving communities in the Park
- support 20 local businesses in developing skills in conservation building.

Action	Owner	Target delivery date	Milestones for performance reporting
Develop conservation area management framework through pilot delivery of Western Escarpment Plan projects and evaluation of development of Western Escarpment plan to inform plans for other areas.	Anne-Marie Lomax	Finalise plan – May 2012 Agree projects Scoping December 2012	Community engagement in conservation areas and projects for their conservation and enhancement. Finalise WE plan with steering group. Develop selected projects from WE with steering group. Scope future management plans for other areas.
Support village design statements (Hordle, Hyde, others as requested).	Paula Freeland, Nick Evans	On-going Hyde June 2012	Supporting the preparation of local design guidance prepared by communities. Input to Hyde VDS and public consultation - April - May 2012; Adoption of Hyde VDS - June 2012. Input to Hordle VDS - on-going. Input to Ashurst and Colbury - on-going. Input to Sway - on-going.

WE Western Escarpment  
VDS Village Design Statement

Action	Owner	Target delivery date	Milestones for performance reporting
Implement a traditional building skills project with LEADER funding.	Anne-Marie Lomax	October 2012	Developing and sustaining specialist building conservation skills which will be used in the area. Aim to support at least eight local businesses by October 2012.
Identify, map and record landscape features which contribute to local distinctiveness.	Sarah Kelly, Paula Freeland, Frank Green	March 2013	Develop the evidence base for the State of the Park report. Baseline survey using fixed point photography. Scope and prepare framework for community engagement projects.
Deliver archaeological survey elements of World War II project.	James Brown	March 2013 to complete year 1	Address the lack of survey work, knowledge and understanding about the New Forest's role in World War II; including the significance of sites, their vulnerability and long term management. Implementation as project programme.
Deliver heritage open days as national project.	Frank Green	September 2012	Continue to promote and raise awareness of New Forest cultural heritage. Continue open churches work - second leaflet and publicity.
Develop an agreed framework for cultural heritage work in the National Park, involving all relevant stakeholders / partners.	Paula Freeland, Frank Green	March 2013	Provide a framework for continuity of projects and service delivery in relation to cultural heritage. Establish partnership group, agree strategic framework and action plan.
Develop and promote a New Forest Ancient Tree Hunt in partnership with the Forestry Commission.	Nick Evans, Bryan Wilson	March 2013	Develop a publically accessible GIS system recording, recognising and promoting ancient trees in the New Forest. New Forest Centre exhibition November 2012. Three public events during 2012-13.

**LEADER** European Union funding programme for rural development



## Priority 4: Encouraging environmentally sustainable land management

We will work with land managers and private estates to encourage environmentally friendly farming, commoning and woodland management, by:

- Developing the New Forest Higher Level Stewardship Scheme and other initiatives that will enhance the landscape of the National Park and support the commoning community
- offering support, advice and training to local landowners, commoners and private land managers in the National Park and adjoining areas through the New Forest Land Advice Service.

As measures of success, we will:

- Help at least 150 land managers to seek or renew funding for environmental enhancements on their land
- deliver good quality land management advice to at least 400 land managers on their holdings
- work with our partners to support at least 25 young commoners in their commoning activities.

Action	Owner	Target	Milestones for performance reporting
Guide and play a key role in the New Forest Higher Level Stewardship Scheme, working with partners to ensure delivery of objectives.	Alison Barnes, Claire Gingell, Frank Green (historic environment)	10 year project from 2010	Work in partnership to ensure the success of the 10 year HLS scheme in respect of commoners grazing, wetland restoration and other associated projects. Board meetings. Health check reviews. Annual review. LIDAR analysis and fieldwork programme. Deliver historic environment phase 1 projects - work at Ashley Range, Longbottom hut, Eyeworth Weir, Beaulieu Airfield, Murray & Carter Stones. Identification of phase 2 projects. Support Bournemouth University PhD student.
Deliver Land Advice Service.	Julie Stubbs	March 2013	Provide land management advice to 100 land managers; land related training for 25 people and work with partners to secure additional land for back up grazing.
Landowner liaison group.	Alison Barnes, Paula Freeland	March 2013	Establishing a basis for working in partnership with private landowners. Preliminary site /liaison meeting 22 May. Subsequent liaison framework and topics for consideration to be determined by group.

## Core work

### We will carry out the following:

Action
Provide pre-application advice, process planning applications and related appeals.
Tree work applications.
Make TPOs.
Respond to concerns alleging a breach of planning control, take enforcement action where appropriate and monitor compliance with planning approvals.
Ongoing evidence gathering work.
Respond to consultations on neighbouring Planning Authority's planning documents.
Monitor and seek to secure long term future of listed buildings at risk.
Provide advice on all Forestry Commission tree work plans and proposals (Felling Licences England, Woodland Grant Schemes, Forest Design Plans).
Provide advice on Farm Environment Plans and Higher Level Stewardship proposals (four week response time).
Develop project and service continuity framework as part of Biodiversity and Landscape Plans.

**TPOs** Tree Preservation Orders

# Enjoy

We will work to champion **the National Park as a place of inspiration, where everyone is able to enjoy, understand and value its special qualities.**

## Priority 1: Enabling high quality experiences of the National Park

We will add to people's experience and enjoyment of the National Park through better access, information and interpretation, by:

- Identifying a network of core routes within and around the National Park, working with land managers, highway authorities and user groups
- continuing to facilitate the work of the New Forest Access Forum in advising on all aspects of access, providing advice and resources for specific local projects that improve public access
- developing projects that enable people with particular needs to experience the New Forest at first-hand
- working with partners and local businesses to improve visitor facilities within and around the National Park
- encouraging people to volunteer their time and skills in ways which benefit the New Forest.

As measures of success, we will:

- Assess a potential network of core routes, involving all local interests
- enable the delivery of at least five access improvement projects annually
- establish at least four major volunteer initiatives and an annual event to promote volunteering in the Forest.

Action	Owner	Target delivery date	Milestones for performance reporting
Progress the consultation process for the Core Routes project.	Sarah Manchester	March 2013	RMS subgroup to decide outline consultation process for core routes - May 2012. Start consultation on intra-settlement routes - Aug 2012. Report to RMS Working Group with proposed network and implementation/development proposals - Dec 2012.
Deliver specific projects to improve and promote public access.	Sarah Manchester	March 2013	Minimum of five access projects to be delivered through the Small Grants Scheme and through partnership working.

Action	Owner	Target delivery date	Milestones for performance reporting
Facilitate the New Forest Access Forum and support between-meeting work including consultations, links with Government, etc.	Sarah Manchester	March 2013	Arrange and support quarterly meetings - June, September, December, March. June 2012 - recruit new Forum membership. November 2012 - Annual Report. December 2012 - member satisfaction survey.
Establish new National Park-led volunteer initiatives to support key areas of work, backed by effective administrative systems and a plan for future development.	Jim Mitchell, Nigel Matthews, Winnie Sandhu, James Brown, Gareth Owen	On-going	Volunteer Fair - March 2013. Bioblitz event - May 2012. New Forest Remembers World War II project volunteer involvement: In Memory collection from May 2012; Field survey from Nov 2012. Mosaic community champions working effectively as volunteers - December 2012. Ancient Tree Project volunteer sessions to run over winter 2012/13. Fully established systems for recruitment, support and use of National Park volunteers - March 2013.
With Campaign for National Parks, establish Youth Mosaic Project.	CNP Project Officer, Gillie Hayball	March 2013	Confirmation of Connecting with Communities (Lottery) funding - June 2012. Recruitment of CNP Project Officer - October 2012, prior to recruitment of youth champions from target communities.
Work with Hampshire County Council to develop the HLF bid for redevelopment of the Lepe Country Park visitor experience.	Jim Mitchell	March 2013	Stage 1 Approval - April 2012. If successful, work with HCC to maximise benefits to National Park within second stage bid.

**CNP** Campaign for National Parks  
**HCC** Hampshire County Council  
**HLF** Heritage Lottery Fund

Action	Owner	Target delivery date	Milestones for performance reporting
Produce co-ordinated information and maps on existing walking and cycling routes in the National Park.	Andrew Bell	March 2013	Populate the walking and cycling routes web pages: 29 routes by September 2012. Six additional routes by March 2013.
Deliver an expanded New Forest Inclusive Cycling Programme, providing a cycling experience for young people with disabilities.	Chris Gregory	March 2013	15 New Forest Inclusive Cycling sessions delivered by March 2013.

## Priority 2: Improving understanding of the special qualities of the National Park

We will help to further people's understanding of the special qualities of the Park, by:

- Expanding the Authority's public events programme and face-to-face communication through the ranger service
- continuing to develop public awareness campaigns with partner organisations on issues such as litter, feeding of ponies, disturbance of ground nesting birds and animal accidents
- supporting the New Forest Centre and other key visitor locations in reaching a wider audience and providing innovative interpretation and information.

As measures of success, we will:

- Arrange or support a series of awareness-raising events each year, in partnership with other organisations, reaching at least 8,000 local people and visitors
- work with partners to achieve a year-on-year reduction in the number of fatalities to commoners stock as a result of traffic accidents
- increase the number of visits made to the New Forest Centre's museum by 50% (30,000 people each year).

Action	Owner	Target delivery date	Milestones for performance reporting
Arrange, support and co-ordinate a comprehensive events programme across the National Park to raise awareness about its special qualities. Includes 10 major events and over 50 smaller events. Includes working in partnership with New Forest Centre.	Jim Mitchell, Hilary Makin, Gillie Hayball, Leanne Atkinson, Sue Palma	March 2012	Greener Living Show - April 2012. Bioblitz event - May 2011. New Forest Show - July 2011. Marine Wonders event - August 2011. Five Wild Wednesday events - August 2012. Discover the National Park Day - August 2012. Spirit of the Paralympics - August 2012. Lymington - Keyhaven reserve Open Day - September 2012. Christmas event at New Forest Centre - December 2012.

Action	Owner	Target delivery date	Milestones for performance reporting
Facilitate effective dissemination of information to visitors through visitor centres, Local Information Points (LIPs) and visitor attractions.	Jim Mitchell	March 2013	Annual review of all LIPs. New LIP recruited Dec 2012 to take number to nine. Front of House support sessions March 2013. Investigate partnerships with St Barbe and Ringwood Gateway to deliver National Park information - June 2012.
Maintain the number of people having face to face contact with the National Park rangers during the year at 11,000 people including attendance at 50 local shows and community events. Excludes advertised events programme.	Gillie Hayball	March 2013	Quarterly monitoring alongside KPI data collection.
Deliver comprehensive education/ outreach programme through the World War II project.	Jim Mitchell. Gareth Owen	March 2013	Events such as New Forest Show - July 2012. Two new audio tours - March 2013. Develop touring / community exhibition - March 2013. Permanent exhibition New Forest Centre - theme and content researched by March 2013 for 2013 delivery.
With communities and other organisations develop information and interpretive resources that increase understanding of the New Forest.	Jim Mitchell	On-going	New Forest Tour GPS systems and review commentaries - May / June 2012. Date with Nature project at Reptile Centre - April to September 2012. Ancient tree exhibition at New Forest Centre - October 2012.

**KPI** Key Performance Indicator

**GPS** Global Positioning System

Action	Owner	Target delivery date	Milestones for performance reporting
Facilitate working groups to discuss issues and take forward educational campaigns about litter, animal accidents, feeding of animals and dogs.	Nigel Matthews	On-going	Highway Authority resources permitting, agree revised animal accident signage on high risk roads - March 2013. Community Group and public involvement in annual Spring Clean - March 2013. Agreed coordinated plan for reducing dog fouling - March 2013. Educational campaigns information tailored to both 'enjoying' and 'looking after' sections of new Authority website - December 2012.
Work with Forestry Commission and the National Trust to increase users' understanding of factors affecting disturbance to heathland bird species.	Gillie Hayball	March 2013	Use of new signage about the birds - July 2012. 15 roadshows with partner organisations across car parks near sensitive breeding sites - July 2013. Review and update ground nesting bird leaflet - March 2013.
Through central communications staff, use a variety of media channels to disseminate messages and increase understanding and enjoyment of the special qualities.	Hilary Makin, Karen Evans-McDaid, Lucy Page, Jo Holmes	March 2013	Upgrade the photo-library to a full media library with new content uploaded (including audio & video and a public-facing section) - June 2013. Provide monthly updates to residents and visitors via e-newsletters. Increase the number of 'friends' of the National Park on social media channels by 25% - March 2013. With Forestry Commission, produce and distribute The New Forest Essential Guide (visitor newspaper) - March 2013. Investigate joint production of Authority's Pocket Guide - March 2013. Produce two issues of Park Life and seek advertising to off-set costs. Develop e-book apps with New Forest District Council - July 2013.



### Priority 3: Agreeing positive recreation management

We will work closely with land managers, local residents and user groups to agree positive recreation management, by:

- Bringing together all interested stakeholders to agree the direction for recreation management
- undertaking and supporting further research to clarify the trends and impacts of recreation locally
- helping local communities to design and implement practical recreation projects.

As measures of success, we will:

- Commission joint visitor survey work with the Forestry Commission, New Forest District Council and other partners to inform recreation management
- facilitate at least four meetings of the Recreation Management Strategy Working Group to agree and take forward priority work for positive recreation management
- support at least four new community-based recreation initiatives.

Action	Owner	Target delivery date	Milestones for performance reporting
Commission joint visitor survey work with New Forest District Council and other partners to inform visitor management.	Chris Gregory	March 2013	New Forest Visitor and Residents Survey, including questions of use to the National Park (Winter 2012).
Continue to work with local residents maintaining existing practical recreation projects at Tiptoe and Landford. Support developing projects at Poulner Lakes, Fordingbridge and Redlynch. Build a network of local contacts in other parishes to identify new opportunities.	Gillie Hayball	March 2013	Hedge planting at Maybush Copse - April 2012. Support at least one significant new community-based recreation initiative - March 2013. Recreation ground development at Lover, nr. Redlynch - March 2013. Footpath improvement on FP84 at Fordingbridge - August 2012.

Action	Owner	Target delivery date	Milestones for performance reporting
Initiate practical research in partnership with the Forestry Commission to factors affecting dog fouling on Crown Land, including provision of waste bags and bins.	Gillie Hayball	Nov 2012	Dog poo surveys and ranger discussions with dog walkers undertaken in January, March, May, August and November 2012. Results analysed - February 2013.
Convene RMS working group and subgroup meetings and provide technical assistance to take forward priority actions identified by the Working Group (e.g. visitor behaviour, tranquillity, ecological impacts research and core routes).	Sarah Manchester, Paula Freeland	March 2013	Arrange and facilitate quarterly meetings of working group, and also subgroup meetings as needed. Support Bournemouth University PhD student – March 2013. Complete report on RMS actions - June 2012.
Develop a range of opportunities for safe and responsible cycling.	Chris Gregory, Rangers	On-going	Engage with organisers and participants of organised non-competitive cycling events to raise awareness of the special qualities of the National Park. Chair three meetings of the New Forest Cycling Working Group and facilitate discussion about its proposal for additional off road cycling opportunities.

## Priority 4: Leading on education about the New Forest

We will provide and support educational activities that, in particular, involve and engage young people, by:

- Developing educational programmes that link the special qualities of the New Forest with school, college and university curricula
- leading outdoor educational visits for schools, colleges and groups at key locations within the National Park
- co-ordinating educational activities in the National Park through the New Forest Educators Forum
- expanding the range of informal learning activities, for all ages, including developing mechanisms for skills and knowledge transfer for the benefit of the Forest.

As measures of success, we will:

- Ensure 50% of local schools feature the National Park in their curriculum
- reach at least 4,000 school pupils annually through direct contact with National Park Authority staff
- co-ordinate at least one major National Park-wide education/skills exchange project every year involving the New Forest Educators Forum and other partners.

Action	Owner	Target delivery date	Milestones for performance reporting
Increase the number of local schools which feature the National Park in their curriculum.	Sue Palma, Leanne Atkinson	March 2013	Develop new cross curricular programmes with local schools - review July 2012. Investigate new ways of reaching schools with which little contact has been made - agree methodology for survey of local schools by December 2012.
Reach a minimum of 6,000 school pupils through direct contact with National Park Authority staff.	Sue Palma, Leanne Atkinson	March 2013	Quarterly monitoring of school contacts alongside KPI data collection. Develop partnership working with New Forest Centre - review GCSE sessions July 2012.
Continue to enable 2,000 young people from deprived areas within and around the Park to access environmental education facilities through the Travel Grant Scheme.	Sue Palma, Leanne Atkinson	March 2013	Administer allocation of grant in two tranches (April - August, September-February).

Action	Owner	Target delivery date	Milestones for performance reporting
Co-ordinate the promotion of the education work of the New Forest Educators Forum.	Sue Palma, Leanne Atkinson	Ongoing	Twice-yearly meetings. Develop on-line information and leaflet for distribution to schools - December 2012. Facilitate meeting with New Forest Headteachers Group - September 2012.
Work with Ranger team to develop informal learning initiatives.	Gillie Hayball, Sue Palma, Leanne Atkinson	March 2013	Increase the number of visits to pre schools to 20 by March 2013. Deliver five themed Explorer Roadshows during school holidays - August 2012.
Explore links with university work programmes through the New Forest Academy.	Kathryn Boler, Alison Barnes	March 2013	Help the Ninth Centenary Trust secure funding for a New Forest Academy based at the New Forest Centre. Work with partners including university staff to agree scope and activities of the Academy - March 2013.

# Prosper

We will work to support **a way of life in the National Park that continues to centre around strong and distinctive communities with a clear cultural identity and a vibrant local economy.**

## Priority 1: Supporting a distinctive local economy

We will encourage a strong and distinctive local economy that benefits the communities of the National Park, by:

- Actively participating in a partnership approach to sustaining the economy of the area and, in particular, championing the rural economy of the New Forest
- providing support for local producers, particularly members of the New Forest Marque, focusing on high quality products, promotion, marketing and access to local outlets
- strengthening the New Forest's role at the forefront of sustainable tourism
- supporting the police and other partners in tackling rural crime that affects local businesses, communities and individuals.

As measures of success, we will:

- Fully engage with other partners in the Local Enterprise Partnerships relevant to the National Park
- support New Forest Produce Ltd in increasing membership of the New Forest Marque and developing a long term development plan for the scheme
- develop a programme that offers sustainable short breaks for visitors, focused on the special qualities of the National Park.

Action	Owner	Target delivery date	Milestones for performance reporting
Commission & publish research showing economic benefits of National Park designation.	Claire Gingell	December 2012	Devise brief - September 2012. Tender for contractors. Publish results - March 2013.

Action	Owner	Target delivery date	Milestones for performance reporting
Support Hampshire County Council and local communities in seeking effective broadband access across all parts of the National Park.	Claire Gingell	May 2012	Champion with national partners. Give formal support and encourage parishes to give views. Work with interested communities to develop Rural Communities Broadband Fund bids or other initiatives as appropriate. Regular attendance at Brand New Forest Rural Broadband Campaign meetings.
Engage with other partners in the Solent LEP and the Enterprise M3 LEP, supporting a strong and sustainable local economy.	Hilary Makin	On-going	Assure attendance at meetings and seek to develop projects with key partners on renewable energy, broadband, rural issues, business and local produce.
Support local businesses.	Claire Gingell, Hilary Makin	September 2012	Hold a business breakfast to clarify projects the New Forest business community would like to deliver in conjunction with the NPA. Feed into wider initiatives with, for example, LEPs. Explore producing a 'sense of place' toolkit of National Park marketing materials for use by New Forest businesses.
Support New Forest Produce Ltd to promote the New Forest Marque.	Claire Gingell	On-going	Continued involvement with New Forest Produce Board of Directors, inputting into the strategic direction and development of the Marque. Host and continue line management of Marque Manager. Support in implementing the New Forest Produce Business Plan, particularly the launch of a craft sector (May) and development of sponsorship and member benefit packages.

LEP Local Economic Partnership  
NFTA New Forest Tourism Association

Action	Owner	Target delivery date	Milestones for performance reporting
Promote the New Forest as a sustainable tourism destination by working closely with New Forest District Council Tourism Service and the New Forest Tourism Association.	Chris Gregory	On-going	Continued involvement in NFTA Steering and Marketing Groups. Joint working with NFTA and NFDC on a range of sustainable tourism initiatives (eg. Our Land, Green Leaf Scheme).
Implement the externally funded 'Our Land' project in the New Forest National Park.	Chris Gregory	On-going	Recruit NPA staff resource for 1 April 2012. Recruit 120 New Forest products to <a href="http://www.our-land.co.uk">www.our-land.co.uk</a> by 31 March 2013. Deliver a minimum of four training courses for New Forest based Our Land businesses by 31 March 2013.
Working with partners to develop and launch an improved Visitor Gift Scheme.	Kathryn Boler, Chris Gregory	On-going	Develop and agree business plan - Summer 2012. Secure start-up funding - Autumn 2012. Launch scheme - March 2013.
Support the Forest Watch initiative in reducing rural crime for the target areas of rural theft, poaching, fly-tipping and unlawful use of the Forest.	Louise Hubble	December 2012	Launch a new Rural Safety scheme for Forest Watch.

## Priority 2: Improving affordable housing provision

We will help improve affordable housing provision for local people, by:

- Working closely with rural housing enablers, local communities, housing authorities, landowners and registered housing providers to identify sites and prioritise the delivery of affordable housing schemes in the National Park
- explore ways to increase the number of Commoners Housing Scheme dwellings in the rental sector providing additional resources where necessary to aid high quality design of new housing
- maximising the proportion of affordable housing gained through the planning process.

As measures of success, we will:

- Provide specialist advice and support to ensure all new affordable housing schemes are of the highest quality in terms of design and sustainability
- work with the rural housing enablers to produce at least three detailed housing needs surveys for parishes within the National Park
- ensure that, wherever possible, affordable housing comprises 50% of new housing development in the main villages.

Action	Owner	Target	Milestones for performance reporting
Work with the Commoners Dwelling Scheme Panel and other partners to explore methods of increasing the availability of commoners dwellings in the rental sector.	Claire Gingell	December 2012	Options presented to Panel for consideration.
Agree criteria for releasing developer contributions towards affordable housing.	Nick Evans	June 2012	This work is now being progressed as part of the Development Standards SPD, which will incorporate the criteria for the release of affordable housing contributions. Target date for adoption of the SPD is June 2012.
Identify priority parishes for local affordable housing and liaise with Parish Councils on housing needs surveys or suitable exceptions sites.	Nick Evans	March 2013	Complete two housing needs surveys or parishes with potential rural exceptions sites identified.
Continue to support the HARAHA partnership and influence the delivery of rural exception sites within the National Park.	Nick Evans	On-going	Regular attendance of HARAHA meetings and New Forest liaison meetings with rural housing providers.

**HARAHA** Hampshire Alliance for Rural Affordable Housing



### Priority 3: Promoting sustainable transport

We will promote sustainable transport for the benefit of residents and visitors, by:

- Working with other authorities in the National Park to develop a joint vision for sustainable transport
- supporting the operation and further development of the New Forest Tour
- developing a range of opportunities for safe and responsible cycling
- working with partners to assess the feasibility of new forms of transport such as electric and eco vehicles.

As measures of success, we will:

- Increase the number of journeys made on the New Forest Tour by 100% (currently 18,000 annually)
- establish at least 20 public charging points for electric vehicles
- work with Hampshire County Council and other stakeholders to review and update the New Forest Transport Strategy and identify joint projects for delivery.

Action	Owner	Target	Milestones for performance reporting
Support and lead further development of the New Forest Tour.	Chris Gregory	Summer 2013	Provide ongoing project management for the New Forest Tour. Develop and Implement the New Forest Tour marketing campaign. Operate both red and green New Forest Tour routes for 79 consecutive days, between 30 June and 16 September. Increase the number of passenger journeys made on the New Forest Tour by 25% (currently 34,000 annually). Increase commercial sponsorship of the New Forest Tour by 300%.
Establish at least four public charging points for electric vehicles part funded through the Climate Change grant.	Chris Gregory	March 2013	Develop and launch a grant funding scheme for electric vehicle charging points.
Develop a joint vision for sustainable transport in the National Park.	Chris Gregory	On-going	If successful, commence implementation of the Local Sustainable Transport Fund bid in the New Forest National Park. Work with Hampshire and Wiltshire Council on the implementation of Local Transport Plans.

## Priority 4: Encouraging sustainable living

We will support new local initiatives that create more self-sufficient and resilient communities, by:

- Providing advice and resources for specific projects that incorporate energy efficiency, renewable energy, water conservation or re-use / recycling
- promoting sustainable living and good environmental practice to residents and businesses
- supporting the sharing of innovative ideas and local action through New Forest Transition and Sustainable Development Fund partners
- showing leadership in reducing the carbon footprint of the National Park.

As measures of success, we will:

- Provide support for 40 new community projects that improve local sustainability
- establish a renewable energy project to provide advice and training to at least eight local organisations in the initial year
- reduce the carbon footprint of the National Park Authority by at least 10%.

Action	Owner	Target	Milestones for performance reporting
Provide funding through the Sustainable Development Fund (SDF) for 10 new community projects that improve local sustainability.	Andy Brennan	March 2013	SDF annual report to Authority - June 2012.
Support New Forest Transition.	Claire Gingell, Andy Brennan	On-going	Regular attendance at Hub Group meetings to input into strategic direction of New Forest Transition. Input into renewable energy group and other groups to develop event and projects. Hold Green Open Doors event showcasing renewable technologies across the New Forest - September 2012.
Deliver a range of events and initiatives to promote sustainable living.	Claire Gingell, Andy Brennan	May 2013	Greener Living Show 2012 to be held in April. Greener Living Show 2013 (or similar) to be held in Spring 2013. Provide independent advice to encourage energy efficiency and the use of renewable energy in community buildings and local businesses - advice provided to 10 buildings.

# Achieving Excellence

We will work to champion the highest quality of service for local people and visitors and work closely with organisations and communities in championing the National Park.

## Priority 1: Seek to provide the highest quality of service\*

We will provide the highest quality of service through:

- Openness, transparency and good governance in all our work
- effective communication
- strong customer focus and value for money.

\*Many actions to achieve this priority are contained within the other programmes in the operational plan.

Action	Owner	Target delivery date	Milestones for performance reporting
Complete and timely compilation of finance, audit and performance information to members.	Nigel Stone, Lucinda Upton	March 2013	Quarterly Authority meetings. Quarterly sub-committee meetings.
Timely publication of Authority papers and annual finance, audit and performance reports in an easily accessible location.	David Stone, Nigel Stone	March 2013	Quarterly review.
Timely publication of Local Development Control and Enforcement Charters.	Rob Ainslie, Sandy Tolmay	March 2013	Quarterly review.

Action	Owner	Target delivery date	Milestones for performance reporting
Undertake a complete review of the NPA's website to improve information accessibility by users.	Hilary Makin	October 2012	Product installation and begin content migration – April. Design complete - August. Go-live - October. Should ensure the website is accessible, easy to use, and increases visitor traffic and usability.
Carry out a bi-annual planning applicant and access forum member's satisfaction survey.	Rob Ainslie	March 2013	After each survey, which should report increasing satisfaction by forum members.
Convene annual planning agents' meeting.	Rob Ainslie	March 2013	After annual meeting.
Review the organisation's stakeholder communications.	Hilary Makin	March 2013	Follows on from the wider stakeholder engagement plan (see below). Stakeholders should receive more relevant communications from the Authority.
Review internal communications to ensure they meet staff needs.	Hilary Makin	March 2013	Annual review, which reports that staff feel their needs are better met.

## Priority 2: Working closely with others in championing the National Park\*

We will work closely with others in championing the National Park, by:

- Working with and through local communities
- strong collaboration with partner organisations
- inclusion of a diverse range of people, especially the younger generation.

\*Many actions to achieve this priority are contained within the other programmes in the operational plan.

Action	Owner	Target	Milestones for performance reporting
Attend all parish quadrant meetings and at least four parish council meetings a year of at least three-quarters of the 37 parishes. (In addition to other contact such as in the Enjoy plan).	Steve Avery	March 2012	Quarterly monitoring.
Consult on all planning applications and draft policies/documents.	David Illsley	March 2013	Quarterly monitoring.
Ensure the sustainable development fund is widely advertised, open, transparent and fairly distributed.	Andy Brennan	March 2013	Quarterly monitoring. Fund should attract a wide range of bids with applicants satisfied with the process.
Develop a stakeholders engagement plan and assign officer leads to key stakeholders.	Oliver Reichardt	September 2012	Draft plan produced by October 2012. Leads assigned by December 2012. Authority should better understand and more strategically interact with their stakeholders.
Review the organisation's diversity work and create an action plan to take forward.	Oliver Reichardt	March 2013	Review completed by February 2013. Action plan created by March 2013.
Support the consultative panel, in particular in response to their governance review and review of ways of working.	David Stone	March 2013	Review recommendations in place after six months.

### Priority 3: Achieving an efficient and high performing organisation

We will achieve an efficient and high performing organisation by:

- Continually looking to reduce costs and improve income
- develop staff and members to increase their skills and abilities
- continually seek to improve processes and procedures to increase performance.

Action	Owner	Target delivery date	Milestones for performance reporting
Update the Authority sustainability plan.	Andy Brennan	August 2012	Plan revised to take into account new accommodation.
Implement all internal audit recommendations within timescales suggested.	Oliver Reichardt	March 2013	Milestones set out by internal auditors.
Review Standing Orders, Scheme of Delegation and Financial Regulations to ensure they are fit for purpose.	Julia Mutlow, David Stone	May 2012	Adoption by Authority by end of March and revised scheme of delegation with the new terms of reference included on the website by end of May.
Increase focus on organisational development through the production and implementation of an organisational development plan.	Oliver Reichardt	March 2013	Plan developed by May 2012. This should have clear outcomes and timescales.
Increase staff focus on cost efficiencies through the development of a staff team reward scheme for efficiencies found.	Oliver Reichardt	March 2014	Scheme started by August 2012. First rewards by March 2013.

Action	Owner	Target delivery date	Milestones for performance reporting
Ensure that we are providing cost effective, efficient ICT which saves time and allows staff to fulfil their functions.	Paul Fleetwood	March 2013	Quarterly review of ICT functioning.
Ensure smooth implementation of the pilot of directly elected members.	David Illsley, David Stone	May 2013	Assist Defra with publicising consultations on amendments. Assist New Forest District Council with setting up the pilot elections in January to May 2013.
Ensure managers have clear training and personal development plans for their teams which are implemented.	Heleana Aylett	March 2013	Half yearly review.
Operational plans reviewed and remedies implemented where actions are below performance standard.	Oliver Reichardt	March 2013	Quarterly review.
A plan is developed and implemented to ensure recognition and celebration of individual and team achievements.	Oliver Reichardt	March 2013	Plan developed by June 2012.
Regularly monitor and update the NPA's risk log and ensure that the Authority's measures for the management of risk are relevant and effective.	David Stone	March 2013	Risk log to be reported to both Management Board and Resources and Performance Committee each quarter. Risk minimisation measures to be included in the revised log and disseminated to relevant offices following these meetings.

Action	Owner	Target delivery date	Milestones for performance reporting
Develop and begin implementation of a plan to take forward the next stage of ensuring organisation is fit for purpose in the context of a reduced grant.	Oliver Reichardt	March 2014	Plan developed by July 2012.
Review the organisation's vision, mission and values.	Oliver Reichardt	March 2013	Review begun in May 2012 and ties in with other work around organisational development. All staff should be engaged in this process.
Implement outcomes of the staff survey and ensure continued staff engagement.	Oliver Reichardt	September 2012	Outcomes implemented by September 2012. Staff engagement reviewed half yearly.
Review the income generation group.	Oliver Reichardt	August 2012	Review completed by August 2012 with options on way forward chosen.