

2012-13 Operational Plan

Aiming for Excellence

We will work to champion

we provide 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 and 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 and Nigel Stone | March 2013 | Quarterly review |
| Timely publication of Local Development Control and Enforcement Charters | Rob Ainslie and 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 delivery date | Milestones for performance reporting |
|---|------------------|----------------------|---|
| Attend all parish quadrant meetings and at least 4 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 action an 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 |
| 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 |

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| 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. |
| 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. |