

BUSINESS PLAN 2015-2018

Draft 2016-17 Work Programme – Fourth Quarter

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 2016-17 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)
Consolidate and bed down the new records management system and review the Authority's retention schedule to suit the updated corporate file structure.	David Stone	Officers are currently conducting an information audit of all information held by the Authority, although this is a large piece of work, it will be useful in determining FOI requests, reviewing out retention schedule and compliance with the new General Data Protection Regulation.		
Prepare medium-term strategic plans for key areas of work and identify how the Authority and its partnerships can work together to achieve them.	Alison Barnes/ELT	Work is progressing on the four strategic themes and a members workshop will be arranged to update members on progress.		

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	Officer	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 Warren Lever Nik Gruber Frank Green</p>	<p><u>Archaeology:</u> The Service Level Agreement for the Development Control archaeological provision to NFDC has worked well. At the end of the first year 178 hours of archaeological advice and site visits were provided. The work has allowed a consistent archaeological approach to be taken across the Park and District with some significant new discoveries close to the Park Boundary such as at Buckland Rings.</p> <p><u>Building Design and Conservation:</u> The Building Design & Conservation Team continues to deliver the shared service with New Forest District Council (NFDC) in accordance with the terms of the SLA. All SLA meetings with NFDC have received positive feedback and the SLA continues to deliver above the SLA benchmark. A two year review meeting is planned this month which cover the volume of work undertaken by the team and the issues with IT support services. The team are also assisting with the assessment of major Policy Allocations and the Fawley Waterside Regeneration Project.</p> <p><u>Trees:</u> 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. For the period between January to March 2017:</p> <ul style="list-style-type: none"> ▪ One hundred and seven applications received with 100% decisions issued within 8 weeks ▪ Ten 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. ▪ Sixty seven responses on Development Control consultations 		

		<p><u>Ecology:</u></p> <p>The period saw the Authority provide advice and support for 56 applications as well as work on strategic projects such as Fawley Waterside, coastal defence works and possible Local Plan allocations at Fordingbridge. A range of support has also been provided to applicants and their consultants, as well as liaison with case officers. The increasing complexity of applications and the ongoing review of the Local Plan is adding to the workload required to discharge the Service Level Agreement. The Authority is due to meet with NFDC in the first quarter of the next period to discuss the service, check performance is acceptable and assess levels of commitment to renewing it in 2018. During the last year we received over 160 applications for comment as well as providing support for additional enquiries from NFDC.</p>		
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Action/Outcome	Officer	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
<p>Help New Forest forums develop improved ways of working including supporting partners in the delivery of the Partnership Plan and Our Past, Our Future (OPOF) Landscape Partnership Scheme and assisting the New Forest Consultative Panel to enhance participation by Panel members and agree more streamlined and focused agenda setting.</p>	<p>Paul Walton/ David Stone</p>	<p>The New Forest Consultative Panel re-appointed Clive Chatters as Chairman of the Panel for 2017/18. At its meeting on 2 March, Panel members received updates on proposed developments along the Waterside and the New Forest Design Plan.</p> <p>The OPOF Board met in February, hosted by the Beaulieu Estate. The joint working demonstrated by the OPOF Partnership is providing a firm foundation on which to consider future projects that will secure the legacy of the OPOF work and develop the "Team New Forest" approach amongst the partners.</p>		
<p>Work with our partners to explore cost effective opportunities for joint training and development which would support partnership delivery.</p>	<p>ELT/HR</p>	<p>The bid to the "Kick The Dust" Heritage Lottery Fund was submitted in February. If successful this application will deliver funding for local heritage organisations to provide training opportunities that will engage more young people in the work of Heritage organisations within the National Park – supporting delivery and enhancing the resilience of the organisations themselves.</p> <p>The OPOF programme has continued to deliver a range of practical courses and training opportunities through the Rural Skills and Ecadmey elements of the Partnership.</p>		

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	Officer	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Explore and review options for procuring strategic ICT advice and support.	Steve Avery	Following the decision to consolidate our in-house IT support the new arrangements have been performing very well. There have been some issues with the GIS support and these are now being addressed.		
Work on consolidating and improving our ICT service and setting up 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. Finalise the review and approval of the ICT Acceptable Use Policy.	David Stone/Ann Wood	New PCs and monitors have now been ordered, with roll out taking place towards the end of May / June. Following the teams extensive testing of Windows 10, we have now expanded this to include some key user testing. Users will be upgraded to Windows 10 as part of the PC roll out. The introduction of the new warbler was delayed to allow an unexpected issue to be resolved. This will now go live as part of the PC roll out. The team have also been testing Office 365 and One Drive.		

Action/Outcome	Officer	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Deliver our Corporate Sustainability Plan, reducing the environmental impact of waste, energy use and transport related carbon emissions. CC4	Andy Brennan	Green group met to plan next round of actions. A bike session was held providing free advice and cycle maintenance for staff; book exchange set up. Still finalising carbon emissions calculations, however early indications are that they have reduced.		
Diversify our income streams by nurturing commercial acumen amongst staff, seeking external funding and developing new income generation projects.	Mark Holroyd	The board of National Parks Partnerships secured their first national level partnership with an outdoor apparel manufacturer, which will be announced publically in the first quarter in 2017/18. We have sought to increase advertising revenue from existing publications such as the pocket guide and our visitor travel map pads. These have proven popular publications with tourism businesses. We met with Hampshire Fire and Rescue Authority to understand how they operate their commercial arm, 3SFire. Fire and Rescue Authorities share the same functional power of competence as ourselves and offer consultancy services to third parties. We are considering whether a model such as this could be used by the NPA.		
Demonstrate how the Authority will use the new Functionally Specific Power of Competence to generate entrepreneurial and other opportunities which promote and support our purposes and duty.	Alison Barnes/ ELT	We are working with colleagues in other NPAs across England to determine which legal structure is the best way to take forward commercial activities in the future. We intend to prepare a briefing for members and managers with options in the coming quarters.		