

# BUSINESS PLAN 2018-2021

## 2018-19 Work Programme – Q2 (1 July to 30 September 2018)

### 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 2018-19 work programme focuses on specific areas of work which will be developed and progressed during the year.*

**Achieving Excellence Priority 1:** Maintaining and enhancing a capable, motivated staff team that delivers high quality services

- Recruit and retain high-calibre people and provide opportunities for learning and development within a flexible, healthy and safe work environment
- Deliver high standards of service that reflects our status as a National Park Authority at all levels, both internally and externally
- Ensure that we comply with our data protection obligations

Action/Outcome	Officer	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
<p>Launch the People Plan and identify priorities under the emerging themes:</p> <ul style="list-style-type: none"> <li>▪ Cross-team working</li> <li>▪ Learning and development, including leadership development and project management</li> <li>▪ Reward and recognition, including recruitment and retention</li> <li>▪ Wellbeing, including physical and mental health.</li> </ul>	Nigel Stone	<p>People Plan working group met twice in Q2, draft themes/objectives will be presented to all-staff meeting in October and further discussed at Managers' Forum in November.</p> <p>Detailed actions will then be drafted, scrutinised and begun to be enacted over the coming months.</p> <p>Much work already on-going (internally and in discussion with other NPA's e.g. staff benefits, learning opportunities, mental health initiatives) and will continue to be done.</p>		
Undertake a staff survey; analyse results to identify trends/strengths/weaknesses and detail our responses to them.	Nigel Stone / HR	Initial planning underway, survey to take place in November, with analysis to follow.		
Develop a three-year apprenticeship project plan to increase apprentice numbers as set out in Defra's 8-Point Plan. First year to include identification of appropriate work areas, research courses (with apprenticeship providers) and provide initial training for managers.	Winnie Sandhu	<p>Some areas of work will be progressed through the People plan.</p> <p>Work is also progressing through the NPAs Working Together project:</p> <ul style="list-style-type: none"> <li>▪ A Basecamp group has been created for all NPA apprentices, apprentice supervisors and those that oversee/manage apprenticeships such as HR staff. This will facilitate networking across NPAs to exchange ideas and share learning/expertise.</li> <li>▪ Jim Mitchell is part of a group of other NPA officers who will be considering the process of forming an Employer Trailblazer group to take forward the creation of a new national apprenticeship standard around Destination Management – Tourism</li> <li>▪ As a non-levy paying NPA, options are being sought on how we can take advantage of the Apprentice Levy Transfer to contribute towards part-funding future apprentices</li> <li>▪ Work is also being carried out to consider the benefits of NPAs becoming Apprenticeship Assessors</li> </ul>		

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Complete the review of our Health and Safety functions following the detailed 'gap-analysis' undertaken in 2017/18.	David Stone	The updated Health and Safety Policy is being referred for approval to the RAPC meeting on 5 November 2018. Once this has been approved, other H & S Policies and documents will be reviewed and updated.		
Conduct a NPA wide information audit to establish the scope of personal data processing and what needs to be done to achieve compliance with GDPR.	Jo Murphy	The appointment of the Project Assistant, Records Management has been extended until mid-June 2019 and is providing invaluable assistance with the Information Audit. She is also working closely with the Data Protection Officer and ICT team in taking forward the Records Management and Microsoft 365 Projects in identifying what information is held by the teams and developing an appropriate file plan for their records in readiness for the move over to SharePoint.		
Review and revise as necessary all policies, processes, templates and ICT systems to ensure GDPR compliance and adequate records management practices. Roll out staff and Member training and awareness building on GDPR.	Jo Murphy	Updating of the Data Protection Policy, Privacy Notices and website is ongoing and will be kept under regular review to ensure we remain up to date with case law and any new guidance issued by the Information Commissioner's Office. This is a key area of work as the financial and reputational implications of a data breach are severe. All staff have been requested to be vigilant and completion of the on line GDPR awareness course is mandatory.		

**Achieving Excellence Priority 2:** Championing the National Park and brokering partnership to achieve collaboration for the benefit of the New Forest and its communities

- Support and develop partnerships and fora that further our purposes and duty (including for the Partnership Plan, Green Halo Partnership, New Forest Consultative Panel, New Forest Access Forum and parish quadrant meetings)
- Increase public engagement with and awareness of our work through our communication channels
- Work with partner organisations, individuals and communities to build a Team New Forest<sup>1</sup> focused on being greater than the sum of our parts

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<sup>1</sup> Gives expression to the aim of separate New Forest organisations working together as one

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<p>Provide expert specialist advice through shared services with New Forest District Council (building design and conservation, ecology, trees and archaeology) and the Forestry Commission (archaeology).</p>	<p>Ian Barker, Nik Gruber, Warren Lever, Frank Green &amp; Lawrence Shaw</p>	<p><u>Ecology</u> Over 58 consultations were received in the period and good quality advice was provided in a timely manner often exceeding the SLA requirements. As well as development management cases, input was provided to Local Plan enquiries and Fawley Waterside pre-application discussion.</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 July to September 2018:</p> <ul style="list-style-type: none"> <li>▪ 150 tree work applications received, with 100% of decisions then issued within 8 weeks.</li> <li>▪ 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.</li> <li>▪ 118 responses to Development Control consultations provided.</li> </ul> <p><u>Archaeology</u></p> <ul style="list-style-type: none"> <li>▪ Through working with the Forestry Commission and Historic England, £14,000 has been awarded to the Forestry Commission to undertake further investigation and restoration work at an Iron Age site near Mately Heath that is on the At Risk Register.</li> <li>▪ Monument management of sites across the New Forest has commenced, including the clearance of bracken over Roman pottery kilns in Sloden Inclosure.</li> </ul>		

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		<p><u>Conservation and Design</u></p> <p>The Conservation Team has been busy with design and heritage advice on planning applications across the National Park and District Council areas. In addition to the work on heritage matters, the team also comments on design issues on other sites in particular larger schemes and those in sensitive locations. A meeting was held with the Western Escarpment Conservation Area Steering Group in September to look at further actions to take forward.</p>		
<p>Create a format for our communications which engages staff, members and partners, clearly defining our audiences and messaging to support our Business Plan and Partnership Plan objectives.</p>	<p>Hilary Makin</p>	<p>We have begun to update our house style and tone of voice to better match our online content and ensure consistency across the organisation.</p> <p>We are working with tourism businesses and our partner organisations to share consistent messages about the national park's special qualities and how people can help care for it. This will include an email newsletter for businesses containing information we hope they will share. The idea was well-received at the Go New Forest CIC members' day and over 20 businesses signed up at the event.</p> <p>We are preparing next year's visitor publications with the Forestry Commission – the Pocket Guide and Essential Guide.</p> <p>We also launched the #add3minutes animal accidents reduction campaign to encourage people to slow down when driving across the forest in the darker evenings. Near life-size silhouettes of the animals showing how many were killed last year will tour towns and villages over the coming months.</p>		

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Develop the relationship between key organisations delivering the Partnership Plan by enabling discussion of key strategic issues and opportunities for staff teams to come together as 'Team New Forest' delivering together.	Holger Schiller	Successful first Partnership Plan tour event on 4 September with over 50 participants learning more about 10 Partnership Plan actions. Very positive feedback received; potentially to be repeated in 2019.  Partnership Plan progress report 2018 published and distributed at the New Forest Show. Leadership Group meeting and Partnership Plan operational group meeting scheduled for October where next Partnership Plan 2020-2025 will be discussed.		
Engage members of staff and external research institutions in updating and adding relevant data and evidence to the State of the Park database.	Holger Schiller	Data and Evidence group of designated 'champions' per team meets monthly. State of the Park report data updated where practical; data availability indicated via traffic light system. Engaged external research consultants 'EMU Analytics'; potential future relationship.  Move to Office 365 app 'Power BI' which will visualise data in a user friendly manner in progress.		
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	At its last meeting on 6 September, the Consultative Panel was updated on proposed developments on the Waterside, the Recreation Management Strategy consultation and the Forest Design Plan. Parishes are regularly engaged on the work of the NPA through the quadrant meetings.		

**Achieving Excellence Priority 3:** Identifying new resources and using them alongside our existing resources, effectively and efficiently

- Seek additional opportunities for external / commercial funding for our work
- Provide reliable, cost effective IT services and robust systems that enable us to be adaptable, responsive and flexible in our work
- Ensure we maintain robust financial reporting, records management and cyber security processes
- Continue to deliver efficiency savings by reviewing internal processes, procedures and procurement, ensuring that these support and promote our environmental protection and sustainability lead role in the New Forest



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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 sponsorships.	Nigel Stone	<p>Work begun to feed into financial sustainability aspects of the Glover Review of National Parks.</p> <p>Meeting set for November for all NPA's to meet up to discuss finances and fundraising programmes.</p> <p>ELT/CFO discussions taking place regarding the financial positions and potential future support from the Authority for New Forest Centre, OPOF, HLS and others.</p> <p>No further NPPL deals completed in Q2 but various dialogues still on-going.</p>		
Ensure the ICT infrastructure remains up-to-date and secure, upgrading the virtual server infrastructure (by September 2018), all 2008 servers (approx. 30) upgraded to 2016+ prior to the end of 2019 and replace the current firewall.	Ann Wood	<p>The virtual server upgrade has been successfully completed with all servers now transferred to the new virtual infrastructure.</p> <p>A number of critical servers have been upgraded to 2016 with two out of the three planning servers booked in to be moved as part of the Public Access and DMS upgrade which commenced in August, completion in October.</p>		
Introduce Microsoft Office 365, migrating data from the current corporate file plan to SharePoint, providing improved ways of sharing and handling data and enabling GDPR compliance.	Ann Wood	<p>Following the commencement of the Champions programme last quarter, work has continued in preparation for the migration. New apps and an office client rollout have been set up, a new server prepared and cloud licensing has been ordered.</p> <p>To meet with GDPR requirements we have reconfigured and moved the members NPA email accounts to the cloud.</p>		

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Working closely with New Forest District Council, upgrade the planning database to a system that allows improved working practices and integration with mobile devices prior to the decommissioning of the current system in 2019.	Ann Wood	A feasibility study was carried out and identified benefits to both Authorities in the delivery of the tree and conservation SLAs as well as the opportunity to introduce a more current system offering integration with mobile devices.		
Review the Authorities' Standing Orders, Scheme of Delegations, Financial Regulations, Contract Standing Orders and other governance documentation to ensure they are still fit for purpose.	Rosalind Alderman / Nigel Stone	Work to review other governance documentation will begin once the new Monitoring Officer is formally appointed.  CFO has begun work to review Financial Regulations and Contract Standing Orders; no significant issues identified to date.		
Deliver our Corporate Sustainability Plan, reducing the environmental impact of waste, energy use and transport related carbon emissions.	Andy Brennan	The Green Group has met twice during this quarter and supported a bike repair session, a swap-shop, cycle to work day as well as showcasing eco household/cleaning products.		