

# BUSINESS PLAN 2018-2021

## 2018-19 Work Programme – Q3 (1 October to 31 December 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	Feedback from the People Plan session with staff in October and Managers in November were both extremely positive. Following further drafting, a final draft is expected to be released following the Senior Leadership Team meeting in January. The new draft includes a detailed, prioritised action plan for the work ahead.		
Undertake a staff survey; analyse results to identify trends/strengths/weaknesses and detail our responses to them.	Nigel Stone / HR	Staff Survey delayed until after Christmas (to coincide with People Plan development); final questions have been considered and agreed by HR and will be confirmed by Senior Leadership Team on 28 January, with survey to go out shortly thereafter.		
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>Work is continuing to progress through the NPAs Working Together project:</p> <ul style="list-style-type: none"> <li>• Liaising with Defra, Institute for Apprentices, National Trust</li> <li>• Basecamp group continues to provide a forum for sharing knowledge/expertise</li> <li>• Destination management (Tourism) standard is in progress</li> </ul>		

Action/Outcome	Officer	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
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 was approved by the Resources, Audit and Performance Committee on 5 November 2018. The Driving at Work Policy is also being updated and will be submitted to the Executive Board for consideration in January 2019.		
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	Work continues 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. We had anticipated that a number of teams would be moved onto SharePoint by the start of 2019, however progress has been slower than expected.		Progress has slowed due to the need to divert resources to deal with an unusually high number of complex FOI requests. Once this situation has eased it is anticipated that progress will pick up again.
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. All staff have been requested to be vigilant and have completed the on line GDPR awareness course.		This remains a key area of work as the financial and reputational implications of a data breach are significant. Work on this area has also been impacted by the number of complex FOI requests but, as advised above, it is anticipated that progress will improve once the workload has eased.

**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

---

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

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, trees and archaeology) and the Forestry Commission (archaeology).</p>	<p>Ian Barker, Nik Gruber, Frank Green &amp; Lawrence Shaw</p>	<p><u>Ecology</u> Service continues to be provided although the SLA contract ceased in July. We await details of a quotation process from NFDC in Q4 to assess future level of involvement in the SLA. Ecologist met with NFDC planning officer to provide guidance on screening applications for ecology consultations and the process. Over 40 requests for input were received during the period as well as input to larger developments such as Fawley Waterside.</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.</p> <p>For the period between October to December 2018:</p> <ul style="list-style-type: none"> <li>• 141 tree work applications received.</li> <li>• 2 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>• 79 responses to Development Control consultations provided.</li> </ul> <p><u>Archaeology</u></p> <ul style="list-style-type: none"> <li>• Excavations have now been completed as part of the £15,000 Historic England funded project at Home Farm Iron Age hillfort. Restoration work will now take place to consolidate the monument and protect it from erosion by livestock.</li> <li>• A yearly review of the archaeology SLA with Forestry England took place in December 2018 with all parties happy with the agreement and discussions started around the extension of the agreement which currently ends in March 2020.</li> </ul>		

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, trees and archaeology) and the Forestry Commission (archaeology).</p>	<p>Warren Lever</p>	<p>The Conservation Team has been providing building 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. Work on the NFDC SLA has met the agreed benchmark targets and the team has worked hard to achieve this even with reduced resources. The SLA is now being brought back in house by NFDC and the team are preparing workloads and advice to suit revised team roles and transfers to NFDC.</p>	<p></p>	<p></p>

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
<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 clarified messaging, membership criteria and sign up processes for the Green Halo Partnership, producing a leaflet and pledge card. These were given out at the Green Halo conference we organised at Ordnance Survey, which also saw the launch of the Green Halo website.</p> <p>We wrote a campaign plan for the Higher Level Stewardship scheme to encourage a greater understanding of the National Park's special qualities primarily among residents, and to promote the work done over the 10 years of the scheme.</p> <p>2019 is the Year of Green Action to mark the 70<sup>th</sup> anniversary of National Parks and we have developed messaging and a programme of opportunities to encourage people to discover and take an active part in the natural world.</p> <p>After 18 months of work with Big Wave film production company, creating the script and assisting with filming, the 'New Forest: A Year in the Wild Wood' documentary was broadcast on BBC Four. It received great feedback and promotions on Facebook saw a reach of 300,000 people with 20,000 engagements (likes, comments and shares). The film company is also producing a number of short films for us to use, focusing on wildlife and habitats.</p>	<p></p>	<p></p>

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
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	First mid-term monitoring and evaluation report completed which examined progress and reasons for actions in 'amber' and 'red' status in more detail. Results presented to Leadership Group and operational group.  Preparations for review of current Partnership Plan are underway.		
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	Comprehensive indicator-led database created. Power BI training underway. This visualisation programme will make it easier for staff to update and view any kind of data.		
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 December, the Panel was updated on Superfast Broadband and the Recreation Management Consultation findings and received a very informative presentation on freshwater habitats in the New Forest by the Freshwater Habitats Trust.  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

	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
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>Financial sustainability was successfully fed into our Glover Review responses. It is also currently being scheduled into the 'Planning for the Future' workstream.</p> <p>The Chief Finance Officer met with NPA counterparts and NPPL in November to discuss funding and fundraising both individually and collectively; further discussion are now being planned.</p> <p>No further NPPL deals completed but a significant number are being discussed.</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>Security threats remain high on our priority list, with regular security patching taking place out of hours. An upgrade to the anti-virus system (Eset) was installed in November. Trying to balance the business need for flexibility but keeping in particular the email system secure is proving increasingly challenging.</p> <p>The ICT disaster recovery process and documentation were successfully put to the test in early December with a planned power outage taking place.</p> <p>As part of the Idox upgrade work, both the Idox Public Access and Idox DMS servers have been moved to 2016 servers. The old 2008 servers will be decommissioned once an upgrade has been made to the software pushing the tree documentation up to the website. GIS1 has also been decommissioned.</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	The Systems Support team went live with Microsoft Office 365 in November, and it is planned for the Information Management team go live by the end of January. The Microsoft Champions systems have been updated to use OneDrive for their personal documents and desktop. The Records Management Project Assistant and ICT continue to work closely with staff champions to help progress the project.		

	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
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	The joint feasibility study with NFDC identified that the main benefits of a joint approach to a planning system would have been for the two SLAs the Authority have been providing. Due to the change in situation with the SLAs and the infrastructure changes NFDC are making, which would considerably delay the project, we are now moving ahead separately and are currently in negotiations with Idox regarding a replacement system.		
Review the Authority's Standing Orders, Scheme of Delegations, Financial Regulations, Contract Standing Orders and other governance documentation to ensure they are still fit for purpose.	Rosalind Alderman	The review of these documents is underway and will continue over the coming months.		
Deliver our Corporate Sustainability Plan, reducing the environmental impact of waste, energy use and transport related carbon emissions.	Andy Brennan	Staff talk on Waste prevention by Hampshire County Council with an opportunity for staff to get free compost bins to help reduce waste at home.		