

BUSINESS PLAN 2018-2021

2018-19 Work Programme

Protect

We will endeavour to ensure the qualities that make the National Park a unique and special place are conserved, enhanced and resilient.

Protect Priority 1: Protecting and growing the natural capital across the New Forest National Park landscape, connecting with surrounding areas to ensure habitats and wildlife are sustainable

- Provide clear advice, guidance and training to deliver the Landscape Action Plan, Biodiversity Action Plan and Cultural Heritage Plan
- Lead a co-ordinated approach to strengthen natural capital¹ and ecological networks within and beyond the National Park boundary, supporting Government's ambition for a 'Nature Recovery Network'
- Deliver landscape enhancement in the National Park and maintain and enhance the ecosystem services¹ on which the Park depends
- Identify the key evidence and data requirements needed to inform the conservation of the National Park's special qualities

¹ Natural capital is the world's stocks of natural assets or resources (including geology, soils, air, water and all living organisms) which have a value.

¹ Ecosystem services can be described as the benefits people obtain from the environment, ranging from physical benefits such as clean air, water and food to aesthetic and cultural benefits that improve our quality of life.

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation(if amber or red)
Review the key actions in the Landscape and Biodiversity Action Plans, reporting on progress against actions in Q4 to inform future project work. (LH14)				
Enhance important wildlife sites with active management delivered through 3 OPOF projects: Working Woodlands, Better Boundaries and Nature's Stepping Stones. Targets are to have 10 SINCs, 1200m of hedgerow and 40ha of woodland under active management. (LH1, LH3, LH6, LM5)				
Provide a programme of land management support, advice and training for 100 landowners, farmers and commoners. (LM1, LM2)				
With Green Halo forum leads identify and map a suite of projects that will strengthen natural capital, reporting outcomes the Green Halo Partnership conference in November 2018 (LH11, LM3)				
With partners, continue support for the delivery of landscape scale enhancement, habitat restoration and river catchment enhancement through key schemes: the Verderers HLS Scheme, New Forest Catchment Partnership and New Forest and Solent SPA (Special Protection Area) Forums. Outcomes include: providing advice to the Forestry Commission on the delivery of the programme of wetland restoration and habitat management to enhance the SAC. Review opportunities to mitigate the impacts of new development on the SPAs Support measures to engage the public in activity aimed at reducing diffuse pollution and enhancing "flagship" ponds. (LH4, LH6, LH7, LH8)				

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation(if amber or red)
Work with the Forest Farming Group to establish a set of agreed objectives and potential mechanisms for achieving them, for land management and rural development in and around the New Forest following Brexit. (LM8)				
<p>Safeguard the tranquillity of the National Park through reducing visual intrusion and disturbance from low flying aircraft. (ST1, ST2)</p> <p>Continue involvement with the National Grid Visual Improvement Project (VIP) – responding to proposals undergrounding at Hale Purlieu and representing National Parks on the national VIP steering group. (ST3, ST4, ST5)</p> <p>Maintain liaison with the MoD and civil aviation bodies to reduce incidence of low flying.</p>				
Review the Biodiversity Action Plan actions on Data and Information to identify gaps in knowledge that will be needed to inform the preparation of an updated State of the Park Report. (LH14)				

Protect Priority 2: Ensuring new development is sympathetic and in keeping with the National Park, promoting high quality design and environmental net gain

- Provide a long-term planning vision for the National Park informed by the special qualities
- Deliver a high quality, proactive planning service that is focussed on securing the best possible outcomes for the National Park and its communities
- Work with neighbouring authorities in the development and implementation of their planning policies and proposals that may affect the National Park, taking forward the principle of environmental net gain³ in line with the 25 Year Environment Plan

³ The environmental net gain principle expands on the net gain approach used for biodiversity to include wider natural capital benefits, such as flood protection, recreation and improved water and air quality.

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Secure the adoption of a new Local Plan to guide new development in the National Park	David Illsley			
Review and update the Development Control Charter	Natalie Walter			
Review standing pre-application advice on the Authority's website to assist the pre-application process and to secure the best possible planning outcomes	Steve Avery			
Co-ordinate the use and distribution of developer contributions to support habitat mitigation measures within the National Park. (LH10)	Tony Spence			
Co-ordinate the local design awards scheme to recognise and promote exemplary development in the National Park.	David Illsley			
Support the Western Escarpment Conservation Area Action Plan by working with Parish Councils in delivering the actions identified in the Plan. (LD8)	Lisa Crouch			
Devise and implement an enhanced monitoring programme for new development to secure greater compliance with planning consents	Paul Hocking			

Protect Priority 3: Conserving the historic and built heritage; supporting local culture with continued focus on commoning

- Direct the management of scheduled and unscheduled monuments to bring them into good condition
- Work with property owners to improve the condition of historic buildings and heritage features by encouraging repair and renovation, re-use and appropriate management
- Foster greater knowledge and understanding of the cultural heritage of the National Park
- Provide advice and support to secure resources for community-led projects that promote local distinctiveness and commoning way of life

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Through the OPOF and HLS schemes deliver a range to projects to encourage volunteer involvement in the local heritage, history and archaeology of the New Forest. Aim to involve 240 volunteers and hold two meetings of the Community Heritage Forum. (LD1, LD2, LC1)	Frank Green / James Brown / Lawrence Shaw/ Building Conservation Team			
Deliver a programme of training in traditional building skills as part of OPOF, with 175 people participating in 8 courses (5 professional and 3 householder). (EW8, LD5)	Pauline Megson			
Actively manage scheduled and unscheduled ancient monuments on the Crown Lands and Open Forest. Improve the condition of at least 10 sites on the Crown Lands. (LD6)	Frank Green / Lawrence Shaw			
Undertake a review of the Historic Buildings at Risk (LD5)	Warren Lever			

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Enjoy

We will champion the National Park as a place of inspiration, where everyone can enjoy, understand, value and care for its special qualities.

Enjoy Priority 1: Helping more people to understand and value the things that make the New Forest National Park unique and special

- Deliver learning and engagement activities (e.g. through rangers, education officers, events, exhibitions and interpretation) for different audiences including a focus on children and young people, making the National Park relevant and accessible and giving them a voice in its future
- Lead the development and delivery of bespoke curriculum-linked education for schools and colleges at selected National Park sites and in the classroom
- Maximise the use of social media and online resources to help a growing number of people to understand, value and care for the New Forest
- Enable organisations with face-to-face public and visitor-facing roles, including educators, businesses and accommodation providers, to be ambassadors for the National Park and its special qualities

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Promote understanding of the special qualities, our work and key messages through 14,000 face to face contacts by NPA rangers at public engagement events led or co-led by the Authority, community events run by other organisations, informal learning activities opportunistic use of mobile unit and an on-the-ground presence throughout the National Park. (SQ1)	Gillie Molland			
Support and train at least four organisations with face-to-face public and visitor-facing roles to be ambassadors for the National Park, championing understanding of its special qualities (e.g. educators, businesses, accommodation providers, local information points and visitor centres) (SQ4)	Jim Mitchell / Aynsley Clinton			
Establish renewed joint working arrangements between the NPA and Ninth Centenary Trust to maximise opportunities for the New Forest Centre to achieve national park purposes (SQ4)	Nigel Matthews			
Increase social media followers by 8,000 and email newsletter subscribers by 2,500. Investigate customer relationship management software to manage our marketing database.	Hilary Makin			
Develop and teach curriculum-specific sessions about the national park for 10,000 students from pre-schools, schools and colleges, both in the 'field' and in school. (SQ7)	Sue Palma			
Work with schools and partner organisations to embed the New Forest National Park into the school curriculum, including administering the Travel Grant Scheme, facilitating the Educators' Forum, organising student work placements and the maintenance of the New Forest Curriculum web pages. (SQ7)	Sue Palma			

Enjoy Priority 2: Enabling high quality and beneficial experiences of the National Park

- Encourage providers of sites for outdoor recreation to highlight in their visitor information and interpretation the New Forest National Park's special qualities and its status as a nationally-important, living landscape
- Work with Natural England, local communities, land owners, land managers and highway authorities, to establish the England Coast Path and improve agreed recreational sites and routes in ways that will reduce impacts on sensitive areas
- Work with health providers, communities and businesses to enable people to benefit from improved mental and physical health through engagement with the special qualities of the National Park
- Work with partners to develop a shared approach to promoting volunteering, building on the success of the Our Past Our Future scheme and the annual volunteer fair, to enable more people to volunteer in ways which benefit the New Forest's special qualities and support their own wellbeing

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Develop interpretive resources with partners on at least three sites / locations that promote the National Park's designation and special qualities e.g. suitable interpretive signage, self-guided trails, digital. (SQ4, LH10)	Jim Mitchell / Gareth Owen			
Work with partners to enhance at least four local sites or walking routes by improving access or information provision, e.g. through the small grants scheme and community-led projects. (EP1, EP2)	Gillie Molland			
As the Access Authority for the National Park, provide a representation to Natural England's report on the development of the England Coast Path through the National Park. When the route has been agreed, deliver the establishment phase of the new trail and associated open access land. (EP3)	Gillie Molland / Nigel Matthews			
Deliver activities to benefit the health and wellbeing of local communities and visitors through contact with the natural environment and heritage of the New Forest, including 10,000 hours spent walking for health and one new permanent community wildplay site established. (LC8, LC9)	Jim Mitchell / Claire Pearce			

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Deliver the OPOF Apprentice ranger scheme in partnership with other Forest ranger teams and education providers. (EW8)	Gillie Molland			
Continue the development of the PEDALL project, securing external funding and recruiting 15 volunteers, and deliver 190 cycling sessions for up to 400 participants. (EP4)	Donna Nesityif			
Engage with groups usually thought to be under-represented including young people (Wild Play days, John Muir Award, Youth Action Project) and those with disabilities. (EP4, LC9)	Jim Mitchell /Gillie Molland			
Support volunteering in the New Forest through specific projects such as Our Past, Our Future Landscape Partnership Scheme (OPOF) and an annual volunteer fair and guide, attended by 40+ volunteering organisations and attended by 400+ prospective volunteers. (SQ2)	Richard Austin / Jim Mitchell			

Enjoy Priority 3: Facilitating a partnership approach to managing recreation to achieve a net gain for both the working and natural landscape as well as for the recreational experience

- Gain wide agreement and shared commitment to deliver a new suite of prioritised actions that will improve the management of recreation across and beyond the National Park
- Work with partners and facilitate the delivery of co-ordinated communications to influence behaviour and reduce the recreational impact on the 'working Forest' and its special qualities
- Facilitate a review of the sites and routes used for recreation throughout the New Forest and to gain agreement for changes that need to be made, including working with highway authorities and landowners to create a more joined up and safer network of walking and cycling routes between villages and places of interest
- Undertake and support research, and to collate data that clarifies positive and negative impacts of recreation and the success of recreation management initiatives

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Engage the public, local organisations and recreational user groups in agreeing actions for an update to the Recreation Management Strategy 2010-2030, including commitments from named organisations to deliver key areas of work. (LH10)	Nigel Matthews			
Work with partners to collate data and evidence to inform where recreation best takes place across the New Forest and identify the most effective ways and places to provide information about responsible recreation.	Nigel Matthews / Jim Mitchell			
Play a leading role in the co-ordination and delivery of targeted educational campaigns leading to more responsible behaviour and reduced conflict between user groups, e.g. cycling, animal accidents, litter, fungi, disturbance of ground nesting birds and feeding of ponies. (LH10, SQ1, EP5)	Nigel Matthews			
Through four full meetings and topic-specific subgroups enable the New Forest Access Forum to provide helpful advice to relevant organisations on improving public access and open air recreation. (EP1, EP2)	Gillie Molland			

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Prosper

We will foster the National Park's social and economic wellbeing.

Prosper Priority 1: Supporting a distinctive and prosperous local economy where natural capital is an integral component of doing business

- Champion the significance of natural capital to the economic performance of the National Park and the wider area
- Use the strength of National Park designation to increase the viability of products associated with the local area
- Work with partners to develop a sustainable, authentic visitor experience that protects the special qualities of the National Park and respects its communities

¹ The EU protected food name scheme highlights regional and traditional foods whose authenticity and origin can be guaranteed. Under this system, a named food or drink registered at a European level, will be given legal protection against imitation throughout the EU.

Action/Outcome	Team	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
With partners, develop a set of natural capital accounts for use by the Green Halo Partnership to help inform future investment options by the EM3 LEP and others. (EW3)	Paul Walton			
Through partnership with Go New Forest and others, encourage at least 100 tourism businesses to improve their overall sustainability, communicate 'caring for' messages to visitors and encourage car-free visits. (EW9, TT8)	Jim Mitchell / Aynsley Clinton			
Provide advice and support to New Forest Produce Limited, working to increase the Marque membership from the 2017 baseline. Target is for a 10% increase in members by year end. (EW5)	Paul Walton			
Develop a local Protected Food Name Status scheme for products associated with the New Forest. (EW5)	Paul Walton			
In partnership with the New Forest Trust increase the number of businesses developing the Love The Forest Visitor Giving Scheme from a 2017 baseline. Actively promote the scheme to businesses through individual visits and targeted information. (EW9)	Andy Brennan			
Work with New Forest District Council, parish councils and other partner organisations to identify suitable sites for affordable housing and secure consent for at least five new affordable homes designed for local people which are of high quality and sustainability, and are in keeping with the character of the area. (LC5)	Steve Avery			

Prosper Priority 2: Promoting connectivity across the National Park through sustainable transport and information and communication technologies

- Encourage travel to and around the National Park by sustainable forms of transport
- Utilise data and technology to improve sustainability, support economic development, and enhance quality of life for people living in, working in and visiting the National Park

¹ Adopting the principle of a 'Smart City' which uses different types of electronic data collection sensors to supply information which is used to manage assets and resources efficiently

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Promote and enable the three New Forest Tour routes, maintaining overall satisfaction ratings of at least 4.5 out of 5, and develop a link during the summer season from the Waterside to Lepe Country Park. (TT8)	Jim Mitchell / Aynsley Clinton			
Deliver face-to-face information about sustainable travel to 8,000 people through the travel ambassador / concierge service. (SQ1, TT8, TT9)	Jim Mitchell / Aynsley Clinton			
Through engagement with businesses, and the education and research sectors, examine ways to facilitate and encourage the application of "Smart Park" technologies to address National Park management challenges. Aim to host one creative challenge event to promote the Smart Park concept.	Paul Walton			

Prosper Priority 3: Supporting the social wellbeing and sustainability of New Forest communities

- Promote affordable housing to address local needs and support the management of the National Park landscape
- Supporting the sharing of innovative ideas and good environmental practice through local action groups, businesses and residents
- Continue to support the take up of low carbon / renewable energy technologies in support of the Clean Growth Strategy

Action/Outcome	Owner	Progress during the Quarter	RAG status	Risks and mitigation (if amber or red)
Promote the Sustainable Communities Fund towards groups and projects that demonstrate good environmental practice and social outcomes, directing conservation related projects to the Love The Forest scheme. (LC10)	Fiona Wynne			
Engage with businesses to encourage the reduction in the use of plastic. Support two information / awareness raising events for local communities. (LC10)	Andy Brennan			
Establish and maintain a directory of key parties connected to the woodland management sector within the National Park. Host two workshops aimed at stimulating interest investment in the woodland sector. (LM5)	Paul Walton			
In support of the 25 Year Environment Plan, prepare a programme of activity for participation in the 2019 year of Green Action campaign	Paul Walton			

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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"> ▪ Cross-team working ▪ Learning and development, including leadership development and project management ▪ Reward and recognition, including recruitment and retention ▪ Wellbeing, including physical and mental health. 	Nigel Stone			
Undertake a staff survey; analyse results to identify trends/strengths/weaknesses and detail our responses to them.	Nigel Stone / HR			
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			
Complete the review of our Health and Safety functions following the detailed 'gap-analysis' undertaken in 2017/18.	David Stone			
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			
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			

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 Forest¹ focused on being greater than the sum of our parts

¹ 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)
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).	Ian Barker, Nik Gruber, Warren Lever, Frank Green & Lawrence Shaw			
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.	Hilary Makin			
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			
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			
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			

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			
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			
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			
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			
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.	Julia Mutlow / Nigel Stone			
Deliver our Corporate Sustainability Plan, reducing the environmental impact of waste, energy use and transport related carbon emissions.	Andy Brennan			