

BUSINESS PLAN 2018-2021

2018-19 Work Programme – Q4 (1 January to 31 March 2019)

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	<p>People Plan agreed by ELT and officially launched at the all-staff meeting on 14th February. Intranet site also live on this date.</p> <p>All managers were encouraged to raise the People Plan within their team meetings and come together to make it 'live' with meaningful outcomes.</p> <p>Prioritised initial actions have now been developed and included in the 2019/20 work programme.</p>		
Undertake a staff survey; analyse results to identify trends/strengths/weaknesses and detail our responses to them.	Nigel Stone / HR	Staff survey undertaken in March 2019, 70 responses (82%) received – full results currently being analysed and will be reported to staff and members over spring/summer 2019.		
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	Meeting with Totton College has been arranged to scope appropriate apprenticeships with a view to placing first apprentices in 2019/20. Initial offering likely to be for one or two apprentices moving around our back-office functions and for wider existing staff to upskill.		

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	Both the Health and Safety Policy and Driving at Work Policy have been approved. A new risk assessment template has been agreed which will standardise assessments - these are also stored centrally and accessible to all staff.		
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. A small number of teams and projects are now working in SharePoint exclusively, and we are continuing to develop new sites for the remainder. The first network folders will be set to read only at the beginning of June.		
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.		

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

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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, Frank Green & Lawrence Shaw</p>	<p><u>Ecology</u></p> <p>The Authority's bid for the Ecology SLA with NFDC was accepted in March and the Authority is negotiating the terms of the SLA with a view to agreeing ongoing support. Over 45 requests for input were made during the period as well as strategic input into larger cases such as Fawley Waterside and Local Plan allocations.</p> <p><u>Trees</u></p> <p>Offering 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 January to March 2019:</p> <ul style="list-style-type: none"> ▪ 96 tree work applications received. ▪ 5 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. ▪ 83 responses to Development Control consultations provided. <p><u>Archaeology</u></p> <p>The archaeological advice service to NFDC continues and works well through the SLA.</p> <p>We can report that the archaeological SLA with NFDC was re-tendered and we have been awarded this subject to agreement of the contract.</p> <p>The SLA with the Forestry Commission is working well with management advice being provided on over 25 forestry sites during the 2018/19 year.</p> <p>During the past year 100 Scheduled Monument management plans have been produced for the FC to meet Historic England requirements.</p>		

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<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>Email newsletters for New Forest businesses have been started, which will promote joint campaigns and the special qualities of the national park, in the hope businesses will help share these messages in a more coordinated way with the statutory organisations.</p> <p>We are preparing a 'New Forest Code' with other organisations to make the 'caring for the forest' messages more succinct and effective.</p> <p>Campaign plans have been created around the main behaviour change work, with 1,200 people attending or arranging litter picks in the New Forest as part of the Great British Spring Clean campaign.</p> <p>We have been working with the other national parks to update the branding and messaging to increase awareness and engagement with our work across the UK.</p>	<p></p>	<p></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	The process and timeline for reviewing the current Partnership Plan 2015-2020 was agreed at the last Authority meeting. Discussions with partner organisations on the New Forest Leadership Group have started and will continue over the summer, mainly focusing on a revised vision for the New Forest.		
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	Updated State of the Park report to be published in late summer 2019; data and evidence group have decided to keep current headline indicators. The report will inform the review of the Partnership Plan.		
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 7 March, the Panel re-elected its Chairman for 2018/19 and received an interesting and informative presentation on the Flood and Coastal Risk Management Maintenance Programme by the (Environment Agency). 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>Full review and paper on external funding, for Authority and wider partners, being drafted for RAPC in June.</p> <p>Partnership Arts Council bid for £1.3m submitted in March (result in August). Bid to Leader for Hurst Castle access improvements also submitted (result in June).</p> <p>£200k National Grid Landscape Enhancement Initiative bid with RSPB for Franchises Lodge successful at EoI stage and moving on to full application.</p> <p>Fully supported NPPL and received first funding from Forest Holidays agreement towards educational visit grants for schools.</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>Good progress has been made on decommissioning 2008 servers. GIS1, GIS2 and GISweb have been retired and replaced with new servers.</p> <p>Security patching remains a high priority with monthly updates being run.</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>Considerable work has taken place over the past few months and we are now in a position to start moving a number of teams across to SharePoint. Both the roll out of OneDrive and related workshops were very successful. SharePoint workshops are being planned in the near future.</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	We have been in conversation with the software company and are currently waiting for further information following a change in the Commercial Services framework used.		
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 Swap Shop held to exchange books, cd's, unwanted gifts etc. A large amount of toiletries donated by staff to Trinity, a charity in Winchester who support homeless and vulnerable people. Ride to work week promoted to staff.		