

NFNPA AM 597/20

NEW FOREST NATIONAL PARK AUTHORITY

AUTHORITY MEETING – MARCH 2020

DRAFT WORK PROGRAMME 2020/21

Report by: Alison Barnes, Chief Executive and Nigel Stone, Head of Resources

Summary:

To consider the draft Work Programme 2020-2021 and confirm that the Authority is comfortable with the key areas of delivery for the next financial year. This report was considered in detail at the Resources, Audit and Performance Committee (RAPC) on 16 March 2020 and is recommended for approval.

Please note that this work programme was drafted prior to the outbreak of the coronavirus. The Executive Leadership Team will carefully review its potential impact(s) on the programme over the coming weeks and keep Members updated accordingly.

1 Introduction

- 1.1 The Strategic Leadership Team (SLT) has been working since November to begin drafting the budget and work programme for 2020/21; this included an away-day on 24 January and significant further thinking in recent weeks. A full members workshop was then held on 2 March.
- 1.2 2020/21 constitutes the final year of our current Business Plan (2018-21) and our wider Partnership Plan (2015-20) – as Members are aware, both these documents are due to be updated over the coming year. We are therefore proposing to treat the forthcoming 2020/21 year as a ‘bridging’ period in order to reflect drivers for our strategic direction and work programme, making sure we build from what we are delivering in the current Business Plan.
- 1.3 This report proposes a way forward to continue delivery in many areas whilst beginning to strategically change our organisational focus to achieve others. This is only a start and further change is likely to be required over the coming year as higher-level plans develop.
- 1.4 The work programme does not show the total activity of the Authority; items that are included represent the focussed key areas of delivery during the year to be closely monitored by officers and members. Particular attention has been paid to the proposed actions to ensure that targets and goals are clearly defined, measurable and focused and are challenging but achievable. Each action will be assigned a ‘lead’ officer in due course.

- 1.5 Quarterly updates on progress will continue to be given to the Resources, Audit and Performance Committee based on the traffic light system of green – on track or completed; orange – off track but not significantly; and red – significantly off track. An additional column has been added to the monitoring sheets on a trial basis to allow officers to highlight communication actions in order that we can succinctly demonstrate and communicate the impact and effect of our actions.

2 Emerging Programme Drivers

- 2.1 Since the Business Plan was adopted in 2018, we have seen:

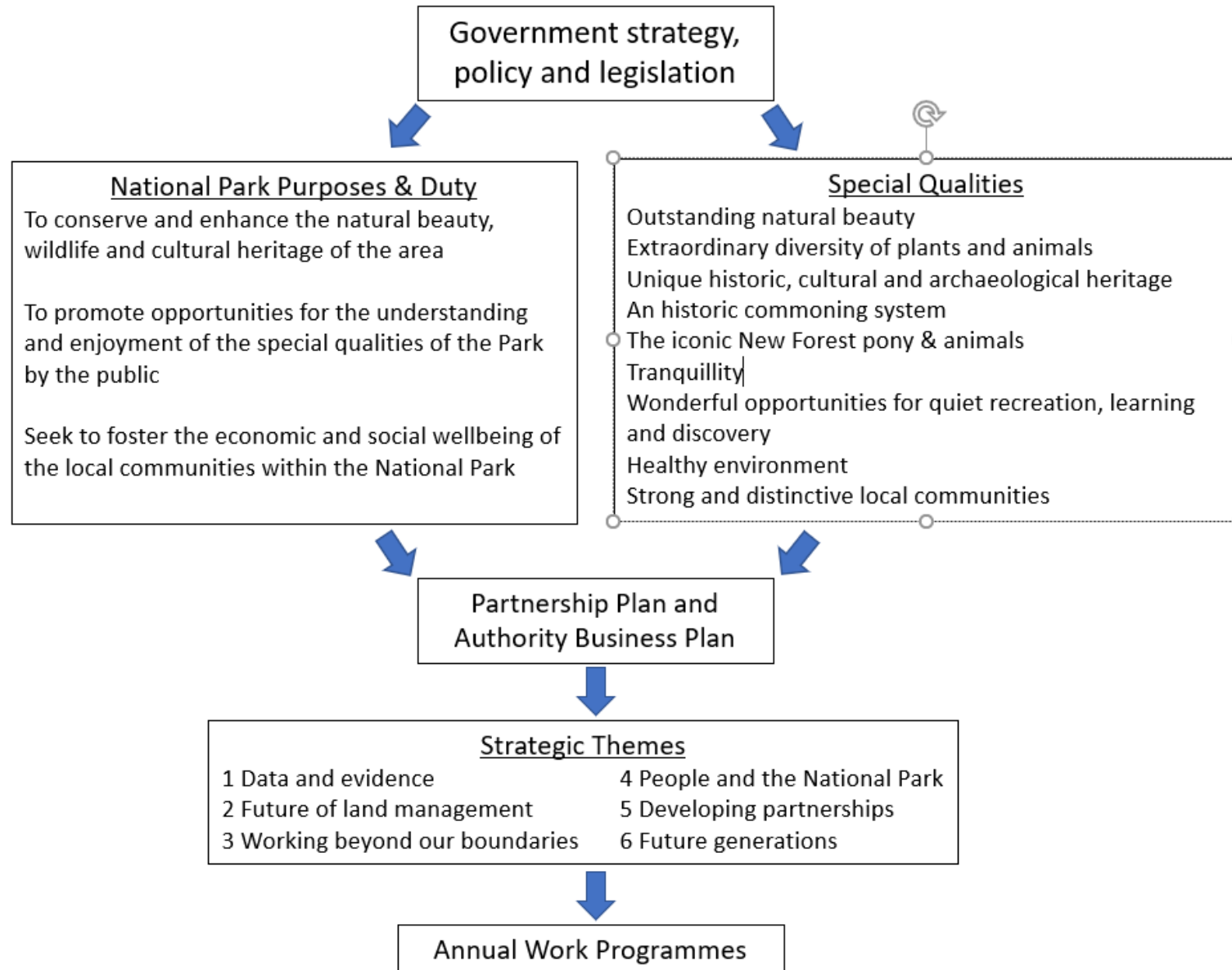
- Publication of the 25-year Environment Plan
- Brexit – and the preparation of domestic Agriculture and Environment policy with implications for funding and regulatory responsibilities (ELMS, HLS, LEADER, Biodiversity Net Gain, etc.)
- Publication of the Glover Report
- Ongoing planning reforms (revised NPPF and extending permitted development rights)
- Adoption of the new National Park Local Plan
- Commencement of the review of the Partnership Plan
- Delayed Comprehensive Spending Review
- Our own declaration of a Climate and Nature Emergency

3 Draft Work Programme 2020/21

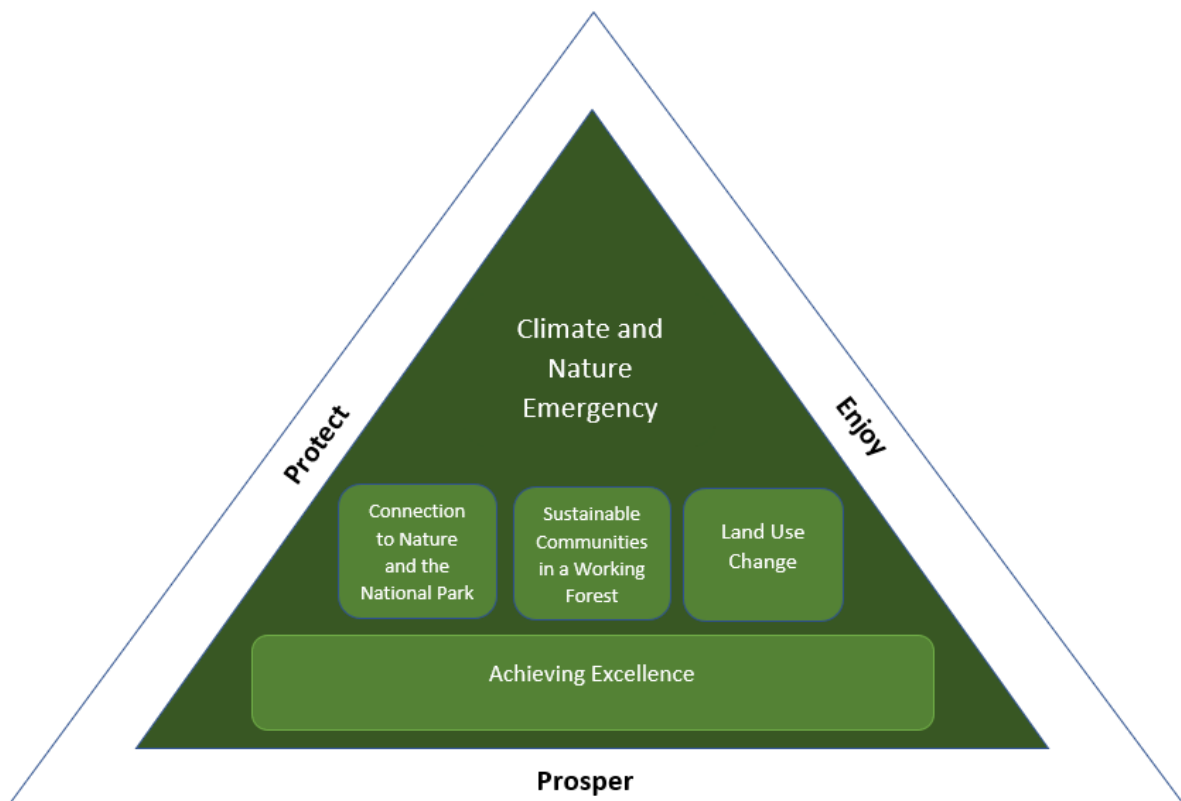
- 3.1 Prior to drafting the work programme for the year ahead, SLT needed to fully review progress on the 2018-21 Business Plan to date (the first two years of the three-year Plan). The tables in **Annex 2** summarise actions which have been completed, will continue to be delivered in the year ahead and those which will not be achieved:

- Green indicates either completed objectives or those which are on track to be completed by March 2021
- Amber indicates there are some issues in achieving objectives, we are suggesting a number of these be refocussed in 2020/21
- Red indicates either an objective that will not be met or will need significant attention to be met.

- 3.2 The diagram below demonstrates the development levels of our strategic plans:



- 3.3 The diagram represents that government priorities inform the interpretation of the National Park purposes, duty and special qualities. These are taken up within our Partnership Plan (for the area) and Business Plan (for the Authority). Within our current Business Plan, we set out six Strategic Themes and these have driven the development of the draft annual work programmes.
- 3.4 When considering the specific priorities for the year ahead, SLT concluded that it would be extremely difficult to categorise them under Protect, Enjoy and Prosper alone. Clearly these remain a core reflection of our purposes and duty but so many projects/topics straddle two or more of these headings. The diagram below sets out the proposed structure for the 2020/21 work programme:



- 3.5 Within this draft work programme, Climate and Nature Emergency is 'driving' and 'behind' everything we do, there are consequently some very high-level actions which are directly attributable to addressing these issues. At the next level there is a clear need to enable people to connect with nature and the place, ensure we have sustainable communities and manage the changing use of land/places. The final heading 'Achieving Excellence' is brought forward from previous work programmes to encompass how our organisation itself seeks the highest standard of service, efficiency and effectiveness.

- 3.6 The five new suggested areas of focus take a clear steer from and encompass the Glover review headings of 'Landscapes for Everyone', 'Living in Landscapes', 'Landscapes Alive for Nature and Beauty', 'More Special Places' and 'New Ways of Working'.
- 3.7 The proposed detailed outcomes and actions for the year ahead within the five headings are attached as **Annex 1**.

4. Recommendation:

It is recommended that the Authority, subject to any amendments, approve the draft Work Programme 2020/21.

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Papers: NFNPA AM 597/20 - Cover paper
NFNPA AM 597/20 – Annex 1 – Draft Work Programme 2020/21
NFNPA AM 597/20 – Annex 2 – Business Plan Progress

Equality and Diversity Implications:

There are no specific equality or diversity implications arising directly from this report, however where specific actions within the Work Programme do have equality or diversity implications, they will be considered as appropriate.

Climate and Nature Emergency

As agreed at the January Authority meeting, the climate and nature emergencies have created a renewed sense of urgency to stem the decline in biodiversity and reduce Green House Gas emissions. Our response – Net Zero with Nature – will be informed by government policy towards farming, land use and the environment, especially the Agriculture and Environment Bills, the response to the Landscapes Review and the 25 Year Environment Plan. We will then need to establish how this policy agenda can best meet the needs of the New Forest National Park.

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Nature Recovery – Net Zero with Nature					
<p>A spatial plan for nature recovery for the National Park and immediate surroundings, included in the National Park Partnership Plan</p> <p>The range of public goods provided by the National Park supported by the developing Environmental Land Management (ELM) Scheme</p>	<ul style="list-style-type: none"> Lead stakeholders in the development of a spatial plan for nature, based on Lawton principles of bigger, better, more and more joined up habitats. With partners, develop a portfolio of integrated projects for identified Nature Recovery Areas (beyond the core designated sites) Coordinate the work of the Forest Farming Group as the transition from Environmental Stewardship to ELM continues Examine opportunities for the National Park to be a national pilot for ELM in 2021, ensuring commoning will be supported by the new scheme Support the collaboration between farmers and landowners around farm clusters and delivery of land advice Develop programme of communication for stakeholders around “net zero with nature” and “public money for public goods” 				
Measures in place to mitigate, and adapt to, the changing climate.	<ul style="list-style-type: none"> Map current and potential carbon stores Investigate if carbon offset schemes could deliver environmental benefits in the New Forest Re focus the SCF to deliver innovative action on climate change and nature recovery 				

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Green Halo – Beyond our Boundaries					
An active, thriving Green Halo Partnership recognised for its catalytic role in enhancing the environment of the National Park hinterland	<ul style="list-style-type: none"> Develop the key themes arising from the Green Halo Conference Feb 2020: a National Park City Region / Waterside Vision / Natural Leaders Coordinate a programme of events (min 4) and a further Conference in early 2021 With partners, identify key Nature Recovery opportunity areas beyond the National Park boundary 				
Nature Solutions – Delivery and Advice					
NPA resources aligned to respond to opportunities presented by the Agriculture Bill, Environment Bill and Landscapes Review during 2020	<ul style="list-style-type: none"> Ongoing liaison with Defra through the National Parks Agriculture and Rural Development group Further develop the 'natural capital' approach to protecting the environment of the National Park Scope the resource needed to implement the Local Nature Recovery Strategy in response to the Environment Bill Examine the opportunities for nature recovery presented by the introduction of Conservation Covenants Post OPOF, identify and plan to secure the resources needed to deliver the nature recovery plan (above) 				

Outcomes	Actions / Priorities	Quarterl y RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Data and evidence A suite of data and evidence sources around climate change identified and reporting methods established	<ul style="list-style-type: none"> • A range of baseline datasets identified • Initial list of research opportunities proposed to local Universities 				

Connection with Nature and the New Forest National Park

We will champion the National Park as a place of inspiration, where everyone can enjoy, understand, value and care for its special qualities. The Landscapes Review proposes that we need a stronger mission to connect people to National Parks and we have adapted this year's work programme to highlight this. Other proposals in the Landscapes Review include increased inclusivity and diversity in National Parks, partnership working with the health sector, greater access for young people and also to improve routes and information on the ground. Connection to the environment is also key to the 25 Year Environment Plan's goals. Our 2020-21 programme will engender care and action to help the Forest and enable people to take action to tackle the nature and climate emergency. We will also carry out important research to inform delivery of the Partnership Plan and the next business plan.

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Action from a wide variety of individuals, communities and businesses to tackle the nature and climate emergency	<p>Through direct co-ordination of and facilitation of volunteering activity focused on nature recovery:</p> <ul style="list-style-type: none"> • Deliver 20+ volunteering days directly to restore habitats and enhance nature and 10+ volunteer days to improve access to and understanding of the special qualities, involving a minimum of 100 volunteers • Run 2021 volunteer fair (attended by 40+ volunteering organisations and 400+ prospective volunteers) and produce a guide and online volunteering finder • Work with five existing groups to develop co-ordinated action to improve nature (through Rangers and Land Advice Service) • Deliver two specific outreach projects with underrepresented groups to enable volunteering. 				
	<p>Through community and individual action:</p> <ul style="list-style-type: none"> • Work with at least five community groups to enable nature recovery, action on climate and related heritage activity • Develop a plan for ambassadors and citizen science initiatives to deliver over the next business plan period • Facilitate action through working groups and liaison with organisations to address litter, animal accidents, feeding of ponies and disturbance of ground nesting birds. 				

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
	<p>Through tourism-related businesses and wider business community:</p> <ul style="list-style-type: none"> • In partnership with the New Forest Trust, increase the number of businesses engaged in the Love the Forest Visitor Giving Scheme by 10% from 2018 baseline • Support current/new businesses in the scheme by providing four training events. • Raise awareness of the Scheme and the benefits it delivers to local organisations/business groups by providing four talks/presentations. 				
Understanding of the New Forest's special qualities and how to care for them, by all local people and visitors	<p>Through face to face engagement, including:</p> <ul style="list-style-type: none"> • Ranger engagement with at least 15,000 people on the Forest with mobile information unit, at events and in local communities, specifically targeted at helping people care for the Forest and reduce negative impacts. • Delivery of nature recovery and climate emergency themed New Forest Show with over 3,000 people attending our stand • Develop and teach curriculum-specific sessions about the National Park, nature recovery and climate emergency reaching 10,000 students from pre-schools, schools and colleges, both in the 'field' and in school • Deliver Travel Grant Scheme (3,000 student visits to the New Forest) 				

Outcomes	Actions / Priorities	Quarterl y RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
	<p>Through our communications:</p> <ul style="list-style-type: none"> • Deliver a campaign with partners about nature recovery and climate emergency in the context of the National Park and surrounding area with 2,000+ people/organisations pledging to take action for nature/climate change. • Continue to deliver wildlife campaign to highlight biodiversity and special qualities of the Forest engaging 100,000 in our messages. • Trial with rangers and partners a shorter 'caring for the forest code' and measure if new messages help drive behaviour change. • Increase numbers signing up to receive our communications by 20%. 				
	<p>Through training and on-site interpretation:</p> <ul style="list-style-type: none"> • Support organisations with face-to-face public and visitor-facing roles to be ambassadors for the Forest, improving their own sustainability • communicate 'caring for' messages to visitors, including encouraging car-free visits, working directly with 5+ businesses, 5+ accommodation providers, 8+ local information points and visitor centres • Complete Our past, Our Future Historic routes and Past Pathways interpretation. 				

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
<p>More people from more diverse backgrounds benefitting from first-hand and meaningful experience of the National Park's nature and landscape</p>	<p>Through sustainable access and transport:</p> <ul style="list-style-type: none"> • At least four local sites or walking routes to be identified and improved • Deliver guided walking and cycling including 190 cycling sessions for up to 400 participants through PedAll (external funding dependant) and a Walking Festival focussed on understanding the special qualities of the National Park • Work with the bus operator and drivers to manage and promote the three New Forest Tour routes, maintaining satisfaction ratings of at least 4.5 out of 5 and overall financial viability • Encourage use of the train, bus, cycling, walking and the New Forest Tour as alternatives to driving through face-to-face engagement by the travel ambassador service (target of 4,000 people spoken with at Brockenhurst station by seasonal travel ambassadors). 				

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
	<p>Through a strong partnership with the health sector and local communities:</p> <ul style="list-style-type: none"> Facilitate our activities to benefit health: walking, cycling, volunteering, connection to nature and wild play Deliver a regional and a local workshop / conference to raise awareness of the benefit of nature to health and facilitate access to nature-based health solutions Facilitate a health fellowship with Health Education England to develop initiatives to benefit young people's health and wellbeing Support New Forest walking for health scheme enabling 10,000 hours to be spent walking for health. 				
	<p>Through a better understanding of our existing and potential audiences and methods of delivery:</p> <ul style="list-style-type: none"> Clarify which audiences are under-represented among general visitors, those attending our events, activities and volunteering programmes and identify barriers to participation Develop and begin to implement measures to ensure wider engagement with the National Park Develop more accurate measures to evaluate effectiveness of connection and engagement work. 				

Sustainable Communities in a Working Forest

The Landscapes Review asks ‘how do we make sure both natural beauty and society benefit from change rather than suffer?’ There are three proposals in the report, around strengthening the duty to foster vitality in communities, a new national landscapes housing association and piloting new approaches to transport. This area of work builds on our new Local Plan (with a range of policies supporting sustainable development) and our experience of working with communities over the last decade, looking where we can make the biggest difference with our resources. Focus will be given to projects to promote local distinctiveness and the commoning way of life.

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Built Environment & Housing					
All new development incorporates sustainable construction standards and techniques in accordance with national planning policy and the new Local Plan (DP18).	<ul style="list-style-type: none"> Update Design Guide SPD with reference to climate change and sustainability; prepare and issue informal planning guidance in the short term (Q1) Local Design Awards to recognise and promote sustainable development. 				
20 affordable homes granted planning permission.	<ul style="list-style-type: none"> Identifying more opportunities for rural exception sites; liaising with local communities / Homes England / Hampshire Homes Hub. Securing the appropriate level of provision of on-site affordable housing for local people on allocated sites. 				
Two new affordable homes built at Burley.	Tender the building work; appoint contractors; complete development and let properties at an affordable rent				
Community Infrastructure Levy (CIL) Charging Schedule approved to fund green infrastructure and support sustainable development.	Complete review of CIL and viability testing; report to Authority meeting for decision on CIL Charging Schedule.				

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
National Park of the Future					
The New Forest National Park is relevant to the lives of a broad and diverse range of stakeholders and communities	<ul style="list-style-type: none"> Explore a range of options to encourage greater engagement of underrepresented groups / interests with the work of the Authority. Agree changes to be implemented at the start of the 2021/22 financial year 				
Local distinctiveness and the 'working Forest'					
<p>All new development achieves the highest standards of design.</p> <p>The Forest's built and historic environment is enhanced.</p>	<p>Update Design Guide SPD</p> <ul style="list-style-type: none"> Review of Conservation Areas (Burley, Forest South East and Forest North East) Revise and publish list of non-designated heritage assets Run training sessions for parish councils re heritage assets Support community led surveys, e.g. fixed-point photography 				

Outcomes	Actions / Priorities	Quarterl y RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Strong community-led approach to conveying sense of place and local pride	Assist communities and local organisations to lead cultural and natural heritage projects that foster identity and sense of place- work with at least four groups in this way (e.g. commoners voices, East Boldre etc)				

Positive Land Use Change

Enabling the National Park to be richer for wildlife, resilient to climate change and deliver benefits for people such as flood alleviation and recreational opportunities. The Authority is in a position to influence positive land use change through its role as the local planning authority, by working with farmers and landowners and showing the leadership to develop a nature network for the National Park and its surroundings. The new Local Plan includes a number of land use based policies in relation to agriculture, green infrastructure, tourism and other leisure uses such as recreational horse keeping.

The current restrictions on the number of new homes that can be built in South Hampshire due to excessive nutrients (mainly nitrogen and phosphates) entering the Solent is an opportunity to incentivise better management of land in the catchment which is currently releasing nitrates, such as fertilised arable land, in order to reduce nitrate pollution reaching the Solent.

The Environment Bill will put biodiversity at the top of the environmental agenda with a requirement for almost all developments to provide at least 10% Biodiversity Net Gain (BNG). Developers, consultants and local planning authorities involved in the preparation and approval of planning applications will need to be ready for the changes.

This programme of work will also need to consider our response to increasing recreational and visitor pressures on land use.

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
In our role as the local planning authority					
<p>All new development provides, as an absolute minimum, the mandated level of BNG (following enactment of the Environment Bill).</p> <p>Designated nature conservation sites and habitats are better protected and enhanced through effective management of land use.</p> <p>Nutrient neutrality achieved for all new development in the National Park.</p>	<p>Prepare local guidance for the effective implementation of BNG in the National Park.</p> <ul style="list-style-type: none"> Consider the use of Local Development Orders and Article 4 Directions to manage recreational and visitor impacts. Implementation of the revised Habitat Mitigation Scheme SPD Continue to apply the Nitrate Mitigation Checklist for all planning applications proposing a net increase in dwellings or providing overnight accommodation. Devise a local scheme to reduce nitrate pollution in the Solent (this will allow already consented small-scale housing developments to proceed). 				

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Better management and oversight of land use change in the National Park	<ul style="list-style-type: none"> Monitoring new development and change of use of land to ensure compliance with new Local Plan. Continue to support the Encroachment Working Party Develop a data base / map of land use change in the National Park. 				
A Vision for the Waterside	Working with partners and communities, agree and secure a pro-active comprehensive green infrastructure strategy for the Waterside.				
Land Use Change Plan & Campaign					
Creation of a Nature Network for the National Park and surrounding areas, using the range of tools available to the NPA	<p>Encourage and enable positive land use change from highly-managed countryside to one that works with natural processes based on natural capital principles. Key tools that will help achieve this include:</p> <ul style="list-style-type: none"> Biodiversity Net Gain Environment Net Gain Harnessing stakeholders Land Advice Policy Influencing Co-ordination of land-owners/managers Supporting clusters Funding Working beyond our boundary. 				

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Reduced recreational impact on the most vulnerable sites and increased recreational use of countryside locations away from designated sites	<ul style="list-style-type: none"> • Improve the condition of rights of way, including more informative signage, so that they are used more often • Work with landowners to establish sections of the England Coast Path as they are confirmed, providing clear signage and desire lines that ensure walkers enjoy and stay on the path • Work with partners, communities and landowners to identify where increased recreation could be enabled on robust sites alongside nature recovery and sustainable transport. 				

Achieving Excellence

Through the Achieving Excellence theme of our work we measure progress on objectives designed to achieve the highest quality of service and delivery across the organisation. We also recognise that excellence means reacting quickly and efficiently to emerging issues and operating fairly and sustainably in everything we do.

The section is structured into 'five P's'; Park Authority, Partnerships, People, Processes and Promotion.

Outcomes	Actions / Priorities	Quarterl y RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Park Authority					
Achieve 'Organisational Net Zero' by 2030 or earlier	<ul style="list-style-type: none"> Review and document indicators & collection methodologies to fully assess our organisational impacts (Q1 & Q2) Develop and publish a full Sustainability Action Plan (Q3 & Q4) Fit for purpose and sustainable procurement practices in place throughout the organisation and its supply chain (Q3 & Q4). 				
New Business Plan agreed	Draft and develop ambitious strategic actions for the Authority over the next three years, as driven by the wider Partnership Plan developments: <ul style="list-style-type: none"> Ensure member and staff ownership of, and engagement with, the developing plan at all stages. 				
Partnerships					
New Partnership Plan agreed	With partners, draft and develop ambitious strategic actions for the next five years: <ul style="list-style-type: none"> Convene topic-based workshops with Members, staff and partner organisations (Q1 and Q2) Carry out a public consultation (Q3) and finalise Plan. 				

Outcomes	Actions / Priorities	Quarterl y RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
'Team New Forest' ethos is further developed and embedded in Forest organisations	Linked to successful Partnership Plan development above, but also: <ul style="list-style-type: none"> Document and expand shared resources, projects, learning and experiences across organisations. 				
People					
People Plan implemented	<ul style="list-style-type: none"> Review and communication of first years' implementation (Q1) Particular focus this year on equality, diversity and inclusion, mental health and manager development. 				
Any staffing changes, due to new prioritisation, successfully implemented and staff upskilled as necessary	<ul style="list-style-type: none"> Staffing structure to deliver new work programme agreed & understood by all (Q1) Any specific staff learning and development opportunities identified and actioned. 				
Processes					
New 'Project Development Board' constituted and work begun	<ul style="list-style-type: none"> System to prioritise projects agreed and implemented Fundraising requirements clarified, owned/understood and applications underway. 				

Outcomes	Actions / Priorities	Quarterly RAG status	Overall RAG status	Risks and mitigation (if amber or red)	Communication Actions
Smart National Park vision set (challenges people to solve problems using latest technology)	<ul style="list-style-type: none"> Build a rural 'Living Lab', taking citizen science to the Forest Establish a 'Futures Panel' to horizon scan for future issues and potential solutions 				
Promoting					
Contact Management System researched, agreed and implementation timetable set.	Single system for developing closer, deeper and more productive relationships with those externally which whom we have contact across the organisation: <ul style="list-style-type: none"> Develop specification Research options/costs Implement system 				
Communication to our funders and core partners regarding our impact/effect is clear, targeted and successful	Communication of delivery messages to key stakeholders is fully reviewed, covering considerations such as: <ul style="list-style-type: none"> How are we viewed? Are our key messages clear? Do we successfully highlight the impacts and effect of our delivery? Are we using the 'right language/phrases for the right audience'? 				

ANNEX 2

BUSINESS PLAN 2018-21 PROGRESS SUMMARY

PROTECT

Objective(s)	Current Status Summary
Provide clear advice, guidance and training to deliver the Landscape Action Plan, Biodiversity Action Plan and Cultural Heritage Plan	Significant advice / training provided. Scope of plans to be reviewed in light of Climate & Nature refocus.
Lead a co-ordinated approach to strengthen natural capital and ecological networks within and beyond the National Park boundary, supporting Government's ambition for a 'Nature Recovery Network'	Will continue to deliver.
Deliver landscape enhancement in the National Park and maintain and enhance the ecosystem services on which the Park depends	Needs to be sharpened following EU withdrawal, new Agriculture Bill and ELM developments.
Identify the key evidence and data requirements needed to inform the conservation of the National Park's special qualities	Updated State of the Park Report published. Evidence and data will be key to future prioritisation of resources.
Provide a long-term planning vision for the National Park informed by the special qualities	New Local Plan adopted. Reviews of Design Guide and other policies underway.
Deliver a high quality, proactive planning service that is focussed on securing the best possible outcomes for the National Park and its communities	Strong performance indicator and applicant satisfaction survey results.
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 gain in line with the 25 Year Environment Plan	Good relationships built with neighbouring authorities e.g. local plan work, Fawley/Waterside. Work continuing for joint mitigation of recreational pressures.
Direct the management of scheduled and unscheduled monuments to bring them into good condition	Significant number of additional monuments identified through OPOF/HLS. Monuments mapped and next stage will be to assess condition and develop a plan of management where possible.

Work with property owners to improve the condition of historic buildings and heritage features by encouraging repair and renovation, reuse and appropriate management	All owners who come forward are engaged but harder to proactively action. Will continue to deliver as necessary.
Foster greater knowledge and understanding of the cultural heritage of the National Park	Recent delivery under the OPOF and HLS projects e.g. New Forest Knowledge. Will continue to deliver.
Provide advice and support to secure resources for community-led projects that promote local distinctiveness and commoning way of life	21 projects under Our Past, Our Future delivered. OPOF legacy and future partnership projects currently being considered and drafted.

ENJOY

Objective(s)	Current Status Summary
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	Target of 50,000 face-to-face contacts per year achieved to date. Messages/methods can be flexed to emerging priorities.
Lead the development and delivery of bespoke curriculum-linked education for schools and colleges at selected National Park sites and in the classroom	59% of schools have the National Park on their curriculum and we are on track to reach 70% target by end of 2020/21. Messages/methods can be flexed to emerging priorities.
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	Subscribers/followers up 72% (target was 50%). Increased use of Instagram, targeted event/consultation adverts (resulting in greater attendances/responses) and increased use of wider range of media.
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	Around 200 people and 30+ groups engaged to date. Will continue to deliver.
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	On track to achieve targets by end of 2020/21 – currently around 60% 'complete' (direct community engagement, via OPOF, Franchises Lodge, Camping in the Forest, Special by Design work).

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	Wild play sites delivered. Significant improvements to Lepe Loop as well as paths at Godshill, Hyde and Bransgore. On track for 5 historic routes launched in 2020 and funding bids drafted to improve more routes. ECP delayed but will be a significant piece of work.
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	Over 1,000 people engaged each year as per target. Will continue delivery through 'Connecting People with Nature and National Park' workstream.
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	Currently c3,000 volunteering days delivered (overall target 4,000). Dependent of future of OPOF and other projects coming forward with opportunities. Volunteer Fair very successful in 2019 and 2020 (over 700 people each year).
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	22 strategic actions jointly developed and agreed. Key actions/commitments will be included within the new Partnership Plan.
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	Fly-tipping reduced by 16% since 2016. 2019 number of ponies killed lowest on record (35). Fewer reports of animal petting via Verderers. Significant number of joint forums and meetings with growing confidence that measures are being effective.
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 land owners to create a more joined up and safer network of walking and cycling routes between villages and places of interest	Review currently ongoing, including feasibility work on potential Local Development Order. Drafting of New Forest Countryside Access Plan also under way.
Undertake and support research, and to collate data that clarifies positive and negative impacts of recreation and the success of recreation management initiatives	Estimate of total number of day visits updated. Reports of Footprint Ecology research work currently being written up and will be very useful

PROSPER

Objective(s)	Current Status Summary
Provide leadership regarding the significance of natural capital to the economic performance of the National Park and the wider area	Needs additional input and resources from partners. Natural Capital / Green Halo taken forward under other actions.
Use the strength of the National Park designation to increase the viability of products associated with the local area	Protected Food Names – not progressed. Need to further integrate New Forest Marque into all our sustainability work; beneficial for both parties.
Work with partners to develop a sustainable, authentic visitor experience that protects the special qualities of the National Park and respects its communities	Covers RMS work and we are on the Go New Forest steering group. Commitment to support the New Forest Trust and work will be refocussed under our 'Sustainable Communities' workstream.
Encourage travel to and around the National Park by sustainable forms of transport	On target to reach 100 businesses and 8,000 people per year through GNF, Love the Forest and Concierge. More electric charging points being installed around the Forest.
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	Some projects in early development but needs refocussing in the context of how technology can assist with the nature and climate emergency.
Promote affordable housing to address local needs and support the management of the National Park landscape	Target of 20 consented affordable homes could still be achieved by March 2021 subject to one or more of the allocated Local Plan sites coming forward in the next few months.
Support the sharing of innovative ideas and good environmental practice through local action groups, businesses and residents	Target of 50 community groups engaged met. Repurpose SCF to support climate change initiatives; aim to become an exemplar hub for such community grants (with other local organisations putting in funding too).
Continue to support the take up of low carbon / renewable energy technologies in support of the Clean Growth Strategy	Advice provided to a significant number of community organisations. This will form a key part of the nature and climate emergency response.

ACHIEVING EXCELLENCE

Objective(s)	Current Status Summary
Recruit and retain high-calibre people and provide opportunities for learning and development within a flexible, healthy and safe work environment	People Plan launched in 2019, getting good traction, Staff Survey undertaken and follow up sessions held with staff. All line managers currently undertaking a bespoke Manager Development Course which will continue into 2020/21. All staff will be offered Mental Health and Equality, Diversity and Inclusion support.
Deliver high standards of service that reflects our status as a National Park Authority at all levels, both internally and externally	All teams either have been reviewed within the Business Plan timescale or will be so over the next year. Feeling is that service quality is high (staff survey, event feedback, public comments) but need to ensure this is maintained whilst some resource is reprioritised.
Ensure that we comply with our data protection obligations	All initial GDPR work complete. Some further work once Office 365 is rolled out to all staff (will be complete in 2020/21).
Support and develop partnerships 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)	Partnership Plan revision begun and will continue in the next year. Significant support offered to the fora mentioned but further development required of joint projects.
Increase public engagement with and awareness of our work through our communication channels	This is an ongoing piece of work, significant successes around OPOF, Year of Green Action, Forest Charter, Local Plan, Big Wave documentary, HLS celebration etc
Work with partner organisations, individuals and communities to build a Team New Forest focussed on being greater than the sum of our parts	Supported internally through the People Plan, organisations are working better together for example the OPOF landscape partnership and that the new Partnership Plan will reflect this.
Seek additional opportunities for external / commercial funding for our work	Framework for possible future projects established, emphasis still around grant funding. Draft action for 2020/21 to trial some alternative funding mechanisms (tap to pay, crowdfunding).
Provide reliable, cost effective IT services and robust systems that enable us to be adaptable, responsive and flexible in our work	ICT extremely reliable (downtime of most systems well under 1%). ICT Strategy to be reviewed in 2020 with a focus on ensuring flexibility in hardware and software (to allow away / home working etc).

Ensure we maintain robust financial reporting, records management and cyber security processes	Unqualified audit opinion and clean value for money conclusion for 2018/19. Records management being improved by Office 365 but some work still to complete. Cyber security improved and staff will be given further training in 2020/21.
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	Necessary efficiency savings have been found to balance each years' budget (c£200k over last two years). SLAs have all been reviewed. Improved focus planned in 2020/21 to deliver changes/efficiencies in carbon reduction and/or sustainability terms within our organisation.