

AM 650/23

**NEW FOREST NATIONAL PARK AUTHORITY
AUTHORITY MEETING – 13 JULY 2023**

BUSINESS PLAN 2023-27 AND ANNUAL WORK PROGRAMME 2023/24

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

Summary:

In 2022/23 the new Partnership Plan for the National Park, Re:New Forest, was approved and adopted by all partners ([About the Partnership Plan - New Forest National Park Authority \(newforestnpa.gov.uk\)](#)). The plan is for the whole of the National Park and sets out all the relevant outcomes to be delivered by 2027 by all the key organisations within the area.

As one of these delivery organisations, we have now derived and extracted our specific actions and outcomes to be presented in the usual format of our internal Authority 'Business Plan'. This plan will mirror the same timescale, covering the period up to 2027. Each year, we will then produce a more specific Annual Work Programme which will be overseen and its progress monitored by the Resources, Audit and Performance Committee.

Much of the key work and consultations were covered within the wider development of the Partnership Plan, however in recent months we have also undertaken significant further staff and member engagement on the draft Business Plan resources and priorities as presented.

Recommendations:

- 1 Subject to any amendments agreed at the meeting, to approve the Business Plan 2023-27 priorities set out in Annex 1**
- 2 Subject to any amendments agreed at the meeting, to approve the Work Programme 2023/24 set out in Annex 2.**

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Equality & Diversity

The Equality Act 2010 provides protection from discrimination in respect of certain protected characteristics and places us under a duty to have due regard to the advancement of equality in the exercise of our functions. We aim to eliminate discrimination, harassment, and victimisation and to advance equality of opportunity throughout all aspects of our work. More details regarding our projects and initiatives, such as PEDALL, are set out in the relevant reports and Equality Impact Assessments.

NEW FOREST NATIONAL PARK AUTHORITY

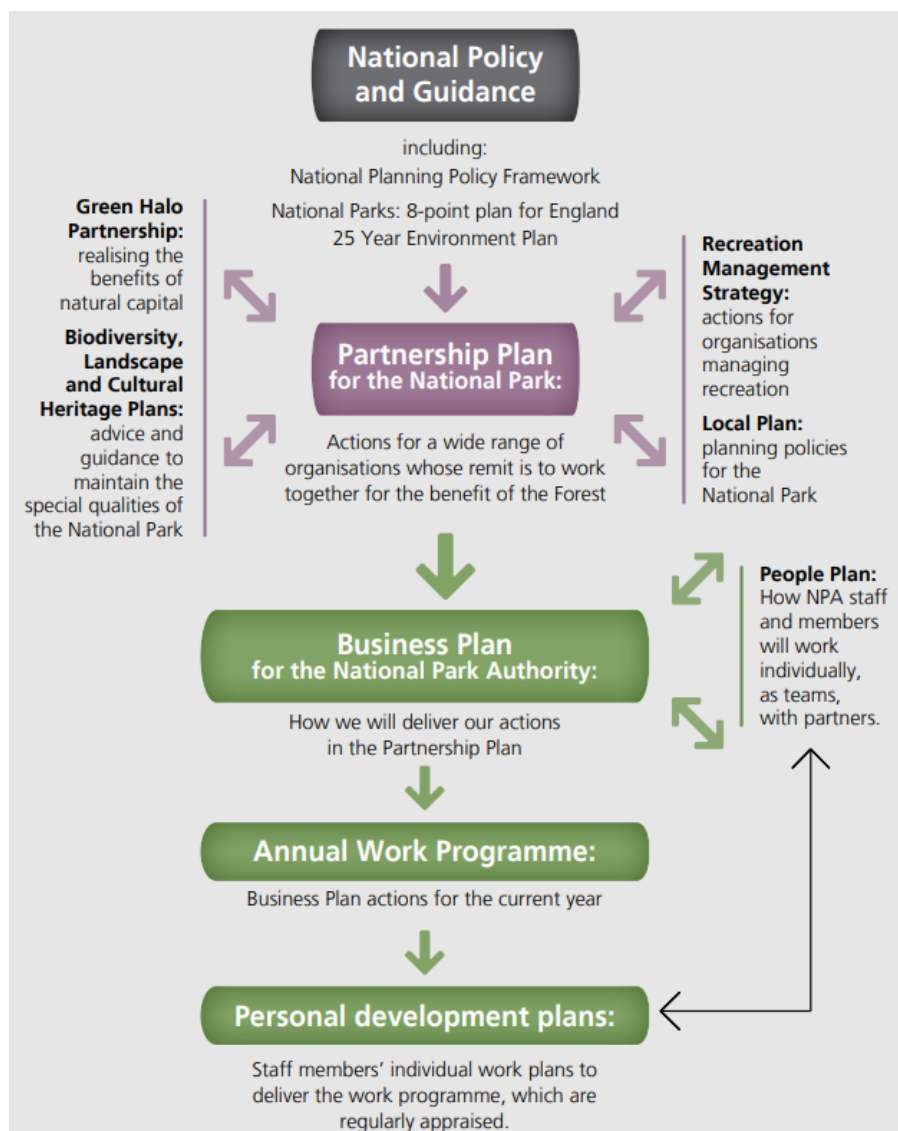
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Report by: Alison Barnes, Chief Executive and Nigel Stone, Head of Resources (CFO)

1 Business Plan and Annual Work Programme Development

- 1.1 The Authority's existing Business Plan was adopted five years ago in March 2018 and set out how we would achieve our parts of the previous Partnership Plan. Having now formally adopted the new 2022-27 Partnership Plan, we must now again update our own Business Plan which links to other plans and policies as shown in our diagram below:



- 1.2 The proposed Business Plan priorities and outcomes in **Annex 1** has been derived directly from the structure and outcomes in the agreed Partnership Plan and shows how the Authority will deliver a range of objectives over the next four years to implement its actions within the wider Partnership Plan and to respond proactively to future challenges and opportunities affecting the New Forest National Park.

The proposed Business Plan mirrors the five themes from the Partnership Plan, driven by our purposes and duty, and adds our usual internally-focussed theme around Achieving Excellence:

- Climate – Net Zero with Nature
- Nature – Nature Recovery
- People – An Inclusive National Park
- Place – Thriving Forest
- Partnership – Team New Forest
- Achieving Excellence (internal efficiency and effectiveness).

- 1.3 The Plan will need to be flexible within its lifetime to changing government or other outside priorities and influences, as it will to potentially new legislation / metrics, for example, the imminent 'Targets & Outcomes Framework' from the new Environment Improvement Plan. Each financial year we will produce an Annual Work Programme to specify in greater detail the priority outcomes for that particular year – an initial Annual Work Programme 2023/24 is attached at **Annex 2**.
- 1.4 Progress on our Business Plan / Annual Work Programmes will be monitored internally through RAPC (the Partnership Plan has its own performance and monitoring framework).
- 1.5 Over the last six months there have been several opportunities for staff and members to provide input and feedback to members of the Strategic Leadership Team (SLT) on the draft Business Plan objectives and resourcing, including workshops, members days, the Task & Finish Group and the six new staff 'Programme Steering Groups'. Subsequently, the draft objectives were then further refined by SLT and are presented here today for approval.

2 Proposed Business Plan 2023-27 (Annex 1)

- 2.1 The Business Plan priorities and outcomes in **Annex 1** will be honed into a formal document similar in style and layout to our current Business Plan. This will include further sections including:
- Introductions from the Chair and Chief Executive
 - Explanation of the various Plans and formats
 - Our Members and their role
 - Our People Plan (Staff Strategy - Values, Diversity and Inclusion)
 - Our Resources & Key Functions (such as Planning)
 - **Priority Outcomes and Metrics for the six key themes**

- 2.2 The tables in Annex 1 show the agreed Partnership Plan actions in the first column, proposed Business Plan (Authority) actions and outcomes in the middle column and then our proposed measures of success metrics in the final column.
- 2.3 Given that the first column is for all organisations in the Forest to achieve, there will not be an equal number of authority-specific actions or outcomes in each area; this certainly does not mean less focus is being put into areas with less, but that other partners are leading or developing those priorities rather than us. We will however, keep an overview with our role to convene partners to progress the Partnership Plan.
- 2.4 Members are encouraged to contact officers prior to the meeting to discuss any more detailed queries on the draft or are of course free to raise them alongside more general points at the meeting itself.

3 Annual Work Programme 2023/24 (Annex 2)

- 3.1 Officers have also drafted an Annual Work Programme specifically for 2023/24 (Annex 2) which contains actions supporting the priorities and objectives within the proposed Business Plan.
- 3.2 The Work Programme does not show the total activity of the Authority; items that are included in the Programme represent the key areas of delivery for the given year to be closely monitored by officers and members. The programme is still in draft, despite being at the end of the first quarter already, because we needed to concurrently finalise our Business Plan. Members are invited to support this draft and then, if necessary, input further on detailed points prior to the first monitoring paper due to the next RAPC meeting in September.
- 3.3 As an Authority we are now entering a new phase where our mission must '**Re:New**' around our core Purposes and Duty, and in light of the climate and nature emergency, Landscapes Review recommendations and as we move past the Covid pandemic. Particular attention has been paid in drafting the 2023/24 Work Programme to ensure that targets and goals are clearly defined, focused, able to be monitored and are challenging but achievable.

Recommendations:

- 1 Subject to any amendments agreed at the meeting, to approve the Business Plan 2023-27 priorities set out in Annex 1**
- 2 Subject to any amendments agreed at the meeting, to approve the Work Programme 2023/24 set out in Annex 2.**

Papers:

NFNPA/AM 650/23 – Business Plan Cover Paper

NFNPA/AM 650/23 Annex 1 – Proposed Business Plan 2023-27

NFNPA/AM 650/23 Annex 2 – Proposed Annual Work Programme 2023/24

Equality and Diversity Implications:

There are no specific equality or diversity implications arising out of this report.

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Proposed Business Plan 2023-27

Re:New Climate - Net Zero with Nature

<u>Agreed Partnership Plan</u> <u>Priority / Actions</u>	<u>Proposed Business Plan Objectives</u>	<u>Proposed Measures of Success</u>
<p>Establishing data and evidence baseline:</p> <p>NZN1: Enhance understanding, identification and monitoring of carbon data.</p>	<p>Establish delivery mechanisms and a monitoring framework for meeting all Net Zero with Nature targets for the National Park by 2050.</p>	<p>A comprehensive delivery mechanism, to achieve our stated goals by 2050, is agreed.</p> <p>Full monitoring framework supported by all partners and key stakeholders.</p>
<p>Implement nature-based climate solutions:</p> <p>NZN2: Implement nature-based climate solutions to reduce carbon emissions and increase carbon sequestration by identifying suitable interventions, working with land managers and securing sufficient finance.</p>	<p>Develop, and seek resources for, a package of big-ticket, nature/habitat-based climate solutions across the National Park, co-ordinating the work of partners, stakeholders and potential funders.</p> <p>Support the agricultural sector in transitioning to low carbon, nature-positive farming practices.</p>	<p>Number of projects delivered.</p> <p>Calculated reduction in carbon emissions and increase in sequestration from supported interventions.</p> <p>Number of farmers supported to move to low carbon, nature-positive practices.</p> <p>Calculated carbon sequestration associated with land use, target of 14,659 tCO₂e by 2027.</p>

<p>Building a New Forest coalition for a net zero economy:</p> <p>NZN3: Work collectively to reduce carbon emissions and identify investment opportunities.</p> <p>NZN4: Require all developers to build zero-carbon homes.</p>	<p>Assist New Forest residents, the business community and visitors to invest in the net zero, sustainable economy.</p> <p>Work with homeowners, landowners and developers to deliver sustainable development opportunities.</p> <p>Review relevant planning policies, including through the Local Plan review, and associated guidance to support net zero for both new builds and retrofitting; making them nature and climate positive.</p> <p>Identify, optimise and secure net zero opportunities as part of our regulatory planning service.</p>	<p>Review of adopted Local Plan (2019) – including policies on sustainable construction and energy efficiency - to be undertaken in accordance with the published Local Development Scheme (LDS) timetable.</p> <p>Annual NPA Building Design Awards recognise and celebrate the best ‘green buildings’ developed in the National Park – demonstrating what can be achieved.</p> <p>Rate of progress towards land-use change targets in the Green House Gas Assessment.</p> <p>Number of developers / homeowners choosing to go above and beyond requirements for nature and climate.</p>
<p>Activating communities:</p> <p>NZN5: Support communities, businesses, and visitors to adopt a more carbon friendly way of living and visiting.</p>	<p>Use data and technology to improve sustainability, support economic development, and enhance quality of life for people living in and working in the National Park.</p> <p>A thriving network of green groups throughout the National Park collaborates on events, projects and shares resources and knowledge.</p> <p>Increase our volunteering and ambassador ‘offer’ to improve the special qualities as well as the wellbeing of the individuals involved; developing new offers that are both diverse and inclusive.</p>	<p>Green Groups Network has clear terms of reference and produces three community activation campaigns around energy, food and making space for nature, backed by the Sustainable Communities Fund and further lottery funding.</p> <p>New funding for volunteering activity secured enabling new activity for, and pledges from, under-represented groups.</p> <p>500 new ambassadors signed up by 2027.</p> <p>Annual volunteer fairs and Awakening Festival and associated online volunteer finder delivered.</p>

<p>Increasing sustainable travel:</p> <p>NZN6: Adopt and implement sustainable transport plans.</p>	<p>Encourage travel to and around the National Park using sustainable forms of transport through communication and partnership delivery (e.g. New Forest Tour, Local Cycling and Walking Infrastructure Plan (LCWIP)).</p> <p>Improve sustainability for, and support the economic development from, those visiting the National Park.</p>	<p>Widen the audience for the New Forest Tour by working in partnership with under-represented groups, developing and promoting the local discount scheme, increasing use of bikes on board and increased percentage of users who would recommend to family and friends.</p> <p>New Forest LCWIP adopted and pro-active delivery happening in identified priority areas.</p>
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Re:New Nature - Nature Recovery

<u>Agreed Partnership Plan Priority / Actions</u>	<u>Proposed Business Plan Objectives</u>	<u>Proposed Measures of Success</u>
<p>Making space for nature:</p> <p>NR1: Restore and expand priority habitats.</p> <p>NR2: Halt and reverse the decline of priority species (from the Hampshire Notables list).</p>	<p>Steer the preparation of Local Nature Recovery Strategies (LNRS) to ensure opportunities for nature recovery in the National Park are clearly identified and resources sought.</p> <p>With stakeholders, plan and deliver large-scale nature recovery projects.</p> <p>Provide support for developers of nature-based projects to become investment-ready for green finance.</p> <p>Ensure all strategic decisions for nature are made using appropriate and timely data and evidence.</p>	<p>National Park nature recovery and biodiversity priorities identified in LNRS for Hampshire, Wiltshire and Dorset.</p> <p>Re:New Nature Partnership established and stakeholder networks maintained.</p> <p>Ongoing pipeline of nature projects developed and supported for delivery with stakeholders.</p> <p>Revenue and nature finance models – carbon codes, nutrient neutrality and Biodiversity Net Gain credits - established for the National Park.</p> <p>Criteria developed to guide priorities and decisions and identify suitable measures of success (using our natural capital baseline).</p>

<p>Enhancing Natural Capital:</p> <p>NR3: Promote understanding of natural capital and its role in the New Forest.</p>	<p>Foster a shared approach to natural capital accounting, informing social, economic and environmental decisions with the National Park and its surrounds.</p> <p>Support the delivery of a programme of practical projects with partners to further the identified aims of the Green Halo Partnership.</p> <p>Conduct research into the role of peat and other carbon stores in the New Forest.</p>	<p>A common approach to natural capital accounting shared between key organisations and agencies within and around the National Park.</p> <p>Green Halo Partnership fully resourced and forward programme of projects established to connect the National Park with its surrounds.</p> <p>Peat stores and other habitats safeguarded and positively managed.</p>
<p>Supporting Nature Recovery through ELMS:</p> <p>NR4: Develop closer working with and better support for land managers.</p>	<p>Influence the development of future argi-environment schemes and then support their delivery.</p> <p>New Forest Land Advice Service (NFLAS), supported and valued to provide high-quality advice and training to landowners, farmers, commoners and land managers within and around the National Park.</p>	<p>Incremental increase in the amount of land in the National Park entered into schemes. Take-up of schemes, number of farmers engaged.</p> <p>NFLAS expanded and supported and valued by National Park stakeholders. Regular surveys show positive feedback on impacts and processes.</p>
<p>Mitigating recreational pressures:</p> <p>NR5: Agree and publish a spatial plan which identifies more appropriate locations for recreation and associated infrastructure.</p>	<p>Facilitate a partnership approach to managing recreation to achieve net gain for both the working and natural landscape as well as for the recreational experience.</p> <p>Support the introduction and enforcement of Public Service Protection Orders; assist in reviewing their impact and effectiveness.</p> <p>Work with neighbouring planning authorities to adopt a strategic approach to mitigating recreational pressures arising from new development within the identified 13.8km 'zone of influence' of the New Forest's designated sites. This will include the pooled use of</p>	<p>NPA position and guidance on the delivery of Biodiversity Net Gain (BNG) from relevant new developments in place by November 2023. New BNG 'units' added to the national register once it is established.</p> <p>NPA's Habitat Mitigation Scheme Supplementary Planning Document (SPD) operates effectively, overseen by the project Steering Group, with the mitigation measures delivered reported annually.</p> <p>Establish a baseline of incidents and rhythm of campaigns year on year for reduction in recreational impacts - linked to PSPOs, communications (New Forest Code uptake), patrols, signage and behaviour</p>

	<p>developer contributions to fund agreed mitigation measures within the New Forest’s designated sites.</p> <p>Support delivery and communication of sustainable recreation sites and routes through the National Park.</p> <p>Clear and up to date planning policies/guidance in place that maximise biodiversity net gain (BNG) through new development in the National Park (note: BNG becomes mandatory for larger developments in November 2023 and for minor developments in April 2024).</p>	<p>change (primarily round animal accidents, ground nesting birds, fires, litter).</p> <p>Strategic, cross-boundary approach to mitigating recreational impacts of planned development established in 2023/24, working with seven other planning authorities in the zone of influence and with the support of Natural England and Forestry England.</p>
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Re:New Place - Thriving Forest

<u>Agreed Partnership Plan Priority / Actions</u>	<u>Proposed Business Plan Objectives</u>	<u>Proposed Measures of Success</u>
<p>Increasing green skills and jobs:</p> <p>TF1: Promote opportunities in the green jobs sector, especially for young people and underrepresented groups.</p>	<p>Develop and promote further green apprenticeship and internship opportunities at the Authority. Maintain and enhance an internal and Forest-wide ‘early green careers’ network.</p> <p>Lead connections with partners to foster new opportunities and further support existing green skills and jobs within the National Park.</p>	<p>Understanding / inventory of current green skills and jobs available. At least two per year entry level roles in green careers are available at the NPA and more with partner organisations.</p> <p>Strengthened links between the Authority / businesses and local universities / colleges. Clarify the career pathways available for new entrants into green skills & jobs.</p>
<p>Supporting sustainable land management and securing the future of commoning:</p>	<p>Work to secure resources to protect and promote local distinctiveness, the rural economy and the commoning way of life.</p>	<p>Review of local planning policies gives appropriate coverage to the land-based economy, protection of back-up grazing land and the provision of commoners’ housing, supported by evidence.</p>

<p>TF2: Collaborate with relevant organisations to protect and promote commoning.</p>	<p>Retain planning policies that support the land-based economy and protect back-up grazing land in the future review of the National Park Local Plan.</p> <p>Map and analyse land use change within and around the Forest.</p>	<p>Support the commoners' review, long-term secure funding.</p> <p>Full delivery of our role in the current and future environmental stewardship schemes.</p>
<p>Supporting NF business and green tourism:</p> <p>TF3: Increase green investment opportunities for businesses.</p> <p>TF4: increased number of households benefitting from superfast broadband.</p>	<p>Use the strength of the National Park designation to increase the viability of sustainable products or services associated with the local area. Support the New Forest Marque to increase membership and strengthen its financial standing.</p> <p>Ensure the remaining roll out of superfast and mobile broadband adopts a strategic approach as opposed to being presented with a series of ad-hoc and piecemeal proposals.</p>	<p>Number of Forest projects resourced from rural economic development funding, e.g. UK Shared Prosperity Fund.</p> <p>Increase in overall Marque membership numbers by 2027.</p> <p>Businesses and residents benefit from increased coverage without harm to the landscape or special qualities of the National Park.</p>
<p>Increasing the availability of affordable housing:</p> <p>TF5: Work collectively in identifying and facilitating site finding, community involvement and the application process.</p>	<p>Consent at least 10 new affordable dwellings through rural exception sites by 2027.</p> <p>Work through the planning service and with partner organisations to ensure no net loss of existing affordable housing stock over the life of the plan.</p>	<p>Number of new affordable dwellings completed on rural exception sites by 2027.</p> <p>No net loss of existing stock of affordable and occupancy restricted dwellings to open market housing.</p>
<p>Increase the Park's resilience to the effects of climate change:</p> <p>TF6: Increase the resilience of the Park's habitats and adapt Park infrastructure where necessary.</p>	<p>Use data and evidence to increase understanding of climate change impacts, securing resilience of National Park infrastructure.</p>	<p>Local communities, members and groups, feel more aware and better prepared for potential future habitat and infrastructure impacts.</p> <p>Mechanisms established to ensure emerging issues are identified, discussed and resolved at an early stage.</p>

Re:New People - An inclusive National Park

<u>Agreed Partnership Plan Priority / Actions</u>	<u>Proposed Business Plan Objectives</u>	<u>Proposed Measures of Success</u>
<p>Promoting health and wellbeing:</p> <p>INP1: Implement a variety of health and nature-based interventions.</p>	<p>Develop the PEDALL project of inclusive cycling and wellbeing, securing funding in partnership with charity 'Friends of PEDALL'.</p> <p>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.</p> <p>Support 'green' health activity in and around the National Park through support for walking for health, volunteering programmes and signposting to partners' offers.</p>	<p>Enabling over 1,000 beneficiaries each year in PEDALL activities, volunteering and training.</p> <p>Annual Health Education Fellowship project delivered in partnership with Health Education England.</p> <p>Number of people engaged through volunteering, walking, cycling and other and engagement activities.</p> <p>Natural Health Hub established and being extensively used, increase in year-on-year usage of 15%</p>
<p>Connecting people with nature and landscape:</p> <p>INP2: Establish programmes to engage with more people from diverse backgrounds and support initiatives.</p>	<p>Deliver programmes that remove barriers to participation and access to nature.</p> <p>Deliver a portfolio of learning and engagement activities for different audiences, making the National Park relevant and accessible to all and giving everyone a voice in its future.</p> <p>Deliver communications and event activity to engage new audiences and connect them with nature and the National Park.</p> <p>Maintain the development and delivery of high-quality, bespoke, curriculum-linked education for schools and colleges.</p>	<p>England Coast Path is established, and experience and interpretation is reflective of and suited to National Park setting.</p> <p>Network of accessible and promoted routes maintained; at least three routes per year improved. User / group surveys reflect an accessible and welcoming National Park.</p> <p>Numbers attending our events such as Volunteer Fair, Awakening Festival and the Walking and Cycling Festival.</p> <p>Numbers engaging with our ranger team.</p>

	<p>Ensure accessible, valued and supported opportunities to visit the Forest from those in under-served community groups.</p>	<p>Increased number of people from specific audiences engaged. Increased number of volunteers and ambassadors are from under-served groups - grow from 5% to 15% by 2027.</p> <p>Number of bespoke visits from under-served groups.</p>
<p>Safeguarding cultural heritage:</p> <p>INP3: Establish programmes for communities and residents in fostering local identity.</p>	<p>Increase opportunities and engagement with communities within all our cultural and natural heritage work and projects – for example local listing and Conservation Area reviews.</p> <p>Foster greater knowledge and understanding of the cultural heritage of the National Park, as well as protecting, developing and delivering its future potential.</p> <p>Work with the Forest’s artistic community to share the story of the Forest and make it accessible to all.</p> <p>Work beyond the boundary of the National Park to ensure others can tell their story as part of the Forest history.</p>	<p>Review of six identified Conservation Area Character Appraisals undertaken by 2027.</p> <p>Work with local communities to identify locally important assets within the National Park to add to the existing ‘local list’, with at least one report per year to the Planning Committee.</p> <p>Six New Forest Artist in Residencies delivered in partnership with charity SPUD.</p> <p>New Forest Knowledge website is maintained and grown in partnership with the New Forest Heritage Centre.</p>

Re:New Partnership - Team New Forest

<u>Agreed Partnership Plan</u> <u>Priority / Actions</u>	<u>Proposed Business Plan Objectives</u>	<u>Proposed Measures of Success</u>
<p>Establishing stronger partnerships within the New Forest boundary:</p> <p>TNF1: Deliver the annual action plan.</p> <p>TNF2: Annual review and relaunch New Forest Code' Action Plan.</p>	<p>Support and administer a robust monitoring framework to review delivery of the new Partnership Plan.</p> <p>Support the Partnership Plan Leaders' Panel and officer working group, including an annual Partnership Plan Tour.</p> <p>Maximise clear partnership messaging for the New Forest Code, particularly social media and online resources, to enhance enjoyment whilst reduce recreational impacts on the National Park.</p> <p>Develop and share deliberative techniques to engage more people more deeply. Not just consultations, suite of workshops of each theme every year / two years. Direct connection(s) with communities.</p>	<p>Partnership Plan Leaders' Panel established to secure genuine partnership working, sharing ideas and completing agreed actions together – at least four quarterly meetings per year.</p> <p>Clear increase in awareness of New Forest Code, engagement in campaigns and reduction in recreation issues.</p> <p>Pilots of using deliberative techniques to engage communities in each area.</p>
<p>Leading the Green Agenda beyond the New Forest:</p> <p>TNF3: Establish stronger links with neighbouring business communities and councils.</p>	<p>Lead and support a portfolio of projects for Climate, Nature, People and Place throughout the National Park and beyond its boundaries, ensuring projects can access resources as and when they become available.</p> <p>Green Halo and Greenprint programmes maintained and extended where possible.</p>	<p>Effective partnership with Southampton National Park City that includes programme of visits and joint activity.</p> <p>Number of businesses and partners engaged in Green Halo Partnership increased by 20%; two major projects arising from the Greenprint framework. Engage private landowners and estates which straddle the boundary.</p> <p>Maintain and increase fundraising for existing and new Partnership Plan projects. Culture in Common programme promotes understanding of and engagement with the National Park.</p>

<p>Developing a Centre of Excellence of insights and innovation for the New Forest</p> <p>TNF4: Understanding our evidence needs, the gaps and how to fill them.</p>	<p>Support sharing innovative initiatives, learning and good environmental practices through local action groups, businesses, residents and stakeholders.</p> <p>Establish clear and transparent online resources to highlight data and evidence available, as well as gaps in the knowledge and future requirements.</p> <p><u>Insights and Evidence</u></p> <p>Insights and Engagement Strategy agreed, with 6,000 people/year giving feedback related to Partnership Plan themes.</p>	<p>Research priorities agreed with knowledge gaps identified, links with research/education centers established and an online dashboard making results available to all.</p> <p>Updated ‘State of the Park’ report published by 2025/26.</p> <p>Work with the CPRE to prepare a submission for Dark Sky accreditation.</p>
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Re:New Organisation – Achieving Excellence

<u>Proposed Business Plan Objectives</u>	<u>Proposed Measures of Success</u>
<p>Deliver high-quality services through a capable and motivated staff team:</p> <p>Triennial reviews of the People Plan, undertaken with staff input at all stages.</p> <p>Undertake biennial staff surveys.</p> <p>Provide reliable, easy-to-access, cost-effective ICT services and systems that enable staff to be adaptable, responsive and flexible.</p>	<p>Recruit and retain high-calibre people within a resilient, flexible, healthy and safe work environment.</p> <p>Staff feel fully supported, focussed on our green leadership, through a solid framework of learning and development for their work requirements, roles and teams.</p> <p>Low ICT downtime, high-scoring surveys of staff around quality of the systems and support from the ICT team.</p>

<p>Maintain a high-quality, proactive, open and transparent planning service for residents and developers that is focussed on securing the best possible outcomes for the National Park and its communities.</p>	<p>High quality applications are received and approved within our long-term planning vision informed by the special qualities; undertake regular planning satisfaction surveys and monitor the key performance indicators.</p>
<p>Maximising resources and using them efficiently and effectively:</p> <p>Ensure a strong Authority financial position, including benchmarking with other similar organisations.</p> <p>Regularly review internal process, procedures and procurement to ensure good use of resources, taking opportunities for improvement and innovation wherever possible.</p> <p>Establish Programme Steering Groups to ensure effective performance monitoring throughout the Authority. Regular engagement to develop work programmes.</p>	<p>Maintain strong support within Defra for the Protected Landscapes, through clear communication of our delivery and significant leverage of the core grant.</p> <p>Cycle of continuous improvement, effective and efficient working practices internally, with members, our partners and across the wider National Park family.</p> <p>Unqualified audit opinion and clean value for money conclusions from our auditors.</p> <p>Staff, Members and Partners feel well informed of progress – successes, pressures and proposed mitigation.</p>
<p>Modernising our use of the office space and our wider ways of working:</p> <p>Work towards achieving ‘Organisational Net Zero’ by 2030 or earlier.</p> <p>Analyse current ways of working since the pandemic, and our office use, in order to deliver the most efficient and effective services.</p> <p>Fully review future office requirements and deliver a new base for the Authority.</p>	<p>Implement the Authority’s Carbon Reduction Plan (published in February 2022) to achieve the overall targeted reductions.</p> <p>Fit for purpose and sustainable carbon reduction practices in place throughout the organisation and its supply chain.</p> <p>Full review of the 2019 People Plan (Perform, Engage, Partner and Lead); a clear focus on updating HR policies, office arrangements and working practices in light of the changing ways of working.</p> <p>Future office space requirements are clearly defined and understood / supported by staff and members. New base successfully delivered following the end of our lease at Lymington Town Hall.</p>

Further Key Performance Indicators

Climate / Net Zero with Nature / Nature Recovery

- % way to Net Zero (complete by 2050 at the latest)
- X km trees and hedging planted / restored / maintained
- % reduction in transport carbon emissions
- % of protected / joined-up habitats
- Improvements in ecology and biodiversity by area (Four and Core)
- Improved water body resilience (including number of sewage outflows)
- Improved air quality
- Reduction in nitrate / phosphates into Solent and River Avon, helping to maintain site integrity
- Dark Night Sky / lighting impacts / night-species populations

An Inclusive National Park / Thriving Forest / Team New Forest

- Local / sustainable transport improvements
- Food and drink mileage
- Connectivity between Forest and surrounding areas
- Visual impacts on landscape reduced
- Outreach of Early Careers Network
- Engagement numbers of health and wellbeing initiatives
- Number of specific partnership programmes with under-served communities
- Engagement numbers for rangers / education / other staff
- No of volunteers / ambassadors
- Visitor / resident survey analysis
- Arts / cultural impact(s) – number of links established / maintained
- % connectivity to high-speed internet connections
- Number of commoners / young commoners in the Forest
- Number of community events held / attended by staff
- Reach of NPA newsletter / social media.

**AM 650/23
Annex 2**

Proposed Annual Work Programme 2023/24

Re:New Climate - Net Zero with Nature

Draft Outcomes	Draft Actions / Priorities 2023/24
<p>A robust and consistent evidence base for climate action to deliver a net zero National Park by 2050.</p>	<ul style="list-style-type: none"> • Align the New Forest Green House Gas (GHG) emissions targets with those of key local stakeholders: Environment Agency, Natural England, Forestry England and partner local authorities. • Agree a framework to address evidence gaps regarding the carbon storage and sequestration rates of the National Park’s habitats. • Join the UN Race to Zero Initiative. • Develop a means of tracking progress towards net zero goal by March 2024. • Build an understanding of climate risks the National Park faces and the adaptations necessary to manage those risks.
<p>Enhanced public engagement with action on climate change amongst National Park residents, and visitors.</p>	<ul style="list-style-type: none"> • Support the Green Groups Network with advice, funding and joint activities including one main joint sustainable living initiative. • Increase numbers signed up to the nature and climate emergencies pledge by 500.
<p>Green finance opportunities and carbon codes helping to support the special qualities of the National Park.</p>	<ul style="list-style-type: none"> • Land Advice Service to promote green finance opportunities to land managers. • Only those opportunities that avoid adverse unintended consequences to Park features e.g. loss of back-up grazing, loss of priority habitats to be promoted.
<p>Nature-based climate solutions implemented to reduce land-based carbon emissions and increase carbon sequestration.</p>	<ul style="list-style-type: none"> • Target Farming in Protected Landscape grants and advice and guidance to encourage progress towards key yearly land-use change targets of 70ha new woodland, 160ha peat restoration, 34ha agroforestry and 2ha of new hedgerows. • With partners develop a means of monitoring and promoting progress on land-use change targets.
<p>New development incorporates sustainable construction standards and techniques and delivers a range of environmental benefits.</p>	<ul style="list-style-type: none"> • Monitor the implementation of our adopted Local Plan (2019) policies and the National Park Design Guide SPD (2022), both of which include guidance on sustainability. • Annual National Park Building Design Awards held to recognise and celebrate the best green building projects in the National Park. • Future review of local planning policies to have been scoped out, including the consideration of options to promote energy efficient development.

<p>Enhanced walking, cycling and sustainable transport in and around the National Park to reduce carbon emissions, improve experience and help manage recreation</p>	<ul style="list-style-type: none"> • Scope and deliver an externally funded (corporate partner) electric vehicle charging installation at a suitable visitor location. • With partners, complete a New Forest-wide Local Cycling and Walking Infrastructure Plan and identify priority improvements to be made. • 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 site / route improvements (e.g. new signs, surface improvements), walking festival, online communications, app and via partners.
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Re:New Nature - Nature Recovery

Draft Outcomes	Draft Actions / Priorities 2023/24
<p>A coherent, joined up nature recovery network linking the National Park with neighbouring and regional National Landscapes.</p>	<ul style="list-style-type: none"> • Establish a 'Team Re:New Nature' to coordinate the delivery of the spatial plan for nature and project portfolio for the New Forest. • Drive progress towards Re:New Nature targets through: <ul style="list-style-type: none"> ○ Land advice to farmers and land managers ○ Support for farm clusters ○ Developing opportunities for private investment in the natural environment of the National Park. • Ensure the National Park's spatial plan for nature is supported by the development of Local Nature Recovery Strategies for Hampshire, Wiltshire and Dorset. • Work with neighbouring and regional National Landscapes to develop the 'backbone' of a Nature Recovery Network in the wider region.
<p>A suite of projects implemented to enhance the freshwater and wetland habitats of the New Forest.</p>	<ul style="list-style-type: none"> • As co-host of the New Forest Catchment Partnership, direct projects to improve the freshwater landscape with Freshwater Habitats Trust, reporting annually on progress. • Use our role on the Wetland Restoration Forum and HLS Board to implement plans for restoring wetlands and freshwaters in the New Forest. • Use our engagement with water companies and Environment Agency to promote the need for improved water quality in the New Forest.
<p>More opportunities for increased investment in the natural capital of the National Park.</p>	<ul style="list-style-type: none"> • With Natural England, investigate opportunities for mapping the extent, depth and condition of peat in need of restoration and report on outcomes. • Hold a minimum of three events to promote the understanding and application of the Natural Capital baseline amongst partners and stakeholders, including the use of natural capital audits.

<p>Eligible development provides, as an absolute minimum, the mandated level of BNG set out in the Environment Act 2021.</p> <p>Nutrient neutrality achieved for all relevant development in the National Park.</p> <p>The recreational impacts arising from planned new development are fully mitigated, for both the New Forest and Solent designations.</p>	<ul style="list-style-type: none"> • Prepare local guidance for the effective implementation of Biodiversity Net Gain in the National Park, which will be mandatory for most new development from November 2023. • Apply the Nutrient Mitigation Checklist and agreed mitigation measures for all planning applications proposing a net increase in dwellings or providing overnight accommodation within the affected Solent and River Avon catchments. • The NPA’s habitat mitigation scheme operates effectively; and in parallel a strategic approach to mitigation is developed, working with authorities within the 13.8km ‘zone of influence’ of the New Forest’s internationally designated sites. To include the pooled use of developer contributions to support access management and monitoring measures where appropriate. • Effectively manage temporary campsites within the National Park through the Article 4 Direction, with future applications assessed against the approved guidance. All sites comply with the Habitat Regulations.
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Re:New People - an Inclusive National Park

Draft Outcomes	Draft Actions / Priorities 2023/24
<p>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.</p>	<ul style="list-style-type: none"> • Deliver guided walking and cycling, including 190 cycling sessions for up to 400 participants through PedALL. • Support a wider programme of ‘Green Health’ initiatives including walking, volunteering and cultural activity for health, signposting with online and face to face contact. • Support the Green Halo health and wellbeing work through delivery of events, webinars and the Health Education England Fellowship programme.
<p>Deliver a portfolio of learning and engagement activities for different audiences, making the National Park inclusive to all and enabling diverse voices in its future.</p>	<ul style="list-style-type: none"> • 2023 programme of inclusion- Open Sight Hampshire (four visits), Southampton NP City (five visits), Visitors and refugees’ group (five visits), ‘Enliven’ Dementia project (five + visits), University groups (two visits) - a total of over 20 visits by under-served groups. • Deliver travel grant scheme enabling a diverse range of groups to access the New Forest with a range of providers. • Deliver a month-long National Park artist in residency programme with charity SPUD.
<p>Volunteer action from individuals, communities and businesses to tackle the nature and climate emergency and care for the National Park.</p>	<ul style="list-style-type: none"> • Deliver 10+ volunteering days directly to restore habitats and enhance nature and 10+ volunteer days to improve access to and understanding of the special qualities, and record heritage involving a minimum of 100 volunteers. • Run 2024 volunteer fair (attended by 40+ volunteering organisations and 500+ prospective volunteers) and signpost local opportunities online.

<p>Assisting communities and local organisations to lead and shape cultural and natural heritage projects that foster identity and a sense of place.</p>	<ul style="list-style-type: none"> • Local Listing Project: working with local communities to identify locally important assets within the National Park to add to the existing 'local list'. • Review of the three identified Conservation Area Character Appraisals undertaken.
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Re:New Place - Thriving Forest

Draft Outcomes	Draft Actions / Priorities 2023/24
<p>Develop and deliver of high-quality, bespoke curriculum linked education for schools and colleges.</p>	<ul style="list-style-type: none"> • Children and young people have improved understanding of the National Park and the climate and nature emergency so that they can take positive action in response. • Teach sessions in and about the National Park, in schools and colleges and through youth activities, providing meaningful connection to nature, meeting curriculum aims where appropriate and addressing social and mental wellbeing needs.
<p>People have more awareness of and opportunity to develop green skills and careers.</p>	<ul style="list-style-type: none"> • Employ at least three staff in paid entry level roles (min six months, apprentices, interns etc) providing appropriate additional support to them and their line managers. Research sustainable funding for these roles. • Support a total of five weeks high-quality work experience opportunities for 14 years+. • Promote green careers awareness via multiagency presence at local school and college careers fairs. • Support the establishment of (external) early green careers network.
<p>Improved understanding of the New Forest's special qualities and how to care for them, by local people and visitors through direct engagement.</p>	<p>Deliver face-to-face engagement, training and online activities, including:</p> <ul style="list-style-type: none"> • 10,000+ ranger engagements throughout the National Park during patrols, with mobile information unit, at events and in local communities. • Training and support to five+ businesses, five+ accommodation providers, eight+ local information points and visitor centres.
<p>Provide more affordable housing for local communities and retain the existing stock of affordable and occupancy restricted housing</p>	<ul style="list-style-type: none"> • Secure an appropriate level of on-site affordable housing provision for local people on the allocated Local Plan housing sites, larger windfall sites and rural exception sites. • Identify more opportunities for rural exception sites; liaising with local communities / landowners / Homes England / Hampshire Homes Hub on site finding. • Planning monitoring and enforcement to ensure no net loss of existing stock of affordable and occupancy restricted dwellings to open market housing.

<p>Continuity of the landscape-scale collaboration demonstrated by the Our Past, Our Future and Green Blue Horizon schemes.</p>	<ul style="list-style-type: none"> • Support the Legacy Landscape Partnership, identifying actions to deliver the National Park Partnership Plan priorities. • Seek funding opportunities to continue the valuable work of the Partnership (engaging / adding new partners as necessary).
<p>Economic activity benefitting from, and contributing to, National Park purposes and the Greenprint for South Hampshire.</p>	<ul style="list-style-type: none"> • Maintain and expand the Green Halo Partnership and host the annual Green Halo Conference. • Work with New Forest Produce Ltd to reinforce the value of the New Forest Marque to primary producers, including commoners. • With the Solent Freeport, Solent LEP and NF Business Partnership, develop the Authority contribution to a green skills and training hub. • Seek investment for National Park purposes from the Rural Shared Prosperity Fund.
<p>The Farming in Protected Landscapes (FiPL) programme delivering for the environment, people and the National Park.</p>	<ul style="list-style-type: none"> • Year Three of the FiPL programme delivered. • Monitoring and reporting of programme outcomes reported to Defra.
<p>Improved management and oversight of land use change in the National Park.</p>	<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.
<p>Lead and develop the archaeology service to protect cultural heritage and enhance understanding.</p>	<ul style="list-style-type: none"> • Deliver heritage Higher Level Stewardship scheme commitments - advice and services. • Deliver effective planning and advice service including delivery of service to partners, building a more complete picture of heritage assets. • Working with communities, volunteers and landowners to engage with the public and improve scheduled ancient monuments and expand 'New Forest Knowledge' users.
<p>Reduce recreational impacts on the most vulnerable sites for the benefit of residents, businesses, commoning and wildlife.</p>	<ul style="list-style-type: none"> • Develop a spatial plan for where recreation should be encouraged across the New Forest and surrounding areas and establish procedures to facilitate desirable changes. • Facilitate action (including online campaigns, signage, printed materials and face-to-face engagement), working directly and through working groups and liaison with organisations. Support enforcement of the two PSPOs covering the Open Forest areas.

Team New Forest

Draft Outcomes	Draft Actions / Priorities 2023/24
Partnership Plan Leaders Panel drives cross-organisational performance, working together on 'big ticket' issues and projects and to ensure alignment of resources.	<ul style="list-style-type: none"> • Support the new Partnership Plan Leaders' Panel and the officers' group to encourage genuine partnership working and sharing ideas. • Secure shared commitment to achieve the ambitions over the five-year timespan of the Partnership Plan.
Provide mechanisms for feedback, input and activation from a wide range of communities.	<ul style="list-style-type: none"> • Conduct an audit of opportunities for stakeholder interactions. • Engage 6,000 people/year through regular two-way conversations with communities and stakeholders (in person meetings/events, surveys, consultations etc). • Parish Quadrant meetings held with all 37 town and parish councils within the National Park on a regular basis.
Far-reaching communications activities that increase awareness and engagement with the National Park.	<ul style="list-style-type: none"> • New Forest Awakening Festival and New Forest nature and climate emergency campaign with partners generates engagement of 100,000. • Special qualities of the New Forest promoted, in person, online and through the media, reaching 500,000. • New Forest Code and individual campaigns about caring for the Forest demonstrate joint messaging and deliver a marked reduction in recreation management issues.
Leading the green agenda within and beyond the Forest.	<ul style="list-style-type: none"> • Green Halo membership increased by 10%. • Programme of events developed with Southampton National Park City. • Support successful Greenprint conference. • Support Culture in Common programme.
Sustainable farm businesses contributing to our environmental goals and National Park purposes.	<ul style="list-style-type: none"> • Support the Forest Farming Group to ensure continued financial support from the future ELM Scheme to maintain and enhance the 'public goods' provided by the New Forest. • Seek resources needed to expand the New Forest Land Advice Service to incorporate farm business advice.
A suite of data and evidence sources is collated, analysed and published to inform NPA and partner organisation decision-making.	<ul style="list-style-type: none"> • Review and refresh our own Performance Monitoring / Key Performance Indicators within the new Business Plan and Work Programme (working with the Programme Steering Groups). • Propose initial list of research opportunities to local universities. • Support the New Forest Biodiversity Forum to develop a strategic approach to collecting biodiversity data and evidence.

Data gathered to support an application for International Dark Sky Reserve status for the National Park in 2025/26.	<p>Work with the CPRE to prepare a submission for Dark Sky accreditation:</p> <ul style="list-style-type: none"> • Collect light reading data over two years. • Seek commitment from stakeholders to maintain dark sky status.
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Achieving Excellence

Draft Outcomes	Draft Actions / Priorities 2023/24
Achieve 'Organisational Net Zero' by 2030 or earlier.	<ul style="list-style-type: none"> • Implement the Authority's Carbon Reduction Plan (published in February 2022), through development of specific actions to achieve the overall targeted reductions. • Fit for purpose and sustainable carbon reduction practices in place throughout the organisation and its supply chain.
New Authority Business Plan agreed.	<ul style="list-style-type: none"> • Following adoption of the updated Partnership Plan, draft and publish ambitious strategic actions for the Authority to deliver. • Ensure full member and staff engagement and clear, adequate and appropriate monitoring mechanisms for the life of the Plan.
People Plan reviewed and implementation successfully continued.	<ul style="list-style-type: none"> • Complete the three-year review of Plan (by Q2). • Continued focus throughout this year on Equality, Diversity and Inclusion and leadership of the climate and nature emergency. • Update HR policies and procedures considering new home and flexible working practices (Q3 and Q4).
Succession planning further developed, empowering the next generation of managers and leaders from across the organisation.	<ul style="list-style-type: none"> • Enact the six 'Programme Steering Groups' within the Authority (one for each theme), with clear direction / priorities from the Business Plan and feeding into the Strategic Leadership Team. • Review staff resourcing and/or structures in light of new Partnership Plan and Business Plan priorities and actions. • Any specific staff learning and development opportunities identified and actioned.
Significant fundraising for existing and new projects undertaken and successful.	<ul style="list-style-type: none"> • Substantial multi-million pound lottery application scoping work begun with partners to boost the rural economy - delivering green skills and jobs, supporting commoning and cultural heritage, building on the success of the OPOF and Horizons schemes. • Two lottery applications submitted - on climate action and youth projects. • BMW Recharge in Nature project agreed.

	<ul style="list-style-type: none">• Support the New Forest Trust's Love the Forest visitor giving scheme.
New NPA offices secured.	<ul style="list-style-type: none">• Identify and select suitable sites for consideration.• Secure external funding for build and occupation.• Location and design support partnership working and sustainable travel to work.• Supports green skills and jobs.