

NFNPA RAPC 515/23

NEW FOREST NATIONAL PARK AUTHORITY

RESOURCES, AUDIT AND PERFORMANCE COMMITTEE MEETING – 4 SEPTEMBER 2023

FIRST QUARTER PROGRESS REPORT 2023/24

Report by: David Stone, Corporate Services Manager and Nigel Stone, Head of Resources

1. Purpose

- 1.1 To present first quarter (April-June) progress against the objectives from the 2023/24 Work Programme agreed by members in July.

2. Introduction

- 2.1 Following the adoption of the renewed Partnership Plan by its constituent organisations in 2022, members of this Authority have recently approved the priorities for our own Business Plan. This plan sets out what we need to deliver as our part of the partnership, alongside detail on how this will be achieved through specific outcomes, actions, timescales and measures of success.
- 2.2 Members also agreed the 2023/24 Work Programme in July (NFNPA 650-23) and this report provides early progress against the outcomes and actions / priorities within it. As previously, many 'business as usual' items are removed from the tables, leaving a smaller number of clearly defined and concise actions to be monitored during the year.
- 2.3 Progress against these actions is measured by referring to the RAG (Red, Amber, Green) status under the quarterly column – this is simply progress in the period April to June against what was originally intended. A further column of RAG status' confirms whether the overall objectives are still expected to be achieved by the end of the financial year. An amber or red status for the quarter or year has been addressed through an 'action to regain' column aimed at mitigation or corrective action to bring the status back to green.

3. Progress Reporting

- 3.1 Under the format agreed by the Committee, the Work Programme does not include a specific column for officers to provide a substantive progress narrative against each of the actions shown as 'green'; however, these narratives will still be available through the Chief Executive's reports which provide a more flexible,

detailed and up-to-date account of what has been done. There is however a final column in the tables for any particularly noteworthy officer comments on progress or issues.

- 3.2 Members of the Committee can of course question officers in first instance at the meeting, however should they wish to receive further detailed information or clarifications on a specific issue(s) whilst at the meeting, please contact David Stone or an appropriate member of the Executive Leadership Team beforehand and they will endeavour to bring such responses along with them.

4. Recommendation

It is recommended that Members note the contents of the report and following discussion, agree any necessary management action.

Papers:

NFNPA/RAPC 515/23 Cover paper
NFNPA/RAPC 515/23 Annex 1: Q1 Interim Work Programme Progress Report 2023/24

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Equality and Diversity Implications:

A number of the work programmes and indicators are directly focussed around improving equality and diversity, for example, our work with the New Forest Voices project, all-ability cycling and by monitoring attendance of under-represented groups at our events.



**First Quarter
Progress Report
2023/24**

KEY PERFORMANCE INDICATORS

Quarterly Monitoring:

Indicator	Annual Target	Q1 Result
No. of planning applications received this year to date	N/A	154
% of planning decisions delegated to officers	90%+	97%
% of planning applications approved	85%+	90%
% of appeals allowed against refusal of permission	<35%	50%
Major planning applications determined within 13 weeks	60%+	100%
Minor planning applications determined within 8 weeks	65%+	87%
Other planning applications determined within 8 weeks	80%+	91%
Enforcement acknowledges complaints within 3 working days	90%+	85%
Carry out initial enforcement investigation within 15 working days	90%+	85%
Check compliance with enforcement notices within 5 working days	100%	100%
Initiate action for non-compliance with an enforcement notice within 15 working days	100%	None
No. of tree works applications received this year to date	N/A	122
No. of tree works applications determined within 8 weeks	90%+	TBC
No. of planning consultations completed by the Archaeology team	N/A	46
No. of visitors to the New Forest Knowledge website	100,000	23,963
Combined social media audience	140,000+	130,171
No. of Climate Pledges received	1,200+	1,201
% change in New Forest Tour passenger numbers	+1-2%	TBC
Number of promoting understanding face-to-face contacts (education, events, rangers, talks, training)	20,000+	10,720
No. of New Forest 'Ambassadors'	1,000+	900+
No. of Pedall participants	4,000+	1,477
% of income derived from sources other than the defra National Park Grant	25%+	31%

Information requests processed within statutory deadline	100%	100%
Complaints processed within 20 working days	100%	100%
Member participation in attending committees	82%+	74%
Undisputed invoices paid within 30 days	98%+	99%
No. of working days lost due to sickness absence per FTE	6 days	6.8 days
No. of working days lost due to short-term sickness absence per FTE	4 days	3.0 days

Q1 Mitigation / Actions to Regain:

Planning Appeals – There were only two appeals this quarter, one successful and one unsuccessful.

Member Attendance – There have been a significant number of changes in our membership over the last few months, following the local elections in May, and it is hoped that this figure will improve during the remainder of the year.

Sickness Absence – As discussed with this Committee in June, overall sickness has been skewed recently by a small number of, significant but unrelated, longer-term cases.

Annual Monitoring:

Indicator	Annual Target
% of SSSI land in 'favourable' condition in the National Park	53%+
% of SSSI land in 'recovering' condition in the National Park	43%+
Carbon Sequestration in the National Park	TBC
Coverage of Protected Designations	TBC
% length of (regularly monitored) water courses with 'high' or 'good' ecological status	22%+
% length of (regularly monitored) water courses with 'moderate' ecological status	78%+
% of woodland 'managed'	TBC
Average No. of Listed Buildings at risk rescued during the last 3 years	1+
Average No. scheduled ancient monuments at 'high' or 'medium' risk rescued during the last 3 years	1+
% of total length of footpaths and other rights of way, that were easy to use by members of the public	75%+
Total No. of volunteer days organised or supported by the Authority	TBC
% change in CO ₂ e from Authority operations	-5%+
% change in CO ₂ e from within the National Park	TBC
Air Pollution in the National Park	TBC
% of business miles in Authority vehicles done in electric vehicles	30%+
% of significant (£5k+) procurements, delivered on time and on budget	95%+

Annex 1

WORK PROGRAMME AND PERFORMANCE INDICATORS 2023/24
First Quarter – 1 April to 30 June 2023

Re:New Climate - Net Zero with Nature

Climate change, along with biodiversity loss, is the greatest long-term challenge of the present day. The impact of climate change on the New Forest is likely to be wide reaching and the National Park Authority declared a climate and nature emergency in January 2020. The National Park Partnership Plan aims to contribute towards achieving net zero carbon emissions by 2050, through significant cuts in land-based emissions and the conservation and restoration of natural ecosystems, to both reduce emissions production and remove emissions from the atmosphere.

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
<p>A robust and consistent evidence base for climate action to deliver a net zero National Park by 2050. (Lead Officer, Paul Walton)</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>With the departure of the NZWN Programme Officer progress has been slower than anticipated.</p>	<p>Recruitment of replacement staff in hand.</p>
<p>Enhanced public engagement with action on climate change amongst National Park residents, and visitors. (Lead Officer, Hilary Makin)</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. 				

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
Green finance opportunities and carbon codes helping to support the special qualities of the National Park. (Lead Officer, Paul Walton)	<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. 				
Nature-based climate solutions implemented to reduce land-based carbon emissions and increase carbon sequestration. (Lead Officer, Paul Walton)	<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. 				
New development incorporates sustainable construction standards and techniques and delivers a range of environmental benefits. (Lead Officer, Steve Avery)	<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. 				

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
<p>Enhanced walking, cycling and sustainable transport in and around the National Park to reduce carbon emissions, improve experience and help manage recreation. (Lead Officer, Jim Mitchell)</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. 				

Re:New Nature - Nature Recovery

Nature Recovery is at the forefront of the Government's agenda for National Parks. The National Park Partnership Plan aims to achieve an outcome where habitats are more resilient, restored, expanded, connected and maintained to enable wildlife to thrive, both within and beyond the National Park.

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
<p>A coherent, joined up nature recovery network linking the National Park with neighbouring and regional National Landscapes. (Lead Officer, Paul Walton)</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>Re:New Nature Challenge launched at the New Forest Show in July.</p>
<p>A suite of projects implemented to enhance the freshwater and wetland habitats of the New Forest. (Lead Officer, Paul Walton)</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. 				

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
<p>More opportunities for increased investment in the natural capital of the National Park. (Lead Officer, Paul Walton)</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>This work to be developed in Q3 & Q4</p>	
<p>Eligible development provides, as an absolute minimum, the mandated level of BNG set out in the Environment Act 2021. (Lead Officer, Steve Avery)</p> <p>Nutrient neutrality achieved for all relevant development in the National Park. (Lead Officer, Steve Avery)</p> <p>The recreational impacts arising from planned new</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 				<p>BNG becomes mandatory for larger developments in November 2023; and for smaller developments in April 2023.</p> <p>The NPA is in advanced discussions regarding two new nutrient mitigation schemes and two new BNG credits sites that could serve developments in the National Park area.</p> <p>Work is progressing with neighbouring planning authorities regarding a more</p>

<p>development are fully mitigated, for both the New Forest and Solent designations. (Lead Officer, David Illsley)</p>	<p>approved guidance. All sites comply with the Habitat Regulations.</p>				<p>strategic approach to habitat mitigation.</p> <p>In summer 2023 the Government introduced new national Permitted Development that allow landowners to use their sites for up to 50 pitches for 60 days per annum. This new right is not caught by the existing Article 4 Direction. Development must still comply with the Habitat Regulations even if it is Permitted Development.</p>
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Re:New Place - Thriving Forest

The National Park Authority has a statutory duty to foster the socio-economic well-being of local communities within the National Park in taking forward the two purposes. The National Park Partnership Plan aims sustain a living, working Forest through its rich cultural heritage and natural beauty and support for commoning. There is a vibrant local produce market, access to affordable homes, sustainable tourism and high-value businesses and employees are attracted.

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
Develop and deliver of high-quality, bespoke curriculum linked education for schools and colleges. (Lead Officer, Jim Mitchell)	<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. 				
People have more awareness of and opportunity to develop green skills and careers. (Lead Officer, Jim Mitchell)	<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 of 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. 				11.5 weeks of work experience opportunities delivered

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
Improved understanding of the New Forest's special qualities and how to care for them, by local people and visitors through direct engagement. (Lead Officer, Jim Mitchell)	Deliver face-to-face engagement, training and online activities, including: <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. 				Over 5,500 ranger contacts in Q1
Provide more affordable housing for local communities and retain the existing stock of affordable and occupancy restricted housing (Lead Officer, Steve Avery)	<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. 				We are very close to completing the outstanding s106 agreements for the allocated sites at Ashurst, Fawley and Sway, all delivering 50% affordable housing. An application for 10 affordable dwellings in Copythorne is expected to be reported to the September Planning Cttee.

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
Continuity of the landscape-scale collaboration demonstrated by the Our Past, Our Future and Green Blue Horizon schemes. (Lead Officer, Hilary Makin)	<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). 	Green	Green		Climate Action Fund bid successful for YouCan youth scheme.
Economic activity benefitting from, and contributing to, National Park purposes and the Greenprint for south Hampshire. (Lead Officer, Paul Walton)	<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 New Forest 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. 	Amber	Green	Limited resource available to develop Green Halo Partnership work. Rural Shared Prosperity Fund details only recently published by local authorities	GreenPrint Conference in June, hosted jointly by NPA and partners focussed on green skills.
The Farming in Protected Landscapes (FiPL) programme delivering for the environment, people and the National Park. (Lead, Paul Walton)	<ul style="list-style-type: none"> Year Three of the FiPL programme delivered. Monitoring and reporting of programme outcomes reported to Defra. 	Green	Green		

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
Improved management and oversight of land use change in the National Park. (Lead Officer, Steve Avery)	<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 partnership work to deter and address encroachments (e.g. through the Encroachment Working Party). Develop a data base / map of land use change in the National Park. 	Amber	Amber		<p>Selective monitoring of new development and conditions already in place.</p> <p>Encroachment Working Party likely to be reinstated.</p> <p>GIS resource to support mapping work now being reviewed.</p>
Lead and develop the archaeology service to protect cultural heritage and enhance understanding. (Lead Officer, Jim Mitchell)	<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. 	Green	Green		

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
<p>Reduce recreational impacts on the most vulnerable sites for the benefit of residents, businesses, commoning and wildlife. (Lead Officer, Steve Avery)</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. 				<p>PSPOs came into force on 1 July, positive impact so far supported by wide media coverage.</p> <p>Updated New Forest Code published.</p> <p>Article 4 Direction (and associated guidance) for 'pop up campsites' to be updated to take account of new permitted development right for temporary campsites that came into effect on 26 July (50 tents/motorhomes for up to 60 days a year).</p>

Re:New People - an Inclusive National Park

The Government's national landscapes review highlights the opportunities for protected landscapes to deliver for everyone, so that the benefits for health and wellbeing are available to all parts of society. Linked to the second statutory purpose, the National Park Partnership Plan sets out a vision that people within reach of the New Forest, of all backgrounds, abilities and socio-economic groups, value the National Park as an important part of their lives and seek to care for it.

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
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. (Lead Officer, Jim Mitchell)	<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. 				
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. (Lead Officer, Jim Mitchell)	<ul style="list-style-type: none"> • 2023 programme of inclusion- Open Sight Hampshire (four visits), Southampton NP City / communities (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. 				Successful Arts Council England application means that there will now be two-month long residencies

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
<p>Volunteer action from individuals, communities and businesses to tackle the nature and climate emergency and care for the National Park. (Lead Officer, Jim Mitchell)</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>Seven access volunteering days and four habitat volunteering days in Q1</p>
<p>Assisting communities and local organisations to lead and shape cultural and natural heritage projects that foster identity and a sense of place. (Lead Officer, David Illsley)</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. 			<p>It may be more realistic to aim to have undertaken one Conservation Area review by March 2024 due to the resources and engagement required.</p>	<p>Work progressing with the review of the Forest North East Conservation Area, liaising with Copythorne and Netley Marsh Parish Councils. The local elections in May resulted in changes to parish councillors and it is unlikely that three reviews will have been fully undertaken by March 2024.</p>

Re:New Partnership - Team New Forest

The successful delivery of the statutory National Park purposes relies heavily on partnership working and this is fundamental to the Authority's work in and around the New Forest. The National Park Partnership Plan sets out a desired outcome that communities, businesses and organisations work together as a team to deliver the vision of the Partnership Plan, sharing knowledge, ideas and resources to deliver the best for the Forest. The National Park Authority plays a key role in this in helping to co-ordinate and, where appropriate, lead the work of partners.

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
Partnership Plan Leaders Panel drives cross-organisational performance, working together on 'big ticket' issues and projects and to ensure alignment of resources. (Lead Officer, Steve Avery)	<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. 				A well-attended Partnership Plan Leaders' Panel summer tour was held on 4 July at Keyhaven, focussing on nature recovery, habitat mitigation and coastal realignment. Panel members heard presentations from a wide range of stakeholders - the Panel is meeting again on 14 September.
Provide mechanisms for feedback, input and activation from a wide range of communities. (Lead Officer, Hilary Makin)	<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. 				Visits survey launched.

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
Far-reaching communications activities that increase awareness and engagement with the National Park. (Lead Officer, Hilary Makin)	<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. 				PSPOs launched. New Forest Code update and distributed in various formats. Code translated into 10 languages.
Leading the green agenda within and beyond the Forest. (Lead Officer, Hilary Makin)	<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. 				Successful Greenprint conference held. Culture in Common workshop held with Green Groups to plan how to engage people in climate/nature issues through the arts.
Sustainable farm businesses contributing to our environmental goals and National Park purposes. (Lead Officer, Paul Walton)	<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. 				

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
A suite of data and evidence sources is collated, analysed and published to inform NPA and partner organisation decision-making. (Lead Officer, Paul Walton)	<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. 				New Forest Biodiversity Forum being organised for early 2024
Data gathered to support an application for International Dark Sky Reserve status for the National Park in 2025/26. (Lead Officer, Paul Walton)	<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. 				Exploratory work begun by CPRE.

Re:New Efficiency & Effectiveness - Achieving Excellence

Through the Achieving Excellence theme of our work, we measure progress on objectives designed to achieve the highest quality of service, support 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.

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
Achieve 'Organisational Net Zero' by 2030 or earlier. (Lead Officer, Nigel Stone)	<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. 	Green	Green		Work continuing with Defra and the Carbon Trust - update paper to Members in late 2023 / early 2024.
New Authority Business Plan agreed. (Lead Officer, Nigel Stone)	<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. 	Green	Green		Business Plan priorities agreed by the Authority in July.
People Plan reviewed and implementation successfully continued. (Lead Officer, Nigel Stone)	<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). 	Amber	Green		People Plan review not started in Q1, due to team resource constraints, but will be completed this year alongside all the other actions.

Outcomes	Actions / Priorities	Quarterly RAG Status	Achieved by March 2024?	Action to regain (if amber or red)	Particular Points to Note
Succession planning further developed, empowering the next generation of managers and leaders from across the organisation. (Lead Officer, Nigel Stone)	<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. 				Programme Steering Groups met to discuss the draft Business Plan priorities and will meet again after the summer break.
Significant fundraising for existing and new projects undertaken and successful. (Lead Officer, Hilary Makin)	<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. • Support the New Forest Trust's Love the Forest visitor giving scheme. 				
New NPA offices secured. (Lead Officer, Steve Avery)	<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. 			Not progressed in Q1 but will be prioritised through this year.	

