



Business Plan

2015 - 2018



try the quick-flick tabs



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The first section of this document sets out the context and shows how our plan links from government legislation through to the individual priorities for each of our programmes.

The second section sets out in more detail our work over the next 12 months and this action plan will be updated annually over the next three years. It will also show what measure of success we have achieved in implementing the stated actions for the preceding year.

Swan Green, Lyndhurst



Business Plan at a glance

Protect

Our priorities:

1. Enhancing the New Forest's landscapes and habitats
2. Ensuring new development is sympathetic and in keeping with its surroundings
3. Conserving the historic environment and local way of life

Enjoy

Our priorities:

1. Enabling high quality experiences of the National Park
2. Improving understanding of the National Park
3. Managing recreation to benefit the National Park

Prosper

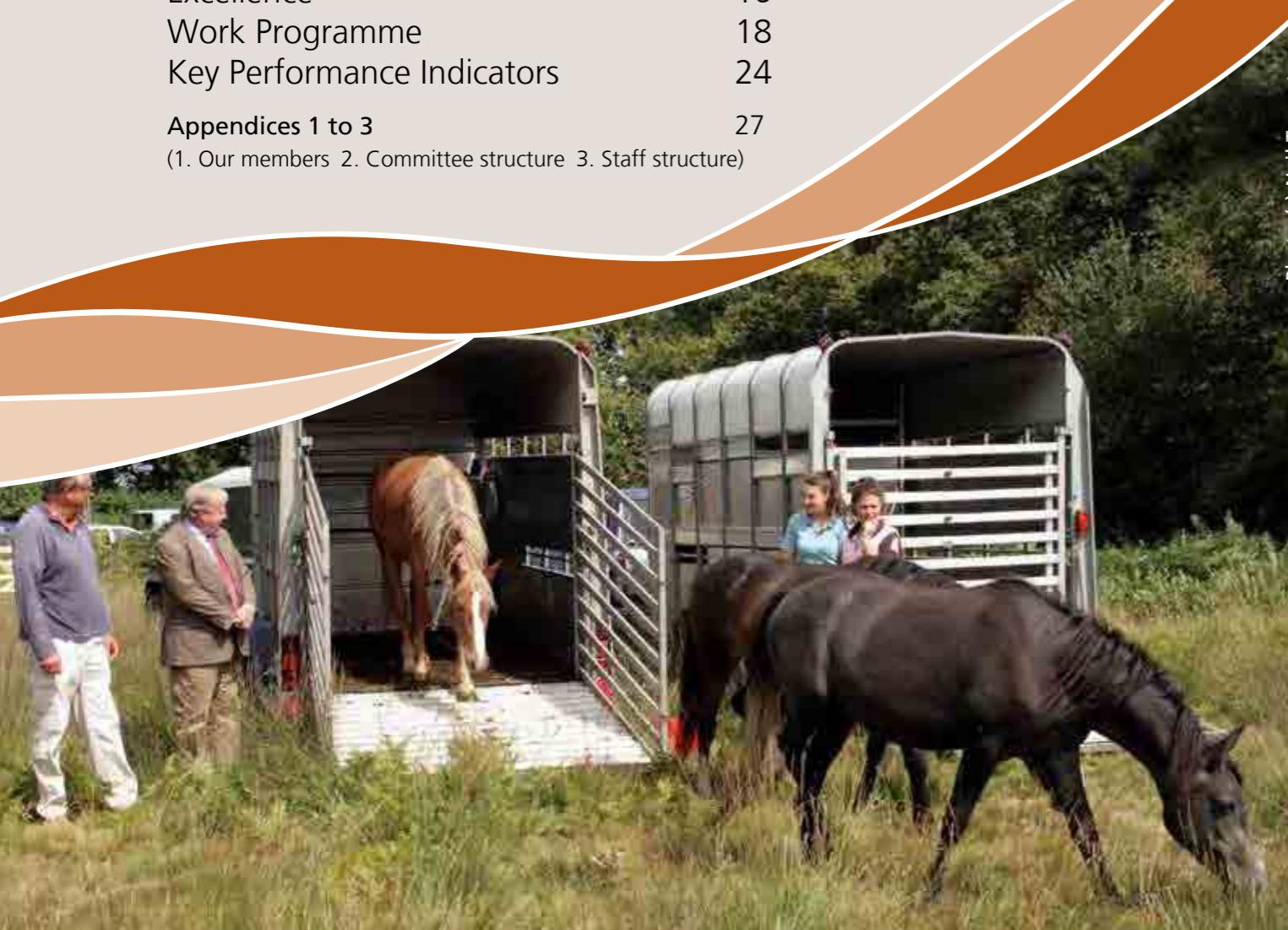
Our priorities:

1. Supporting a distinctive and prosperous local economy
2. Promoting Sustainable Transport
3. Encouraging sustainable communities

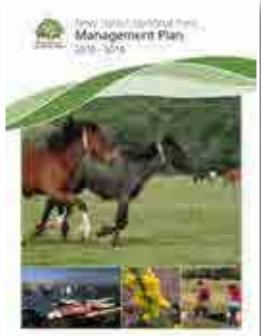
Aiming for Excellence

In all we do:

1. Providing the highest quality of service
2. Achieving maximum benefits for the National Park
3. Using available resources effectively and efficiently



Our key strategy documents



National Park Management Plan 2015 - 2020

Guides the actions of a wide range of organisations working together for the benefit of the Forest over the next five years.



Core Strategy 2010 - 2026

Planning policies for the whole of the National Park.

Provides the overall vision, strategic aims and objectives and spatial planning policies for the New Forest National Park to 2026.

Recreation Management Strategy 2010 - 2030

Sets out a framework for the management of outdoor recreation to 2030.



National Park Authority Business Plan 2015 - 2018

Sets out how the New Forest National Park Authority will deliver its elements of the Management Plan over the next three years.

Themes of Protect, Enjoy, Prosper and Aiming for Excellence.



Personal Development Plans

Individual staff members' work plans are developed and appraised to deliver the annual work programme.

Welcome

Welcome to the New Forest National Park Authority's Business Plan for 2015-2018.

This plan comes at the 10-year point for us as an organisation; there is much to do with increased challenges for the New Forest and we intend to redouble our efforts to put the Forest first.

This Business Plan shows how over the next three years the Authority will deliver its share of the National Park Management Plan. The Management Plan is being updated in 2015 and is the main strategic document for the National Park as a whole - guiding all partners with an interest in the area on how to work together for the benefit of the Forest.

Much has been achieved in the four years since the publication of our last Business Plan (2011 – 2015), at a time when we have simultaneously had to adapt and restructure the organisation to meet the challenge of much reduced resources, including a reduction in government grant of 40% in real terms since 2010.

Scarcer resources are driving us to work together to be 'greater than the sum of the parts' and as a result, our partnerships have been transformed.

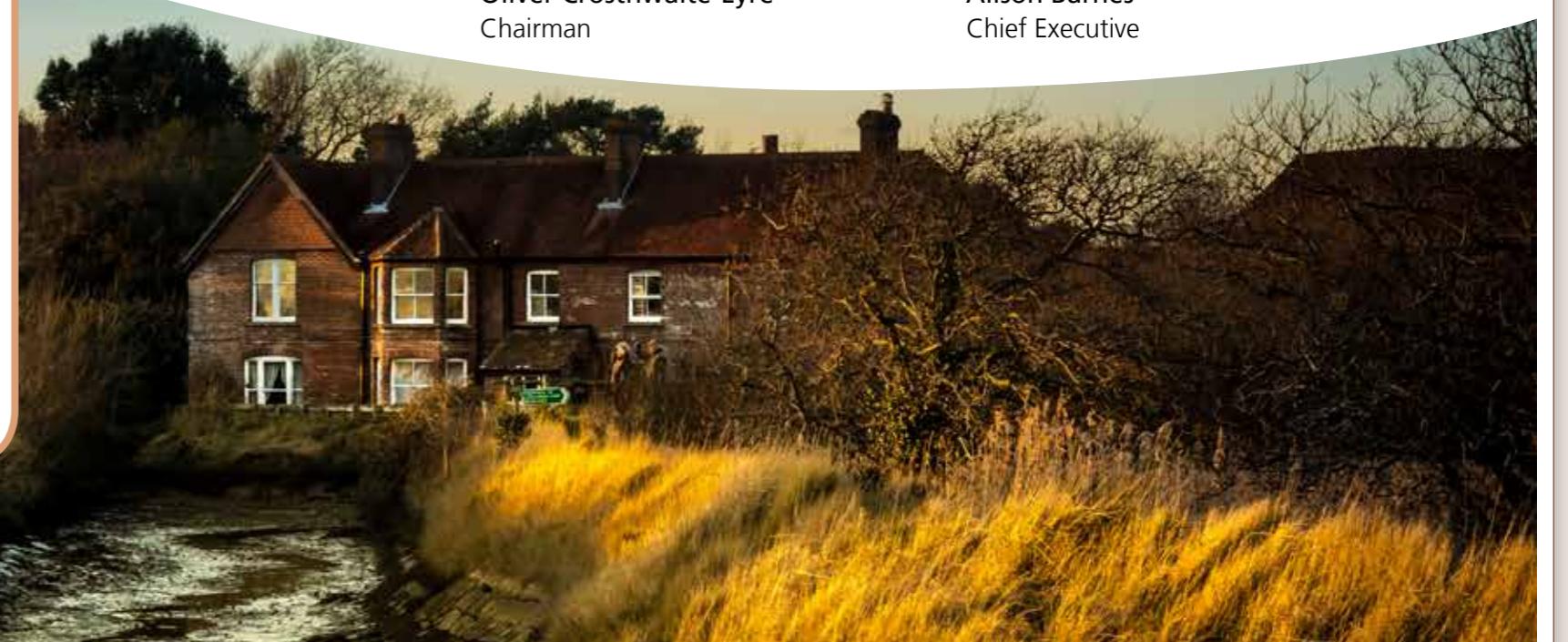
The Business Plan retains our three central programmes of work – Protect, Enjoy and Prosper – underpinned by a commitment to provide the highest quality of service through Aiming for Excellence.

This is a critical period for the New Forest, as it is for our National Parks as a whole; we will need renewed focus and ever-stronger partnerships across the sectors, both within the National Park and beyond its boundaries, to ensure the full value and protection of this unique area is placed centre-stage in decisions and resourcing.

We are looking forward to a new chapter in our work, building stronger relationships with the many interests and communities of the Forest and playing our full part in helping to sustain and conserve the Forest as a unique, living, working landscape for generations to come.

Oliver Crosthwaite-Eyre
Chairman

Alison Barnes
Chief Executive



About the National Park Authority

The New Forest National Park Authority was established as an independent organisation in April 2005 and under the provisions of the Environment Act 1995 we have to fulfil two statutory purposes:

- to conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park
- to promote opportunities for the understanding and enjoyment of the special qualities of the National Park by the public

In taking forward these two purposes, we also have a duty:

- to seek to foster the economic and social well-being of local communities within the National Park



Members meeting

Our **members** have overall responsibility for making decisions, setting the direction for the organisation and ensuring objectives are achieved through the effective use of resources. The members act in the interests of the National Park as a whole, representing both the local and national perspective. The membership and committee structure of the Authority are shown in Appendices 1 and 2.

We are a small staff team and work to make the best use of resources through shared services – both providing expertise to and receiving services from other organisations. This helps further improve savings and efficiencies.

As at 1 April 2015 we have 70 FTE staff of which 19% are externally-funded.

Much of the work we do is based on extensive consultation with our partners, local communities and interest groups. We are committed to working closely with the many other organisations and interests in the National Park to deliver the Vision and objectives of the Management Plan.

Vision

All our work is designed to help achieve the long-term Vision for the National Park, agreed in the National Park Management Plan: an area which has a unique and immediately recognisable sense of place, where:

- **tranquillity** and a feeling of naturalness pervade large parts of the Park
- the mosaic of distinctive landscapes and **habitats** are all of the highest quality and a great variety of **wildlife** is able to flourish
- there is a strong sense and understanding of the **heritage** and living **culture** of the Forest
- all **visitors** can gain inspiration, health and well-being and enjoy the extensive areas of land with open access
- the far reaching consequences of **climate change** are taken into account in all policies and future plans
- people **live and work sustainably** and contribute to the care of the Forest
- local, regional and national organisations recognise the **value** of the National



Sea holly



Outdoor learning

Park and there is a shared **understanding** of its role within the wider area

■ everyone contributes in appropriate ways to keeping the National Park a special place for present and **future** generations.



New Forest National Park Authority ranger team

Programmes of work

We strive to achieve the Vision through three main programmes of work that reflect the National Park purposes and duty, which we refer to as Protect, Enjoy and Prosper. A fourth programme, Aiming for Excellence, defines the way in which we want to work as an organisation.



Whilst our work is presented under the three programmes, our overall goal is to work in an integrated way (often with partners) to ensure

that each work area or action considers and delivers across all three elements of our purposes and duty.

For example, a project might be focused on improving the natural environment (Protect) but we will always look to ensure we consider and deliver links with the Enjoy and Prosper themes and vice versa.

Protect

We will be pursuing even stronger partnerships to protect the natural and cultural heritage of the Forest, seeking increased resources for this fundamental work. We will build on our relationships with the range of organisations active in this area and beyond to create more resilient ecosystems. Our major focus will be revising the Core Strategy (our planning policies), delivering a Heritage Lottery Fund Landscape Partnership programme and supporting land management to maintain and enhance the Open Forest.

Enjoy

We will work together with Forest organisations to develop a recreation management approach fit for the challenges and opportunities presented by our location in the busy and congested South. Supporting young people in education and understanding of the Forest will be a priority, as well as using social media and other means to encourage people to care for the Forest.

Excellence

We will continue to focus on providing the highest quality of service and in particular to seek feedback and engagement with all we serve, working towards continuous improvement.

CASE STUDY:

The New Forest Tour

The New Forest Tour provides residents and visitors to the area with a car-free way of enjoying the special qualities of the National Park, travelling by open-top bus. Since 2010 the Tour has helped to deliver across all three programmes of work.



Protect: removed over one million car miles from New Forest roads with associated benefits for reducing animal accidents and traffic congestion, and improving tranquillity and air quality.

Enjoy: provided a high quality visitor experience to over 62,000 passengers with great views of the National Park, and a commentary that enhances visitors understanding of the special qualities of the National Park.

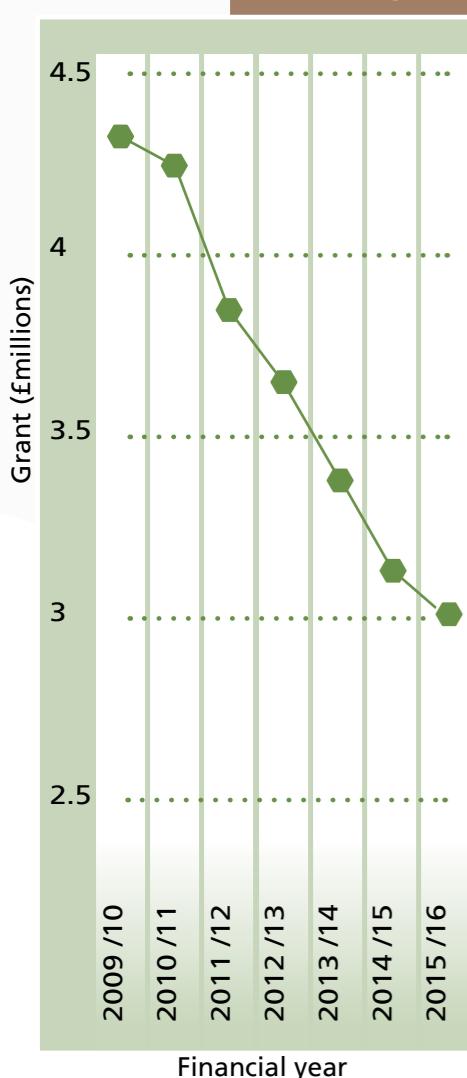
Prosper: generated new customers and increased visitor spend for local tourism businesses and attractions, totalling nearly £1.7m for the local economy.



Resources

As with most government funding, our Defra grant has been falling for a number of years and in real terms our grant has fallen by 40% since 2010.

Our DEFRA grant



As a direct reaction to these cuts, we have sought to balance cost savings with additional income generation. Over the past five years, we have generated income by providing services to others (e.g. ecology, trees, archaeology) and made savings through buying in services from other organisations (e.g., legal, finance, HR), shared accommodation, internal staffing reviews and other general cost efficiencies. An organisational chart is attached at Appendix 3.

On top of this, wider partnership projects based throughout the Forest have been extremely successful in securing external

funding. This has equated to around £16 for every £1 of Authority funding used and it is anticipated this can be maintained over the three years of this Plan.

Our core funding currently equates to around £3.6m per year; by far the largest proportion of this comes from our National Park Grant from Defra (c85%). This funding is roughly split between our programmes as:



How we work – Our culture and values

Our values

Our Values support our vision, help to shape our culture and reflect what we value as an organisation. These can be summarised as:

Purpose

We are dedicated to our work

Achievement

We innovate, inspire and deliver success

Care

We strive to be sustainable in all we do

Teamwork

We work together with openness, integrity and respect

Tracking progress

We will monitor and measure performance against this plan using a structured performance management framework.

Every quarter progress reports against each programme will identify achievements and actions still required to meet the priorities set out in this Business Plan. In this way performance and achievement will be actively managed by both officers and members of the Authority.



Top left to right:

Recording
archaeology,
Campsite ranger



Priorities for Protect

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

1. Enhancing the New Forest's landscapes and habitats

We will work with land managers, land owners and commoners to enhance the New Forest's landscapes and wildlife habitats by:

- giving clear advice and guidance, using the Landscape Character Assessment, Landscape Action Plan and tranquillity mapping
- developing and delivering projects which restore, enhance and maintain important wildlife sites
- offering support, advice and training
- working with partners to enhance the New Forest at a 'landscape scale'.

By 2018 we intend to:

- provide advice to over 450 landowners and farmers
- restore active management on a range of neglected sites
- deliver landscape enhancement at a national park scale through the Higher Level Stewardship Scheme and Heritage Lottery Fund programmes.

2. Ensuring new development is sympathetic and in keeping with its surroundings

We will seek the highest quality of development in the New Forest to minimise impacts on its special qualities and deliver enhancements, by:

- providing clear National Park planning policies and a high quality planning service
- working with neighbouring authorities in the development of their planning policies and proposals that may affect the National Park
- increasing knowledge and evidence about changes to the special qualities of the National Park
- supporting delivery of green infrastructure plans within and outside the National Park to reduce pressure on the most sensitive areas.

By 2018 we intend to:

- have a well-established and highly respected Building Design Award
- deliver a programme of public engagement and training to protect the Forest's unique heritage properties and structures
- develop a toolkit for researching specific themes (e.g. churches) with members of the community leading on field work and research in their area.



3. Conserving the historic environment and local way of life

We will support the conservation of features that contribute to the local distinctiveness of the New Forest, by:

- enabling local people to retain and promote traditional building skills and crafts
- developing initiatives that encourage recording and celebration of features of interest to local communities
- providing advice and resources for specific community-led projects that promote local distinctiveness and cultural heritage
- improving knowledge and skills amongst the public to further protect the archaeology of the National Park.



Top:

Ponies in the morning mist, Dibden

Dartford Warbler

Priorities for Enjoy

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



1. Enabling high quality experiences of the National Park

We will enhance people's experience and enjoyment of the National Park, by:

- working with local communities, land managers and highway authorities to improve sites and routes for people
- developing projects that enable people with particular needs to experience and benefit from the New Forest
- working with partners and local businesses to improve visitor facilities and information within and around the National Park
- encouraging people to volunteer in ways which benefit the New Forest.

By 2018 we intend to:

- achieve significant, tangible 'on the ground' improvements to 15 routes or sites
- establish coordination between health professionals and local organisations to increase the health and well-being benefits of the National Park to local people and visitors
- create a more cohesive network amongst groups that volunteer in ways that support National Park purposes.

2. Improving understanding of the National Park

We will further people's understanding of, respect for and desire to care for the special qualities of the National Park, by:

- leading the development and delivery of curriculum-linked educational programmes for schools, colleges and other groups
- delivering engaging events, activities, interpretation and informal learning activities for different audiences
- maximising the use of social media and online resources to reach new audiences
- enabling educators, businesses and people with public-facing roles to be ambassadors for the New Forest.

By 2018 we intend to:

- ensure through direct contact with Authority staff or the New Forest Curriculum website that the National Park is featured in the curriculum of 70% of local schools (191 schools - up from 62% in 2015)
- maintain the annual number of meaningful face-to-face contacts with Authority staff at over 40,000.

Enjoying the National Park



3. Managing recreation to benefit the National Park

We will work in partnership with others to encourage and manage appropriate recreation, by:

- agreeing and implementing recreation management strategies that benefit people and the New Forest
- raising awareness of issues such as litter, feeding of ponies, disturbance of wildlife, fungi picking and animal accidents
- enabling the New Forest Access Forum to provide useful advice on improving public access
- undertaking and supporting research to clarify positive and negative impacts of recreation locally.

By 2018 we intend to:

- establish meaningful, sustainable datasets that inform recreation management
- gain wide agreement for recreation management strategies that both improve the New Forest's recreational experience and enhance the other special qualities.



Top:

Open Art exhibition at the New Forest Centre, Lyndhurst

Priorities for Prosper

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

1. Supporting a distinctive and prosperous local economy

We will encourage a strong and distinctive local economy that benefits the communities of the National Park, by:

- championing the local rural economy with Local Enterprise Partnerships and national and European funders
- enabling long-term success of local producers through high quality products, promotion, events and access to local outlets
- playing an active role in the New Forest Business Partnership and New Forest Tourism Association
- encouraging land based businesses to develop opportunities for positive management of the landscape.

By 2018 we intend to:

- have excellent relationships with businesses in all sectors and be an integral part of the New Forest Destination Partnership
- enable 50 woodland owners to restore management to their sites
- establish a means of extending broadband provision beyond that proposed by the current Superfast programme.



2. Promoting sustainable transport

We will promote sustainable transport for the benefit of residents and visitors, by:

- working with highway authorities to improve the network of sustainable transport options available
- supporting tourism businesses to encourage existing visitors to travel to and around the National Park by sustainable transport
- working with transport operators to sustain existing bus services, and grow use of the New Forest Tour and Beach Bus
- working with partner authorities to improve aesthetics and safety of the highway network.

By 2018 we intend to:

- achieve a year-on-year reduction in traffic count data across the National Park
- achieve an additional 100,000 passenger journeys per year on all our visitor bus services (currently 50,000)
- see a 25% increase in people hiring bikes at New Forest cycle hire centres benefitting the local economy.

Working with landowners at Hinton Estate



New Forest Marque winners at the Hampshire Life Food and Drink Awards



3. Encouraging sustainable communities

We will support new local initiatives that create more self-sufficient and resilient communities, by:

- supporting specific projects that incorporate business opportunities, renewable energy and efficient use of resources.
- promoting sustainable living and good environmental practice to residents and businesses
- supporting the sharing of innovative ideas through grassroots local action groups and Sustainable Communities Fund partners.

By 2018 we intend to:

- grow the New Forest Marque network to strengthen local food supply chains
- support an increase in the number of biomass heat boilers installed in the New Forest
- provide support to 50 community groups.



Top:

New Forest Marque Christmas Fair

Priorities for Aiming for Excellence

We will provide quality services and effective use of resources in championing the purposes of the National Park.



1. Providing the highest quality of service

We will provide efficient and effective support services for our work, by:

- recruiting high-calibre staff and providing opportunities for development within a flexible, healthy and safe work environment
- delivering high standards of customer service at all levels, internally and externally
- providing quality support to the planning service by ensuring the timely validation and processing of applications
- ensuring sound decision-making and accountability through high standards of corporate governance with clear, transparent and consistent policies and procedures.

By 2018 we intend to:

- make improvements to our website informed by customer surveys aiming for a 30% increase in unique visitors from the current level of 310,000
- improve the number of planning applications available to view online to 80% by implementing a scanning project and improve the planning application web pages
- investigate further efficiency savings and promote other forms of income generation, reducing our reliance on DEFRA's core National Park grant and ensuring balanced budgets are set.



Top:

Wild Play day at Keyhaven

2. Working with others in achieving maximum benefits for the National Park

We will maintain and develop links with partners, stakeholders, communities and parishes, by:

- regular engagement, joint working and effective communication with communities in promoting the National Park and our purposes
- supporting the New Forest Consultative Panel, New Forest Access Forum and other relevant New Forest forums
- engaging with parish councils by facilitating quarterly parish quadrant meetings,
- promoting increased public engagement with and awareness of our work through our communication channels
- sustaining and developing shared service provision with other service providers.

Our Past, Our Future exhibition



Rangers enhancing learning



3. Using available resources effectively and efficiently

We will regularly review and evaluate corporate support services and continually improve our ways of working, by:

- providing reliable, cost effective IT services and robust systems that enhance and support our work
- procuring cost-effective resources that are sourced sustainably and responsibly
- providing comprehensive high quality responses to requests for information and enquiries on our work.
- ensuring we maintain robust financial reporting and procurement processes.

Work programme for 2015/16

Aiming for Excellence

- 1 Provide expert specialist advice through shared services with New Forest District Council (ecology, trees, conservation areas & listed buildings) and the Forestry Commission (archaeology).
- 2 Review our Corporate Sustainability Plan, identifying new targets for reduction in waste and transport related carbon emissions.
- 3 Secure additional resources through an expanded programme of corporate sponsorship.
- 4 Implement a new records management system.
- 5 Review our future ICT requirements to make the most effective use of new technology and partnership working (shared services).

Work Programme for 2015/16

Protect

Actions taken
directly from the
Management Plan

Enhancing the New Forest's landscapes and habitats

- 1 Complete the Our Past Our Future Landscape Partnership bid for submission. Maintain the partnerships concerned with the Restoring Lost landscapes element of the programme which will deliver landscape and habitat enhancements, enabling work to begin once the outcome of the submission is known.
- 2 Continue our representation on the New Forest Catchment Partnership to maintain effective management of the whole river system.
- 3 Continue representation on the Solent and New Forest Special Protection Area groups.
- 4 Develop a Green Infrastructure Plan for the National Park, linking with plans and strategies of neighbouring authorities.
- 5 Establish the scope and means of monitoring the status of priority habitats and wildlife species to help inform future management decisions.
- 6 Provide a programme of land management support, advice and training for landowners, farmers and commoners.
- 7 Establish a 'Growing the Forest' forum to identify and take forward landscape scale enhancements in the Forest and its 20km 'halo', using the ecosystem services maps as an evidence base for future partnership working.
- 8 Work with public and voluntary sector to identify and safeguard land for use as back-up grazing for commoning.
- 9 Continue the development of the Working Woodlands project as part of the Heritage Lottery Fund submission and link with emerging plans for the development of a woodfuel hub network in the Enterprise M3 LEP area.
- 10 Complete and publish a tranquillity map for the National Park and identify actions needed to ensure tranquil areas can be enhanced.
- 11 Seek support for the undergrounding of high voltage electricity cables in the north of the Forest.
- 12 Complete a climate change adaptation plan for the National Park.

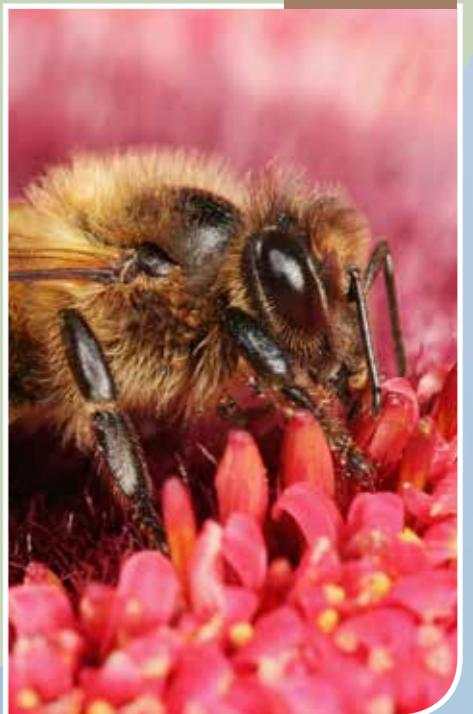


Ensuring new development is sympathetic and in keeping with its surroundings

- 1 Undertake a full review of our adopted Core Strategy (2010), taking into account the experiences of the last four years and changes in national planning policy (introduced through the National Planning Policy Framework and National Planning Policy Guidance).
- 2 Co-ordinate the use and distribution of developer contributions to support habitat mitigation measures within the National Park.
- 3 Re-visit the merits of introducing Community Infrastructure Levies for the National Park (now that in most cases we are unable to collect developer contributions for the provision of 'off site' affordable housing and public open space).
- 4 Work with the other Hampshire minerals and waste planning authorities to prepare additional planning guidance on the safeguarding of minerals resources and oil and gas development.
- 5 Launch the local design awards scheme to recognise and promote exemplary development in the National Park.
- 6 Support the Western Escarpment Conservation Area Action Plan by working with parish councils in delivering the actions identified in the Plan.

Conserving the historic environment and local way of life

- 1 Deliver specific New Forest Higher Level Scheme agreement objectives, including bringing a minimum of 10 monuments into favourable condition and continuation of LIDAR data verification.
- 2 From a completed scoping exercise, identify the initial phase of work required to address gaps in the knowledge of specific time periods of the Forest's archaeological record.



Honey bee

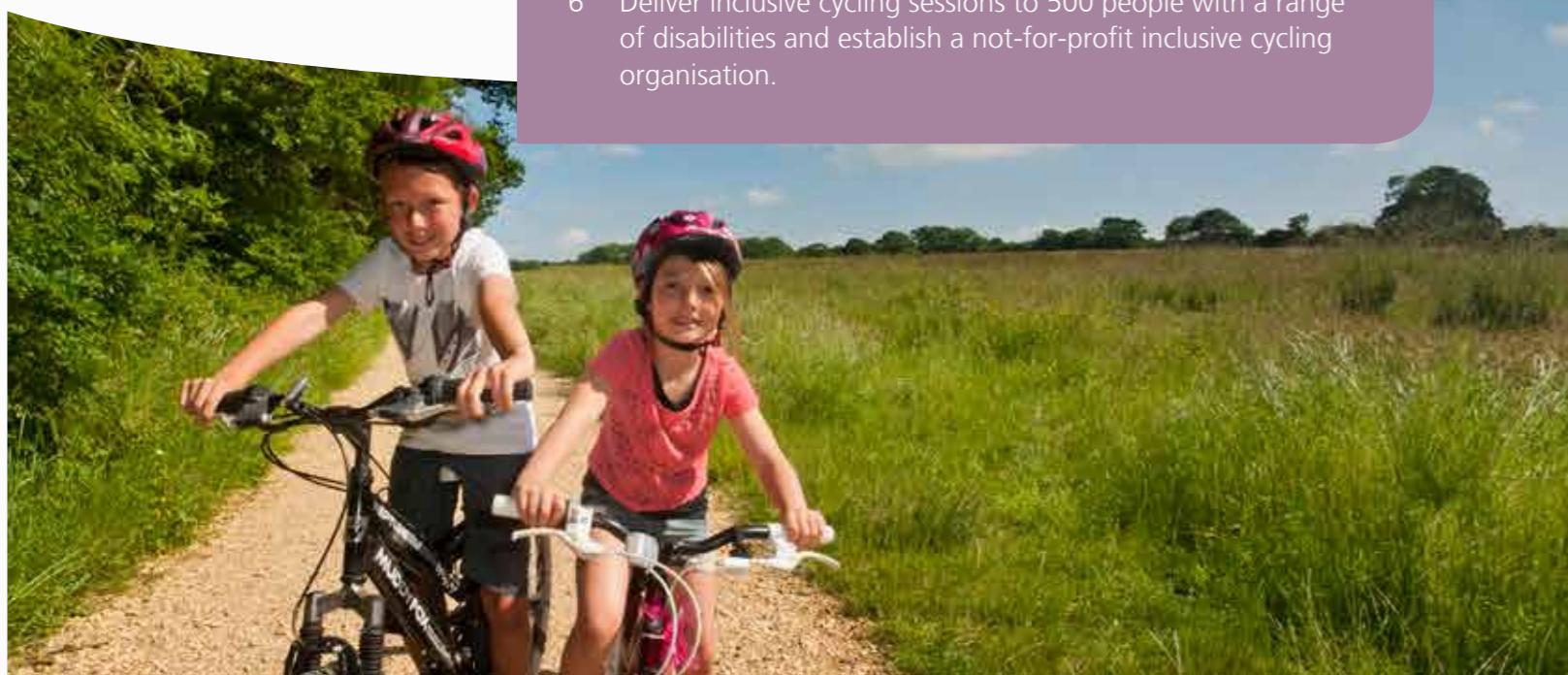
Work Programme for 2015/16

Enjoy

Actions taken
directly from the
Management Plan

Enabling high quality experiences of the National Park

- 1 Work with partners to enhance at least five local sites by improving access, routes or information provision through access grants and sustainable transport funding.
- 2 Work with partners and communities to develop and deliver visitor information opportunities through visitor centres, eight+ local information points, wider networks and online.
- 3 Support volunteering in the New Forest through specific projects and an annual volunteer fair and guide, attended by 25+ volunteering organisations and attended by 200+ prospective volunteers.
- 4 Engage with groups usually thought to be under-represented through projects including Mosaic Youth and Healthy Walks.
- 5 Develop two+ pilot projects to explore how the natural environment and heritage of the New Forest can benefit the health and wellbeing of local communities and visitors, sharing results to inform further work.
- 6 Deliver inclusive cycling sessions to 500 people with a range of disabilities and establish a not-for-profit inclusive cycling organisation.



Improving understanding of the National Park

- 1 Promote the special qualities, our work and key messages through 20 public events led or co-led by the Authority, 50 community events run by other organisations, opportunistic use of mobile unit and an on-the-ground presence throughout the National Park.
- 2 Develop interpretive resources with partners and communities which promote the Forest's special qualities including self-guided trails, the New Forest Tour commentary, training, and permanent and touring exhibitions.
- 3 Deliver a communications service of the highest standard, reviewing our messaging and accessibility, increasing our combined social media audience from 19,000 to 25,000, doubling the number of email newsletter subscribers, creating an information leaflet with online resource for new residents and marking the 10th anniversary of the National Park designation.
- 4 Develop and lead curriculum-specific sessions for 8,000 students from pre-schools, schools and colleges, both in the 'field' and in school.
- 5 Work with primary and secondary schools to embed the New Forest into their curriculum, including annual conferences and the New Forest Curriculum website.
- 6 Develop and deliver informal learning activities for non-curriculum groups, societies etc, including Wild Play Day events in partnership with members of New Forest Educators Forum.

Managing recreation to benefit the National Park

- 1 Develop an evidence base relating to recreation and visitors to provide meaningful data to inform decision-making and communications e.g. value and volume of the visitor economy, visitor surveys and recreation management information.
- 2 Engage recreational user groups and local organisations in agreeing an overall plan for where within and around the National Park we should encourage people to go to enjoy outdoor recreation - and how this should be achieved
- 3 Play a leading role in the coordination of targeted educational campaigns about key issues leading to more responsible behaviour and reduced conflict between user groups, e.g. cycling, animal accidents, litter, fungi, disturbance of ground nesting birds and feeding of ponies.
- 4 Enable the New Forest Access Forum to provide helpful advice to relevant organisations on improving public access.



Work Programme for 2015/16

Prosper

Actions taken
directly from the
Management Plan

Supporting a distinctive and prosperous local economy

1. Work to ensure Sustainable Tourism in the National Park is embraced and recognised as a key part of the New Forest tourism destination management partnership.
2. Lead on developing a Rural Economy portfolio within the New Forest Business Partnership.
3. In partnership with New Forest District Council provide a more coordinated approach to our involvement with the Brand New Forest campaign and destination management partnership.
4. Secure funding for the New Forest Marque network of local producers.
5. Work with the Local Economic Partnerships and LEADER Local Action Group to ensure the New Forest economy can benefit from England's new Rural Development Programme.
6. Work with New Forest District Council, parish councils and other partner organisations to identify possible sites for affordable housing, including suitable publicly owned land, and agree new schemes designed for local people which are of high quality and sustainability, and are in keeping with the character of the area.
7. Appoint contractors to build and let two new affordable homes in Bransgore using developer contributions.



Marque pet treats for sale, Christmas Fair 2014

Promoting sustainable transport

1. Deliver the New Forest elements of the Two National Parks Local Sustainable Transport Fund (LSTF) 2015/16 extension.
2. Complete the New Forest Family Cycling Experiences programme (NFFCE) by the end of Q2 and develop use of improved infrastructure.
3. Develop plans to ensure a sustainable legacy for transport experiences developed through LSTF and NFFCE programmes to date, ready for the end of current funding in March 2016.
4. Deliver the three New Forest Tour routes and the Beach Bus with overall increased passenger journeys (from 50,000 in 2014).
5. Work with Hampshire County Council to complete and promote guidance to conserve and enhance local distinctiveness of the highway network, and deliver a quiet lanes pilot project.
6. Run at least four training events for tourism businesses, inspiring and enabling them to become more sustainable, to benefit from and convey the National Park's special qualities and encourage their guests to leave their cars at home.

Coppicing at Pondhead Inclosure



Buy pet treats handmade in the

Encouraging sustainable communities

1. Support beneficiaries of the Sustainable Communities Fund (SCF) to complete their programme claims, redistributing funds to new projects as necessary.
2. Review projects supported by the SCF (and the former Sustainable Development Fund) over the past 10 years to help inform targeting of future funding programmes.
3. Develop plans to encourage more community-based or social enterprises in New Forest villages.
4. Develop ways to encourage an increase in the number of woodfuel installations, both domestic and non-domestic, within the New Forest.

Key Performance Indicators

Indicators	This is data all English National Park Authorities are required to collect on behalf of National Parks England		YE target	Current position
Conservation of the Natural Environment				
Area of SSSI land in the National Park			32,190 ha	
Area of SSSI land in NPA Management			None	
% of SSSI land in 'favourable' condition	54%		52%	
% of SSSI land in 'recovering' condition	47%		46%	
Total length of regularly monitored water courses	280km		280km	
% length of regularly monitored water courses with 'high' or 'good' ecological status	34%		32%	
% length of regularly monitored water courses with 'moderate' ecological status	62%		56%	
Conservation of the Cultural Heritage				
No. of Conservation Areas	20		20	
No. of Listed Buildings			621	
No. of Listed Buildings at risk	6		8	
No. scheduled ancient monuments			214	
No. scheduled ancient monuments at risk	58		60	
Recreation Management				
Total length of footpaths and other rights of way			326km	
% of total length of footpaths and other rights of way, that were easy to use by members of the public	75%		77%	
Estimated total number of visitors to the National Park (STEAM survey data)			3.8m (2014)	
Total no. of volunteer days organised or supported by the NPA	1,000		905	
Total value of volunteer days organised or supported by the NPA	£50,000 ¹		£45,250	
No. of those days attended by 'under represented' groups	80		72	
% of those days attended by 'under represented' groups	8%		8%	

¹ Nationally- set target which we strive to achieve.

Promoting Understanding

One case study snapshot paragraph of promoting understanding work will be produced at the year-end so that the breadth of work across different national parks is demonstrated.

Development Control

Development Control	YE target	Current position
No. of planning applications received		839
% of planning applications by type dealt with in a timely manner:		
Major applications determined within 13 weeks	60% ¹	100%
Minor applications determined within eight weeks	65% ¹	82%
Other applications determined within eight weeks	80% ¹	91%
% of planning applications approved	85% ¹	88%



New Forest Indicators		YE target	Current position
Protect			
Number of planning decisions delegated to officers as a % of all decisions	90%	91%	
Appeals allowed against refusal of planning permission by the Authority (% of appeals)	35%*		
% of enforcement cases dealt with in a timely manner:			
acknowledge complaints within 3 working days	90%	99%	
carry out initial investigation within 15 working days	90%	98%	
check compliance with enforcement notices within 5 working days of the expiry of the compliance period	100%	100%	
initiate action for non-compliance with an enforcement notice within 15 working days	100%	100%	
Work with our partners to support at least 25 young commoners in their commoning activities	25	New target	
Enjoy			
Combined social media audience	25,000	19,000	
% change in New Forest Tour and Beach Bus passenger numbers	+5%	+7%	
Number of promoting understanding face-to-face contacts (education, events, rangers, talks, concierge, training)	40,000	44,872	
Prosper			
External funding generated for Authority projects	£3m	£0.8m	
Partner funding committed to projects supported by the Authority	£4m	£1.2m	
Aiming for Excellence			
Information requests processed within statutory deadline	100%	95%	
Complaints processed within 20 working days	100%	100%	
Member participation in attending committees	80%	78%	
No of working days lost due to sickness absence per FTE	4	3.1	
No of working days lost due to sickness absence per FTE, not including long-term sickness absence	3	2.8	
% CO2 reduction from National Park operations	2%	1%	
Total CO2 emissions from National Park operations (tonnes)	103	105	
Business miles claimed in private vehicles (% change)	-5%	-1%	
Pool vehicles mileage (% change)	+5%	+27%	

* This year end figure enables us to track progress. However we look to defend all our appeals.

Appendix 1 Our members

Our 22 members are the people with overall responsibility for making decisions. They are responsible for setting our strategy, our policies and priorities, ensuring efficient, effective use of resources and that money is well spent. It is their job to represent the interests of the National Park and to balance out any conflicting pressures.

- 12 are appointed by the county, district, and borough councils with land within the National Park
- six are appointed by the Secretary of State for Environment, Food and Rural Affairs
- four are selected from the Parish Councils within the National Park.

Appendix 2 New Forest National Park Authority Committee Structure

Our members meet generally every other month at Lymington Town Hall to make decisions on matters relating to the functions of the National Park Authority.

PLANNING COMMITTEE (14 members)

Determining planning applications:

- referred by members
- where the Parish Council has expressed a view contrary to the planning officer
- which are contrary to our approved policies which are recommended for approval.

STANDARDS COMMITTEE (4 members)

- Promotes and maintains high standards of conduct by our members
- Helps members observe the Authority's code of conduct and any local protocols.

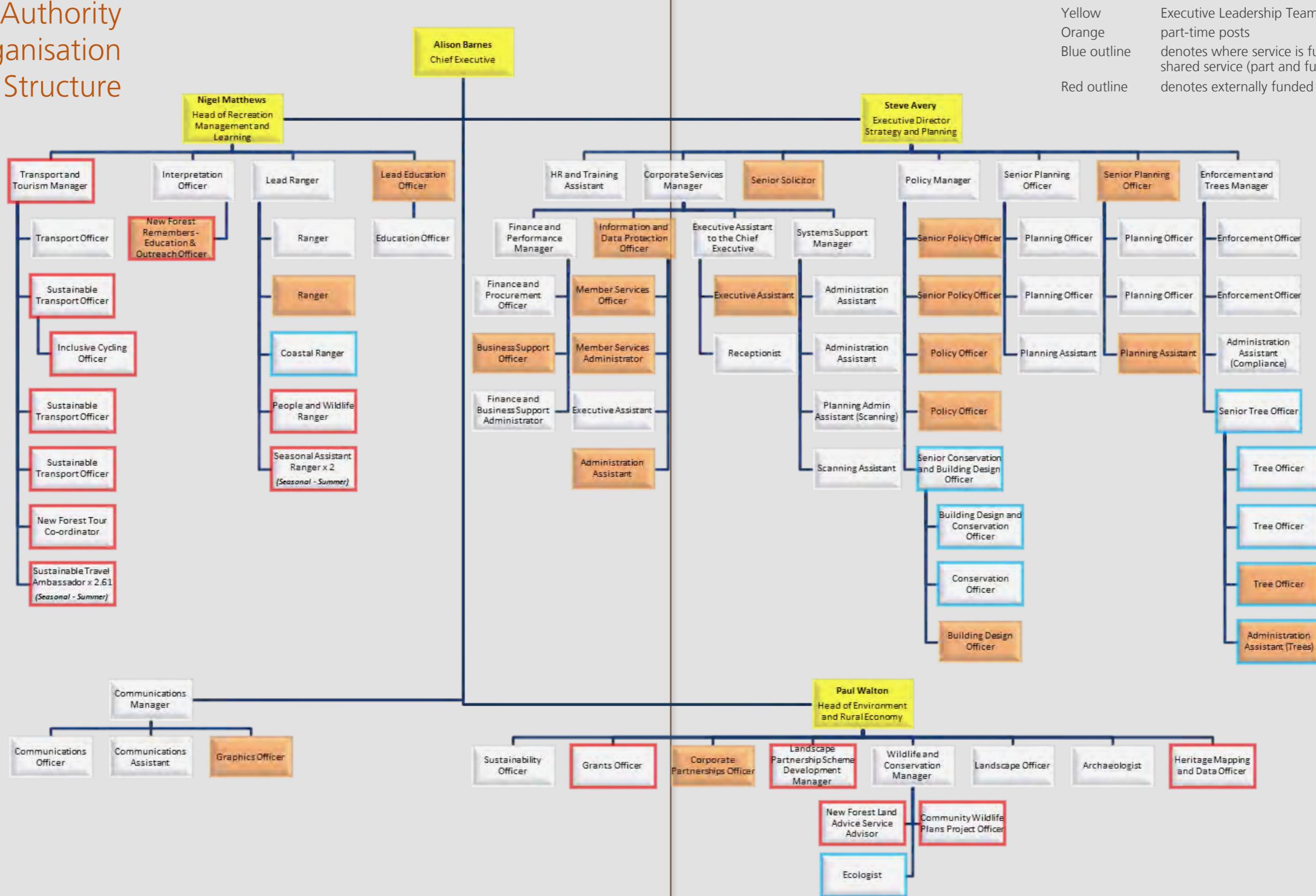
RESOURCES, AUDIT AND PERFORMANCE COMMITTEE (Nine members)

Functions include:

- financial matters and annual Authority budget
- performance monitoring
- human and other resources
- audit functions.

Appendix 3

New Forest National Park Authority Organisation Structure





Contact us

New Forest National Park Authority

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enquiries@newforestnpa.gov.uk

www.newforestnpa.gov.uk

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The New Forest tour

