

OUTCOME #1: A CLEAR AND UNIQUE VISION FOR THE FUTURE OF THE PARK

Recommendations	Actions
<p>1. Ensure that the review of the NPMP is completed as soon as is practicable:</p> <ul style="list-style-type: none"> a. Finalise the development and documentation of the special qualities of the Park; b. Ensure there are opportunities for all stakeholders and local strategic partnerships (LSPs) to engage in the development of a shared vision for the Park c. Update long-term objectives to ensure all have clear outcomes and timescales d. Put in place arrangements for reviewing and monitoring progress that keep stakeholders informed and engaged 	<p><i>Publish and consult on a list of the Park’s special qualities (as part of the development of the NPMP and Local Plan)</i></p> <p><i>Set up an NPMP steering group of key stakeholders (including all 3 LSPs)</i></p> <p><i>Set up ‘drafting groups’, including key stakeholders, to draw up initial proposals for each NPMP ‘theme’.</i></p> <p><i>Carry out full public consultation on the draft updated NPMP</i></p> <p><i>Set clear and measurable long-term objectives in the updated NPMP</i></p> <p>Use the updated NPMP as the basis for future engagement with all stakeholders</p> <p><i>Review and consider a follow up to the Area Actions engagement process.</i></p> <p><i>Put in place appropriate arrangements to monitor, record and publicise progress on the NPMP objectives, including through future ‘State of the Park’ reports.</i></p> <p><i>Secure YDNPA representation on South Lakeland LSP</i></p> <p>Identify opportunities for joint consultations with LSPs on key issues</p>

OUTCOME #2: A SIMPLER, CLEARER STRATEGIC PLANNING FRAMEWORK

Recommendations	Actions
<p>2. Continue the work on improving the clarity of the strategic plan structure and monitoring arrangements.</p> <p>a. Rationalise the Authority’s strategic planning framework</p> <p>b. Update long-term objectives in all plans and strategies to make clear links with the updated NPMP.</p> <p>c. Ensure there is a consistent approach to setting ‘outcomes’ and ‘milestones’ in all plans & strategies, and to monitoring progress on all plans and strategies</p>	<p><i>Review the current framework and set up a programme to reduce the number of plans and strategies</i></p> <p>Establish a consistent approach to the use of terminology (‘objectives’, ‘aims’ etc) in Authority plans.</p> <p>Maintain a widely-accessible ‘library’ of the Authority’s plans and strategies</p> <p>Publicise the new framework across and outside the Authority</p> <p>Update the objectives in the BVPP to link to revised long-term objectives in the updated NPMP.</p> <p>Establish a programme to update the objectives in other plans and strategies to link to revised long-term objectives in the updated NPMP.</p> <p>Establish consistent arrangements and timetable for preparing, reviewing and updating all plans and strategies (within the framework set by the updated NPMP).</p> <p>Refine the State of the Park reporting process to ensure arrangements are in place for monitoring all outcomes identified in the updated NPMP.</p>

OUTCOME #3: STRONGER MANAGEMENT OF PERFORMANCE

Recommendations	Actions
<p>3. Improve the priority-setting process:</p> <ul style="list-style-type: none"> a. review the current process b. ensure that staff are involved in the process c. raise awareness of priorities inside and outside the Authority; 	<p><i>Carry out a review of the priority-setting process to consider how it could more clearly incorporate day-to-day activities/costs and 'added value'</i></p> <p>Review and update the priority-setting process every five years.</p> <p>Seek staff views on current priority-setting process to inform review</p> <p>Consult all staff and Members on proposed new 'model'</p> <p><i>Use the revised process to reconsider the Authority's priorities in light of the updated NPMP</i></p> <p>Include information on priority-setting in staff and Member induction</p> <p>Consider whether all individual staff objectives should be prioritised as part of appraisals</p>
<p>4. Enhance the existing performance monitoring and management arrangements:</p> <ul style="list-style-type: none"> a. improve the monitoring of BVPP objectives and BVPIs; b. develop measures to show the extent to which YDMT is contributing to Authority priorities. c. develop cost-effective arrangements for monitoring the Authority's environmental performance 	<p><i>Review BVPIs and objectives to ensure all are relevant and that appropriate measures of progress are in place for all priority areas of work.</i></p> <p><i>Monitor BVPIs every 6 months, where practicable.</i></p> <p>Incorporate an annual review of progress on BVPP objectives into existing monitoring arrangements</p> <p><i>Assess YDMT's current contribution to achieving the Authority's aims and objectives.</i></p> <p>Agree appropriate arrangements with YDMT for measuring and reporting performance in relation to Authority-funded work.</p> <p>Identify and put in place appropriate measures</p>
<p>5. Put in place systems for extracting learning and sharing it across the organisation.</p>	<p>Put in place arrangements to make it easier to find and share research and survey information across the Authority</p> <p>Reports on progress and lessons learnt from major projects to go to the appropriate Committee</p>

OUTCOME #4: CLEARER LEADERSHIP

Recommendations	Actions
6. Re-emphasise the role of members, and increase ownership and common purpose:	
a. clarify the advocacy and representational role of Members	<i>Audit and Review Committee to develop guidance as part of its corporate governance work.</i>
b. strengthen Member involvement in the wider governance and leadership of the Authority	<p>Strengthen the role of the Audit and Review Committee.</p> <p>Identify most appropriate 'governance' arrangements/structure for future management and leadership of the Authority, which <u>might</u> include:</p> <ul style="list-style-type: none"> Appointment of 'lead Members' to work with officers to take forward each of the 6 sections of this Improvement Plan Develop arrangements for stronger Member involvement in 'task & finish' projects. Changes to timings and number of meetings of NPA and committees Formalising role of senior members/committee chairs Member 'champions' for key areas of Authority work <p>Update the programme of Member training and development as necessary.</p>
8. Re-establish arrangements for appraisal of Chief Executive	Chair to determine and introduce appropriate arrangements for appraisal process and agreeing future objectives.
9. Gain a better understanding of staff expectations of leadership	Consult staff e.g. through consultations, workshops etc., and include in future staff surveys
10. Develop and support all line-managers to take on more of a leadership role	<p><i>Identify management competencies based on the Authority's core values</i></p> <p><i>Incorporate arrangements</i> for developing management competencies as part of staff appraisal process.</p> <p>Identify generic management issues arising from staff survey and any corporate training requirements.</p> <p>Hold annual meeting of line managers to improve understanding of personnel issues and ensure fair implementation of policies.</p>

OUTCOME #5: A BETTER DEVELOPMENT CONTROL SERVICE

Recommendations	Actions
<p>11. Improve Authority effectiveness by:</p> <ul style="list-style-type: none"> a. considering the recommendation of the Audit Commission and Peer Review Team to reduce the size of the Planning Committee b. improving the operation of Planning Committee meetings 	<p>Identify what the most appropriate arrangements would be for operating a smaller planning committee, while retaining balance</p> <p>Change standing orders to introduce any new arrangements</p> <p>Reduce length of Committee reports by summarising content and weight of consultation responses.</p> <p><i>Provide training to the Chairman and Deputy Chairman of Planning Committee.</i></p> <p>Review operation of 'A' and 'B' list on Committee papers</p> <p>Consider guidelines for management of Committee meetings</p>
<p>12. Implement and monitor the impact of the Audit Commission recommendations approved by the Planning Committee.</p>	<p><i>Review programme of visits to completed developments that have been controversial.</i></p> <p><i>Report annually to the Planning Committee on progress in implementing Local Plan.</i></p> <p><i>Continue the close involvement of constituent authorities in reviews of economic & housing policies</i></p> <p><i>Planning issues to be included in annual programme of PDF meetings.</i></p> <p><i>Amend Members Code of Conduct for DC to cover dialogue between officers & members before Committee.</i></p> <p><i>Consider how reports could contain more explicit analysis of policy issues, material considerations, and the weight to be attached to them.</i></p> <p><i>Record evidence or reasoning for material considerations that justify a decision contrary to recommendation or policy in the minutes.</i></p>
<p>13. Maintain the focus on improving the work of development control and planning enforcement:</p> <ul style="list-style-type: none"> a. Implement and monitor impact of recommendations from Audit and Review Committee's internal planning performance review. 	<p><i>Appoint a Planning Enquiries Officer and develop clear, more effective and efficient arrangements for handling enquiries.</i></p> <p><i>Extend planning surgeries to all areas of the Park</i></p> <p><i>Revise internal arrangements and set and monitor clear targets for all stages of application process and develop a proactive system of caseload management between officers</i></p>

	<i>Report performance against targets to Planning Committee every 6 months.</i>
b. Identify and implement further improvements to the quality and efficiency of the service	<p>Review the structure of the planning department to ensure it is fit for purpose</p> <p>Require all applications to be accompanied by all necessary information before validation</p> <p>Improve procedures for completing s106 agreements, including exploring options for earlier agreement/drafting</p> <p>Clear backlog of s106 agreements</p> <p>Make 'Yoredale' the permanent base for Planning Committee meetings and consider options for holding other Committee meetings around the Park.</p> <p>Set and publicise a clear deadline for late representations (Friday before Committee) and identify appropriate arrangements for handling any later representations</p> <p>Require reasons to be given for all Member 'call-ins' and identify these in Committee agendas/reports.</p> <p>Review operation and current extent of call-ins, and consider whether appropriate to set 'call-in' criteria and associated processes (e.g. Chairman's approval).</p> <p>Develop arrangements for earlier identification and arrangement of Committee site visits</p> <p>Clarify Members role in advising applicants.</p> <p>Promote new elements of the service (as set out above) to local communities, and promote wider understanding of the planning process.</p>

OUTCOME #6: A MORE EFFECTIVE ORGANISATION

Recommendations	Actions
14. Look closely at current targets and performance in a number of service areas	<i>Draw up prioritised programme of future service reviews</i> Review BVPI targets compared to other NPAs
15. Put in place arrangements to ensure follow through with commitments made to stakeholders and partners, and increase continuity when change over of staff occurs	Develop appropriate administrative arrangements, including consideration of 'live' project notes, process manuals, library of key documents etc. Examine recruitment /exit procedures e.g. to fill vacancies more quickly, improve induction briefings and exit interviews/debriefings.
16. Implement more consistently the Authority standards for responding to correspondence.	Update, re-publish and re-publicise the Service Standards leaflet, and carry out appropriate monitoring.
17. Improve effectiveness of management and development of Authority resources: a. Make provision for the future development of a procurement strategy and asset management strategy b. Provide a more structured approach to project management.	Review current arrangements for asset management and procurement, and identify most appropriate approach to future management Assess project management systems used by other organisations, including project management software, and introduce appropriate arrangements.
18. Carry out an evaluation of IT services, including an assessment of the pace and complexity of change for information and communications technology, and amend the programme in the light of this	Audit current progress and impact of existing IT 'projects'
19. Make provision for the future development of a communications strategy.	Consider internal and external communication needs, and best approach to delivering key messages to target audiences Develop a model contingency plan for dealing with 'crises' (focused on communication).
20. Provide a means of showing more publicly the Authority's involvement in socio-economic partnership schemes.	Develop a more pro-active approach, as part of recommendation 19, to promote YDNPA involvement in socio-economic projects, including through Dales newspaper.