

Date: 25 March 2008

Report: ACTION PLAN 2008/09

Purpose of the report

1. To seek Members' approval for the draft programme of actions that the Authority will undertake during 2008/09 in order to achieve its objectives.

Strategic Planning Framework

2. The information and recommendation(s) contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework:
 - ***Best Value Performance Plan objectives***
Plan and manage all aspects of the Authority's business so as to make the most consistent and effective use of our resources.

Background

3. The annual Action Plan sets out the actions that the Authority intends to carry out in the coming year to improve its services and achieve its objectives.
4. The Authority has already determined its priorities for 2008/09 (approved at the November Authority meeting) and used these to set its budget (January Authority meeting). The draft Action Plan (**attached as an annex**) translates this approved budget into a series of discrete actions.

The 2008/09 Action Plan

6. The draft Action Plan is based on the shortened set of Corporate Plan objectives proposed in the earlier paper on this agenda. For each of these objectives, the Plan shows:
 - a) the key actions that will be taken (grouped by 'programme');
 - b) the date by which each action will be completed;
 - c) the lead officer (a glossary at the end of the Action Plan gives full details)
7. The draft Action Plan includes all the actions that have already been postponed from the 2007/08 Action Plan.

8. Members should be aware that, as in previous years, there will need to be some further minor adjustments to the Action Plan because:
 - a) there may yet be a few further actions from 2007/08 that have to be carried over;
 - b) there are one or two areas of the Authority's work where the detailed work programme is still being finalised as part of the annual staff appraisals;
 - c) the better-than-expected financial settlement means there is a substantial sum of money currently unallocated. Members have previously agreed that proposals for using that money should go to Finance and Resources Committee on 9 May. Any new activity approved at that meeting will then need to be added to the Action Plan.

9. As always, the final Action Plan will be reported to the Authority meeting in May. It will then form part of the new Corporate Plan 2008/09 (replacing the former Best Value Performance Plan). Progress on all the actions will be monitored quarterly by the Audit and Review Committee.

Conclusion

10. The draft Action Plan for 2008/09 sets out the key actions that will be taken to achieve the Authority's objectives, taking account of the Authority's agreed priorities and budget.

RECOMMENDATION

11. That Members approve the draft Action Plan for 2008/09.

Gary Smith
Head of Conservation and Policy

12 March 2008

No	Lead	Action 2008/09	When
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CONSERVATION OF NATURAL ENVIRONMENT

Objective 1

Work with our partners and local communities to implement the Local Biodiversity and Geodiversity Action Plans:

- a) assess the condition of all ancient woodland in the Park by 2010. (NC6)
- b) work with local communities to identify a range of initiatives that, by 2011 would enable people to get actively involved in the implementation of the Local Biodiversity Action Plan (NC8)
- c) ensure that the populations of all Local Biodiversity Action Plan species are stable or increasing by 2010 (NC5)
- d) develop a network of Regionally Important Geological and Geomorphological Sites by 2009 (L6)

BIODIVERSITY

1	TT	Carry our condition assessments of ancient woodland in South Lakeland and Craven Districts	Aug
2	TT	Produce 'parish wildlife plans' for 4 areas of the Park	Dec
3	TT	Support Year 1 of the Yorkshire Wildlife Trust Dales road verge project.	Mar
4	TT	Species Action Plans: a) deliver the 'Aren't Birds Brilliant' peregrine viewing scheme at Malham Cove in partnership with the RSPB b) monitor yellow wagtail populations c) monitor English Sandwort populations d) carry out/coordinate surveys of Northern Brown Argus, Small Pearl-bordered Fritillary, Green Hairstreak, and Common Blue butterflies e) support implementation of two projects to conserve native crayfish (Long Preston Beck and Threshfield Quarry) f) continue work on red squirrel distribution with partner organisations, including development of a guided trail g) work with Leeds University to continue year two of a research project to determine the relationship between breeding wader populations and productivity and habitat quality	Aug Aug Sep Oct Mar Mar Mar
5	TT	Work with the Yorkshire Dales Biodiversity Forum and other partners to improve biodiversity monitoring and action: a) Create biodiversity target map b) publish one 'Habitat Information' booklet c) publish 2008/09 LBAP annual report d) create map of potential habitat networks across the Park e) complete transfer of biodiversity data to the National Biodiversity Network	Dec Mar Mar Mar Mar
6	TT	Complete year two of research work with University College, Chester to classify limestone pavement in order to develop more specific management objectives	Mar

GEODIVERSITY

7	JS	Through the North Yorkshire Geodiversity Partnership: a) complete a geodiversity audit of the National Park; b) identify shortlist of candidate sites for designation as RIGS; c) enhance the information on geodiversity available through the website	Apr Aug Nov
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Objective 2

Work with our partners to support good conservation management by farmers and landowners

- a) encourage and support widespread take-up of Environmental Stewardship and other agri-environment schemes so that 80% of the Park is covered by agreements by 2010. (L2)
- b) ensure that 70% of the area covered by Local Biodiversity Action Plan priority habitats is in favourable condition by 2010 (NC3)
- c) increase the area of Local Biodiversity Action Plan priority habitats by 7% by 2011, including restoring 140 hectares of hay meadow (NC4a) and creating 450 ha of upland ash woodland. (NC4d)

FARM CONSERVATION

8	AS	Work with Natural England to advise and assist with new Environmental Stewardship Higher Level Scheme (HLS) agreements: a) bring 500 ha into HLS agreements b) compile 10 Farm Environment Plans to assist farmers to enter HLS c) carry out 'care and maintenance' visits for 10 farms in agri-environment agreements	Mar Mar Mar
9	AS	Support good management of key Local Biodiversity Action Plan habitats: a) develop and submit funding bid for a multi-objective scheme to restore degraded areas of blanket bog b) fund and assist Year 2 of the Yorkshire Dales Millennium Trust's 'Hay Time' project to enhance or restore 70 ha of hay meadow	Mar Mar
10	AS	Respond to 990% of consultations within the agreed period	Mar

TREES AND WOODLANDS

11	GG	Work with YDMT and the Forestry Commission to increase the area of native woodland: a) identify and secure funding for new native woodland planting and management for 2009 and 2010 b) advise and co-fund the planting of at least 80 ha of new native woodland	May Mar
12	GG	Woodland management: a) review and re-negotiate 5 Woodland Management Agreements b) identify 4 under-managed woodlands within the Forest Habitat Network and bring them into positive management.	Mar Jan
13	GG	Support economic opportunities based on the sustainable use of woodlands within the National Park: a) continue to support Yorwoods' work to develop economic woodland initiatives in North Yorkshire including biomass opportunities. b) support development of timber processing and training activities at Gayle Mill c) continue to support 3 community biomass schemes to completion	May Mar Mar

No	Lead	Action 2008/09	When
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CONSERVATION OF CULTURAL HERITAGE

OBJECTIVE 3

Work with our partners to ensure that we have up-to-date information on the condition of all the designated historic features within the National Park, and make that information widely available:

- a) carry out surveys of historic buildings, landscapes and monuments and ensure that information on the condition of those that are designated is never more than 5 years old. (HE3)
- b) develop a research strategy for the historic environment of the Yorkshire Dales by 2009, and by 2012 develop and update the Historic Environment Record to incorporate the results of all publicly-funded research projects, and to make the information widely available (HE2)

HISTORIC ENVIRONMENT RECORD

14	RW	Survey one fifth of the Listed Buildings in the Park to identify those 'at risk'	Dec
15	RW	Extend the Monuments at Risk survey to include a further 200 non-scheduled monuments	Mar
16	RW	Carry out archaeological field survey over 1,000 ha and incorporate results into the Historic Environment Record	Mar
17	RW	Support research to increase understanding of aspects of the historic environment.	Mar
18	RW	Increase accessibility of historic environment information: a) produce new thematic pages for 'Out of Oblivion' website b) create/update 1,000 entries on the Historic Environment Record	Oct Mar
19	RW	Launch Park-wide census of field barns	Jul

OBJECTIVE 4

Conserve and enhance the distinctive historic landscape of the Park, including:

- a) advise and assist in the restoration of 60 traditional field barns (L2) and take action to save 20 'at risk' listed buildings by 2010. (HE4)
- b) bring at least 15 Scheduled Monuments into appropriate management by March 2011 (HE5)
- c) produce updated character appraisals for 12 Conservation Areas and work with communities to produce and implement 8 management plans by 2010 (HE9)

BUILDING CONSERVATION

20	RW	Work with Natural England to provide advice on the restoration of 20 traditional field barns	Mar
21	RW	Listed buildings 'at risk': a) identify 3 further listed buildings that could be rescued with YDNPA support b) work with owners to implement works necessary to bring five listed buildings off the 'At Risk' register	Sep Mar
22	RW	Conservation Areas: a) produce management plans for two Conservation Areas b) work with two communities to implement enhancement works identified in management plans c) adopt a Conservation Area Strategy, including targets for Character Appraisals and Management Plans d) update 4 Character Appraisals	Jan Mar Sep Mar

No	Lead	Action 2008/09	When
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ARCHAEOLOGY

23	RW	Bring at least 5 scheduled monuments into appropriate management	Mar
24	RW	Assist production of conservation plan for Barden Tower	Feb
25	RW	Carry out a series of events to promote awareness and understanding of the historic environment: a) run a historic environment day school b) run a historic buildings day school	Apr Feb
26	GS	Review the Authority's Historic Environment Strategy	Oct
27	RW	Respond to 90% of consultations within the agreed period	Mar

No	Lead	Action 2008/09	When
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RECREATION MANAGEMENT

OBJECTIVE 5

Manage and improve the network of public rights of way:

- a) 90% are 'easy to use' by 2010 (AR1)
- b) identify the most appropriate measures to manage the use of motorised recreational vehicles on each sensitive 'Green Lane', and put in place management plans for 75% of highly sensitive routes by 2008. (AR2)
- c) produce digital versions of the three 'Definitive Maps' of rights of way covering the Yorkshire Dales by 2011, and check and resolve at least ?? anomalies on the Definitive Map each year. (AR3)

RIGHTS OF WAY

28	AH	Maintain and improve the rights of way network:	
		a) finalise the highways delegation agreements with the county councils	Sep
		b) works to 8 river crossings (including replacing one set of stepping stones at Gammersgill, a new bridge at Howden Gill, maintenance on Reeth bridge)	Dec
		c) repair 2.75km of previously engineered routes	Dec
		d) carry out engineering works to a further 2.5 km of eroded routes, including significant works to the Craven Way and Occupation Road, Dent	Dec
		e) reduce the number of places where a public right of way is not indicated where it leaves a metalled road from 75 to 55	Mar
		f) maintain and improve the public rights of way infrastructure so that the % of routes in 'condition 1' increases from 93% to 94%	Mar
		g) remove 20 obstructions	Mar
		h) continue to implement the Pennine Way Maintenance Plan in conjunction with Natural England	Mar

GREEN LANES

29	KB	Manage the use by recreational vehicles of high sensitivity routes:	
		a) following consultation with the Green Lanes Advisory Working Group, produce management plans for the four remaining high sensitivity routes.	Jun
		b) implement the management plans for the high sensitivity routes considered by the Green Lanes Advisory Working Group during 2007/8.	Sep
		c) Implement management plans for the 4 routes originally covered by experimental Traffic Regulation Orders	Sep
		d) ground truth check the next tier of 26 routes used by recreational motor vehicles.	Mar

DEFINITIVE MAP

30	JD	Keep the definitive map under continuous review:	
		a) resolve 40 anomalies	Mar
		b) process 8 outstanding DMMO applications to decision	Mar
		c) complete 90% of Path Order Applications within 9 months of receipt.	Mar
		d) take 3 opposed Orders to the Secretary of State for a decision	Mar
		e) document the audit trail for the digitisation process	Mar

No	Lead	Action 2008/09	When
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OBJECTIVE 6

Ensure that the National Park is accessible and provides a diverse range of recreational experiences for the public that are based on the special qualities of the area and encourage healthy lifestyles:

- a) by 2011 undertake 5 promotional campaigns aimed at specific recreational activities to raise awareness of the National Park Authority's recreation charter and codes of conduct (AR5)
- b) through the 'Go Dales' project, involve 1,900 people in recreational activities and get 380 of those undertaking regular physical activity

RECREATIONAL ACTIVITIES

31	KB	a) contribute, if continued beyond feasibility stage, to the coast to coast mountain bike project (led by NYMNPA)	Mar
		b) contribute to the CTC cycling project (led by North Yorkshire Sport), aimed at encouraging more people to cycle as part of their daily lives	Mar
32	KB	Through the Go Dales Project, contribute to increasing numbers participating in outdoor activities through the Active Craven and Active Richmondshire recreation partnerships	Mar
33	KB	Complete and launch the 'Year of Adventure' microsite	Jun
34	KB	Produce an annual report outlining progress in achieving outcomes identified in the Integrated Access Strategy	Mar
35	KB	Produce an annual report monitoring access and recreation within the Yorkshire Dales	Mar
36	KB	Support 3 meetings of the YDAF and help them to implement their action plan	Mar
37	KB	Undertake one promotional campaign with the BMC and produce a joint, green climbing guide for the Yorkshire Dales	Sep
38	KB	Continue to support the recreational advisory groups as a mechanism for sharing information and liaison for outdoor activities in the Park	Mar
39	AH	Establish a 'Three Peaks Project' working with local community, businesses and users to develop a sustainable management model for the recreational use of the area	Jun
	SH	a) establish a management group	Jun
		b) engage with local community	Jun
		c) develop contacts with event organisers and develop new guidelines for sponsored walks and events	Mar

OPEN ACCESS

40	AH	Manage and develop Open Access opportunities:	
		a) work with partner organisations to develop Fire Plans for areas of open access land in Cumbria and North Yorkshire	Jun
		b) review impact of Open Access on Sites of Special Scientific Interest	Dec
		c) deliver a programme of 8 introductory walks to open access	Mar
		d) survey and record all existing infrastructure stiles and gates in open access land	Mar
		e) continue monitoring programme of use of open access land	Mar
41	AR	Contribute to the Yorkshire Dales Sustainable Travel partnership:	
		a) provide the secretariat for the partnership	Mar
		b) work with partners, including the Dales and Bowland Community Interest Company, to seek funding to support sustainable travel to and within the Yorkshire Dales and to support promotional activities which encourage sustainable travel	Mar

No	Lead	Action 2008/09	When
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TRAFFIC MANAGEMENT

42	AR	Respond to 90% statutory and non-statutory transport and traffic management consultations within agreed period	Mar
43	AR	Amalgamate the county councils' hierarchies to produce a new joint advisory road hierarchy for the National Park area.	Mar
44	AR	Reach agreement with County Councils on date for producing a highways signage guide	Sep

OBJECTIVE 7

Develop the scope, quality and co-ordination of recreational infrastructure to increase and promote the area's appeal to a wider range of people and groups and to increase the economic value to local tourism businesses (EE8):

- a) work with Natural England to complete and open the Pennine Bridleway through the Dales by 2009, and identify opportunities to develop additional recreational routes to and from it. (AR10)
- b) increase the accessibility of the Park to users of all abilities so that by 2010 at least 10 km (0.5%) of rights of way are fully accessible by wheelchair users and 105 km (5%) by those with limited mobility, and improve opportunities for those with sensory disabilities (AR7)
- c) maintain Authority car parks and toilets so that at least 80% of users rate them satisfactory or above

PENNINE BRIDLEWAY

45	GE	a) produce design plans and get permissions for Far Moor Bridge at Selside	Sep
		b) establish a route, with public rights of at least bridleway status, across Swineley Cwm	Sep
		c) Garsdale Alternative Route	Mar
		d) establish a route with public rights to bridleway status access Selside Alternative Route	Mar
		e) complete the A65 road crossing	Mar
		f) implement the five year maintenance plan for open sections of the Pennine Bridleway route and maintain engineered sections in condition 1	Mar

ACCESS FOR ALL

46	KB	a) produce an information guide on 'Access for All in Wharfedale'	Sep
		b) through user groups, such as the Disabled Ramblers, 'road test' Access for All routes identified through the audit	Sep
		c) work with the Access for All Advisory Group and use the results from the visitor/resident questionnaires, to identify priority routes for improvement to submit for possible external funding	Sep
		d) with the help of Dales Volunteers, continue with the audit of the rights of way for people with limited mobility	Mar
		e) improve the rights of way network to reduce barriers for those with limited mobility and wheelchair users	Mar

TOILETS

47	AH	Implement recommendations from 'Performance Improvement Review' of public toilets	Mar
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CAR PARKS

48	PD	Refurbish Stainforth car park and toilets	Jun
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No	Lead	Action 2008/09	When
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OBJECTIVE 8

Provide people from all backgrounds with the opportunity to make a difference to the conservation, enhancement and enjoyment of the National Park, and to contribute to personal health and well-being by providing at least 5,000 volunteer days per year by 2009 (UE7)

VOLUNTEERS

49	RL	Provide 5000 volunteer days, including 450 student placement/apprentices days	Mar
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COUNTRYSIDE SKILLS AND TRAINING

50	AH	Through YDMT, seek funding to continue the Dales Apprenticeship Scheme	Mar
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No	Lead	Action 2008/09	When
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PROMOTING UNDERSTANDING

OBJECTIVE 9

Provide accessible, high-quality National Park Centre and museum services that positively influence people's enjoyment and understanding of the special qualities of the Yorkshire Dales National Park so that the four National Park Centres have an average effectiveness rating of 90% by 2008.

NATIONAL PARK CENTRES

51	JB	a) Review legal arrangements for Sedbergh partnership centre and community office and report findings to Authority	July
	JB	b) implement outcome of review	Mar
52	AG	Carry out review of NPC operating arrangements	Sept

PARK INFORMATION POINTS

53	JB	a) Assess all PIPs for suitability for Green Tourism and Business Scheme (GTBS)	Oct
		b) Work with two PIPs to prepare them for GTBS assessment in 2009.	Feb

CULTURAL HERITAGE

54	AG	Improve facilities at DCM, including completing a costed business case for a café	Sep
55	FR	Extend Renaissance Partnership officer post	Mar
56	FR	Install public access points within the Time Tunnel gallery and study room to enhance the accessibility of all catalogued items	Jan

RETAIL

57	KS	Implement new retail strategy	Mar
58	SW	Develop an online shop	Aug
59	KS	Investigate feasibility of showcasing and selling local products and produce in NPC	Sep

OBJECTIVE 10

Raise awareness of the National Park amongst visitors and the general public so that:

- by 2013 at least 10% of people in England and Wales can name it as being a National Park (UE8)
- at least 50% of visitors and 70% of residents have an understanding of National Park purposes and/or the special qualities of the Yorkshire Dales by 2010 (UE1)
- by 2010 at least 320,000 people use the Authority's websites each year and 70% of users are satisfied with the Authority's website and communications services

WEB SERVICES

60	SW	Implement actions arising from Royal National Institute for the Blind See It Right audit of website (conducted March 2008) in order to achieve certification of accessibility standards	Oct
61	SW	Conduct a new user evaluation of the website	Oct
62	SW	Introduce e-postcards, weather forecasts and Aren't Birds Brilliant? Peregrine watch blog	Mar
63	SW	Enhance functionality of extranet facilities on website	Mar

No	Lead	Action 2008/09	When
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COMMUNICATIONS

64	SN	Publish and distribute two issues of the Dales newspaper including e-format version	Mar
65	SN KG	a) publish and distribute The Visitor 2009 newspaper including e-format versions b) evaluate viability of 'The Visitor' donation box pilot scheme	Jan Mar
66	KG	Implement plan to promote role of the Authority as a planning authority in a positive light	Mar
67	NO	Develop tailored media plans for the Ranger Service and Wildlife Conservation team	Jul
68	KN	Co-ordinate and promote the Yorkshire Dales Hay Time Festival 2008	Sep
69	KG	Trial one new method of virtual interpretation	Mar
70	KG	Investigate the possibility of producing an online interpretive game	Mar
71	KG	Create two 'virtual village mapboards' (virtual visits pages) on the Authority website	Mar

BRANDING

72	KG SN	a) Finalise revised corporate identity b) publicise new guidelines and ensure new arrangements are understood	Mar
73	KG	'Re-skin' website using revised corporate identity guidelines	Mar

OBJECTIVE 11

Make information about the National Park easily accessible and relevant to a diverse range of groups and individuals, focusing on the urban areas of Yorkshire, Lancashire and Teesside that surround it:

- a) increase the percentage of residents in Keighley and Bradford who are aware of the National Park from 25% in 2005 to 30% by 2011, and increase awareness amongst their Asian communities from 8% in 2005 to 13% by 2010.
- b) increase the number of visitors from black and minority ethnic communities from 1% in 2005 to 2% in 2011 (UE3)
- c) each year develop and implement one new programme of formal or informal education or training to encourage schools and groups to get involved in conserving the special qualities of the National Park (UE5)
- d) develop an annual programme of National Park Authority events, walks and activities based on the special qualities of the National Park to promote understanding and deliver wider benefits such as health and spiritual well-being (UE9)
- e) increase the number of education service users to over 5,000 by December 2008

OUTREACH

74	BW	Work with the Council for National Parks to: a) complete the Mosaic Partnership project b) explore the potential to develop a new Mosaic project c) if relevant, implement the new Mosaic project	Jun Sep Mar
75	CK	Deliver a programme of Dales Experience visits, promoting physical and mental health and well-being for a variety of under-represented groups: a) run two familiarisation visits for Bradford based, walking group leaders; b) deliver five activities with Bradford based extended schools clusters c) work in partnership with five BME organisations to raise awareness of the YDNP; d) work with the Ranger Service to deliver twelve outreach activities throughout the year	Dec Dec Mar Mar
76	BW	Work with two YDNPA programmes to develop service delivery for under-represented groups	Mar

No	Lead	Action 2008/09	When
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EDUCATION

77	BW	Survey awareness of the NPA education service among education groups visiting the Park	Jun
78	BW	Develop one project to encourage young people to get involved in conserving the special qualities of the Park	Dec
79	BW	Deliver an annual programme of activities for education groups.	Mar
80	BW	Update two resources for education groups	Mar
81	BW	Work with three education partnerships to deliver NPA aims and objectives	Mar
82	BW	Review Education work programme	Mar

EVENTS

83	KG	Review agricultural shows policy	Aug
84	AGr	Deliver three initiatives to market the events programme to targeted groups	Sep
85	KG	Attend an agreed selection of agricultural shows and village galas across the Dales using 'Hay Time' as the theme	Sep
86	AGr	Deliver the Authority annual events programme for 2008	Dec
87	AGr	Develop and organise the Authority annual events programme for 2009	Dec
88	AGr	Evaluate the effectiveness of the 2008 events programme	Mar

OBJECTIVE 12

Through the Tourism Partnership, strengthen and develop the image of the National Park to incorporate sustainability, inclusion and conservation values, alongside outdoor recreation, excitement and enjoyment (UE4):

- a) increase the number of businesses offering 'sustainable tourism products' from 25% in 2006 to 50% by 2010 and increase the number who are accredited through a green tourism scheme from 0% to 25% by 2011 (UE10)
- b) use publications, events and other opportunities to encourage businesses, residents and visitors to buy and source local food and products that support national park purposes (EE9)

SUSTAINABLE TOURISM

89	JB	With Tourism Partnership, deliver green business event	Oct
90	JB	Act as lead organisation in Tourism Partnership to; <ol style="list-style-type: none"> a) investigate green accreditation scheme b) begin to implement scheme with at least 10 businesses 	Jul Oct
91	AR	Arrange Europarc part 1 verification visit and report results to Authority	Jul

No	Lead	Action 2008/09	When
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DEVELOPMENT CONTROL

OBJECTIVE 13

Provide a development control service that helps to conserve and enhance the special qualities of the National Park, while supporting appropriate opportunities for economic and community development:

- a) provide an enforcement service that minimises environmental harm by regularising 60% of cases within 16 weeks by the end of 2010;
- b) improve the quality of development in 70% of applications through officer advice and negotiation;
- c) avoid the loss of existing employment land and premises and ensure that, by 2011, at least 9 hectares of employment land have been made available for sustainable, high-quality economic development (EE6);
- d) prevent the introduction of significant new development 'detractors' from the landscape (L4).

OBJECTIVE 14

Maintain a responsive and efficient development control service, so that:

- a) 65% of 'minor' and 80% of 'other' planning applications are being determined within eight weeks
- b) at least 88% of applicants are satisfied with the service provided.

DEVELOPMENT CONTROL

92	AM	Review procedures for formal discharge of planning conditions	May
93	PW	Review arrangements for presenting summary of representations to Planning Committee and report back to committee.	Sep

ENFORCEMENT

94	AM	Recruit full compliment of Enforcement Officers	Jun
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No	Lead	Action 2008/09	When
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FORWARD PLANNING

OBJECTIVE 15

Work with our partners to provide a clear, up-to-date framework for the management of the National Park, including local development framework documents that properly reflect National Park purposes and provide a clear and consistent framework for planning decisions.

OBJECTIVE 16

By 2009 use the Local Development Framework to set targets for increasing the amount of affordable and local needs housing, and then work through partnerships to meet those targets, including through social housing for rent, subsidised ownership, and shared ownership. (CC1)

PLANNING POLICY

95	PS	Install on-line consultation & data base system for LDF	Aug
96	RG	Revise Design Guide to include renewable energy guidance and consult on it	Aug
97	PW	Through the LDF process establish targets for new housing in the Dales	Mar

LANDSCAPE POLICY

98	JS	Produce landscape character guidelines for public consultation;	Dec
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NATIONAL PARK MANAGEMENT PLAN

99	PB	Produce first annual report on progress in implementing the Plan	May
100	PB	Publicly launch 'interactive' web-pages to provide up-to-date information on progress in implementing the National Park Management Plan;	Jun

STATE OF THE PARK

101	PB	Produce and publish annual update of the 'State of the Park'.	Jun
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OBJECTIVE 17

Fund at least 15 sustainable development initiatives each year that bring economic, social and environmental benefits (CC10), including small-scale renewable energy developments (L10)

SUSTAINABLE DEVELOPMENT FUND

102	PB	Through the Sustainable Development Fund provide support to at least 15 new projects.	Mar
103	PB	Work with local authorities, LSPs, community groups, Yorkshire Forward and others to support sustainable economic and social development: a) support the work of the York and North Yorkshire Partnership Unit and input into sub-regional partnerships; b) Promote sustainable socio-economic initiatives through support for the NY Rural Target Fund;. c) submit a Dales LEADER Local Development Strategy	Mar Mar Jul
104	MT	Commission a hydro-power feasibility study, and analyse and publicise results.	Mar
105	GS	Review the 'Sustainable Economic & Community Development Strategy'.	Jan

No	Lead	Action 2008/09	When
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CORPORATE AND DEMOCRATIC CORE

OBJECTIVE 18

Plan and manage all aspects of the Authority's business so as to make the most effective use of our resources and consistently reduce the environmental impact of the Authority's own projects and operations:

- a) retain the 'Investors in People' (IIP) standard by December 2010
- b) work towards the Authority becoming 'Carbon Neutral' by 2012, including reducing CO₂ emissions by 15% by 2009 (compared to 2005/06 levels)

PERSONNEL

106	RB	Carry out the biennial staff survey, and produce an improvement plan to tackle major issues identified	Feb
107	RB	Review the Authority's 'People Strategy' and consider its application to Members	Feb
108	SJ	Complete a review of all personnel policies in line with the People Strategy	Mar
109	DB	Manage the staff establishment to ensure that staff costs stay below 70% of core grant	Mar

CLIMATE CHANGE

110	RB	Complete all actions identified in the Authority's own Sustainability Action Plan, including: a) install wood-fuel heating system at Colvend b) Reduce staff mileage by 5%	Mar Mar
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PROPERTY

111	PD	Prepare complete intranet-based records for all the Authority's properties	May
112	PD	Create an extension to the workshop at Grassington to meet health and safety requirements and enable larger works to be carried out	Nov

OBJECTIVE 19

Provide high quality, efficient and effective services to the public in a way that responds to the needs of users and ensures that they are widely accessible to those who live, visit, or work in the National Park, including carrying out surveys of our different audiences to ensure that information on customer satisfaction with our services is never more than 5 years old

113	GS	Publish an updated Disability Equality Scheme and action plan	May
114	AG	Determine the most appropriate mechanism for carrying forward the Authority's corporate commitment to equality	Sep
115	AG	Identify key actions to improve fair and equal access to Authority services	Dec
116	AG	Commission, and publish the results of: a) regional awareness and non-user survey; b) the National Park residents survey;	Nov Mar

OBJECTIVE 20

Ensure the Authority has developed its corporate governance and financial arrangements to ensure the highest public standards are in place, as evidenced through the Annual Governance Statement and an unqualified audit opinion each year

FINANCE AND GOVERNANCE

117	RB	Produce a 3-year budget forecast for the Authority	May
118	SF	Make external access to the authority's computer systems easier for officers and members	Dec
119	IB	Upgrade Financial systems, with the preparation of a Finance Handbook and the introduction of the latest version of accounting software	Dec
120	SF	Review contract for provision of the Wide Area Network, and undertake re-contracting work for new or replacement provision starting 2009	Feb
121	IB	Undertake automation of existing internal processes, including the introduction of procurement cards	Mar
122	IB	Pay at least 99% of invoices within 28 days	Mar
123	RD	Maintain a Local Code of Corporate Governance to assess the Authority's compliance with its governance principles	Mar
124	RD	Put in place all necessary arrangements for local handling of complaints against Members	
125	RD	Review the 'Confidential Reporting Policy'	Aug
126	RD	Review the Freedom of Information guidance to officers	Feb

OBJECTIVE 21

Ensure a robust and accountable Performance Management Framework is in place and is driving improvement, so that:

- a) at least 75% of the Authority's objectives are achieved or remain 'on course' each year;
- b) the Authority is in the top quartile of National Park Authorities, who are assessed under the National Park performance assessment process (NPAPA) by 2011

CORPORATE MANAGEMENT

127	GS	Devise and adopt a new set of performance indicators for 2008/09	Apr
128	GS	Carry out an annual assessment of the Authority's performance, and identify areas for improvement	May
129	GS	Produce the Authority's Corporate Plan for 2008/09	Jun
130	GS	Review the Authority's priorities for 2009/10	Sep
131	DB	Carry out reviews of four major projects to identify the lessons learnt	Mar
132	DB	Carry out two Performance Improvement Reviews	Mar
133	DB	Review the role of the Senior Management Team in delivering the leadership, behaviours, and accountability required by the Authority	
134	DB	Establish a programme of work with Leeds Metropolitan University and launch a joint memorandum of understanding	

OBJECTIVE 22

Seek to secure levels of external funding that would enable the Authority to keep its own total 'programme' expenditure and the expenditure for major YDNPA-supported projects in the Park to at least the same level in real terms as in 2006/07

YDMT

135	JA	Identify the Authority's priorities for external funding to assist the Yorkshire Dales Millennium Trust in its fund raising activity	May
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Glossary of Lead Officers							
AH	Alan Hulme		IB	Irene Brannon		PW	Peter Watson
AG	Annie Galloway		JB	Julie Barker		RB	Richard Burnett
AGr	Andrea Green		JD	John Dwyer		RD	Richard Daly
AM	Andrew McCullagh		JS	Janet Swailes		RG	Richard Graham
AR	Andy Ryland		KB	Kathryn Beardmore		RL	Rae Lonsdale
AS	Adrian Shepherd		KG	Karen Griffiths		RW	Robert White
BW	Bill Wood		KN	Kath Needham		SF	Steve Funnell
CK	Catherine Kemp		KS	Kevin smith		SH	Steve Hastie
DB	David Butterworth		MT	Moya Turrell		SJ	Sally Jowett
FR	Fiona Rosher		NO	Nick Oldham		SN	Sarah Nicholson
GE	Gareth Evans		PB	Phil Brown		SW	Stuart Willis
GG	Geoff Garrett		PD	Paul Drake		TT	Tim Thom
GS	Gary Smith		PS	Peter Stockton			