

Date: 27 March 2007

Report: BEST VALUE ACTION PLAN 2007/08

### **Purpose of the report**

1. To seek Members' approval for the detailed actions that the Authority will undertake during 2007/08 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 Authority is required to produce an annual Best Value Performance Plan (BVPP) by 30 June each year. Amongst other things, the Plan should include the actions that the Authority plans to take in the coming year to improve its services and achieve its objectives.
4. Following a fundamental review, the Authority determined its priorities for 2007/08 in November last year. These priorities guided the development of a detailed budget (covering spending proposals for all areas of the Authority's work) by the Finance and Resources Committee in January. The Authority subsequently approved this budget in later that same month.
5. The draft Action Plan (**attached as an annex**) translates the spending proposals in the approved budget into a series of actions that will be carried out during 2007/08 to meet the Authority's objectives.

### **The 2007/08 Best Value Action Plan**

6. The draft Action Plan shows all of the Authority's current objectives. For each objective, the table shows:
  - a) the key actions that will be taken;

- 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 Action Plan includes:
- a) actions from the 2006/07 Action Plan that were postponed;
  - b) the remaining actions arising from the National Park Authority Performance Assessment process in 2005.
8. Members should be aware that, as in previous years, there will probably need to be some further minor adjustments to the Action Plan because:
- a) there may yet be a few further actions from 06/07 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;
9. Final adjustments to the Action Plan will be reported to the next Authority meeting in May. The final Action Plan will then form part of the Best Value Performance Plan for 2007/08, and progress will be monitored quarterly by the Audit and Review Committee.

## **Conclusion**

10. The Best Value Action Plan for 2007/08 sets out the key actions that will be taken to achieve the Authority's objectives, taking account of the Authority's agreed priorities.

## **RECOMMENDATION**

11. That Members formally approve the Authority's Best Value Action Plan for 2007/08.

Gary Smith  
Head of Conservation and Policy

14 March 2007

## 1. CONSERVATION OF THE NATURAL ENVIRONMENT

Conserving and enhancing the special landscape, flora and fauna of the National Park is central to all our work, and one of the two main purposes of the Yorkshire Dales National Park Authority. Our main responsibility is co-ordinating the production and implementation of the Local Biodiversity Action Plan (LBAP) for the National Park. It sets out the actions that will be taken over the next 10 years to conserve and enhance the most important species and habitats in the National Park. As 95% of the National Park is in private ownership, our work focuses on advising land managers and local communities on how best to conserve the richness of the nature on their land, and supporting grant schemes that assist farm conservation work and new native tree planting. We also monitor and research the condition of the National Park's key habitats and species.

### National Park Management Plan Aims:

*The characteristic habitats and species of the Yorkshire Dales National Park will be conserved and enhanced for this and future generations. Its nationally and internationally important biodiversity will help to support sustainable communities and the local economy.*

*The beauty, distinctive character and 'sense of place' of the Yorkshire Dales National Park will be maintained and strengthened through the ongoing interaction between nature and the people who live and work there.*

**Work with our partners to ensure that we have up-to-date (i.e. less than 10 years old) information on the condition and extent of all the important habitats and species in the National Park, and make that information widely available:**

- **develop and implement a system for monitoring the Local Biodiversity Action Plan and reporting progress on it by 2007, and produce a map that shows the distribution and status of all Local Biodiversity Action Plan priority habitats and species (excluding rare and vulnerable species) and make it widely available through the National Biodiversity Network by 2008. (NC7)**
- **respond to 90% of nature conservation consultations within the agreed period by 2008**
- **assess the condition of all ancient woodland in the Park by 2010. (NC6)**

		<b>Action 2007/08</b>	<b>When</b>
TT	1	Carry out 'major project' review to identify lessons learned from the Park-wide habitat survey	Feb
TT	2	Continue implementation of Species Action Plans (SAPs) including: <ul style="list-style-type: none"> <li>a) implement new procedures for bat protection during development</li> <li>b) deliver the 'Aren't Birds Brilliant' peregrine viewing scheme at Malham Cove in partnership with the RSPB</li> <li>c) reassess yellow wagtail populations</li> <li>d) monitor English Sandwort populations</li> <li>e) carry out/coordinate surveys of Northern Brown Argus, Small Pearl-bordered Fritillary, Green Hairstreak, and Common Blue butterflies</li> <li>f) support implementation of two projects to conserve native crayfish (Long Preston Beck and Threshfield Quarry)</li> <li>g) continue work on red squirrel distribution with partner organisations, including development of a guided trail</li> <li>h) work with Leeds University to continue year one of a research project to determine the relationship between breeding wader populations and productivity and habitat quality</li> </ul>	Apr Aug Aug Sep Oct  Dec Mar Mar

			Mar
TT	3	<p>Work with the Yorkshire Dales Biodiversity Forum and other partners to improve biodiversity monitoring and action:</p> <p>a) publish final report on the state of biodiversity in the National Park</p> <p>b) produce one 'Habitat Information' booklet</p> <p>c) develop the website to include sections on 'Special Sites' and 'Best Places to see'</p> <p>d) publish 2007/08 LBAP Annual Report</p> <p>e) complete transfer of habitat &amp; species survey data onto digital systems (including Habitat Map) and make this available through the National Biodiversity Network and the Biodiversity Action Reporting System</p>	<p>Oct</p> <p>Mar</p> <p>Mar</p> <p>Mar</p> <p>Mar</p>

**Work with our partners to support good conservation management by farmers, landowners and local communities:**

- 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)
- create 450 ha of upland ash woodland by 2010. (NC4d)
- identify and put in place a range of initiatives that would enable visitors and local people to get actively involved in the implementation of the Local Biodiversity Action Plan by 2010. (NC8)
- ensure that 70% of the area covered by Local Biodiversity Action Plan priority habitats is in favourable condition by 2010 (NC3)
- ensure that the populations of all Local Biodiversity Action Plan species are stable or increasing by 2010 (NC5)
- increase the area of Local Biodiversity Action Plan priority habitats by 7% by 2011, including restoring 1,700 hectares of hay meadow. (NC4a)
- develop a network of Regionally Important Geological and Geomorphological Sites by 2009. (L6)

Action 2007/08			When
LW	4	<p>Complete the extension year of the Limestone Country Project:</p> <p>a) host a workshop to assist development of Limestone Country Beef Ltd;</p> <p>b) transfer remaining farm agreements to Environmental Stewardship;</p> <p>c) carry out a programme of local, regional, national &amp; international promotion of the project's lessons;</p> <p>d) carry out cattle movement and grazing impact research;</p> <p>e) complete final project reports for European Commission.</p>	<p>May</p> <p>Dec</p> <p>Dec</p> <p>Mar</p> <p>Mar</p>
AJ S	5	<p>Work with Natural England to deliver agri-environment schemes:</p> <p>a) advise and assist with new Environmental Stewardship (higher level scheme) agreements;</p> <p>b) bring at least [??] ha of land into good conservation management;</p> <p>c) compile at least [??] Farm Environment Plans to assist farmers to enter Higher Level Stewardship;</p> <p>d) carry out 'care and maintenance' visits for [??] farms in agri-environment agreements.</p>	<p>Mar</p> <p>Mar</p> <p>Mar</p> <p>Mar</p>
TT	6	Assist YDMT with the implementation of Year 2 of the 'Hay Time' project, restoring ??? ha of hay meadow	Mar
TT	7	Complete year two of research work with University College, Chester to classify limestone pavement in order to develop more specific management objectives	Mar
GG	8	<p>Increase the area of native woodland:</p> <p>a) work with YDMT and the Forestry Commission to identify and secure funding for new native woodland planting and management for 2009 and 2010</p>	Oct

		b) assist YDMT with the second year of 'Countdown 2010' project by advising and co-funding the planting of at least 80 ha of new native woodland	Feb
GG	9	Review and re-negotiate five Woodland Management Agreements	Sep
GG	10	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 b) support development of timber processing and training activities at Gayle Mill c) support development of at least three proposals for community biomass schemes	Mar Jul Mar
GG	11	Adopt the revised Dales Woodland Strategy	May
TT	12	Develop project proposals for site-based "hands on" community and visitor involvement in biodiversity conservation across the National Park (including Local Nature Reserves)	Dec
TT	13	Work with North Yorkshire County Council and North York Moors NP to develop a programme for the conservation of species-rich road verges	Dec

## 2. CONSERVATION OF THE CULTURAL HERITAGE

Much of what makes the National Park special is the result of human impact on its landscape and environment. Conserving this cultural heritage is, therefore, crucial to our remit to conserve and enhance the environment of the National Park. Our work falls into four distinct areas: conserving historic and valuable buildings; archaeology; conserving the 'barns and walls' landscape; and schemes to protect and enhance villages of special architectural or historic interest.

### National Park Management Plan Aims

*The historic and cultural environment of the Yorkshire Dales National Park will be recognised, understood, appreciated and used, contributing directly to our understanding of ourselves, our sense of identity and pride of place. This rich inheritance will be conserved and enhanced for future generations, including through well-designed and appropriately-sited additions to the built environment.*

**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:**

- 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)
- develop a research strategy for the historic environment of the Yorkshire Dales by 2009, and use it to target and encourage programmes of survey and research. (HE1)
- by 2012 develop and update the Historic Environment Record for the Yorkshire Dales to incorporate the results of all publicly-funded research projects, and to make the information widely available electronically, and the paper records easily accessible. (HE2)

		<b>Action 2007/08</b>	<b>When</b>
MS	14	Develop the Authority's Conservation Area programme: a) adopt a Conservation Area Strategy, including targets for Character Appraisals and Management Plans b) update 4 Character Appraisals	Sep Mar
MS	15	Survey one fifth of the Listed Buildings in the Park to identify those 'at risk'	Mar
RW	16	Extend the Monuments at Risk survey to include a further 200 non-scheduled monuments	Mar
RW	17	Carry out archaeological field survey over 1,000 ha and incorporate results into the Historic Environment Record	Mar
RW	18	Support research to increase understanding of aspects of the historic environment: a) prehistoric use of caves b) early land use in Wharfedale c) development of limestone pavement d) preliminary work on the development of a research strategy for the historic environment in the Yorkshire dales	Mar Mar Mar Mar
MS RW	19	Increase accessibility of historic environment information: a) make maps of conservation areas and their appraisals available electronically; b) produce new thematic pages for 'Out of Oblivion' website	Aug Nov

RW		c) create/update 1,000 entries on the Historic Environment Record	Mar
RW MS	20	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 Mar
MS	21	Analyse and publish the results of a sample survey of the condition of field barns	Jul

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

- advise and assist in the restoration of 60 traditional field barns, and take action to save 20 'at risk' listed buildings by 2010. (HE4)
- prepare management prescriptions for 40 Scheduled Ancient Monuments and bring at least 10 into appropriate management by March 2008 (HE5)
- work with communities to produce management plans for 12 existing Conservation Areas by 2010 (HE9)
- develop and secure funding for a programme of enhancement works in conservation areas by 2009. (HE9)

<b>Action 2007/08</b>			<b>When</b>
MS	22	Work with Natural England to provide advice on the restoration of 10 traditional field barns	Nov
MS	23	Reduce the number of listed buildings/features 'at risk': a) prepare surveys, drawings etc for restoration of five listed buildings b) identify further four listed buildings that could be rescued with YDNPA support c) work with owners to implement works necessary to bring three listed buildings off the 'At Risk' register	May Oct Mar
RW	24	Develop and implement a programme of practical conservation work on scheduled monuments, identified as being 'at risk': a) prepare management prescriptions for 15 scheduled monuments b) bring at least 5 scheduled monuments into appropriate management, including Norton Tower; Chapel House Wood, Grass Wood	Mar Mar
RW	25	Carry out a series of events to promote awareness and understanding of geodiversity; including a a) 'Geodiversity Day' to launch 'Your Dales Rocks'	May
MS	26	Conserve and enhance Conservation Areas: a) produce management plans for two Conservation Areas b) work with one community to identify and implement a programme of enhancement works to a Conservation Area	Jan Mar

### 3. RECREATION MANAGEMENT

One of the Yorkshire Dales National Park Authority's two statutory purposes is to promote opportunities for people to understand and enjoy the National Park. Our recreation management work includes visitor management, with a ranger service as a first and focal point of contact for all the National Park services for the local communities and visitors. We are responsible for the extensive network of public paths and access across the National Park and promote other appropriate recreational opportunities. We work closely with partners to manage traffic and transport to and within the park in a sustainable manner. We offer opportunities for volunteers to become actively involved in the many aspects of the work of the Authority.

#### National Park Management Plan Aim

*There will be opportunities for access and recreation in the National Park for people of all ages and abilities and from every sector of society to enjoy the special qualities of the Yorkshire Dales and derive a sense of well being from their experiences.*

Progress 2006/07		Action 2007/08	When
<p><b>Manage and improve the network of public rights of way so that by 2009/10</b></p> <ul style="list-style-type: none"> <li>• 90% are 'easy to use' and 98% are signposted where they leave a road (AR1)</li> <li>• 91% of public rights of way infrastructure (stiles/gates etc) is maintained in 'condition 1'</li> <li>• less than 1.1% of the network requires major works due to concerns over surface condition;</li> <li>• 72% of engineered routes are maintained in 'condition 1';</li> <li>• 88% of bridges and river crossings are maintained in 'condition 1'</li> </ul>			
AH	27	Implement a programme of works to maintain current levels of condition and to improve further the rights of way network levels: <ul style="list-style-type: none"> <li>a) remove 20 obstructions</li> <li>b) erect a further 16 new roadside signs</li> <li>c) enhance 272 items of infrastructure (stiles, gates) from condition 2/3 to condition 1</li> <li>d) repair surface of 2km of rights of way</li> <li>e) improve 2km of engineered surfaced path from condition 2/3 to condition 1</li> <li>f) improve 16 bridges from condition 2/3 to condition 1</li> <li>g) conduct 6 Structural Bridge Surveys</li> </ul>	Mar Mar Mar Mar Mar Mar

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

- develop 'Rights of Way Improvement Plans' for Cumbria and North Yorkshire by 2007, and involve local communities and their representatives, the Yorkshire Dales Local Access Forum, landowners/managers and users in their development and implementation. (AR4)
- 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 sensitive routes by 2008. (AR2)
- ensure that no more than 5% of open access land is subject to long-term restrictions
- continue to review and update the Definitive Map, and produce digital versions of the three 'Definitive Maps' of rights of way covering the Yorkshire Dales by 2011
- 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)
- assist in implementing the Dales elements of the sub-regional cycle tourism strategy
- 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)
- 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)
- contribute to local and regional partnerships developing appropriate recreational events, including supporting Craven District Council to host a week long cycle festival based on Settle in 2007 and prepare for the 2008 world championship fell race.

		<b>Action 2007/08</b>	<b>When</b>
AH	28	Work with the county councils to draw up the list of rights of way improvements to be taken forward through the Rights of Way Improvements Action Plan.	Oct
KB	29	Produce annual report outlining progress in achieving outcomes identified in the Integrated Access Strategy	Mar
KB	30	Continue to monitor recreational use: a) produce an annual report monitoring access and recreation within the Yorkshire Dales b) monitor the condition and use of 20 green lanes c) finish the baseline perception survey for the Pennine Bridleway and produce a report of the findings	Mar Mar Mar
KB	31	Develop recreational opportunities: a) in association with the local community, produce and promote specific guidance for Three Peaks sponsored walks and events b) work with Craven District Council to host a week long cycle festival based around Settle c) work with Primary Care Trusts to develop a 'Cycle for Health' project d) seek the YDAF's advice on how the recreational charter should be publicised, and how participation in recreational activities can be increased	Jun Jul Jul Mar

		e) contribute to increasing numbers participating in outdoor activities through the Active Craven and Active Richmondshire recreation partnerships and Natural England's Outdoor Recreation Strategy	Mar
AH	32	Continue to implement and enhance access opportunities through the CRoW Act Part 1 (open access): a) repeat the open access perception survey b) deliver a programme of 8 introductory walks to open access c) produce a comprehensive Open Access Management and Development Plan d) continue to enhance Open Access opportunities by providing of 15 new crossing points e) produce a final report following three years monitoring of use of open access land	Sep Oct Dec Mar Mar
KB	33	Support three meetings of the YDAF and help them to implement their annual action plan	Mar
GE	34	Continue a programme of works to the Pennine Bridleway at the following sites: a) highway signage – Stainforth, Austwick, Feizor, Selside, Newby Head, Coal Road, Garsdale b) Stainforth Alternative Route c) Selside Alternative Route (part) d) Far Moor Bridge at Selside e) Ling Gill Bridge to Cold Keld Gate via Cam f) Grisedale Alternative Route (part) g) Seal legal Creation Order for Garsdale	Sep Sep Sep Jan Mar Mar Mar
GE	35	Produce a five year maintenance plan for open sections of the Pennine Bridleway route and maintain engineered sections of the Pennine Bridleway in condition 1	Mar
KB	36	Increase the accessibility of the Park to all users: a) produce a costed and prioritised work programme for meeting the accessibility objective b) survey visitors and residents' views to determine future priorities for 'access for all' project	Jun Sep
KB	37	Manage the use of sensitive routes by recreational vehicles: a) establish a process for using new powers to make TRO b) following consultation with the Green Lanes Advisory Working Group produce management plans for 20 sensitive routes c) publish a leaflet to inform users about the new legislation and their responsibilities	July Mar Mar
JA	38	Finalise the highways delegation agreements with the county councils	Nov
JD	39	Keep the definitive map under continuous review: a) digitise the working copy Definitive Map for the Cumbria part of the Park b) open 20 new Definitive Map Modification and Public Path Order cases c) take 20 cases to Order-making decision	Mar Mar Mar

**Through sustainable travel partnerships increase the integration and use of sustainable transport modes for leisure and everyday life within and to the Park. (AR6)**

		<b>Action 2007/08</b>	<b>When</b>
AR	40	Contribute to the Yorkshire Dales Sustainable Travel partnership: a) provide the secretariat for the partnership b) working with partners, including the newly established Dales and Bowland Community Interest Company, to seek funding to support	Mar Mar

		sustainable travel to and within the Yorkshire Dales and to support promotional activities which encourage sustainable travel	
AR	41	Contribute to traffic management by: a) respond within target time to statutory and non-statutory transport and traffic management consultations and requests for specialist advice. b) reach agreement with County Councils on date for producing a highways signage guide	Mar Mar
AR	42	Amalgamate the county councils' hierarchies to produce a new joint advisory road hierarchy for the National Park area.	Mar

**Provide people from all backgrounds with the opportunity to make a difference to the long-term 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)
- three placements each year through the Dales Apprenticeship Scheme in partnership with the Yorkshire Dales Millennium Trust and Craven College (EE5)

<b>Action 2007/08</b>			<b>When</b>
JRL	43	Through the BTCV Green Gym ® programme work with local communities and Health Centres to provide opportunities for people to take exercise through practical volunteering	Mar
AH	44	Provide 3 apprenticeship placement opportunities with the Ranger Service and work with the Yorkshire Dales Millennium Trust to secure funding to continue and expand the Dales Apprenticeship Scheme	Mar

**Optimise annual income generation from Authority car parks and toilets, and maintain customer satisfaction levels so that at least 80% of users rate them satisfactory or above.**

<b>Action 2007/08</b>			<b>When</b>
PD	45	Take action to manage car parks and toilets effectively by: a) refurbish Stainforth car park and toilets b) investigate options and decide on the future of Castle Bolton, Wood Lane and Linton car parks and toilets	Aug Nov

#### 4. PROMOTING UNDERSTANDING

This section is about how we explain the work and activities of the Yorkshire Dales National Park Authority, and how we promote understanding of the National Park and issues affecting the National Park.

National Park Management Plan Aim

*There will be a greater awareness of the National Park and of the opportunities it offers to everyone to appreciate, enjoy and learn from its special qualities. People's enjoyment will encourage them to find out more, play a part in the Park's conservation, and help forge ties between urban and rural communities.*

Provide accessible, high quality communications and services that positively influence people's enjoyment and understanding of the special qualities of the Yorkshire Dales National Park so that:			When
<ul style="list-style-type: none"> <li>85% of users are satisfied with the Authority's 'Promoting Understanding' services by 2007;</li> <li>the four National Park Centres have an average effectiveness rating of 90% by 2008;</li> <li>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)</li> </ul>			
		<b>Action 2007/08</b>	
KT	46	Communicate effectively with visitors and residents: <ol style="list-style-type: none"> <li>evaluate the e-format version of 'Dales'</li> <li>decide whether to raise revenue from 'The Visitor' newspaper</li> <li>publish and distribute 'The Visitor 2008' newspaper including piloting e-format</li> <li>publish and distribute two issues of the 'Dales' newspaper, for National Park residents</li> </ol>	Jul Sep Jan Mar
KT	47	Continue to increase effectiveness of interpretation methods at reaching a wide range of audiences and raising awareness and understanding: <ol style="list-style-type: none"> <li>develop and make available four new audio (mp3) trails</li> <li>produce an electronic map showing locations of all static interpretation</li> <li>attend an agreed selection of agricultural shows and village galas across the Dales using 'Geology' as a theme</li> <li>create three 'virtual village map boards' on the Authority website</li> <li>trial one new method of virtual interpretation</li> <li>implement new caches across the National Park (up to a maximum of 20 caches at any one time)</li> </ol>	Oct Oct Oct Mar Mar Mar
<b>Raise awareness of the National Park amongst visitors and the general public so that by 2008:</b> <ul style="list-style-type: none"> <li>at least 10% of people in England and Wales can name it as being a National Park (UE8)</li> <li>90% of visitors are aware that they are in a National Park (UE2)</li> </ul>			

		<b>Action 2007/08</b>	<b>When</b>
KT	48	As part of Turntable project decide whether to pursue branding opportunities	Dec
KT	49	Promote National Park messages through the media: a) develop and implement a plan to promote the role of the Authority as a planning authority in a positive light b) organise at least three 'press trips' to increase understanding and raise awareness of the National Park and the opportunities it offers to new audiences	Dec Dec
KT	50	Improve effectiveness of the Authority website: a) research and implement at least one of the following on the Authority website: podcasting, RSS newsfeed b) conduct a new user evaluation of the website	May Aug

**Make information about the Yorkshire Dales 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, including:**

- **increase the percentage of residents in Keighley and Bradford who are aware of the Park from 25% in 2005 to 30% by 2011. (UE3)**
- **increase the percentage of residents in Keighley and Bradford Asian communities who are aware of the Yorkshire Dales National Park from 8% in 2005 to 13% by 2010;**
- **increase the number of visitors from black and minority ethnic communities from 1% in 2005 to 2% in 2011 (UE3)**
- **increase the number of education service users to over 5,000 by December 2008**
- **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 Yorkshire Dales National Park (UE5)**
- **develop an annual programme of National Park Authority events, walks and activities based on the special qualities of the Yorkshire Dales National Park to promote understanding and deliver wider benefits such as health and spiritual well-being (UE9)**

		<b>Action 2007/08</b>	<b>When</b>
BW	51	Complete the Natural England funded 'Beyond the Boundary' diversity project: a) arrange a 'Beyond the Boundary' celebration event b) deliver a programme of cricket matches twinning Bradford teams and Dales teams c) complete the 'Beyond the Boundary' project report and deliver to Natural England	Aug Sep Sep
BW	52	Develop the effectiveness of the NPA annual events programme: a) evaluate the 2007 summer programme of events b) deliver the NPA annual events programme for 2007 c) produce the 2008 events programme and market it to targeted groups	Sep Dec Mar

BW	53	Complete year two of the Council for National Parks 'Mosaic Partnership': a) organise a 'Community Champions' group leader visit b) host the 'Mosaic Partnership' annual conference c) engage with five new community champions from under-represented groups within the National Park catchment d) organise a workshop for staff, members and Community Champions to facilitate organisational change	May Nov Mar Mar
BW	54	Deliver a programme of Dales Experience visits, promoting physical and mental health and well being, for a diverse range of community groups: a) run 2 focus group activities for young people b) work in partnership with the National Trust to deliver a programme of 10 activities for urban groups	Dec Jan
BW	55	Develop and deliver a project on the IIFA theme of 'Bollywood': a) deliver a programme of 'Bollywood' events at venues across the National Park, including an exhibition at DCM b) complete an evaluation report of the project	Jun Nov
BW	56	Increase the numbers of visiting education groups who have prior knowledge of the National Park message: a) evaluate interactive education resources on the website b) develop two new interactive education resources on the Authority website c) update / develop two resources for education groups	Jul Dec Mar
BW	57	Work in partnership with YDMT to deliver year three of 'Learning in Limestone Country' project, providing outreach activities in Lancashire, Craven and West Yorkshire	Mar
BW	58	Develop one project to encourage young people to get involved in conserving the special qualities of the National Park	Dec
BW	59	Deliver an annual programme for activities for education groups	Mar

**Support high quality sustainable tourism for all, which promotes understanding and the conservation of the Yorkshire Dales National Park:**

- increase the number of businesses offering 'sustainable tourism products' from 25% in 2006 to 50% by 2010 (UE10)
- increase the numbers of people who access information through National Park Centres to 670,000 by March 2008
- 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)

		<b>Action 2007/08</b>	<b>When</b>
JB	60	Improve the effectiveness of National Park Centres: a) produce action plan to identify additional opportunities to promote environmental issues via NPCs b) agree new arrangements for partnership centre at Hudson House c) create new legal agreement for Aysgarth NPC cafe d) carry out full redevelopment at Grassington NPC	Jul Sep Dec Mar
JB	61	Carry out annual evaluation of effectiveness: a) NPCs and 'Partnership' Centres b) Park Information Point network	Jan Jan

JB JB KB	62	Influence the Regional Tourism agenda via the Yorkshire Dales and Harrogate Tourism Partnership including: a) develop and implement Destination Management System (DMS) b) collate and promote the programme of events c) implement the part of the Sub Regional Cycle Strategy that relates to the Dales	Oct Nov Mar
FR	63	Improve facilities and widen audiences at Dales Countryside Museum: a) deliver Hidden History exhibition b) complete Renaissance Partnership Project to enhance the collections and displays through an oral history and community engagement programme c) install public access points within the Time Tunnel gallery and study room to enhance the accessibility of all catalogued items	Nov Mar Mar
FR	64	Produce three business plans for the Turntable Social Enterprise Project and decide whether to take forward each element of the project	Sep
JB	65	Through the Tourism Partnership include sustainable tourism indicators in their new business registration scheme	May
JB	66	With the Tourism Partnership, decide whether to assess feasibility of gaining Europarc accreditation	Jul

## 5. DEVELOPMENT CONTROL

The Yorkshire Dales National Park Authority is the statutory planning authority for the National Park. Our development control role, part of our Planning Services, is an essential tool in achieving our aims and objectives under the National Park purposes.

### Our aims

*A planning service that:*

*Provides a development control service and consultation process, which helps to conserve and enhance the special features and qualities of the National Park by making clear and consistent planning decisions, which have proper regard to national, regional and local planning policies*

*Is helpful, responsive, customer-focused, widely accessible and gives the public a sound understanding of how we carry out our work*

*Actively and positively contributes to the achievement of our National Park purposes and the priorities set out in the National Park Management Plan for the Yorkshire Dales by working with our partners to support appropriate opportunities for economic and community development that increases the well-being of local communities*

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

- **determine 100% of applications in line with adopted Development Plan Policies**
- **ensure that at least 60% of new homes are provided on previously developed land each year**
- **ensure that no more than 35% of appeals are allowed following refusal of a planning application**
- **provide an enforcement service that minimises environmental harm by regularising 60% of cases within 16 weeks.**
- **improve the quality of 70% of applications through officer advice and negotiation.**
- **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)**
- **prevent the introduction of significant new development ‘detractors’ from the landscape (L4)**

<b>Action 2007/08</b>			<b>When</b>
AM	67	Take action to resolve 60% of enforcement cases within 16 weeks	Mar
AM	68	Complete a Review of Standard Conditions to ensure they are up to date & fit for purpose	Jun
AM	69	Revise & re-consult on the Design Guide	Mar

**Maintain the efficiency of the development control service, so that: 65% of ‘minor’ and 80% of ‘other’ planning applications are being determined within**

**eight weeks**

		<b>Action 2007/08</b>	<b>When</b>
PW	70	Improve operation of the planning committee: a) review presentation of consultation responses b) review operation and current extent of call-ins, and decide whether appropriate to set 'call-in' criteria and associated processes	Sep Oct
AM	71	Clear backlog of S106 agreements	May
TL	72	Provide support to agents, applicants and consultees to take up electronic services provided, so that: a) 10% of applications and 20% of consultation responses are received on-line; b) 20% of applications and 40% of consultation responses are received on-line	Apr Mar

**Provide a helpful and responsive development control service, which meets 83% of the Office of the Deputy Prime Minister (ODPM) 'Quality of Service Checklist' criteria by March 2010, so that at least 88% of applicants are satisfied with the service provided.**

		<b>Action 2007/08</b>	<b>When</b>
PW	73	Complete a survey of planning consultees & objectors to assess satisfaction with the service provided	Dec
PW	74	Complete installation of Document Management System to improve public access to digitised information	Jul

## 6. FORWARD PLANNING

This area of our work falls into two broad categories. First, our role in preparing and reviewing 'development plans' – such as the Local Plan and the Joint North Yorkshire Structure Plan - which set the framework for all local planning decisions. Second, the work we undertake with partner bodies - such as the county councils, district councils and the Regional Development Agency, Yorkshire Forward - to support local communities and the local economy, in ways that contribute to the sustainable development of the National Park.

### Our aim

*The conservation of the special qualities of the National Park will be achieved with a local economy that provides diverse employment and maintains thriving, balanced communities. The local economy will be stronger for having its foundations in the special qualities and uniqueness of the National Park. (National Park Management Plan)*

<b>Ensure that there are up-to-date (i.e. less than five years old) local development plans covering the National Park, which properly reflect National Park purposes and provide a clear and consistent framework for planning decisions</b>			
<b>Action 2007/08</b>			<b>When</b>
DP	75	Provide an up-to-date development framework:	
PS		a) consult on 'Issues and Options' paper on Minerals and Waste	Jun
PS		b) consult on Statement of Community Involvement	Sep
PS		c) produce annual report on progress in implementing Local Plan	Jan
PS		d) publish the revised Local Plan	Apr
PS	76	Complete Scoping Report for Sustainability Appraisal	May
PS	77	Install on-line consultation & data base system for LDF	May
<b>Promote 'sustainable development' within the National Park as the basis for the long-term social and economic well-being of local communities including funding at least 15 innovative local initiatives each year that bring economic, social and environmental benefits. (CC10)</b>			
<b>Action 2007/08</b>			<b>When</b>
PB	78	Through the Sustainable Development Fund provide support to at least 15 new projects (CC10)	Mar
PB	79	Work with local authorities, LSPs, community groups, Yorkshire Forward and others to encourage active community involvement in 'green project', including 'sustainable development appraisals' (CC9)	Mar
PB	80	Provide support for socio-economic initiatives that are compatible with NP purposes and contribute to policy development through the work of the York and North Yorkshire Partnership Unit and input into sub-regional partnerships.	Mar
PB	81	Promote sustainable socio-economic initiatives through support fo the NY Rural Target Fund	Mar
<b>By 2008 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)</b>			
<b>Action 2007/08</b>			<b>When</b>
PS	82	Consult on 'Issues and Options' paper on Housing	Jun

- **Work with our partners to provide a clear, up-to-date framework for the management of the National Park and develop and publish landscape character guidelines by December 2007**

		<b>Action 2007/08</b>	<b>When</b>
PB	83	Keep implementation of the National Park Management Plan under review: a) establish National Park Management Plan monitoring group to oversee progress b) launch 'interactive' web-pages to provide up-to-date information on progress in implementing the Plan and the 'State of the Park' c) produce first annual update of the 'State of the Park'	Aug Sep Mar
GS	84	Provide a clearer framework for enhancing the landscape character of the National Park; a) produce landscape character guidelines for consultation; b) adopt final landscape character guidelines	Nov Mar

## 7. CORPORATE AND DEMOCRATIC CORE FUNCTIONS

This section looks at how the Yorkshire Dales National Park Authority plans and manages its business in order to deliver the aims and objectives set out throughout this Plan. It looks at the provision of legal advice and services; financial management, payroll and insurance services; information technology and communications support; health and safety advice and guidance; estate management and building services; administrative support for all our departments and reception services at our main offices. We also provide a comprehensive personnel and staff development service for the Authority's Members, staff and volunteers and manage the formal business of the Authority and its committees.

### Our aim

*The National Park Authority is a forward-thinking, focused and influential organisation, which provides its staff, Members and volunteers with the necessary skills, knowledge and experience to make the most effective use of its resources to: deliver clear aims and objectives; provide high standards of service; give the public a sound understanding of our work; meet public expectations; and continuously review and improve its performance.*

**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:**

- **achieve at least 80% of the actions identified in the Best Value Performance Plan (BVPP) each year**
- **achieve the revised 'Investors in People' (IIP) standard by December 2007.**

		<b>Action 2007/08</b>	<b>When</b>
RB	85	Support and empower staff to provide professional, positive and proactive services to the public: a) complete successful reassessment against the 'Investors in People' standard b) undertake a programme of management development for all line managers, and review its impact c) complete a review of all Personnel policies, in line with HR strategy	Nov Feb Mar
RD GS DB	86	Strengthen the planning and management of the Authority's business: a) review all documentation used in tendering and contracting, ensuring that it is up to date, meets legal requirements, and protects the Authority's position b) complete a review of the Authority's performance in dealing with natural environment and cultural heritage consultations c) carry out reviews of two services identified as 'underperforming'	Dec  May Mar
IB RB RB	87	Manage the Authority's resources so as to most effectively achieve its long-term objectives: a) review all 'overhead' spending to achieve savings and environmental benefits; b) undertake a comparative 'cross NPA' review of staff-related costs to inform the 2008/09 budget setting process c) identify and put in place cost-effective arrangements for monitoring the authority's environmental performance	Mar Aug Sep
RB	88	Review, implement and publicise the revised Financial Grant Memorandum	Jul
SJ	89	Put in place arrangements to ensure follow through with commitments made to stakeholders and partners, and increase continuity when change over of staff occurs: a) examine recruitment and exit procedures e.g. to fill vacancies more quickly, improve induction briefings and exit interviews/debriefings	Aug

SJ		b) develop appropriate administrative arrangements, including consideration of 'live' project notes, process manuals, library of key documents etc	Mar
KB	90	Assess project management systems used by other organisations, including project management software, and introduce appropriate arrangements	Aug
GS	91	Rationalise the Authority's strategic planning structure: a) create a widely-accessible 'library' of the Authority's plans and strategies b) review the current framework and set up a programme to reduce the number of plans and strategies c) establish a consistent approach to the use of terminology in Authority plans d) publicise the new framework across and outside the Authority	May Jul Aug Dec
GS	92	Update all plans and strategies to make clear links with the updated NPMP and ensure a consistent approach to monitoring progress: a) establish a programme to update the objectives in other plans and strategies b) establish consistent arrangements and timetable for preparing, reviewing and updating all plans and strategies	Jul Jul
PB	93	Put in place arrangements to make it easier to find and share research and survey information across the Authority	Jan

<ul style="list-style-type: none"> <li>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 paying 100% of invoices within 28 days by 2008</li> </ul>			
Action 2007/08			When
KT	94	Carry out a review of the development of the Authority's website and related electronic services to identify lessons learned	Feb
SF SF SF IB	95	Enhance arrangements for electronic delivery of all appropriate services, including: a) introduce 'Access Gateway' software to enable more off-site working b) carry out a review of the installation and operation of the Wide Area Network and Intranet facility to identify lessons learned c) review the Authority's provision and use of Geographical Information Systems d) introduce systems to allow direct payment of suppliers	Aug Aug Dec Feb
PD	96	Premises management: a) refurbish Stonedykes ranger base b) prepare complete intranet-based records for all the Authority's properties	Aug Sep
SJ GS	97	Actively promote equality of opportunity within the Authority: a) as they are reviewed, ensure all personnel policies are in line with current equality legislation b) develop and publish a Disability Equality Scheme	Mar Sep
GS	98	Improve the Authority's effectiveness in securing external funding: a) run a workshop to raise staff awareness of funding opportunities b) provide YDMT with a clear set of YDNPA priorities for external funding c) review current external funding performance and make recommendations on future external funding opportunities	May Jul Sep
RD	99	Continue to develop effective corporate governance: a) establish a Local Code of Corporate Governance b) introduce a new code of conduct for Authority members c) review the effectiveness of the arrangements for 'Member Champions', and implement any changes d) create a comprehensive and accessible database of all approved internal policies and procedures	Jun Jul Sep Oct

DB	100	Put in place all necessary arrangements for local handling of complaints against members	Feb
DB	101	Manage the reduction in the size of the Authority's membership and implement the necessary changes in structure	Sep

### Glossary of Lead Officers

AG	Annie Galloway		KB	Kathryn Beardmore
AH	Alan Hulme		KS	Kevin Smith
AM	Andrew McCullagh		KT	Kath Taylor
AR	Andy Ryland		LW	Louise Williams
AJS	Adrian Shepherd		MS	Mark Stephenson
BW	Bill Wood		PD	Paul Drake
DB	David Butterworth		PB	Phil Brown
DP	Dave Parrish		PW	Peter Watson
FR	Fiona Rosher		PS	Peter Stockton
GE	Gareth Evans		RB	Richard Burnett
GG	Geoff Garrett		RD	Richard Daly
GS	Gary Smith		RL	Rae Lonsdale
JA	Jon Avison		RW	Robert White
JB	Julie Barker		TL	Tracey Lambert
JD	John Dwyer		TT	Tim Thom