

Date: 27 May 2008

Report: FINAL ACTION PLAN 2008/09

### Purpose of the report

1. For Members to note formally the final list of detailed actions that the Authority will undertake during 2008/09, and which will form the basis for quarterly monitoring of progress by the Audit & Review Committee.

### 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. A draft Action Plan was approved at the Authority meeting in March. At that stage, the Plan was still a draft because:
  - a) there were still a few further actions from 2007/08 that might end up being postponed;
  - b) there were one or two areas of the Authority's work where the detailed work programme was still being finalised as part of the annual staff appraisals;
  - c) the better-than-expected financial settlement meant there was a substantial sum of money unallocated. Members had 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 would then need to be added to the Action Plan.
5. In addition, at the Authority meeting itself, it was agreed that Member Champions should have the chance to consider the actions for their respective areas of responsibility.

## **The 2008/09 Action Plan**

6. The proposed final Action Plan is set out in the **Annex**. All Member Champions have had an opportunity to comment on the Plan. In addition to a number of minor changes, the Plan now includes:
  - a) *all* the actions postponed from 2007/08;
  - b) three additional actions (44a, 44b, and 122b) approved by Finance and Resources Committee on 9 May

## **Conclusion**

7. The 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 and budget.

## **RECOMMENDATION**

8. That Members formally approve the Authority's Best Value Action Plan for 2008/09, as the basis for quarterly monitoring by the Audit and Review Committee.

Gary Smith  
Head of Conservation and Policy

14 May 2008

## ACTION PLAN 2008-09

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) 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)
- b) assess the condition of all ancient woodland in the Park by 2010. (NC6)
- c) 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)
- d) ensure that the populations of all Local Biodiversity Action Plan species are stable or increasing by 2010 (NC5)
- e) 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 District	Aug
2.	TT	Publish 'parish wildlife maps' for the whole of the National 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 h) implement programme of awareness-raising events on bats	Aug Aug Sep Oct Mar Mar Mar Mar
5.	TT	Work with the Yorkshire Dales Biodiversity Forum and other partners to improve biodiversity monitoring and action: a) publish digital map of habitats across the Park b) publish report on the state of biodiversity in the Park c) complete transfer of biodiversity data to the National Biodiversity Network d) publish one 'Habitat Information' booklet e) create map of potential habitat networks across the Park	Jul Jul Oct Dec 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
7.	TT	Carry out 'major project' review to identify lessons learned from the Park-wide habitat survey	Nov
8.	TT	Complete financial sign off of Limestone Country Project	Jun

**GEODIVERSITY**

9.	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	Apr Oct
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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 by 2010 (NC4d)**

**FARM CONSERVATION**

10.	AS	Work with Natural England to advise and assist with new Environmental Stewardship Higher Level Scheme (HLS) agreements: a) assist development and implementation of HLS targeting strategy for the Dales b) bring at least 5,000 ha into HLS agreements c) compile 10 Farm Environment Plans to assist farmers to enter HLS d) carry out 'care and maintenance' visits for 10 farms in agreements e) oversee development of effective arrangements for signposting Dales farmers to the full range of agri-environment and wider rural development funding schemes.	Oct Mar Mar Mar Dec
11.	AS	Support good management of key Local Biodiversity Action Plan habitats: a) develop specification for a multi-objective scheme to restore degraded areas of blanket bog, and identify realistic external funding sources. b) fund and assist Year 3 of the Yorkshire Dales Millennium Trust's 'Hay Time' project to enhance or restore 45 ha of hay meadow c) Work with Natural England to support implementation of national targets for Black Grouse recovery.	Dec Mar Mar
12.	AS	Respond to 90% of agri-environment scheme consultations within the agreed period	Mar

**TREES AND WOODLANDS**

13.	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 2008; b) advise and co-fund the planting of at least 80 ha of new native woodland	Dec Mar
14.	GG	Carry out 'major project review to identify lessons learnt from the Dales Woodland Restoration Project	Jun
15.	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
16.	GG	Support economic opportunities based on the sustainable use of woodlands within the National Park: a) support Yorwoods' work to develop economic woodland initiatives in North Yorkshire including biomass opportunities. b) support 3 community biomass schemes to completion	May Mar

## 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 (HE1), 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

17.	RW	Survey one fifth of the Listed Buildings in the Park to identify those 'at risk'	Dec
18.	RW	Carry out archaeological field survey over 1,000 ha and incorporate results into the Historic Environment Record	Mar
19.	RW	Support research to increase understanding of aspects of the historic environment including: a) prehistoric use of caves; b) development of limestone pavement; c) extractive industries	Jan Mar Mar
20.		Develop a draft research strategy for the Yorkshire Dales	Jan
21.	RW	Create/update 1,000 entries on the Historic Environment Record	Mar
22.	RW	Launch Park-wide census of field barns	Oct

### 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

23.	RW	Work with Natural England to provide advice on the restoration of 10 traditional field barns	Mar
24.	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
25.	RW	Conservation Areas: a) produce a management plan for one Conservation Area b) work with two communities to implement enhancement works identified in management plans c) update the Conservation Area Strategy, including targets for Character Appraisals and Management Plans d) update 4 Character Appraisals	Jan Mar Sep Mar

### ARCHAEOLOGY

26.	RW	Scheduled monuments: a) use EH Monuments at Risk data to identify those monuments not in 'optimal condition'; b) work with EH to draw up, and secure funding for, a programme of	Oct Dec
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		monument conservation work c) bring 10 scheduled monuments into appropriate management, Druids altar, Chapel House Wood, and Ellerton Priory	Mar
27.	RW	Assist production of conservation plan for Barden Tower	Feb
28.	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
29.	GS	Review the Authority's Historic Environment Strategy	Oct
30.	RW	Respond to 90% of consultations within the agreed period	Mar

## 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 40 anomalies on the Definitive Map each year. (AR3)

### RIGHTS OF WAY

31.	AH	Maintain and improve the rights of way network: a) finalise the highways delegation agreements with the county councils b) works to 8 river crossings (incl. replacing stepping stones at Gammersgill, new bridge at Howden Gill, maintenance on Reeth bridge) c) repair 2.75km of previously engineered routes 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 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 f) maintain and improve the public rights of way infrastructure so that the % of routes in 'condition 1' increases from 93% to 94% g) remove 20 obstructions h) continue to implement the Pennine Way Maintenance Plan in conjunction with Natural England	Sep Dec  Dec Dec  Mar Mar Mar Mar
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### GREEN LANES

32.	JA	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. b) implement the management plans for the high sensitivity routes considered by the Green Lanes Advisory Working Group during 2007/8. c) implement management plans for the 4 routes originally covered by experimental Traffic Regulation Orders d) survey and check the accuracy of the desktop assessments for the next tier of 26 routes used by recreational motor vehicles	Jun Sep Sep Mar
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### DEFINITIVE MAP

33.	JD	Keep the definitive map under continuous review: a) resolve 40 anomalies b) process 8 outstanding DMMO applications to decision c) complete 90% of Path Order Applications within 9 months of receipt. d) take 3 opposed Orders to the Secretary of State for a decision e) document the audit trail for the digitisation process	Mar Mar Mar Mar Mar
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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 (AR8)

**RECREATIONAL ACTIVITIES**

34.	KB	a) contribute, if continued beyond feasibility stage, to the coast to coast mountain bike project (led by NYMNP)	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
35.	KB	Through the Go Dales Project, contribute to increasing numbers participating in outdoor activities through the Active Craven and Active Richmondshire recreation partnerships	Mar
36.	KB	Complete and launch the 'Year of Adventure' microsite	Jun
37.	KB	Produce an annual report outlining progress in achieving outcomes identified in the Integrated Access Strategy	Mar
38.	KB	Produce an annual report monitoring access and recreation within the Yorkshire Dales	Mar
39.	KB	Support 3 meetings of the YDAF and help them implement their action plan	Mar
40.	KB	Undertake one promotional campaign with the BMC and produce a joint, green climbing guide for the Yorkshire Dales	Sep
41.	KB	Continue to support the recreational advisory groups as a mechanism for sharing information and liaison for outdoor activities in the Park	Mar
42.	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	
		a) establish a management group	Jun
	SH	b) engage with local community c) develop contacts with event organisers and develop new guidelines for sponsored walks and events	Jun Mar

**OPEN ACCESS**

43.	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) produce a newsletter for all land managers about recreation and 'open access' issues	Jul
		c) review impact of Open Access on Sites of Special Scientific Interest	Dec
		d) deliver a programme of 8 introductory walks to open access	Mar
		e) survey and record all existing infrastructure stiles and gates in open access land;	Mar
		f) continue monitoring programme of use of open access land	Mar

**PUBLIC TRANSPORT**

44.	AR	Contribute to the Yorkshire Dales Sustainable Travel partnership:	
		a) support a pilot a direct Sunday bus from West Yorkshire and Skipton to Malham over the coming summer	Sep
		b) support the current Sunday 'Dalesbus' services in the park to continue beyond summer 2008;	Dec
		c) provide the secretariat for the partnership	Mar
		d) 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

**TRAFFIC MANAGEMENT**

45.	AR	Respond to 90% statutory and non-statutory transport and traffic management consultations within agreed period	Mar
46.	AR	Assist the county councils to produce a new joint advisory road hierarchy for the National Park area.	Mar
47.	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**

48.	JA	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 Cowm	Sep
		c) Garsdale Alternative Route	Mar
		d) establish a route with public rights to bridleway status access on the Selside Alternative Route	Mar
		e) complete the A65 road crossing	Mar
		f) implement five year maintenance plan for open sections of the Pennine Bridleway route and maintain engineered sections in 'condition 1'	Mar

**ACCESS FOR ALL**

49.	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
	AH	e) improve the rights of way network by reducing barriers for those with limited mobility by 33km and for wheelchair users by 3.8km	Mar

**TOILETS**

50.	JA	implement recommendations from 'Performance Improvement Review' of public toilets	Mar
51.	KB	incorporate survey of user satisfaction into the park wide Rights of Way Improvement Plan survey	Mar

**CAR PARKS**

52.	PD	Decide future of Wood Lane car park	May
53.	PD	Refurbish Stainforth car park and toilets	Jun

**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**

54.	RL	Provide 5,000 volunteer days, including 450 student placement/apprentices days	Mar
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**COUNTRYSIDE SKILLS AND TRAINING**

55.	AH	Through YDMT, seek funding to continue the Dales Apprenticeship Scheme	Mar
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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 at least 70% each year.

**NATIONAL PARK CENTRES**

56.	JB	a) Review legal arrangements for Sedbergh partnership centre and community office and report findings to Authority	Sep Mar
	JB	b) implement outcome of review	
57.	AG	Carry out review of NPC operating arrangements	Sep

**PARK INFORMATION POINTS**

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

**CULTURAL HERITAGE**

59.	AG	Improve facilities at DCM, including completing a costed business case for a café	Nov
60.	FR	Install public access points within the Time Tunnel gallery and study room to enhance the accessibility of all catalogued items	Jan

**RETAIL**

61.	KS	Implement new retail strategy	Mar
62.	SW	Develop an online shop	Aug
63.	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:

- a) by 2013 at least 10% of people in England and Wales can name it as being a National Park (UE8)
- b) 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)
- c) by 2010 at least 400,000 people use the Authority's websites each year.

**WEB SERVICES**

64.	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
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65.	SW	Conduct a new user evaluation of the website	Oct
66.	SW	Introduce e-postcards, weather forecasts and Aren't Birds Brilliant? Peregrine watch blog	Mar
67.	SW	Enhance functionality of extranet facilities on website	Mar

**COMMUNICATIONS**

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

**BRANDING**

76.	KG	a) Finalise revised corporate identity	Mar
	SN	b) publicise new guidelines and ensure new arrangements are understood	Mar
77.	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).

**OUTREACH**

78.	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
79.	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
80.	BW	Work with two YDNPA programmes to develop service delivery for under-represented groups	Mar
81.	FR	Extend Renaissance Partnership officer post	Mar

**EDUCATION**

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

**EVENTS**

88.	KG	Review agricultural shows policy	Aug
89.	AGr	Deliver three initiatives to market the events programme to targeted groups	Sep
90.	KG	Attend an agreed selection of agricultural shows and village galas across the Dales using 'Hay Time' as the theme	Sep
91.	AGr	Deliver the Authority annual events programme for 2008	Dec
92.	AGr	Develop and organise the Authority annual events programme for 2009	Dec
93.	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 that 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**

94.	JB	With Tourism Partnership, deliver green business event	Oct
95.	JB	Act as lead organisation in Tourism Partnership to; a) investigate green accreditation scheme b) begin to implement scheme with at least 10 businesses	Jul Oct
96.	AR	Arrange Europarc part 1 verification visit and report results to Authority	Jul

**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) minimise environmental harm by regularising 60% of enforcement cases within 16 weeks;
- 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**

97.	AM	Review procedures for formal discharge of planning conditions	May
98.	PW	Review arrangements for presenting summary of representations to Planning Committee and report back to committee.	Sep
99.	TL	Provide support to agents, applicants and consultees to take up electronic services provided, so that 20% of applications and 40% of consultation responses are received on-line	Sep

**ENFORCEMENT**

100.	AM	Recruit full compliment of Enforcement Officers	Jun
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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**

101.	PS	Install on-line consultation & data base system for LDF	Aug
102.	RG	Revise Design Guide to include renewable energy guidance and consult on it	Dec
103.	PW	Establish an annual built environment forum for the Yorkshire Dales to develop and promote high-quality, sustainable building design, construction and conservation.	Dec
104.	PW	Through the LDF process establish targets for affordable housing in the Dales	Mar

**LANDSCAPE POLICY**

105.	JS	Develop landscape character guidelines: a) agree overall approach with NPMP steering group; b) complete programme of local guidelines for each character area; c) produce draft guidelines ready for public consultation.	May Oct Dec
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**NATIONAL PARK MANAGEMENT PLAN**

106.	PB	Produce first annual report on progress in implementing the Plan	Jul
107.	PB	Publicly launch 'interactive' web-pages to provide up-to-date information on progress in implementing the National Park Management Plan;	Jul

**STATE OF THE PARK**

108.	PB	Through the website, provide direct access to 'State of the Park' data	Jul
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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**

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

**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 CO<sub>2</sub> emissions by 15% by 2009 (compared to 2005/06 levels)

**PERSONNEL**

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

**CLIMATE CHANGE**

117.	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**

118.	PD	Prepare complete intranet-based records for all the Authority's properties	May
119.	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 and ensure that information on customer satisfaction with our services is never more than 5 years old**

120.	GS	Publish an updated Disability Equality Scheme and action plan	Jul
121.	AG	Equality: a) Determine the most appropriate mechanism for carrying forward the	Sep

		Authority's corporate commitment to equality; b) Identify key actions to improve fair and equal access to Authority services	Dec
122.	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**

123.	RB	Produce a 3-year budget forecast for the Authority	May
124.	RB	Review, implement and publicise the revised Financial Grant Memorandum	Jul
125.	SF	Make external access to the authority's computer systems easier for officers and members	Dec
126.	IB	Upgrade Financial systems, with the preparation of a Finance Handbook and the introduction of the latest version of accounting software	Dec
127.	SF	Review contract for provision of the Wide Area Network, and undertake re-contracting work for new or replacement provision starting 2009.	Feb
128.	IB	Undertake automation of existing internal processes, including the introduction of procurement cards	Mar
129.	IB	Pay at least 99% of invoices within 28 days	Mar
130.	RD	Maintain a Local Code of Corporate Governance to assess the Authority's compliance with its governance principles	Mar
131.	RD	Put in place all necessary arrangements for local handling of complaints against Members	Jul
132.	RD	Review the 'Confidential Reporting Policy'	Aug
133.	RD	Review the Freedom of Information guidance to officers	Feb
134.	RD	Analyse the Audit Commission's new 'Use of Resources' framework to assess: a) its applicability to national park authorities; b) how the Authority is performing in relation to it	Aug Dec

**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**

135.	GS	Devise and adopt a new set of performance indicators for 2008/09	Apr
136.	GS	Carry out an annual assessment of the Authority's performance, and identify areas for improvement	May
137.	GS	Produce the Authority's Corporate Plan for 2008/09	Jun
138.	GS	Review the Authority's priorities for 2009/10	Sep
139.	DB	Carry out reviews of four major projects to identify the lessons learnt	Mar
140.	DB	Carry out four Performance Improvement Reviews	Mar
141.	DB	Review the role of the Senior Management Team in delivering the leadership, behaviours, and accountability required by the Authority	Dec
142.	DB	Establish a programme of work with Leeds Metropolitan University and launch a joint memorandum of understanding	Aug

**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**

143.	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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<b>Glossary of Lead Officers</b>							
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			