

YORKSHIRE DALES NATIONAL PARK AUTHORITY

30 May 2006

BEST VALUE ACTION PLAN 2006/07**Purpose of report**

For Members to note the final list of detailed actions that the Authority will undertake during 2006/07, and which will form the basis for quarterly monitoring of progress by the Audit & Review Committee and the full Authority.

Strategic Planning Framework

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***
Plan and management all aspects of the Authority's business so as to make the most consistent and effective use of our resources.

Background

The annual Best Value Performance Plan (BVPP) includes the actions that the Authority plans to take in the coming year to achieve its objectives. These are developed from the Authority's priorities for 2006/07 (determined in July last year) and the final budget (approved in January).

Members considered a draft Action Plan at the March Authority meeting. At that meeting, it was agreed that a further report should be brought back to this meeting to allow for minor amendments to reflect:

- a) the addition of a number of actions that were due to be completed in 2005/06 but which ended up being 'postponed' in the final quarter of the year;
- b) views expressed by Members at the Authority meeting in March; and,
- c) the overall resource implications.

The final Action Plan (**appended** to this report) will be included in the Best Value Performance Plan 2006-07 (due to be published by the end of June). It will then form the basis for the quarterly monitoring of progress by the Audit and Review Committee (1st and 3rd quarters) and the Authority (half year and full year).

Conclusion

The Action Plan for 2006/07 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

That members formally approve the Authority's Action Plan for 2006/07.

GARY SMITH
HEAD OF CONSERVATION AND POLICY

Background documents: None

16 May 2006

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		CONSERVATION OF NATURAL ENVIRONMENT					
TT	1.	Complete final phase of the survey of important habitats in the Richmondshire area of the Park	Dec				
TT	2.	Continue implementation of Species Action Plans (SAPs) including: a) deliver the 'Aren't Birds Brilliant' peregrine viewing scheme at Malham Cove in partnership with the RSPB b) promote single species visitor surveys of Green Hairstreak and Common Blue butterflies c) continue work with local conservation groups and others to carry out annual monitoring of eight key SAP species, including Black Grouse, Hen Harrier, and Northern Brown Argus d) continue work on red squirrel distribution with partner organisations and implement the generic guidance for red squirrel refuge areas e) work with Leeds University on Year 1 of a research project to determine the relationship between breeding wader populations and productivity and habitat quality	Jul Aug Sep Mar Mar				
TT	3.	Work with English Nature and other NPAs to improve biodiversity monitoring and action: a) support <i>Nature in the Dales</i> Biodiversity Forum conference b) develop the 'Special Sites' & 'Best Places to see' pages of the biodiversity section of the website c) produce two 'Habitat Information' booklets d) produce a report on the state of biodiversity in the National Park e) complete <i>Nature in the Dales</i> Annual Report f) complete work on updating the national Biodiversity Action Reporting System by including status and trend information g) create a digital biodiversity map of the Dales	Oct Nov Dec Mar Mar Mar Mar				
LW	4.	Complete all aspects of the Limestone Country Project: a) support the launch of the Limestone Country brand and marketing campaign b) identify how the Limestone Country Project (or other similar conservation grazing scheme) could continue beyond the end of the existing funding period c) produce four newsletters promoting the scheme d) complete data collection and research and publicise the results	Apr Sep Mar Mar				

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
AJS	5.	Work with 'Natural England' to deliver agri-environment schemes in the Park: a) work with partners to establish the Authority as a 'first-stop shop' for agri-environment advice within the Park b) advise and assist with new Environmental Stewardship (higher level scheme) agreements c) bringing at least 1,000 ha of the Park into good conservation management d) compile at least 25 Farm Environment Plans to assist farmers to enter HLS e) carry out 'care and maintenance' visits for 20 farms in existing agri-environment agreements	Oct Mar Mar Mar Mar				
TT	6.	Work with North Pennines AONB, English Nature, FWAG, Flora Locale & YDMT to implement year 1 of the 'Hay Time' Project	Mar				
TT	7.	Complete Year 1 of research work with University College, Chester to classify limestone pavement in order to develop more specific management objectives	Mar				
GG	8.	Increase the area of native woodland, including: a) fund and advise on the planting of 20 ha of new native woodland with the Forestry Commission b) advise and support YDMT to fund the planting of 70 ha of new native woodland	Mar Mar				
GG	9.	Review and re-negotiate 5 Woodland Management Agreements	Mar				
GG	10.	Support economic opportunities based on the sustainable use of woodlands within the 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	Mar Mar				
GG	11.	Publish the revised Dales Woodland Strategy	Sep				
TT	12.	Develop the involvement of local management & monitoring groups for the Craven, Richmondshire & South Lakeland LNRs, ensuring management plans are in place for all Authority-owned local nature reserves	Mar				
CONSERVATION OF THE BUILT ENVIRONMENT							
MS	13.	Develop the Authority's Conservation Area programme: a) adopt a Conservation Area Strategy, including targets for Conservation Area Appraisals and Management Plans b) update the Character Statements for four existing Conservation Areas	Oct Mar				
MS	14.	Survey one fifth of the Listed Buildings in the Park to identify those 'at risk'	Mar				

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
RFW	15.	Extend the Monuments at Risk survey to include 200 non-scheduled monuments	Mar				
RFW	16.	Carry out archaeological field survey over 1,000 ha and incorporate results into the Historic Environment Record	Mar				
RFW	17.	Work with North Yorkshire County Council to complete the historic landscape characterisation across the whole of the Park.	Dec				
RFW	18.	Work with English Heritage to deliver a Historic Land Management Characterisation pilot project in Swaledale	Dec				
RFW	19.	Support research to increase understanding of aspects of the historic environment, including: a) prehistoric use of caves b) early land use in Wharfedale	Nov Jan				
RFW /MS	20.	Increase accessibility of historic environment information: a) make village interpretation available through the website b) develop new thematic pages for 'Out of Oblivion' website c) create/update 1000 'new' Historic Environment Record records d) transfer at least 20% of HER supporting data to electronic format and reduce paper content by 10%	Apr Mar Mar Mar				
RFW /MS	21.	Carry out a series of events to promote awareness and understanding of the historic environment including: a) run an historic environment day school b) run an historic building education day	Apr Oct				
MS	22.	Work with DEFRA's Rural Development Service to provide advice on the restoration of 25 traditional field barns	Mar				
RFW /MS	23.	a) Complete a sample survey of the condition of field barns and analyse the results b) Work with English Heritage and RDS to complete research into the social and economic benefits of traditional farm building and wall repairs in the Yorkshire Dales National Park	Nov Mar				
MS	24.	Reduce the number of listed buildings/features 'at risk': a) work with North Yorkshire and Cumbria County Council to restore 12 milestones, including 5 that are listed and 'at risk' b) take action to remove two listed buildings from the 'At Risk' Register	Dec Mar				
RFW	25.	Develop and implement a programme of practical conservation work on monuments, identified by the Monuments at Risk survey including: a) prepare management prescriptions for 15 Scheduled Monuments	Mar				

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		b) bring at least 5 monuments into appropriate management, including Ingleborough hillfort, Ribbleshead construction camps and Kettlewell Smelt Mill	Mar				
RFW	26.	Assist in the launch of the draft Local Geodiversity Action Plan and raise wider awareness of geo-diversity issues	Aug				
MS	27.	a) Produce 17 village action plans for public consultation b) Produce two management plans for existing Conservation Areas	Jun Mar				
		RECREATION MANAGEMENT					
KB	28.	Produce annual report outlining progress in achieving outcomes identified in the Integrated Access Strategy	Feb				
KB	29.	Create an accurate baseline of PROW use and condition that will help monitor the implementation of the Integrated Access Strategy and Rights of Way maintenance plan including: a) review application of the ease of use methodology in the National Park b) put in place 2 cycle counters to monitor the Yorkshire Dales Cycleway c) With the Countryside Agency's support, produce a baseline perception survey for the PBW d) review PROW targets in relation to information collected through the monitoring programme e) monitor condition and use of 20 'green lanes'	May Sep Nov Jan Mar				
AH	30.	Implement the maintenance plan through a continuing programme of works to maintain and improve rights of way: a) develop a suite of local performance indicators to measure the condition of public rights of way infrastructure (stiles, gates, river crossings etc) b) set targets and report progress on PROW indicators in the 2 nd and 3 rd quarter c) work with the County Councils to produce a Rights of Way Improvement Plan for the Dales d) produce an annual report outlining progress and outcomes e) carry out programme of works to improve the network of public rights of way so that 75% are 'easy to use' and 95% are signposted where they leave a road	Jul Sep Sep Mar Mar				
KB	31.	Develop recreational opportunities: a) seek the LAFs advice on how the recreational charter should be publicised, and how participation in recreational activities can be increased b) complete the audit of recreation activities by identifying where different recreation activities take place in the National Park	Jun Jan				

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
AH	32.	Implement CRoW Act Part 1 (open access): a) seek the LAF's advice in producing a comprehensive 'open access' management plan b) review the agreement with the Countryside Agency with regard to use of the open access contact centre c) continue to monitor the use of open access land, particularly in relation to areas of SSSI's through the Ranger Service and Dales Volunteers d) continue to identify and enhance 'open access' opportunities through the provision of 40 new crossing points e) produce two newsletters for all land managers about recreation and 'open access' issues f) manage the restrictions process to determine 90% of applications for restrictions and exclusions within the designated period	Aug				
			Dec				
			Mar				
			Mar				
			Mar				
			Mar				
KB	33.	Support the work of the Local Access Forum, by helping them to implement their annual action plan, where appropriate	Mar				
GE	34.	Continue programme of work to implement the Pennine Bridleway: a) produce a 5 year maintenance plan for open sections of the PBW route and maintain engineered sections of the Pennine Bridleway in condition 1 b) seal legal Creation agreements for: Selside, Newby Head & Garsdale c) produce designs, plans and permissions for new bridge at Selside d) Edge Lane project e) Mitchell Lane project f) Little Stainforth project g) Stainforth Alternative route	Jun				
			Jun				
			Sep				
			Mar				
			Mar				
			Mar				
			Mar				
KB	35.	Provide more opportunities for 'Access for All': a) complete the 'Access for All' audit for the National Park and publish the results b) publish and publicise a Good Practice Guide for Businesses in relation to the DDA and economic opportunities c) undertake works to make 1.5 km of public rights of way accessible by wheelchair d) undertake works to make 3 km of public rights of way accessible to those with limited mobility	Jun				
			Jun				
			Mar				
			Mar				
JA	36.	Further the Authority's aims in managing the use of sensitive routes by recreational vehicles: a) produce a plan for managing the use of green lanes including how the Authority will engage with users, County Councils and the use of traffic	Jun				

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		regulation orders b) publish a leaflet to inform users about the new legislation and their responsibilities c) seek permanent Traffic Regulation Orders on the four routes originally covered by experimental orders d) identify sensitive routes and appropriate management techniques e) clearly sign all bridleways that do not have vehicular rights	Jun Sep Nov Mar				
JA	37.	Review the highways delegation agreement with the county councils	Jun				
JD	38.	Keep the Definitive Map under continuous review: a) produce prioritised list of outstanding anomalies b) digitise the Definitive Map for Richmondshire c) open 20 new Order cases d) take 20 cases to Order-making decision e) resolve 15 of the anomalies identified above	Apr Sep Mar Mar Mar				
AR	39.	Contribute to the Yorkshire Dales Sustainable Travel partnership: a) provide the secretariat for the partnership b) With partners support promotional activities (e.g. Dalesbus) which encourage sustainable travel	Mar Mar				
KB	40.	Consult on, and finalise, the sub-regional cycling strategy.	Jun				
AR	41.	Contribute to the development of the final Local Transport Plan 2	Mar				
AR	42.	Amalgamate the county council's hierarchies to produce an advisory road hierarchy for the Yorkshire Dales	Sep				
JRL	43.	a) support the development of three new projects initiated by Dales Volunteers b) develop a programme to increase the involvement of new audiences including young people	Sep Mar				
AH	44.	Work with Yorkshire Dales Millennium Trust to secure funding to continue and further expand the Dales Apprenticeship Scheme	Mar				
JA	45.	Take action to manage car parks and toilets effectively: a) introduce charges for residents' passes b) re-develop Stainforth Car Park (subject to funding from the Countryside Agency); c) consider future of Castle Bolton and Linton toilets d) include data on car park ticket sales in the access and recreation monitoring report	Apr Mar Mar Mar				

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		PROMOTING UNDERSTANDING					
BW	46.	Complete year three of the Countryside Agency funded 'Beyond the Boundary' diversity project: a) evaluate impact of second year activities b) complete a programme of cricket matches twinning Bradford teams and Dales teams c) evaluate impact of the 'Yours to Explore' video	Jun Oct Dec				
BW	47.	Deliver the annual NPA events programme: a) train 10 new activity leaders to expand the programme of outreach activities b) include events and activities for those less able in the Events Programme for 2007 c) include walks on open access land in the Events Programme for 2007 d) develop a database to market events programme to target audiences e) evaluate impact of the outreach events programme f) include 10 new activities for outreach groups	May Oct Oct Dec Mar Mar				
KT	48.	Run an awareness campaign to increase understanding and awareness of the National Park amongst prospective visitors in the Vale of York and Teesside	Mar				
BW	49.	Deliver YDNPA input for year two of the Council for National Parks 'Mosaic Partnership'. a) organise a programme of group leader visits b) provide up to 5 mentoring opportunities and up to 5 work-shadowing opportunities for community champions c) engage with 5 new community champions from under-represented groups within the YDNP catchment	Dec Mar Mar				
BW	50.	Increase awareness of the YDNP amongst visiting education groups: a) develop interactive education resources on the NPA website b) establish a baseline for web-based Education Service users c) provide Education Service promotional materials to groups visiting National Park Centres d) provide Education Service promotional materials to all education organisations in the National Park catchment area	May Dec Mar Mar				
BW	51.	Chair the management group of the 'Education for Sustainable Development Forum' for education organisations in the Yorkshire and the Humber Region.	Mar				
BW	52.	Work in partnership with YDMT to deliver year two of 'Learning in Limestone	Mar				

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		Country' project, providing outreach activities in Lancashire, Craven and West Yorkshire					
JB	53.	Improve the effectiveness of National Park Centres: a) develop action plans to improve effectiveness of each NPC b) evaluate effectiveness of new partnership at Sedbergh c) implement action plans d) carry out a redevelopment of the interpretation at Malham NPC	Jun Jan Mar Mar				
JB	54.	Evaluate effectiveness of 'Flagship' NPCs, 'Partnership' NPCs and PIP network in line with national Minimum Service Standards	Dec				
JB	55.	Support sustainable tourism: a) Establish 'Yorkshire Dales Tourism, the Area Tourism Partnership (ATP) for the Yorkshire Dales b) Develop an ATP action plan	Jun Jul				
FR	56.	Improve facilities and widen audiences at Dales Countryside Museum: a) upgrade MODES software to enhance accessibility of the collection b) develop web pages linked to other research sites c) work with volunteers to develop collections and research areas based on gallery subjects d) develop a funding package to provide new facilities via the 'Turntable' project	Jun Sep Oct Mar				
KS	57.	Improve retail services to promote understanding and add financial contribution: a) carry out a feasibility study of retail options via the Turntable project b) use results to produce a development plan for retail services	Sep Jan				
JB	58.	Develop a single database that will link Area Tourism Partnership and YDNPA events listing	Oct				
JB	59.	Work with Business in the Environment to develop a plan to increase levels of tourism providers offering a sustainable tourism product in line with long term aim.	Mar				
JB	60.	Obtain detailed information about visitors to the National Park: a) adapt existing surveys to fill any gaps from England Day Visitor Survey (EDVS) b) complete EDVS and report results	Dec Dec				
KT	61.	Communicate more effectively with visitors and residents: a) carry out face-to-face evaluation exercise on Visitor 2006 with at least two visitor groups and incorporate results into production of Visitor 2007 newspaper b) publish 220,000 copies of the Visitor 2007 newspaper c) publish and distribute two issues of the Dales newspaper for National Park residents	Oct Jan Mar				

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		d) carry out focus-group style evaluation of effectiveness of 'Dales' with selected residents e) introduce new trial e-format version of Dales residents' newspaper for publication on the we	Mar Mar				
KT	62.	Increase effectiveness of interpretation methods at reaching a wide range of audiences and raising awareness and understanding: a) survey the condition of all Authority interpretation across the National Park b) research and trial at least two new methods of interpretation such as 'geocaching' trails and 'podcasting' c) evaluate effectiveness and value for money of each method	Oct Mar Mar				
KT	63.	Develop the brand for both YDNP and YDNPA : a) audit all publications, signage, interpretation, websites and retail materials to monitor application of the Authority and National Park corporate identity & brand b) publish and internally promote an Authority style guide to promote consistent and 'plain' English communication c) revise the corporate identity guidelines d) run internal campaign to promote appropriate application of corporate identity	Aug Aug Dec Feb				
KT	64.	Promote National Park messages through the media: a) evaluate current levels of media coverage of YDNPA/YDNP to establish baseline b) set targets for media coverage for future years	Nov Jan				
		DEVELOPMENT CONTROL					
AM	65.	Publish a Farm Buildings Design Guide and formally adopt it as Supplementary Planning Guidance	Dec				
AM	66.	Take action to resolve 60% of enforcement cases within 16 weeks	Mar				
PDW	67.	Enhance consideration of planning issues: a) refine the analysis of policy issues, material considerations, and the weight to be attached to them in Committee reports b) amend Members' Code of Conduct for DC to cover dialogue between officers & members before Committee c) clarify Members' role in advising applicants d) review programme of visits to completed developments that have been controversial	May Jul Jul Aug				

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		e) include planning issues in annual programme of PDF meetings	Mar				
PDW	68.	Improve efficiency of handling planning applications: a) report performance against targets to Planning Committee every quarter b) require all applications to be accompanied by all necessary information before validation c) revise internal arrangements and set and monitor clear targets for all stages of application process; d) develop a proactive system of caseload management between officers	May Apr Apr Apr				
PDW	69.	Improve handling of in-house planning consultations: a) provide networked access to digitised data; b) integrate the computerised planning system with the Authority's Geographical Information System to allow electronic consultation	Jun Dec				
PDW	70.	Improve operation of the planning committee: a) provide training to the Chairman and Deputy Chairman of Planning Committee b) set and publicise a clear deadline for 'late representations' and identify appropriate arrangements for handling any later representations c) reduce length of Committee reports by summarising content and weight of consultation responses d) require reasons to be given for all Member 'call-ins' and identify these in Committee agendas/reports e) review operation and current extent of call-ins, and consider whether appropriate to set 'call-in' criteria and associated processes (e.g. Chairman's approval) f) develop arrangements for earlier identification and arrangement of Committee site visits g) review operation of 'A' and 'B' list on Committee papers h) consider guidelines for management of Committee meetings i) make 'Yoredale' the permanent base for Planning Committee meetings	Apr Apr May May May Jun Jul Jul Aug				
PDW	71.	Improve procedures for completing s106 agreements: a) identify arrangements to clear backlog of s106 agreements b) clear backlog of s106 agreements c) explore options for earlier agreement/drafting	Apr May Jul				
PDW	72.	Improve the quality of the service provided to applicants: a) develop clear, more effective and efficient arrangements for handling enquiries b) promote new elements of the service to local communities, and promote wider understanding of the planning process;	May May				

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		c) establish weekly planning surgeries in all Planning Officer areas d) review the structure of the planning department to ensure it is fit for purpose e) complete a customer satisfaction survey	May Aug Sep				
PDW	73.	Install document management system to improve public access to digitised information	Nov				
		FORWARD PLANNING					
PS	74.	Provide an up-to-date development framework: a) produce 'Issues and Options' paper on Minerals and Waste b) publish the revised Local Plan c) produce a draft Statement of Community Involvement d) produce 'Issues and Options' paper on Housing e) report annually to the Planning Committee on progress in implementing Local Plan f) continue the close involvement of constituent authorities in reviews of economic & housing policies g) produce a paper on LDF allocations	Jun Jul Jul Nov Dec Mar Mar				
PJB	75.	Through the Sustainable Development Fund provide support to at least 15 new projects	Mar				
GS	76.	Work with District Councils, Yorkshire Forward and others to develop a range of projects that support sustainable economic development, including: a) 'green communities' b) Langcliffe Quarry	Mar Mar				
DB	77.	Work with CNP, YF and other NPAs in Yorkshire to carry out research into the economic impact of National Park status and identify good practice in relation to projects which benefit the economy of National Parks	Mar				
PJB	78.	Provide support for appropriate socio-economic initiatives through the work of the York and North Yorkshire Partnership Unit	Mar				
GS	79.	Review and update the National Park Management Plan: a) complete public consultation on a draft Plan b) publish the revised Plan, setting clear and measurable objectives c) prepare the Management Plan Action Plan d) put in place appropriate arrangements to monitor, record and publicise progress on the NPMP objectives, including through future 'State of the Park' reports e) refine the State of the Park reporting process to ensure arrangements are in	Jun Aug Dec Dec Feb				

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		place for monitoring all outcomes identified in the updated NPMP					
GS	80.	Provide a clearer framework for enhancing the landscape character of the Park: a) enhance the landscape section of the website to make it easier to access relevant information b) develop a programme for the preparation of draft landscape character guidelines once the National Park Management Plan has been updated	Aug Mar				
CORPORATE AND DEMOCRATIC CORE FUNCTIONS							
RB	81.	Support and empower staff to provide professional, positive and proactive services to the public: a) adopt and publicise the Human Resources Strategy b) introduce a programme to assure consistent management practice across the authority c) incorporate arrangements for developing management competencies as part of staff appraisal process d) hold annual meeting of line managers to improve understanding of personnel issues and ensure fair implementation of policies e) undertake the biennial staff survey f) carry out other actions necessary to ensure that the Authority meets the revised 'Investors in People' standard by March 2007	Aug Aug Aug Aug Dec Mar				
GS	82.	Carry out an annual review of progress on BVPP objectives and comparison with performance of other National Park Authorities	Jun				
DB	83.	Review NPAPA process with DEFRA, Audit Commission and other NPAs to: a) identify lessons learnt b) agree future process and timescales	May Dec				
GS	84.	Strengthen the planning and management of the Authority's business: a) review the priority-setting process to consider how it could more clearly incorporate day-to-day activities/costs and 'added value' b) use the revised process to reconsider the Authority's priorities for 2007/08 c) draw up a prioritised programme of future service reviews d) revise the Authority's objectives in light of the updated National Park Management Plan	Jul Aug Sep Nov				
RB	85.	Manage the Authority's resources so as to most effectively achieve its long-term objectives: a) re-invigorate the approach to accessing external funding, including the	Jun				

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		relationship with the Yorkshire Dales Millennium Trust b) thoroughly examine the Authority's programmes and costs, with a view to identifying the cuts that may need to be made should DEFRA grants remain at the current level beyond the 2006/07 financial year	Sep				
KT	86.	Improve effectiveness of the website: a) carry out user evaluation of the new and restructured Authority website to identify areas for future development and increase visitors to it b) undertake an analysis of the take-up of electronic service delivery, and identify means of further improving this	Oct				
			Dec				
RB	87.	Enhance arrangements for electronic delivery of all appropriate services, including: a) introduce systems to enable off-site working b) audit current progress and impact of existing IT 'projects' c) develop existing systems (document management / intranet; finance) to maximise their potential for internal communication	Jul				
			Sep				
			Dec				
PD	88.	Review current arrangements for asset management and procurement, and identify most appropriate approach to future management	Sep				
RB	89.	Expand and improve the provision of Authority services through its main premises: a) undertake a post-completion review of the Northern Office project b) complete the reorganisation of the Grassington office	Jul				
			Sep				
GS	90.	Implement actions necessary to achieve Level 1 of the 'Equality Standard', including: a) formulate and adopt a comprehensive equality policy covering race, gender and disability b) review all written policies to ensure they are in line with current equality legislation	Jul				
			Nov				
JA	91.	Improve effectiveness of work with the Yorkshire Dales Millennium Trust: a) assess YDMT's current contribution to achieving the Authority's aims and objectives b) agree appropriate arrangements with YDMT for measuring and reporting performance in relation to Authority-funded work	May				
			Nov				
DB	92.	Update, re-publish and re-publicise the Service Standards leaflet, and carry out appropriate monitoring.	Sep				
AG	93.	Improve communication: a) consider internal and external communication needs, and best approach to delivering key messages to target audiences b) develop a more pro-active approach, as part of communication strategy to	Sep				
			Oct				

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		promote YDNPA involvement in socio-economic project; c) develop a corporate programme for future public consultation d) develop a model contingency plan for dealing with 'crises' (focused on communication)	Oct Oct				
DB	94.	Carry out a comprehensive review of corporate governance: a) identify most appropriate 'governance' arrangements/structure for future management and leadership of the Authority b) update the programme of Member training and development as necessary c) strengthen the role of the Audit and Review Committee d) develop guidance to clarify the advocacy and representational role of Members e) introduce arrangements for reports on progress and lessons learnt from major projects to go to the appropriate Committee	Jul Sep Sep Sep 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		PJB	Phil Brown
FR	Fiona Rosher		PDW	Peter Watson
GE	Gareth Evans		PS	Peter Stockton
GG	Geoff Garrett		RB	Richard Burnett
GS	Gary Smith		JRL	Rae Lonsdale
JA	Jon Avison		RFW	Robert White
JB	Julie Barker		TT	Tim Thom
JD	John Dwyer			