

Corporate Plan

2009/10



YORKSHIRE DALES
National Park Authority

NATIONAL PARKS
Britain's breathing spaces

Our mission

The Yorkshire Dales National Park Authority exists to secure for the public good the conservation, enhancement, enjoyment and better understanding of the special qualities of the Yorkshire Dales: its wonderful landscape, wildlife and cultural heritage.

We will promote these purposes in the context of a sustainable and dynamic rural economy, paying special attention to the needs of local communities within the National Park.

We will work with partners and stakeholders to engage a wide audience in support for and delivery of national park objectives.

Our aim is to be widely recognised as a centre of expertise and excellence in environmental and conservation policy and practice, in the quality of services we deliver and in the quality of the landscape.

Our core values

Our core values underpin the way in which we will achieve our mission and deliver key services and targets:

1. Improvement

We will continually strive to improve our performance in delivering national park purposes and welcome feedback to help us do this.

2. Accountability

We will explain and take responsibility for our decisions and actions.

3. Commitment

We will do what we say we will do.

4. Integrity

Our relationships with the public, partners and each other will be built on honesty, transparency, equality, impartiality and consistency. We will welcome and respect diversity and demonstrate equality in working relationships.

5. Involvement

We will be open, approachable, and proactive in encouraging wider and diverse participation in achieving our statutory purposes.

6. Valuing people

We will value the people who work for us and will ensure that they are equipped and empowered to provide professional services to the public.

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SETTING THE SCENE

The Yorkshire Dales National Park

The Yorkshire Dales National Park covers 1,762km² of outstanding countryside. It is one of nine areas of England that have been selected for National Park status. Its unique beauty provides enjoyment and recreation for over eight million visitor days every year, and it is home to nearly 20,000 people. Further facts and figures about the Yorkshire Dales National Park are shown in the 'National Park Profile' in **Appendix 1**.

The Yorkshire Dales National Park Authority

Our remit

The Authority was created by the Environment Act 1995 as an independent body, within the framework of local government. We provide some services that are similar to those provided elsewhere by district and county councils – for example, we are the local planning authority. However, most of the things we do are particular to national park authorities.

Our role is very clearly defined by Parliament in our two statutory purposes, which are to:

- ***Conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park***
- ***Promote opportunities for the understanding and enjoyment of the special qualities of the area by the public***

In pursuing these purposes, we are also required to:

- ***Seek to foster the economic and social well-being of local communities within the National Park.***

Organisation and funding

The Yorkshire Dales National Park Authority has 22 Members – our Board. The county and district councils appoint twelve. The Secretary of State at the Department for Environment, Food and Rural Affairs (Defra) appoints ten. Of these, six are appointed as representatives of the 'national' interest and four as representatives of parishes in the National Park.

The Authority employs 115 full-time equivalent staff working in six departments, each providing a range of specialist services.

Our funding comes from central Government, rather than directly from local taxpayers. This reflects the fact that, unlike local councils, our responsibilities extend to people who live well beyond our boundaries.

The National Park Management Plan

We are a relatively small organisation with a limited budget. Achieving our statutory purposes is challenging and depends on working in partnership with local people and a range of other bodies.

In March 2007, we published an updated version of the National Park Management Plan – called 'Yorkshire Dales: Today and Tomorrow'. The Plan was written by a steering group comprising representatives from our local communities and relevant statutory bodies that work in the National Park. The plan sets out the critical issues facing the National Park and includes 70 specific objectives that we, and our partners, intend to achieve by 2012.

The Steering Group is now working together to monitor progress in implementing the Plan. It publishes a progress report in July each year.

Setting our priorities

We are under pressure to deliver a wider range of services from within relatively static budgets. We cannot simply continue to deliver new services whilst maintaining a high level of quality in all our existing ones.

Every three years we carry out a fundamental re-evaluation of our work programmes to identify which should be our priorities, and those where progress will have to be slower or dependent on external funding. Such a re-evaluation will be taking place in 2009. Our current priorities are shown on page 11.

Driving improvement

The Authority continues to try to improve the quality and cost-effectiveness of the services we provide. That means looking at two broad factors:

- *What* we are achieving
- *How* those achievements are being made, namely:
 - a) the quality of our services; and,
 - b) the quality of the organisation.

The Authority's Audit and Review Committee has lead responsibility for issues relating to our performance.

A number of different processes are in place to enable a rounded picture of our performance to be drawn.

Objectives, actions and targets

Each year in our Corporate Plan, we set out our:

- **objectives** – the major things that we intend to achieve over the next three years
- **actions** – the specific things that we intend to do in the next year to help achieve our objectives
- **targets** – a series of performance indicators that measure progress towards our objectives.

Progress on the actions and targets is monitored quarterly during the year by the Audit and Review Committee. At the end of the year, the Committee receives a detailed report analysing progress on all the objectives, actions and performance indicator targets.

Performance improvement reviews

The end of year report is used by the Committee to identify and set up detailed reviews of areas of work where we want to improve our performance. Each review concludes with an action plan for making the necessary improvements.

'Major project' reviews

The Committee also considers reports, throughout the year, on the 'lessons learned' from major projects carried out by the Authority.

National Park Authorities Performance Assessment

Every five years the Authority is subject to National Park Authorities Performance Assessment (NPAPA). NPAPA has been developed specifically for National Park Authorities. It looks at all aspects of the Authority and its work. It involves: a 'self assessment' by the Authority; an external peer review challenge (by senior officers and Members from other national park authorities and local authorities); and the development and implementation of an improvement plan.

The Authority was last assessed in October 2005, and was rated 'strong' or 'strengths outweigh weaknesses' in eight of the nine areas reviewed. The review team also made 18 recommendations for improving areas of the Authority's performance. All of these recommendations have now been implemented.

The Authority will be assessed again towards the end of 2010.

External assessments

The Authority is also subject to a number of other external assessments. Some of these are compulsory, some are voluntary. We welcome external assessment of our work as experience has shown it is a valuable tool in improving our performance.

Audit and inspection

Each year the Audit Commission audits our financial processes, our use of resources and our general performance. Its findings are reported to the Authority. Any significant actions required are then included within this Corporate Plan.

Corporate governance

The Authority believes in clarity and accountability about the way it is run. This is explained on our website, and details are set out in a publicly available corporate governance policy. Annual progress reports are made to the Audit and Review Committee.

Customer satisfaction

We regularly carry out surveys of satisfaction with the services we provide to the public. This includes surveys of people who use our Planning Service, National Park Centres and so on. Every five years we also commission an independent survey of the people who live within the National Park, to find out what they think of our services and where they think the challenges facing the area are likely to be in the future. This information is used to inform the National Park Management Plan, our own priorities, and to improve our services.

As part of our commitment to continuous improvement, the Authority also has a rigorous system for registering and responding to compliments, complaints and comments from the public. Again, these are reported, together with the action taken, to our Audit and Review Committee.

Securing additional funding

Securing additional funding is crucial to achieving our desired outcomes for the National Park. To that end, the Authority has set itself the objective of keeping its own total 'programme' expenditure, and the expenditure for major Authority-supported projects in the National Park, to at least the same level in real terms as in 2006/07.

Progress towards this objective is monitored by the Authority's Finance and Resources Committee, which meets quarterly. A summary of performance in 2008/09 is on page 9.

Involving others

Achieving our objectives is crucially dependent on our working with, and influencing, a range of other bodies and local people. We believe that the public and our partners should help to shape how we approach many of our responsibilities as a national park authority. So, before we make important decisions about our priorities for action or the activities we plan to undertake, we aim to involve those who have an interest or who may be affected.

The importance of involving users of our services and the public generally is reflected in our core values of encouraging involvement, and seeking to improve our performance and accountability. These core values run throughout the work of the Authority, leading us to ask: Do we meet the right needs? Do we achieve high standards? Where can we improve? To that end, we carry out a range of consultations to inform all levels of our work, including:

- Our major policy decisions and plans (eg. National Park Management Plan, Local Development Framework)
- Local community initiatives (eg. Conservation Area management plans)
- The way we provide specific services (eg. Planning)

Partnerships

Following recommendations by the Audit Commission, the Authority has put in place clear arrangements for deciding whether to enter, sustain or exit partnerships. All partnerships are now reviewed on an annual basis by the Authority's Audit and Review Committee. One of the most significant of the Authority's partnerships is that with the Yorkshire Dales Millennium Trust.

Yorkshire Dales Millennium Trust

The Yorkshire Dales Millennium Trust (YDMT) was established in 1997 with support from the Yorkshire Dales National Park Authority. It is a charitable trust whose objectives are to support the environmental, social and economic well-being of the Yorkshire Dales.

Many of its projects and programmes contribute directly to achieving the objectives set out in the National Park Management Plan. Since its establishment, the YDMT has been extremely successful, drawing in well over £14 million for environmental and community projects within the National Park.

The Authority contributes financially to the YDMT to support its core running costs and specific projects. The YDMT also runs the Authority's Sustainable Development Fund and the North Yorkshire Aggregates Levy Sustainability Fund.

PERFORMANCE IN 2008/09

Progress on our objectives

At the start of 2008/09, the Authority had 48 specific objectives.

Achievements

Overall, 40 (83%) of the objectives were either achieved or remain on course. High priority objectives that were achieved, or where good progress has been made, include:

- producing a map of important habitats across the National Park and making it publicly available
- meeting targets for the efficiency of the development control service, with 69% of 'minor' and 82% of 'other' planning applications being determined within eight weeks
- putting in place measures to manage the use of 96% of highly sensitive 'green lanes'
- assisting Natural England to bring over 8,500 hectares (ha) land into the Environmental Stewardship Higher Level Scheme
- working with the Yorkshire Dales Millennium Trust to help farmers to restore or enhance 38ha of hay meadow
- improving the quality of rights of way so that 89% are now 'easy to use'
- supporting 21 local economic, social and environmental projects – worth over £800,000 - through the Sustainable Development Fund
- increasing the number of users of the Authority's websites by almost 100,000.

Other significant achievements in relation to lower priority objectives included:

- working with Natural England and others to bring 10 scheduled monuments into appropriate management
- working with the Yorkshire Dales Millennium Trust and Forestry Commission to support the planting of 72ha of new native broadleaf woodland

- providing over 6,000 days' worth of volunteer work
- making 8km of rights of way fully accessible to wheelchair users.

Areas for improvement

One high priority objective was not achieved:

- improving the quality of planning applications through officer advice.

Two other objectives were not achieved:

- timely enforcement action
- customer satisfaction with car parks and toilets.

Of the longer term objectives, there are four the achievement of which is currently in doubt:

- creation of 450ha of native woodland by 2010
- 70% of Biodiversity Action Plan habitats in good condition by 2010
- producing an historic environment research strategy by 2009
- completing the Pennine Bridleway through the National Park by 2009.

We will be working with partners to try to get the woodland creation objective back on course. However, the other three objectives have now been put back to 2012, 2010 and 2011 respectively.

Performance indicators

Wherever sensible, progress towards achieving our objectives is monitored through specific performance indicators. There are two different types of indicator:

- **National Park indicators** set jointly by all the English National Park Authorities (marked NP in the tables in Appendix 2). They include a number of indicators that are purely contextual rather than measures of performance (marked 'Cxt' in the tables).
- **Local indicators** that we in the Yorkshire Dales National Park Authority use to measure specific aspects of our work that we think are important (unmarked in the tables).

Appendix 2 lists all the performance indicators that the Authority uses. For each indicator, the table shows:

- the target we originally set for 2008/09
- our actual performance in 2008/09
- the performance of the two best-performing national park authorities (the 'top quartile'), for comparison
- our targets for the next three years.

Wider performance

Additional funding

In 2008/09, the Authority secured £464,000 of external grant income, amounting to 7% of our total funding. The external grants that the Authority received included:

- £155,000 from Natural England for the Pennine Bridleway and Pennine Way
- £72,000 from the Department for Communities and Local Government through 'Planning Delivery Grant'
- £29,000 from the North Yorkshire County Council Community Fund to support a Climate Change Development Officer
- £25,000 from a number of partner organisations to promote outdoor activities in North Yorkshire

- £17,000 from the Renaissance Partnership for outreach work at the Dales Countryside Museum.

The full financial impact of the Authority's spending can only be seen when partnerships with other bodies are taken into account. Much of the project work we undertake involves working alongside other organisations. Often such projects are the result of securing external funding but that funding is held by one of the Authority's partners and so is not recorded within the Authority's own accounts. The prime example of this is the Authority's work with the Yorkshire Dales Millennium Trust (YDMT) (see page 7). In 2008/09, external funding for projects where the Authority was an instrumental partner included:

- £67,000 from the Forestry Commission and Yorkshire Dales Millennium Trust for the Dales Woodland Restoration Project
- £57,000 from the Yorkshire Dales Millennium Trust's 'Learning in Limestone Country' project
- £38,000 from the Yorkshire Dales Millennium Trust's 'Hay Time' project
- £57,000 from the Yorkshire Dales Millennium Trust's Aggregates Levy Sustainability Fund
- £22,000 from the Yorkshire Wildlife Trust and North Yorkshire County Council for the Yorkshire Dales Road Verge Project.

Results of external assessment

The Authority's external auditors expressed their satisfaction with the Authority's accounts, and with its arrangements for securing value for money.

Results of audit and inspection

The annual Audit Letter raised no concerns about the Authority's operations, and stated that the Authority took a positive and constructive approach to audit and inspection work.

Code of practice on workforce matters in local authority service contracts

The Authority has not awarded any individual contracts during the year that involve a transfer of staff.

PLANS FOR 2009/10

Our priorities

Biodiversity – ensure that 70% of the area covered by Local Biodiversity Action Plan priority habitats and the populations of all Local Biodiversity Action Plan species are stable or increasing by 2010.

Climate change – work towards the Authority becoming ‘Carbon Neutral’ by 2012, including reducing CO² emissions by 15% by 2009 (compared to 2005/06 levels).

Development control – 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

Farm conservation – encourage and support widespread take-up of Environmental Stewardship and other agri-environment schemes so that 80% of the National Park is covered by agreements by 2010.

Green lanes – identify the most appropriate measures to manage the use of motorised recreational vehicles on each sensitive ‘green lane’, and put all such measures in place by 2011.

Rights of way – manage and improve the network of rights of way so that 90% are ‘easy to use’ by 2010.

Sustainable Development Fund – 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.

Web-based services – aim by 2010 for at least 400,000 people to be using the Authority’s websites each year

Programmes where we will maintain a good level of service and/or make steady improvements		Programmes where progress will be limited and/or dependent on external funding	
Archaeology	Building conservation	‘Access for all’	Branding
Enforcement	Communications	Cultural heritage	Car parks
Outreach	Countryside skills and training	Geodiversity	Events
Recreational activities	Definitive Map	Historic Environment Record	National Park Management Plan
Sustainable tourism support	Education	Landscape policy	Pennine Bridleway
Trees and woodlands	Planning policy	National Park Centres	Public transport
Volunteers	State of the Park	Open Access	Retail
Yorkshire Dales Millennium Trust	Toilets	Park Information Points	Traffic management

Financial summary

For 2009/10, we will receive a grant of £5.3 million from Defra. This is an increase of 2.9% over the grant we received for 2008/09. In addition, we will continue to get £200,000 from Defra for the Sustainable Development Fund. Total direct Government funding will, therefore, be around £5.5 million.

Planned activity for the year ahead is projected to cost £7.8 million. The additional money to fund this activity will come from sales, fees and charges (£1.4 million), other grant income (£0.7 million) and reserves.

The financial climate is difficult, and likely to become more so for public bodies in the next few years. In particular, the next major review of the Authority's core grant from Defra will be undertaken ahead of the 2011/2012 financial year, and the Authority will need to plan for some challenging financial scenarios. To maintain flexibility and maximise the impact of the money it has, the Authority is committed to keeping staff costs below 70% of its core grant funding. In addition, we continue to make operating and other efficiency savings wherever possible, and to bringing in sufficient external funding to maintain the overall level of services on a year on year basis.

At this stage, it is anticipated that the Authority will attract £736,000 of external grant funding in 2009/10.

Maintaining programme expenditure at the same level in real terms as in 2006/07 will require the Authority to raise a further £65,000 from external sources during the year.

Detailed work programme

The following sections set out in detail what the Authority intends to do during the year. Our work is broken down into seven main 'functions':

1. Conservation of the natural environment
2. Conservation of the cultural heritage
3. Recreation management
4. Promoting understanding
5. Development control
6. Forward planning
7. Corporate and democratic core

For each of these seven functions, the Plan shows:

Our aims

These are our long-term aspirations. In most cases they come directly from the National Park Management Plan.

Our objectives

These are the major things that we intend to achieve over the next three years. Again, they are mostly taken directly from the National Park Management Plan (with the relevant cross-reference shown in brackets).

Actions

These are the specific things that we intend to do in the next year to help achieve our objectives. They include actions to improve the quality, efficiency and effectiveness of our work.

1. Conservation of the natural environment

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.

OBJECTIVE 1

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

- a) assess the condition of all ancient woodland in the National Park by 2010 (NC6)
- b) work with local communities to identify a range of initiatives that, by 2011 would enable people to get actively involved in the implementation of the Local Biodiversity Action Plan (NC8)
- c) ensure that the populations of all Local Biodiversity Action Plan species are stable or increasing by 2010 (NC5)
- d) develop a network of Regionally Important Geological and Geomorphological Sites by 2009 (L6)
- e) by 2009 review current or planned reintroduction programmes that affect the Yorkshire Dales National Park and support those that form part of a nationally co-ordinated plan for species recovery endorsed by Natural England (NC9)
- f) determine the extent of invasive species and pest problems across the National Park and develop a strategy for their management by 2010 (NC10)

BIODIVERSITY

No	Action 2009/10	When
1.	Local Biodiversity Action Plan (LBAP): a) review the new UKBAP species list to determine whether new species need to be added to the LBAP or existing species need to be removed b) work with the Yorkshire Dales Biodiversity Forum to review progress on the LBAP, and begin the process for producing the second LBAP in 2010	May Mar
2.	Publish first full report on the state of biodiversity in the National Park	Jul
3.	Species Action Plans: a) deliver the 'Aren't Birds Brilliant' peregrine viewing scheme at Malham Cove in partnership with the RSPB b) monitor English Sandwort populations c) carry out/coordinate surveys of Northern Brown Argus, Small Pearl-bordered Fritillary, Green Hairstreak, and Common Blue butterflies d) continue to support the implementation of projects to conserve native crayfish (including Long Preston Beck, Ling Gill and Threshfield Quarry) e) continue work on red squirrel conservation with partner organisations f) complete work with Leeds University to determine the relationship between breeding wader populations and productivity and habitat quality g) implement programme of awareness-raising events on bats	Aug Sep Oct Mar Mar Mar Mar

No	Action 2009/10	When
4.	Carry out 'major projects' review of Limestone Country Project	Nov
5.	LBAP Habitat Conservation: a) complete research with University College, Chester, to classify limestone pavement in order to develop more specific management objectives b) support year two of the Yorkshire Wildlife Trust's Road Verge project c) complete an audit of potential wetland restoration sites within the National Park	Dec Mar Mar
6.	Through the Parish Wildlife Project, work with local communities to carry out five pilot projects, including the restoration of two wetland sites in Malhamdale	Mar
7.	Species reintroduction/recovery programmes: a) complete review of reintroductions and prepare policy statement on Authority involvement in future programmes b) continue to support Yorkshire Dales Black Grouse group to oversee the recovery and expansion of black grouse populations in the National Park c) continue to lead on the monitoring and range expansion of the dormice released into Freeholders' Wood in 2008	Dec Mar Mar
8.	Determine the extent of invasive species and pest problems across the National Park and develop a strategy for their management	Mar
9.	Work with the Yorkshire Dales Biodiversity Forum, Natural England, Yorkshire Wildlife Trust and the Yorkshire & Humber Environmental Data Network to produce a map to show areas where less intensive management could be trialled or which could provide natural connections between existing habitat fragments	Mar

GEODIVERSITY

No	Action 2009/10	When
10.	Work with the North Yorkshire Geodiversity Partnership (NYGP) to develop a series of Regionally Important Geological Sites (RIGS): a) consider formalisation of the group in terms of constitution and funding b) agree the procedure for RIGS designation with the partnership and establish roles and responsibilities for the Authority c) support the project officer in field assessments of first candidate sites	Jun Sep Dec

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 National 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 2012 (NC3)
- c) increase the area of Local Biodiversity Action Plan priority habitats by 7% by 2011, including restoring 140ha of hay meadow (NC4a) and creating 450ha of upland ash woodland by 2010 (NC4d)

FARM CONSERVATION

No	Action 2009/10	When
11.	Work with Natural England to advise and assist with delivery of support to farmers and landowners through agri-environment schemes: a) provide advice on new HLS agreements covering at least 5,000ha b) compile 12 Farm Environment Plans to assist farmers to enter HLS c) co-ordinate delivery of a programme of substantial capital projects through agri-environment agreements funded by Natural England d) work with key partners to advise on, and signpost farmers to, the full range of agri-environment and wider rural development funding schemes e) respond to 90% of agri-environment consultations within agreed period	Mar Mar Mar Mar Mar
12.	Support good management of key Local Biodiversity Action Plan habitats: a) fund and assist the Yorkshire Dales Millenium Trust's 'Hay Time' project to enhance or restore 48ha of hay meadow b) contribute to the delivery of the Yorkshire Dales Black Grouse recovery project through agri-environment schemes c) contribute to the delivery of the 'Yorkshire Upland Peat Project', co-ordinating research and restoration work across the project area d) work with Natural England and others to carry out a programme of works to restore areas of degraded peat	Mar Mar Mar Mar
13.	On behalf of Natural England, deliver elements of the Catchment Sensitive Farming initiative to reduce diffuse water pollution from agriculture: a) lead delivery of a programme of advice and capital grants to farmers in the Semerwater SSSI b) deliver a programme of advice to farmers in the Lune and Ribble catchments	Mar Mar

TREES AND WOODLANDS

No	Action 2009/10	When
14.	Support Yorwoods to develop economic opportunities based on the sustainable use of woodlands within the National Park: a) help 10 Dales woodland owners and businesses successfully enter the biomass supply chain through the Woodfuel Producer's Group b) facilitate installation of two biomass energy schemes	Dec Feb
15.	Identify likely areas for ancient/veteran or notable trees within the National Park and prepare field survey methodology and programme	Jan
16.	Woodland creation: a) carry out two tree planting schemes to increase the connectivity of the 'Lower Wensleydale Forest Habitat Network' b) work with YDMT, Forestry Commission and others to support planting of at least 80ha of new native woodland within the National Park	Jan Mar
17.	Woodland management: a) bring two under-managed woodlands within the 'Lower Wensleydale Forest Habitat Network' into positive management b) review and re-negotiate five Woodland Management Agreements	Mar Mar

2. Conservation of the cultural heritage

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.

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 five years old (HE3)
- b) develop a research strategy for the historic environment of the Yorkshire Dales by 2010 (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

No	Action 2009/10	When
18.	Initiate second stage of traditional farm building census	Jul
19.	Work with English Heritage to improve understanding of traditional farm buildings: a) produce a character statement on Yorkshire Dales farm buildings b) initiate a traditional farm building characterisation project	Jul Nov
20.	Survey one fifth of the listed buildings in the National Park to identify those at risk	Dec
21.	Develop a rolling programme of surveys of accessible monuments to identify those at risk	Dec
22.	Carry out archaeological field survey over 1,000ha and incorporate results into the Historic Environment Record (HER)	Mar
23.	Use the draft historic environment research strategy to support projects to increase understanding of the historic environment including: a) prehistoric use of caves b) human activity on limestone pavement c) extractive industries and mining landscapes	Mar Mar Mar
24.	Create/update 1,000 new entries on the HER	Mar
25.	Host an IfA Workplace Learning Bursary in Archaeological Conservation Management	Mar

OBJECTIVE 4

Conserve and enhance the distinctive historic landscape of the National 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 eight management plans by 2010 (HE9)

BUILDING CONSERVATION

No	Action 2009/10	When
26.	Listed Buildings 'At Risk': a) identify three further Grade II listed buildings that could be rescued with Authority support b) work with owners to implement works necessary to bring nine buildings off the 'At Risk' register	Dec Mar
27.	Conservation Areas: a) produce management plans for three conservation areas b) work with two communities to implement works identified in management plans c) update eight character appraisals	Dec Mar Mar
28.	Work with Natural England to advise on and oversee works to restore at least 50 traditional farm buildings	Mar

ARCHAEOLOGY

No	Action 2009/10	When
29.	Review the Authority's Historic Environment Strategy	Jul
30.	Work with English Heritage to carry out rapid assessments of the potential historic value of moorland sites to inform future peat restoration projects	Sep
31.	Secure support from English Heritage for a programme of work on monuments including a conservation statement for Barden Tower and modern cairn removal on Ingleborough	Nov
32.	Initiate a Conservation Management Plan for Grassington Moor	Dec
33.	Scheduled monuments: a) bring 10 scheduled monuments into appropriate management b) work with Natural England to develop and oversee programme of restoration for 10 scheduled monuments	Mar Mar
34.	Carry out a series of events to raise awareness of the historic environment, including an historic environment day school, and building conservation day school	Mar
35.	Respond to 90% of consultations within the agreed period	Mar

3. Recreation management

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.

OBJECTIVE 5

Manage and improve the network of public rights of way:

- a) ensure 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 all such measures in place by 2011 (AR2)
- c) work towards the production of an up-to-date working copy of the Definitive Map so that 80% of the network follows the exact definitive line and is correctly recorded on the definitive map by 2012 (AR3)

RIGHTS OF WAY

No	Action 2009/10	When
36.	Maintain and improve the rights of way network: <ul style="list-style-type: none"> a) reduce the number of places where a right of way is not indicated where it leaves a metalled road from 53 to 35 b) carry out works to nine significant river crossings (including repairs to Healaugh and Barney Beck stepping stones and repairs to Tay, Reeth Swing and Starbotton bridges) c) carry out engineering works to a further 2.6km of eroded routes, including significant works to Burterset Bridleway and other bridleways in the Coverdale area d) repair 4km of previously engineered routes including significant works on Brackenbottom, Gaping Gill and the Dales Way e) maintain and improve the rights of way infrastructure so that the percentage of infrastructure in 'condition 1' remains at 95% f) remove 20 obstructions 	Mar Mar Mar Mar Mar Mar
37.	Pennine Way: <ul style="list-style-type: none"> a) implement actions from the Pennine Way Maintenance Report b) develop a programme of at least five events to promote use and enjoyment of the Pennine Way 	Mar Mar
38.	Produce a newsletter for all land managers about PRow, Open Access and recreational activities	Dec
39.	Three Peaks Project: <ul style="list-style-type: none"> a) launch the Three Peaks Project b) examine options for developing a range of Three Peaks merchandise c) examine options for developing a 'Friends' of the Three Peaks scheme d) develop new guidelines for sponsored walks and events e) liaise with 15 event organisers f) engage with 25 local community groups and businesses 	May May Aug Dec Mar Mar

GREEN LANES

No	Action 2009/10	When
40.	Carry out a 'major project' review of the Traffic Regulation Order (TRO) application process	Nov
41.	Manage the use of sensitive routes by recreational vehicles: a) produce management plans for any additional routes identified as being sensitive to recreational motor vehicle use b) monitor all routes with management plans in place c) produce an annual report to evaluate the effectiveness of the management programme d) seek match funding to implement the management plans involving repair of highly sensitive routes at Marsett Bottoms and West Cam Road	Mar Mar Mar Mar

DEFINITIVE MAP

No	Action 2009/10	When
42.	Keep the definitive map under continuous review and reduce the number of outstanding applications: a) resolve 40 anomalies b) process eight cases to decision c) complete 90% of unopposed Path Order Applications within nine months from date of receipt d) take one opposed Order to the Secretary of State for decision	Mar Mar Mar Mar

OBJECTIVE 6

Develop opportunities, including a National Park-wide programme of events, walks and other activities that encourage healthy lifestyles and assist in the Government's target of increasing levels of physical activity amongst residents and visitors by 1% per year (AR8):

- a) by 2011 undertake five promotional campaigns aimed at specific recreational activities to raise awareness of the Authority's recreation charter and codes of conduct (AR5)**
- b) through the 'Go Dales' project, provide up to 1,900 spaces on outdoor activity taster days involving at least 380 individuals by 2011 (AR8)**

RECREATIONAL ACTIVITIES

No	Action 2009/10	When
43.	Monitoring and surveying: a) produce an annual report outlining progress in achieving outcomes identified in the Integrated Access Strategy b) produce an annual report monitoring access and recreation within the Yorkshire Dales	Mar Mar
44.	Develop recreational opportunities: a) contribute to the promotion of the 'Year of Adventure' website through attendance at the Outdoor Show, as one of the promotional 'campaigns' b) undertake 46 activity days through the 'Go Dales' project c) contribute to the development of the Coast to Coast mountain bike route d) work with partners in developing Morecambe, Yorkshire Dales, York to Bridlington cycle route e) review the Integrated Access Strategy	Apr Mar Mar Mar Mar

45.	Local Access Forum: a) support three meetings of the Yorkshire Dales Access Forum b) support seven recreational advisory groups as a mechanism for sharing information and liaison for outdoor activities across the National Park	Mar Mar
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OPEN ACCESS

No	Action 2009/10	
46.	Manage and develop Open Access opportunities: a) establish with partner organisations the North Yorkshire Wildfire Group b) make available to the public information relating to all existing infrastructure (stiles and gates) in Open Access land c) complete statutory reviews of 25 long-term restrictions and exclusions in relation to Fire and Land Management d) review impact of Open Access on nature conservation issues in the National Park e) deliver a programme of eight introductory walks to Open Access	Sep Sep Dec Dec Dec

PUBLIC TRANSPORT

No	Action 2009/10	When
47.	Contribute to the Yorkshire Dales Sustainable Travel partnership: a) provide secretariat for the partnership b) work with 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 c) liaise with operators to identify and maximise opportunities for them to supporting sustainable travel in the Yorkshire Dales	Mar Mar Mar

TRAFFIC MANAGEMENT

No	Action 2009/10	When
48.	Contribute to traffic management: a) respond to statutory and non-statutory transport and traffic management consultations b) explore with North Yorkshire County Council the possibility of extending their work on sign rationalisation undertaken on A and B roads to the rest of the network in the National Park	Mar Mar

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 March 2011, and identify opportunities to develop additional recreational routes to and from it (AR10)
- b) increase the accessibility of the National Park to users of all abilities so that by 2010 at least 10km (0.5%) of rights of way are fully accessible by wheelchair users and 105km (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

No	Action 2009/10	When
49.	Continue a programme of works to the Pennine Bridleway:	
	a) implement the route on the ground over either Swineley Cowm and Garsdale or build the access track and foundations for Far Moor bridge	Oct
	b) establish a public bridleway route from Borrins to Dalemire Barn	Mar
	c) implement the five year maintenance plan for open sections of the Pennine Bridleway route and maintain engineered sections in condition 1	Mar

ACCESS FOR ALL

No	Action 2009/10	When
50.	a) Through user groups, such as the Disabled Ramblers, 'road test' Access for All routes identified through the audit	Sep
	b) produce an information guide on Access for All in Swaledale	Mar
	c) with the help of Dales Volunteers, begin the process of extending the audit to include other public access routes available for people with limited mobility (eg green lanes and other tracks on Open Access land)	Mar
	d) improve the rights of way network to reduce barriers for those with limited mobility by 40km and wheelchair users by 1km	Mar
	e) work with the Access for All Advisory Group, to identify priority routes for improvement to submit for possible external funding	Mar

TOILETS

No	Action 2009/10	When
51.	Ensure new toilet cleaning contract is delivered according to specification and monitoring procedures are tested and effective	Jun
52.	Refurbish Buckden toilets	Nov
53.	Complete refurbishment of Aysgarth toilets and new sewage system to replace composting system.	Nov
54.	Carry out a customer satisfaction survey of car parks and toilets	Dec

CAR PARKS

No	Action 2009/10	When
55.	Ensure new car park attendant's contract is delivered according to specification and monitoring procedures are tested and effective	Jun
56.	Monitor payment compliance at all car parks	Mar
57.	Develop a management plan to ensure the long-term sustainability of Grassington car park surfaces	Mar

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

No	Action 2009/10	When
58.	Carry out disability awareness training for Dales Volunteers and Dales Museum Volunteers and further training in the range of disabilities for key Dales Volunteers	Dec
59.	Produce a chart of abilities required for volunteer tasks and make it available on or through the Authority's website	Dec
60.	Provide 5,000 volunteer days, including 450 student placement days	Mar

COUNTRYSIDE SKILLS AND TRAINING

No	Action 2009/10	When
61.	Explore funding opportunities with partners for a Dales Apprenticeship scheme	Mar

4. Promoting understanding

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 National Park's conservation, and help forge ties between urban and rural communities.

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 (NPCs)

No	Action 2009/10	When
62.	Following review of NPC structure, embed new operational arrangements	Sep
63.	Review future use of Sedbergh NPC and develop an action plan based on the findings	Oct
64.	'Greening' National Park Centres: a) assess one NPC through the Green Tourism Business Scheme b) arrange workshop to disseminate learning to other NPC managers and staff	Oct Jan
65.	Work with other national park authorities to introduce data collection arrangements for new national performance indicators	Dec

PARK INFORMATION POINTS (PIPs)

No	Action 2009/10	When
66.	Work with two PIPs to attain 'green' accreditation	Jan
67.	Arrange workshop training event for PIPs to include familiarisation visits, NPA aims and objectives, sharing the learning from the green evaluation	Mar

CULTURAL HERITAGE

No	Action 2009/10	When
68.	Develop a climate change exhibition at Dales Countryside Museum (DCM)	Sep
69.	Work through member/officer working group to improve facilities at DCM: a) produce a fundraising pack b) talk to funders c) assess responses d) seek to secure planning permission	Oct Dec Mar Mar

70.	Prior to withdrawal of funding, work with NYCC to: a) carry out assessment of NYCC collection and identify which items to be retained at DCM b) make arrangements for transfer/dispersal of identified items	Oct Mar
71.	Collect Dales community and oral history, and develop and present information as digi stories, online and within DCM site	Dec
72.	Develop interpretation plan for DCM site in line with new site plans	Mar

RETAIL

No	Action 2009/10	When
73.	Further develop online shop: a) investigate feasibility of sale of local products online b) depending on outcome of a), make arrangements to showcase and sell local products from a minimum of three suppliers	Jun Dec
74.	Implement actions in retail strategy	Mar

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

No	Action 2009/10	When
75.	Create two 'virtual village mapboards' on the Authority website	May
76.	Incorporate Limestone Country Project website into the main Authority website	May
77.	Create and run a website focus group and use results to improve the website	Jul
78.	Introduce e-postcards, weather forecasts and Aren't Birds Brilliant? peregrine watch blog	Sep
79.	Conduct a user evaluation of the website	Oct
80.	Investigate the feasibility of introducing webcams at NPCs and install if appropriate	Mar
81.	Investigate the possible use of social networking websites to reach youth audiences	Mar
82.	Help develop the framework of the new Sharepoint site	Mar

COMMUNICATIONS

No	Action 2009/10	When
83.	Complete development of an online interpretive game	Aug
84.	Organise a round of media familiarisation trips promoting the special qualities of the National Park	Sep

85.	Widen scope of The Visitor newspaper: a) develop promotion of The Visitor and its donation boxes in NPCs b) publish and distribute The Visitor 2010 newspaper including e-format version	Oct Jan
86.	Revise interpretation strategy	Feb
87.	Roll out a communication plan promoting the role of the Authority as a planning authority in a positive light using new media wherever possible	Mar
88.	Trial mobile phone based technology eg. Bluetooth, web-embedded GPS information	Mar
89.	Publish and distribute two issues of the Dales newspaper including e-format versions	Mar

BRANDING

No	Action 2009/10	When
90.	Redesign website to give it a fresh look in line with the revised corporate identity, improve navigation and increase the functionality	Sep
91.	Work with a specialist design company to incorporate new ID guidelines into static interpretation	Oct
92.	Implement and use new DCM sub brand	Mar
93.	Publicise new corporate visual identity guidelines and begin process of implementation Authority-wide	Mar
94.	Implement new corporate visual identity within retail eg point of sale material	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 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

No	Action 2009/10	When
95.	Complete a survey of one Authority site to assess its suitability for families and young people	Sep
96.	Mosaic Partnership: a) deliver the Mosaic Partnership action plan including website work b) build contacts with five potential new Community Champions based in Leeds	Sep Mar
97.	Deliver an annual programme of Dales Experience visits, promoting physical and mental health and well-being for a variety of under-represented groups	Mar
98.	Deliver twelve outreach activities throughout the year	Mar
99.	Develop one project linking the Dales Countryside Museum with targeted outreach community groups	Mar

EDUCATION

No	Action 2009/10	When
100.	Deliver a climate change project to encourage young people to get involved in conserving the special qualities of the National Park	Dec
101.	Deliver a programme of educational activity for at least one disabled educational group	Mar
102.	Deliver an annual programme of 'walks, talks and workshops' activities for local and visiting education groups	Mar
103.	Update two education file resources for education groups	Mar
104.	Influence three education partnerships to ensure they deliver Authority aims and objectives: a) Friends of the Outdoors, Bradford MDC b) Education for Sustainable Development Regional Forum, Yorkshire & the Humber c) Food and Farming Education Forum, Yorkshire Dales	Mar Mar Mar

EVENTS

No	Action 2009/10	When
105.	Review and improve agricultural shows displays and activities e.g. sponsoring competitions, interactive games in tents to raise profile	Jun
106.	Attend an agreed selection of agricultural shows and village galas across the Dales using climate change as a theme	Sep
107.	Market the 2009 events programme: a) deliver three initiatives to targeted outreach groups b) deliver three initiatives regionally	Sep Sep
108.	Evaluate the effectiveness of the 2009 events programme a) produce a mid-season interim report to inform 2010 development b) produce a final report on the full season	Sep Mar
109.	Deliver the Authority's annual events programme for 2009 including information and activities for people with a range of disabilities	Dec
110.	Develop and organise the Authority's annual events programme for 2010 including information and activities for people with a range of disabilities	Dec
111.	Complete programme of events to celebrate 60th anniversary of creation of National Parks Act	Mar

OBJECTIVE 12

Through the Yorkshire Dales and Harrogate 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)
- c) by 2011 develop, through the Tourism Partnership, a range of high quality, innovative heritage, cultural and sustainable tourism initiatives that make imaginative use of the area's image and assets (EE3)

SUSTAINABLE TOURISM

No	Action 2009/10	When
112.	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
113.	Develop Europarc 'Stage 2' bid: a) on behalf of Tourism Partnership, develop funding bid to access funds for Europarc Green Partners Scheme b) act as lead organisation in Tourism Partnership to implement Europarc Green Partners Scheme	Aug Mar
114.	Develop visitor payback scheme as part of Three Peaks Project	Sep
115.	Consider what 'sustainable tourism' should mean for the Yorkshire Dales: a) consult on this process b) develop and agree a vision and action plan	Sep Jan
116.	Retain Europarc 'Stage 1' status: a) develop the action plan to implement Europarc accreditation b) report to Europarc Evaluation Committee	Dec Mar

5. Development control

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 objectives 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.

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) 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)**
- c) prevent the introduction of significant new development ‘detractors’ from the landscape (L4)**
- d) encourage use of local building materials and, by 2009, assemble and make available information on where these can be sourced (HE7)**
- e) by 2009 establish an annual built environment forum for the Yorkshire Dales to develop and promote high quality, sustainable building design, construction and conservation (HE8)**

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

No	Action 2009/10	When
117.	Compile a register of sources of building materials and skills	Dec
118.	Run a Building Design Awards Competition	Mar
119.	Complete a satisfaction survey of users of the Development Control service	Mar
120.	Organise and host an annual Built Environment Forum	Mar

ENFORCEMENT

No	Action 2009/10	When
121.	Prepare and adopt revised policy on enforcement	Jan
122.	Reduce outstanding workload to no more than 100 live cases	Mar

6. Forward planning

National Park Management Plan aim:

The National Park's special qualities will help to support a local economy that provides secure, diverse, and sustainable high-quality jobs, maintains thriving, balanced communities and a healthy, cared for environment. Imaginations and innovation will attract new types of business and develop a local economy that respects and draws on the area's assets and quality of life and looks to the future of its aspirations.

Thriving and active local communities in the National Park will enjoy a high quality of life that helps to sustain the environment, local traditions and contemporary culture. All sections of these communities will have opportunities to influence and develop local services that meet their needs.

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 (LDF) 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

No	Action 2009/10	When
123.	Revise the Design Guide to include guidance on renewable energy, and issue for public consultation	Sep
124.	Install an on-line consultation and database system for Local Development Framework (LDF)	Dec
125.	Through the LDF process, establish targets for affordable housing in the Dales	Mar
126.	Carry out public consultation on preferred sites for affordable housing	Mar

LANDSCAPE POLICY

No	Action 2009/10	When
127.	Prepare Landscape Character Guidelines: a) finalise 'generic principles' following internal consultations b) finalise 40 'Local Area guides' following internal consultations	Dec Mar
128.	Devise a programme of activity to make effective use of landscape advice across all areas of the Authority's work: a) determine most effective way to provide landscape advice on development control issues, and implement agreed approach b) develop a training plan for Authority staff c) produce landscape siting and design advice for trees and woodlands	Jun Mar Mar

NATIONAL PARK MANAGEMENT PLAN

No	Action 2009/10	When
129.	Provide up-to-date information on progress on every objective through the Authority's website	Jun
130.	Produce second annual report on progress in implementing the National Park Management Plan	Jul

STATE OF THE PARK

No	Action 2009/10	When
131.	Provide updated information on all State of the Park indicators through the Authority's website	Jun
132.	Work with other national park authorities (NPAs) to develop proposals for a core set of State of the Park indicators that will be used by all NPAs	Nov

OBJECTIVE 17

Support local organisations, businesses and individuals to take action that brings economic, social and environmental benefits:

- a) fund at least 15 new projects each year through the Sustainable Development Fund (SDF) (CC10)
- b) support and encourage small-scale renewable energy developments (L10)
- c) support at least one community to develop, in 2009, a pilot programme to carry out 'sustainable development appraisals' for their area and encourage active community involvement in 'green projects' (CC9)

SUSTAINABLE DEVELOPMENT FUND

No	Action 2009/10	When
133.	Hydro-power: a) complete the National Park-wide hydro-power feasibility study b) devise and seek funding for a co-ordinated programme to support local hydro-power projects	May Sep
134.	Work with Feilden Clegg Bradley Studios to develop the 'Feildbarn' project: a) complete economic viability appraisal b) develop and commission assessments of other aspects of the viability of the concept c) determine next steps	May Aug Jan
135.	Review the Sustainable Economic and Community Development Strategy	Oct
136.	Review lessons learnt from projects funded through SDF, and analyse outcomes achieved through grants	Jan
137.	Through the Sustainable Development Fund provide support to at least 15 new projects	Mar
138.	Work with local authorities, Local Strategic partnerships, community groups, Yorkshire Forward, Rural Action Yorkshire and others to support sustainable economic and social development: a) promote sustainable socio-economic initiatives through support for the successor to the North Yorkshire Rural Target Fund b) support the work of the York and North Yorkshire Partnership Unit and input into sub-regional partnerships c) contribute to the delivery of the Yorkshire Dales Leader programme d) support the Cumbria Fells and Dales Leader programme	Mar Mar Mar Mar
139.	Progress the Craven LSP targets for the Climate Change Development officer, to include supporting at least one community	Mar

7. Corporate and democratic core functions

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.

OBJECTIVE 18

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

- a) retain the 'Investors in People' (IIP) standard by December 2010**
- b) work towards the Authority becoming 'carbon neutral' by 2012, including reducing CO₂ emissions by 15% by 2009 (compared to 2005/06 levels)**
- c) by 2009, assess the most likely impacts of climate change on the National Park over the next 40 years, and use this to produce an adaptation plan for managing those impacts (NC1)**

PERSONNEL

No	Action 2009/10	When
140.	Implement the structural review of Development Control together with the revised standards of customer care	Jul
141.	Undertake re-assessment against IIP standard	Dec
142.	Complete a review of all personnel policies in line with the People Strategy	Mar
143.	Ensure that staff costs stay below 70% of core grant	Mar

CLIMATE CHANGE

No	Action 2009/10	When
144.	Complete all actions identified in the Authority's own Sustainability Action Plan for 2009/10, including: <ul style="list-style-type: none"> a) install a wood-fuel heating system at Colvend office b) introduce video-conferencing c) upgrade Colvend office to maximise the energy efficiency of the building d) develop interpretation for the Authority's sustainable energy source e) carry out 'major project review' of installation of woodfuel heating system to inform consideration of other buildings f) reduce staff mileage by 5% 	Sep Sep Nov Dec Feb Mar
145.	Assess the most likely impacts of climate change on the National Park over the next 40 years, and use this to produce an adaptation plan for managing those impacts	Dec

PROPERTY

No	Action 2009/10	When
146.	Review the access audits on all buildings accessible to the public and provide a structured plan of actions for the following three years	Jun
147.	Create an extension to the workshop at Grassington to meet health & safety requirements and enable larger works to be carried out	Sep
148.	Undertake programmed review of the Authority's Property Strategy	Feb

INFORMATION TECHNOLOGY

No	Action 2009/10	When
149.	Implement a replacement Wide Area Network	Aug
150.	Undertake systems upgrades of both hardware and software in line with the Information and Communications Strategy	Sep

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 five years old.

No	Action 2009/10	When
151.	Analyse and disseminate the results of the 2009 Resident Survey to the public, members and officers	May
152.	Review the Authority's complaints procedure	Jun
153.	Equality and diversity: a) publish annual report on progress in implementing Disability Equality Scheme b) agree Authority approach to taking forward commitment to equality and diversity c) determine and implement appropriate arrangements to obtain regular, independent disability advice (eg through Equality Group) d) implement programme of disability awareness training for staff and members and further training in the range of disabilities for key staff e) identify key actions to improve fair and equal access to Authority services f) carry out awareness and visitor surveys relating to diversity g) review the Authority's comprehensive 'Equality Policy'	Jun Jul Jul Aug Sep Sep Feb

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

No	Action 2009/10	When
154.	Budgeting: a) undertake a review of the Authority's finances and budgeting in the light of the current economic climate b) produce a three-year budget forecast for the Authority	May Dec
155.	Review the Member Champion initiative and report findings to the Authority	Jul
156.	Accounts: a) produce accounts in line with the new International Financial Reporting Standards b) achieve an 'unqualified' external audit opinion on the annual accounts	Aug Sep
157.	Consider whether performance appraisal should apply to all Members	Sep
158.	Undertake the programmed review of the Anti-fraud and Corruption Policy	Sep
159.	Introduce the new Code of Conduct for members	Sep
160.	Implement the conclusions of the Government paper on Direct Elections	Nov
161.	Maintain the Local Code of Corporate Governance, and produce the Annual Governance Report to Audit & Review Committee	Nov
162.	Procurement: a) examine the Authority's general approach to procurement, taking external advice to identify opportunities for making this more efficient b) review of the way in which the Authority lets and manages major contracts.	Nov Feb
163.	Following publication of the new 'National Parks Circular', review the documentation on the role and responsibilities of Members	Mar
164.	Complete the work on the Authority's Communications Strategy taking into consideration the Local Government Public Involvement in Health Act 2007	Mar
165.	Pay 97% of invoices within 30 days	Mar
166.	Upgrade financial systems, with the preparation of a Finance Handbook and introduction of the latest version of accounting software	Mar
167.	Review the Corporate Governance Policy and introduce any changes	Mar

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 Authorities Performance Assessment process (NPAPA) by 2011

PERFORMANCE MANAGEMENT

No	Action 2009/10	When
168.	Produce the Corporate Plan	Jun
169.	Review the Authority's performance: a) carry out an annual review of progress and performance b) identify two areas for performance improvement reviews c) carry out two performance improvement reviews	Jun Jun Mar
170.	Review outcomes of 'major project reviews' to ensure that lessons learned are being adopted across the Authority	Jul
171.	Carry out a fundamental review of the Authority's priorities	Sep
172.	Review the role of the Senior Management Team in delivering the leadership, behaviours and accountability required by the Authority	Oct

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 Authority-supported projects in the National Park to at least the same level in real terms as in 2006/07

YORKSHIRE DALES MILLENNIUM TRUST

No	Action 2009/10	When
173.	Identify the Authority's priorities for external funding to assist YDMT in its fundraising activity	Nov

APPENDIX 1

National Park profile 2008/09

ITEM	STATISTIC		DATA SOURCE
Area			
Total National Park area	176,180ha		Ordnance Survey, 2008
Number of parishes totally or partly in the National Park	83		Office of National Statistics, 2001
Population			
Resident population	19,654		Office of National Statistics, 2001
School and pre-school age (0-15)	3,439	(17%)	Office of National Statistics, 2001
Working age (16-64)	12,087	(61%)	Office of National Statistics, 2001
Pensionable age (65+)	4,127	(21%)	Office of National Statistics, 2001
Number of settlements with 3,000+ population	0		Office of National Statistics, 2001
Housing			
Housing stock	10,236		Office of National Statistics, 2001
Resident households	8,363		Office of National Statistics, 2001
Owner occupied	6,194	(74%)	Office of National Statistics, 2001
Private rented	1,614	(20%)	Office of National Statistics, 2001
Social Housing	555	(6%)	Office of National Statistics, 2001
Second and holiday lets	1,498	(15%)	Office of National Statistics, 2001
Nature conservation			
Sites of Special Scientific Interest (SSSI)	50,769ha		Natural England, 2008
Special Protection Areas (SPAs)	28,606ha		Natural England, 2008
Special Areas of Conservation (SACs)	40,063ha		Natural England, 2008
RAMSAR Sites	285ha		Natural England, 2008
National Nature Reserves	1,278ha		Natural England, 2008
Land use			
Moorland, heathland and unenclosed grassland	92,500ha		Countryside Commission, 1991
Farmland	71,800ha		Countryside Commission, 1991
Woodland	6,000ha		Countryside Commission, 1991

APPENDIX 1

ITEM	STATISTIC	DATA SOURCE
<i>Heritage</i>		
Scheduled Ancient Monuments	203	English Heritage, 2008
Conservation Areas	37	Yorkshire Dales National Park Authority, 2008
Listed buildings		
Grade I	18	English Heritage, 2008
Grade II*	68	English Heritage, 2008
Grade II	1,713	English Heritage, 2008
<i>Recreation</i>		
Public footpaths	1,456km	Yorkshire Dales National Park Authority, 2008
Public bridleways	660km	Yorkshire Dales National Park Authority, 2008
Other public rights of way	44km	Yorkshire Dales National Park Authority, 2008
Open Access land	109,300ha	Yorkshire Dales National Park Authority, 2009

APPENDIX 2

Performance indicators

Conservation of the natural environment

Ref.	Performance indicator	08/09			09/10 target	10/11 target	11/12 target
		target	actual	best NPA			
	Percentage of Local Biodiversity Action Plan species that are stable or increasing	75%	81%	n/a	81%	n/a	n/a
	Number of sites managed by community and volunteer groups	5	5	n/a	8	10	12
	Percentage of National Park in agri-environment schemes	74%	85%	n/a	86%	87%	88%
	Percentage of area covered by LBAP priority habitats that is in favourable condition (ie. stable or increasing)	50%	57%	n/a	60%	65%	70%
Cxt	Area of SSSI in the National Park (hectares)	n/a	51,209	n/a	n/a	n/a	n/a
NP	Percentage of SSSI land in the National Park that is in 'favourable or recovering' condition	86%	86%	n/a	88%	90%	90%
Cxt	Area of SSSI land in Authority management (hectares)	n/a	70	n/a	n/a	n/a	n/a
NP	Percentage of SSSI land in Authority management that is in 'favourable or recovering' condition	100%	100%	n/a	100%	100%	100%
	Area of hay meadow restored through 'Hay Time' project (hectares)	45	38	n/a	48	32	20
	Area of new native woodland planting assisted by Authority (hectares)	80	72	n/a	80	80	n/a
	Number of statutory and non-statutory nature conservation consultations received during the year	200	106	429	Ends	-	-
	Percentage of these consultations completed within the agreed period	90%	85%	98%	Ends	-	-

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Conservation of the cultural heritage

Ref.	Performance indicator	08/09			09/10	10/11	11/12
		target	actual	best NPA	target	target	target
NP	Number of conservation areas	n/a	37	n/a	37	37	37
	Percentage of conservation areas with an up-to-date character appraisal	51%	43%	96%	62%	81%	92%
	Percentage of conservation areas with management plans	5%	3%	n/a	11%	19%	30%
Cxt	Number of listed buildings	n/a	1,797	n/a	n/a	n/a	n/a
Cxt	Number of listed buildings 'at risk'	n/a	85	n/a	n/a	n/a	n/a
NP	Number of 'at risk' listed buildings rescued by Authority action during the year	5	1	3	8	5	5
NP	Percentage of listed buildings 'at risk' rescued by Authority action during the year	6.7%	1.4%	4.8%	9.4%	6.3%	6.6%
Cxt	Number of scheduled monuments	n/a	203	n/a	n/a	n/a	n/a
Cxt	Number of scheduled monuments 'at risk'	n/a	75	n/a	71	67	63
NP	Number of scheduled monuments 'at risk' rescued during the year	n/a	n/a	n/a	5	5	5
NP	Percentage of scheduled monuments 'at risk' rescued during the year	n/a	n/a	n/a	6.1%	6.4%	6.8%
	Number of scheduled monuments brought into appropriate management	5	10	n/a	Ends	-	-
	Number of traditional field barns for which the Authority has provided restoration advice or assistance	15	123	n/a	50	12	12
	Percentage of designated historic features surveyed within last five years	100%	100%	n/a	Ends	-	-
	Percentage of statutory and non-statutory cultural heritage consultations completed	275	163	2,000	Ends	-	-
	Percentage of these completed within the required period	90%	90%	98%	Ends	-	-

APPENDIX 2

Recreation management

Ref.	Performance indicator	08/09			09/10			10/11		11/12	
		target	actual	best NPA	target	target	target	target	target		
Cxt	Total length of footpaths and other rights of way (km)	n/a	2,120	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
NP	Percentage of total length of public rights of way that were easy to use by members of the public (but may not follow definitive line)	n/a	n/a	n/a	90%	91%	92%				
NP	Percentage of total length of footpaths and other rights of way that were easy to use by members of the public (and follow the exact definitive line)	88%	89%	94%	89%	90%	90%				
	Percentage of rights of way that are signposted where they leave a road	97%	98%	97%	Ends	-	-				
Cxt	Number of highly sensitive 'green lanes'	27	27	n/a	Ends	-	-				
	Percentage of highly sensitive 'green lanes' with active management plans in place	100%	96%	n/a	Ends	-	-				
Cxt	Number of sensitive 'green lanes'	n/a	n/a	n/a	n/a	n/a	n/a				
	Percentage of sensitive 'green lanes' with all the most appropriate management measures in place	n/a	n/a	n/a	96%	100%	100%				
	Number of Definitive Map anomalies resolved	40	51	n/a	Ends	-	-				
	Percentage of the rights of way network that follows the exact definitive line and is recorded correctly on the Definitive Map	n/a	n/a	n/a	80%	80%	81%				
	Number of individuals taking part in outdoor activity taster days organised by the Authority	500	21	n/a	191	150	67				
	Percentage of those people who go on to exercise regularly	20%	n/a	n/a	Ends	-	-				
	Percentage of length of Pennine Bridleway that is open	97.5%	92%	n/a	97%	100%	Ends				
	Percentage of rights of way that are accessible for wheelchair users	0.3%	0.52%	n/a	0.55%	0.60%	0.65%				
	Percentage of rights of way that are accessible for people with limited mobility	3%	3.1%	n/a	5%	6%	6.5%				
	Percentage of users rating the car parks and toilets as satisfactory or above	80%	79%	n/a	80%	80%	80%				
NP	Total number of volunteer days on projects led and/or supported by the Authority	5,000	6,216	n/a	5,000	5,000	5,000				
	Number of those days that were work placement days for apprentices and students	450	1,065	n/a	Ends	-	-				
NP	Number of those days attended by 'under represented' groups	n/a	n/a	n/a	450	450	450				
	Percentage of Authority public meetings, events, walks and talks, that are accessible by means of public transport	82%	69%	90%	Ends	-	-				

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Promoting understanding

Ref.	Performance indicator	08/09			09/10 target	10/11 target	11/12 target
		target	actual	best NPA			
Cxt	Number of users of 'promoting understanding' services	n/a	n/a	n/a	n/a	n/a	n/a
	Number of individual contacts (for promoting understanding and enjoyment) during the year	680,000	599,698	481,127	Ends	-	-
	Number of website users	340,000	438,426	n/a	450,000	500,000	Ends
NP	Percentage of users of 'promoting understanding' services who are satisfied with the service provided	n/a	n/a	n/a	80%	80%	80%
NP	Percentage of users of 'promoting understanding' services whose <u>understanding</u> of what is special about National Parks has increased	n/a	n/a	n/a	80%	80%	80%
NP	Percentage of users of 'promoting understanding' services from under-represented groups	n/a	n/a	n/a	2%	3%	3%
	Percentage of tourism related businesses accredited through green tourism scheme	5%	5%	n/a	8%	16%	25%
	Average effectiveness rating of National Park Centres	70%	72%	90%	Ends	-	-

Development control

Ref.	Performance indicator	08/09			09/10 target	10/11 target	11/12 target
		target	actual	best NPA			
Cxt	Number of planning applications received	n/a	622	n/a	n/a	n/a	n/a
NP	Percentage of major planning applications determined within 13 weeks	60%	50%	100%	60%	60%	60%
	Percentage of minor planning applications determined within eight weeks	65%	69%	77%	65%	65%	65%
	Percentage of other planning applications determined within eight weeks	80%	82%	84%	80%	80%	80%
NP	Percentage of planning applicants satisfied with the service received	n/a	n/a	n/a	88%	88%	88%
	Percentage of planning applications determined where the quality of development has been improved through Planning Officer advice to the developer	90%	56%	n/a	Ends	-	-
	Percentage of reported breaches of planning control, which are resolved within 16 weeks	60%	47%	n/a	45%	60%	60%
	Number of significant development 'detractors' for which planning permission was granted	0	0	n/a	0	0	0

APPENDIX 2

Forward planning

Ref.	Performance indicator	08/09			09/10 target	10/11 target	11/12 target
		target	actual	best NPA			
	Number of projects supported through the Sustainable Development Fund	15	21	n/a	15	15	15

Corporate and democratic core functions

Ref.	Performance indicator	08/09			09/10 target	10/11 target	11/12 target
		target	actual	best NPA			
NP	Number of working days per employee lost due to sickness absence per full time equivalent (FTE)	4.5	5.8	4	5	5	5
NP	Member participation in attending committees	n/a	87%	n/a	85%	85%	85%
Cxt	Total CO ₂ emissions from Authority operations (tonnes)	n/a	565	n/a	n/a	n/a	n/a
	Percentage change in energy use per head of staff in all Authority buildings	-5%	+ 3.7%	n/a	Ends	-	-
NP	CO ₂ reduction from Authority operations.	n/a	+ 2.7%	n/a	-5.0%	-2.5%	-2.5%
	Percentage of Authority objectives that were achieved or remain 'on course'	75%	83%	n/a	75%	75%	75%

APPENDIX 3

Draft Budget 2009/10

Pre-virements (start budget used for this purpose)

	2008/9 ACTUAL NET £000's	2009/10 BUDGET GROSS £000's	2009/10 BUDGET INCOME £000's	2009/10 BUDGET NET £000's	2010/11 PLANNED NET £000's	2011/12 PLANNED NET £000's
Core Grant	-5172		-5320	-5320	-5472	-5609
Sustainable Development Grant	-200		-200	-200	-200	-200
National Park Grant	-5372		-5520	-5520	-5672	-5809
Employment and central costs:						
Employee costs - Conservation of the natural environment	373	389	-10	379	394	410
Employee costs - Conservation of cultural heritage	110	157	0	157	163	170
Employee costs - Recreation management	596	736	-102	634	659	686
Employee costs (D100, D200, D300 & D500) - Promoting understanding	756	818	0	818	851	885
Employee costs (E100) - Traffic and transport	29	42	0	42	44	45
Employee costs (F100) - Rangers	306	308	0	308	320	333
Employee costs (G100) - Planning	459	670	-75	595	669	696
Employee costs (H100 & H101) - Forward planning	93	125	0	125	166	173
Employee costs (J100) - Corporate management	891	909	0	909	945	983
Employee costs savings to be identified		0	0	0	-134	-178
Media	4	5	0	5	5	5
Support services	89	247	-105	142	146	151
Secretariat	9	8	0	8	10	10
Legal services	33	18	-2	16	16	16
Office accommodation	106	110	-5	105	108	112
Health & safety	5	5	0	5	5	5
Member costs	118	120	0	120	124	127
IT licences, consumables and support	93	237	0	237	249	212
Contracts (C200 & C520 & F200)	92	138	-4	134	134	134
Training	32	38	0	38	38	38

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	2008/9 ACTUAL NET £000's	2009/10 BUDGET GROSS £000's	2009/10 BUDGET INCOME £000's	2009/10 BUDGET NET £000's	2010/11 PLANNED NET £000's	2011/12 PLANNED NET £000's
Programmes						
Our priorities						
Biodiversity	59	91	-10	81	81	81
Climate change	14	33	0	33	20	10
Development control	-77	50	-172	-122	-124	-74
Farm conservation	19	75	0	75	55	55
Green lanes	57	39	0	39	39	38
Rights of way	182	232	-62	170	154	138
Sustainable development	233	205	0	205	205	205
Web-based services	16	27	0	27	25	26
Programmes where we will maintain a good level of service and/or make steady improvements						
Archaeology	34	42	-11	31	31	31
Enforcement	2	1	0	1	1	1
Outreach	13	15	0	15	15	15
Recreational activities	33	62	0	62	65	36
Sustainable tourism	3	6	0	6	6	6
Trees and woodlands	67	82	-5	77	77	77
Volunteers	82	80	0	80	74	75
Yorkshire Dales Millennium Trust	45	45	0	45	45	45
Building conservation	13	40	-10	30	30	30
Communications	58	51	0	51	51	58
Countryside skills and training	0	0	0	0	0	0
Definitive Map	6	12	-3	9	10	12
Education	5	6	-2	4	4	4
Local Development Framework	3	39	-22	17	40	30
State of the Park	1	1	0	1	1	1
Toilets	248	231	0	231	234	237

APPENDIX 3

	2008/9 ACTUAL NET £000's	2009/10 BUDGET GROSS £000's	2009/10 BUDGET INCOME £000's	2009/10 BUDGET NET £000's	2010/11 PLANNED NET £000's	2011/12 PLANNED NET £000's
Programmes where progress will be limited an/or dependent on external funding						
Access for All	5	7	0	7	7	7
Cultural heritage	64	130	-38	92	93	98
Geodiversity	1	5	0	5	4	4
Historic Environment Record	3	4	-1	3	3	3
Landscape policy	2	2	0	2	2	0
National Park Centres	58	128	-22	106	107	110
Open Access	6	23	0	23	23	23
Park Information Points	0	3	0	3	3	3
Branding	6	7	0	7	7	7
Car parks	-360	98	-524	-426	-463	-461
Events	3	5	-2	3	3	3
National Park Management Plan	0	0	0	0	5	5
Pennine Bridleway	-16	299	-310	-11	-5	0
Public transport	15	15	0	15	15	15
Retail	-58	30	-127	-97	-109	-122
Traffic management	0	0	0	0	0	0
	841	2220	-1321	899	834	832
Total	5036	7299	-1624	5675	5746	5844
Reserves	-750		-154	-154	-74	-35
National Park Grant	-5372	0	-5520	-5520	-5672	-5809
Net position (surplus) / deficit	-1086	7299	-7144	0	0	0

The Corporate Plan can be supplied in large print or CD-Rom formats on request. Please contact our Communications Officer on 0300 456 0030 if you would like to receive a copy.



YORKSHIRE DALES
Nat'onal Park Author'ty

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