

**Committee**     **AUDIT AND REVIEW**  
**Date:**           **6 November 2009**

**Report:**         **CORPORATE PLAN 2009/10**  
                  **PROGRESS ON ACTIONS AT THE END OF QUARTER 2**

### **Purpose of the report**

1. To inform Members of progress towards achieving the actions set out in the 2009/10 Corporate Plan.

### **Strategic Planning Framework**

2. The information and recommendation contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework:

- ***Corporate Plan objectives***

*Ensure a robust and accountable Performance Management Framework is in place and is driving improvement, so that at least 75% of the Authority's objectives are achieved or remain 'on course' each year.*

### **Background**

3. Each year, the Corporate Plan sets out the Authority's current objectives. For each of these, it also sets out the specific actions that will be done during the year in order to achieve the objective.

4. The 2009/10 Corporate Plan lists 173 'strategic' actions, which can be further subdivided into 281 detailed actions. These were approved at the Authority meeting in May. Progress is reported to the Audit and Review Committee at the end of each quarter of the financial year.

### **Progress**

5. The table at **Appendix 1** provides an overall summary of progress on the actions within each of the seven sections of the Action Plan.

6. The table at **Appendix 2** shows the Authority's current objectives, together with progress to date on all the actions intended to help achieve those objectives. For any actions that are not 'Achieved', 'On course', or not commenced ('N/C'), an explanation is provided in a footnote.

7. As previously requested by Members, the table also shows the priority of each of the Authority's work programmes. For reasons of space, these have been abbreviated as follows:

- A** Priority programmes
- B/C** Programmes where we will maintain a good level of service and/or make steady improvements
- D/E** Programmes where progress will be limited and/or dependent on external funding

8. As the Committee has not met since the end of the first quarter of the year, the report covers both the first and second quarters.

***Actions due for completion between 1 April – 30 September 2009***

9. There were 73 actions due to be achieved by the end of the second quarter of the year. Of these:

- 53 73% have been achieved
- 19 26% have been revised or rescheduled to later in the financial year
- 1 1% has been cancelled

***Actions due for completion by 31<sup>st</sup> March 2010***

10. Overall, of the 281 actions for the year:

- 77 27% have been achieved
- 160 57% are on course
- 28 10% have been revised/rescheduled but will still be completed this year
- 12 4% have not yet commenced
- 2 1% have been postponed until next financial year
- 2 1% have been cancelled

**RECOMMENDATION**

11. That Members note the progress made towards achieving the actions set out in the Corporate Plan 2009/10. provides a summary of progress on the Corporate Plan actions, broken down by 'functional heading'

**Gary Smith**  
**Head of Conservation and Policy**

Date: 27 October 2009

**Corporate Action Plan 2009/10  
Summary of Performance**

	<b>No.</b>	<b>%</b>
<b>Conservation of the Natural Environment</b>	<b>41</b>	
Achieved	5	12%
On course	33	80%
Rescheduled/Revised	2	5%
N/C	1	3%
<b>Conservation of the Cultural Heritage</b>	<b>25</b>	
Achieved	5	20%
On course	14	56%
Revised/Rescheduled	5	20%
Cancelled	1	4%
<b>Recreation Management</b>	<b>62</b>	
Achieved	12	19%
On course	48	78%
Rescheduled/revised	2	3%
<b>Promoting Understanding</b>	<b>71</b>	
Achieved	28	39%
On course	35	49%
Rescheduled/Revised	3	4%
N/C	4	6%
Cancelled	1	1%
<b>Development Control</b>	<b>6</b>	
Achieved	1	17%
On course	5	83%
<b>Forward Planning</b>	<b>26</b>	
Achieved	6	23%
On course	12	46%
Rescheduled/Revised	6	23%
Postponed	2	8%
<b>Corporate and Democratic Functions</b>	<b>50</b>	
Achieved	20	40%
On course	13	26%
Rescheduled/Revised	10	20%
N/C	7	14%

No	Lead	Action 2009/10	When	Progress			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4

## CONSERVATION OF NATURAL ENVIRONMENT

### Objective 1

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

- a) assess the condition of all ancient woodland in the 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 (A)

1.	TT	Local Biodiversity Action Plan (LBAP):	Dec	Rescheduled <sup>1</sup>	On course		
		a) review new UKBAP species list to determine whether new species need to be added to the LBAP or existing species removed	Mar	On course	On course		
		b) work with Yorkshire Dales Biodiversity Forum to review progress on the LBAP, and begin process to produce the second LBAP in 2010					
2.	TT	Publish first full report on the state of biodiversity in the National Park	Oct	Rescheduled	Rescheduled <sup>2</sup>		
3.	IC	Species Action Plans:	Aug	<b>Achieved</b>	-	-	-
	FG	a) deliver the 'Aren't Birds Brilliant' peregrine viewing scheme at Malham Cove in partnership with the RSPB	Sep	On course	<b>Achieved</b>	-	-
	IC	b) monitor English sandwort populations	Oct	On course	<b>Achieved</b>	-	-
	TT	c) carry out/coordinate surveys of Northern Brown Argus, Small Pearl-bordered Fritillary, Green Hairstreak, and Common Blue butterflies	Mar	On course	On course		
	IC	d) support the implementation of projects to conserve native crayfish (including Long Preston Beck, Ling Gill and Threshfield Quarry)	Mar	On course	On course		
	TT	e) continue work on red squirrel conservation with partners	Mar	On course	On course		
	IC	f) work with Leeds University to determine relationship between breeding wader populations, and productivity and habitat quality	Mar	On course	On course		
	IC	g) implement programme of awareness-raising events on bats	Mar	On course	<b>Achieved</b>	-	-

<sup>1</sup> Awaiting new analytical software to be installed by the National Biodiversity Network due for completion now by December.

<sup>2</sup> Still working on resolving Natural England's concerns now due for completion by end of February

4.	TT	Carry out 'major projects' review of Limestone Country Project	Nov	N/C	On course		
5.	TT	LBAP Habitat Conservation: a) complete research with University College, Chester, to classify limestone pavement in order to develop more specific management objectives.	Dec	On course	On course		
	TT	b) support year two of the Yorkshire Wildlife Trust's Road Verge project	Mar	On course	On course		
	FG	c) complete an audit of potential wetland restoration sites within the National Park	Mar	On course	On course		
6.	MH	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	On course	On course		
7.	IC	Species reintroduction/recovery programmes: a) complete review of reintroductions and prepare policy statement on Authority involvement in future programmes	Dec	On course	On course		
	IC	b) continue to support Yorkshire Dales Black Grouse group to oversee the recovery and expansion of black grouse populations in the National Park	Mar	On course	On course		
	TT	c) continue to lead on the monitoring and range expansion of the dormice released into Freeholders' Wood in 2008	Mar	On course	On course		
8.	IC	Determine the extent of invasive species and pest problems across the National Park and develop a strategy for their management	Mar	On course	On course		
9.	TT	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	N/C	N/C		

**GEODIVERSITY (D)**

10.	JS	Work with the North Yorkshire Geodiversity Partnership (NYGP) to develop a series of Regionally Important Geological Sites (RIGS): a) consider formalisation of the group's 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	Dec	Rescheduled <sup>3</sup> On course	On course Rescheduled <sup>4</sup>		
			Sep				
			Dec	On course	On course		

<sup>3</sup> Put back to December - principle established at the last NYGP meeting but will take at least two further meeting cycles to finalise a draft

<sup>4</sup> Outline procedure agreed by group but still need to finalise exact details of YDNPA role/process. Report will come to January Authority meeting.

**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 2010 (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 (A)**

11.	HK HK AS AS AS	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	On course On course On course On course On course	On course On course On course On course On course		
12.	AS AS TT TT	Support good management of key Local Biodiversity Action Plan habitats: a) fund and assist the Yorkshire Dales Millennium 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	On course On course On course On course	<b>Achieved</b> On course On course On course	- - - -	- - - -
13.	AS	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	On course On course	On course On course		

**TREES AND WOODLANDS (B)**

14.	PH	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	On course	On course		
			Feb	On course	On course		
15.	PH	Identify likely areas for ancient/veteran or notable trees within the National Park and prepare field survey methodology and programme	Jan	On course	On course		
16.	PH	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	On course	On course		
			Mar	On course	On course		
17.	PH	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	On course	On course		
			Mar	On course	On course		

No	Lead	Action 2009/10	When	Progress			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4

## CONSERVATION OF CULTURAL HERITAGE

### OBJECTIVE 3

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

- 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)
- develop a research strategy for the historic environment of the Yorkshire Dales by 2009 (HE1), and by 2012 develop and update the Historic Environment Record to incorporate the results of all publicly-funded research projects, and to make the information widely available (HE2)

### HISTORIC ENVIRONMENT RECORD (D)

18.	DM	Initiate second stage of traditional farm building census	Jul	On-course	Rescheduled <sup>5</sup>		
19.	RW	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	On course N/C	Rescheduled <sup>6</sup> Cancelled <sup>7</sup>		
20.	RW	Survey one fifth of the listed buildings in the National Park to identify those at risk	Dec	On course	On course		
21.	MJ	Develop a rolling programme of surveys of accessible monuments to identify those at risk	Dec	On course	<b>Achieved</b>	-	-
22.	MJ	Carry out archaeological field survey over 1,000ha and incorporate results into the Historic Environment Record (HER)	Mar	On course	On course		
23.	RW	Support projects to increase understanding of the historic environment: a) prehistoric use of caves b) human activity on limestone pavement c) extractive industries and mining landscapes	Mar Mar Mar	On course On course On course	<b>Achieved</b> On course On course	-	-
24.	RW	Create/update 1,000 new entries on the HER	Mar	On course	<b>Achieved</b>	-	-
25.	RW	Host an IfA Workplace Learning Bursary in Archaeological Conservation Management	Mar	On course	On course		

<sup>5</sup> Project redesigned following analysis of pilot projects – to be rolled-out at Autumn Dales Volunteer meeting in November

<sup>6</sup> Work completed but English Heritage now publishing in November

<sup>7</sup> Intended to be a joint project with English Heritage but EH no longer has funding available.

**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) update character appraisals for 12 Conservation Areas and work with communities to produce and implement 8 management plans by 2010 (HE9)

**BUILDING CONSERVATION (C)**

26.	RW	Listed Buildings "At Risk": a) identify 3 further Grade II listed buildings that could be rescued b) work with owners to implement works necessary to bring 9 buildings off the 'At Risk' register	Dec Mar	On course On course	<b>Achieved</b> Revised <sup>8</sup>	-	-
27.	RW	Conservation Areas: a) produce management plans for three conservation areas b) work with two communities to implement works identified c) update eight character appraisals	Dec Mar Mar	On course On course On course	On course On course Revised <sup>9</sup>		
28.	DM	Work with Natural England to advise on and oversee works to restore at least 50 traditional farm buildings	Mar	On course	<b>Achieved</b>	-	-

**ARCHAEOLOGY (B)**

29.	GS	Review the Authority's Historic Environment Strategy	Sep	Rescheduled	Rescheduled <sup>10</sup>		
30.	MJ	Work with English Heritage to carry out rapid assessments of the potential historic value of moorland sites for peat restoration projects	Mar	Rescheduled <sup>11</sup>	On course		
31.	RW	Secure support from English Heritage for a programme of work on monuments including Barden Tower and Ingleborough	Nov	On course	On course		
32.	RW	Initiate a Conservation Management Plan for Grassington Moor	Dec	On course	On course		
33.	MJ	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	On course On course	On course On course		
34.	RW	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	On course	On course		
35.	RW	Respond to 90% of consultations within the agreed period	Mar	On course	On course		

<sup>8</sup> 2 buildings already rescued and currently working on 9 more. However, in most cases, further progress is now dependent on significant action by building owners (e.g. securing planning permission, sale of the building etc) which mean it is unlikely that the necessary works will now be completed on more than 6 by the end of March

<sup>9</sup> Administrative error – target should have been 7 (as per Performance Indicator target)

<sup>10</sup> Put back to to December – will be reported to January Authority meeting

<sup>11</sup> Project brief agreed with English Heritage and ready to go out to quote. However, project will not be completed until March.

No	Lead	Action 2009/10	When	Progress			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4

## RECREATION MANAGEMENT

### 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 (A)

36.	AH	Maintain and improve the rights of way network:	Mar	On course	On course		
		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 Burtersett 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	On course	On course		
37.	CC	Pennine Way:	Mar	On course	On course		
		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	On course	<b>Achieved</b>	-	-
38.	AH	Produce a newsletter for all land managers about PRow, Open Access and recreational activities	Dec	On course	On course		

39.	SH	Three Peaks Project:					
		a) launch the Three Peaks Project	May	<b>Achieved</b>	-		
		b) examine options for developing a range of Three Peaks merchandise	May	<b>Achieved</b>	-		
		c) examine options for developing a 'Friends' of the Three Peaks scheme	Aug	On course	<b>Achieved</b>		
		d) develop new guidelines for sponsored walks and events	Dec	On course	On course		
		e) liaise with 15 event organisers	Mar	On course	On course		
f) engage with 25 local community groups and businesses	Mar	On course	On course				

**GREEN LANES (A)**

40.	KB	Carry out a 'major project' review of the Traffic Regulation Order (TRO) application process	Nov	On course	On course		
41.	KB	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	Mar	On course	On course		
		b) monitor all routes with management plans in place	Mar	On course	On course		
		c) produce an annual report to evaluate the effectiveness of the management programme	Mar	On course	On course		
d) seek match funding to implement the management plans involving repair of highly sensitive routes at Marsett Bottoms and West Cam Road	Mar	On course	<b>Achieved</b>	-	-		

**DEFINITIVE MAP (C)**

42.	JD	Keep the definitive map under continuous review and reduce the number of outstanding applications:					
		a) resolve 40 anomalies	Mar	On course	On course		
		b) process eight cases to decision	Mar	On course	On course		
		c) complete 90% of unopposed Path Order Applications within nine months from date of receipt	Mar	On course	On course		
		d) take one opposed Order to the Secretary of State for decision	Mar	<b>Achieved</b>	-	-	-

**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 (B)**

43.	KB	Monitoring and surveying:					
		a) produce an annual report outlining progress in achieving outcomes identified in the Integrated Access Strategy	Mar	On course	On course		
		b) produce an annual report monitoring access and recreation within the Yorkshire Dales	Mar	On course	On course		
44.	MA	Develop recreational opportunities:					
		a) contribute to promotion of the 'Year of Adventure' website through attendance at the Outdoor Show	Apr	<b>Achieved</b>	-	-	-
	KN	b) undertake 46 activity days through the 'Go Dales' project	Mar	On course	On course		
	MA	c) contribute to development of the Coast to Coast mountain bike route	Mar	On course	On course		
	AR	d) work with partners in developing Morecambe, Yorkshire Dales, York to Bridlington cycle route	Mar	On course	On course		
	KB	e) review the Integrated Access Strategy	Mar	On course	On course		
45.	RBr	Local Access Forum:					
		a) support three meetings of the Yorkshire Dales Access Forum	Mar	On course	On course		
		b) support 7 recreational advisory groups as a means of sharing information and liaison for outdoor activities across the Park	Mar	On course	On course		

**OPEN ACCESS (D)**

46.	AH	Manage and develop Open Access opportunities:					
		a) establish with partners the North Yorkshire Wildfire Group	Sep	On course	<b>Achieved</b>	-	-
		b) make available to the public information relating to all existing infrastructure (stiles and gates) in Open Access land	Sep	On course	Rescheduled <sup>12</sup>		
		c) complete statutory reviews of 25 long-term restrictions and exclusions in relation to Fire and Land Management	Dec	On course	Rescheduled <sup>13</sup>		
		d) review impact of Open Access on nature conservation issues in the National Park	Dec	On course	On course		
		e) deliver a programme of eight introductory walks to Open Access	Dec	On course	<b>Achieved</b>	-	-

<sup>12</sup> Put back until December to allow for newsletter to update landowners on progress

<sup>13</sup> Put back to March to allow for new review process to be launched by Natural England

**PUBLIC TRANSPORT (E)**

47.	AR	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	On course	On course		
			Mar	On course	On course		
			Mar	On course	On course		

**TRAFFIC MANAGEMENT (E)**

48.	AR	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	On course	On course		
			Mar	On course	On course		

**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 (E)**

49.	PL	Continue a programme of works to the Pennine Bridleway: a) implement the route on the ground over either Swineley Cwm and Garsdale or build the access track and foundations for Far Moor bridge b) establish a public bridleway route from Borrins to Dalemire Barn c) implement the five year maintenance plan for open sections of the Pennine Bridleway route and maintain engineered sections in condition 1	Oct	On course	On course		
			Mar	On course	On course		
			Mar	On course	On course		

**ACCESS FOR ALL (D)**

50.	RBr	a) Through user groups, such as the Disabled Ramblers, 'road test' Access for All routes identified through the audit	Sep	On course	<b>Achieved</b>	-	-
		b) produce an information guide on Access for All in Swaledale	Mar	On course	On course		
		c) with the help of Dales Volunteers, begin the process of extending the audit to include other public access routes for people with limited mobility (eg green lanes and other tracks on Open Access land).	Mar	On course	On course		
		d) improve the rights of way network to reduce barriers for those with limited mobility by 40km and wheelchair users by 1km	Mar	On course	On course		
		e) work with the Access for All Advisory Group, to identify priority routes for improvement to submit for possible external funding	Mar	On course	On course		

**TOILETS (C)**

51.	AH	Ensure new toilet cleaning contract is delivered according to specification and monitoring procedures are tested and effective	Jun	<b>Achieved</b>	-	-	-
52.	PD	Refurbish Buckden toilets	Nov	On course	On course		
53.	PD	Complete refurbishment of Aysgarth toilets and new sewage system to replace composting system.	Nov	On course	On course		
54.	AH	Carry out a customer satisfaction survey of car parks and toilets	Dec	On course	On course		

**CAR PARKS (E)**

55.	AH	Ensure new car park attendant's contract is delivered according to specification and monitoring procedures are tested and effective.	Jun	<b>Achieved</b>	-	-	-
56.	AH	Monitor payment compliance at all car parks	Mar	On course	On course		
57.	AH	Develop a management plan to ensure the long-term sustainability of Grassington car park surfaces	Mar	On course	On course		

**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 (B)**

58.	RL	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	On course	On course		
59.	RL	Produce a chart of abilities required for volunteer tasks and make it available on or through the Authority's website	Dec	On course	On course		
60.	RL	Provide 5,000 volunteer days, including 450 student placement days	Mar	On course	On course		

**COUNTRYSIDE SKILLS AND TRAINING (C)**

61.	AH	Explore funding opportunities with partners for a Dales Apprenticeship scheme	Mar	On course	On course		
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No	Lead	Action 2009/10	When	Progress			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4

## PROMOTING UNDERSTANDING

### OBJECTIVE 9

Provide accessible, high-quality National Park Centre and museum services that positively influence people's enjoyment and understanding of the special qualities of the Yorkshire Dales National Park so that the four National Park Centres have an average effectiveness rating of at least 70% each year.

### NATIONAL PARK CENTRES (D)

62.	AG	Following review of NPC structure, embed new operational arrangements	Sep	On course	<b>Achieved</b>	-	-
63.	JB	Review future use of Sedbergh NPC and develop an action plan based on the findings	Oct	On course	Rescheduled <sup>14</sup>		
64.	KSt	'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	On course On course	<b>Achieved</b> On course		
65.	JB	Work with other national park authorities to introduce data collection arrangements for new national performance indicators	Dec	On course	On course		

### PARK INFORMATION POINTS (D)

66.	KSt	Work with two PIPs to attain 'green' accreditation	Jan	On course	On course		
67.	KSt	Arrange workshop training event for PIPs to include familiarisation visits, NPA aims and objectives, sharing the learning from the green evaluation	Mar	On course	On course		

### CULTURAL HERITAGE (D)

68.	FR	Develop a climate change exhibition at Dales Countryside Museum (DCM)	Sep	<b>Achieved</b>	-	-	-
69.	AG	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	Revised <sup>15</sup> On course On course On course	<b>Achieved</b> On course On course On course		

<sup>14</sup> At Authority meeting in September, Members requested a further report to address issues raised at the meeting. Report will come to November Authority, so actions should be completed by March.

<sup>15</sup> No longer need to produce pack. Instead, pulling together all relevant information as part of bids to two key funders.

70.	FR	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	On course On course	<b>Achieved</b> On course		
71.	FR	Collect Dales community and oral history, and develop and present information as digi stories, online and within DCM site.	Dec	On course	On course		
72.	FR	Develop interpretation plan for DCM site in line with new site plans.	Mar	N/C	N/C		

**RETAIL (E)**

73.	KS	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	<b>Achieved</b> On course	- On course	-	-
74.	KS	Implement actions in retail strategy	Mar	On course	On course		

**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 (A)**

75.	SW	Create two 'virtual village mapboards' on the Authority website.	Mar	Rescheduled <sup>16</sup>	On course		
76.	SW	Incorporate Limestone Country Project website into the main Authority website	Sep	Rescheduled <sup>17</sup>	<b>Achieved</b>	-	-
77.	SW	Create and run a website focus group and use results to improve the website	Jul	<b>Achieved</b>	-	-	-
78.	SW	Introduce e-postcards, weather forecasts and Aren't Birds Brilliant? peregrine watch blog.	Sep	<b>Achieved</b>	-	-	-
79.	SW	Conduct a user evaluation of the website	Oct	On course	<b>Achieved</b>		
80.	SW	Investigate the feasibility of introducing webcams at NPCs and install if appropriate.	Mar	N/C	N/C		
81.	SW	Investigate the possible use of social networking websites to reach youth audiences	Mar	<b>Achieved</b>	-	-	-
82.	KG	Help develop the framework of the new Sharepoint site	Mar	On course	On course		

<sup>16</sup> Put back to March - delayed due to 60<sup>th</sup> anniversary events

<sup>17</sup> Put back to September awaiting input from Ecologist

**COMMUNICATIONS (C)**

83.	KeG	Complete development of an online interpretive game	Aug	<b>Achieved</b>	-	-	-
84.	NO	Organise a round of media familiarisation trips promoting the special qualities of the National Park	Sep	On course	Cancelled <sup>18</sup>		
85.	KG SN	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	N/C N/C	Rescheduled <sup>19</sup> N/C		
86.	KeG	Revise interpretation strategy	Feb	N/C	On course		
87.	KG	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	N/C	N/C		
88.	KeG	Trial mobile phone based technology e.g. Bluetooth, web-embedded GPS information	Mar	<b>Achieved</b>	-	-	-
89.	SN	Publish and distribute two issues of the Dales newspaper including e-format versions	Mar	On course	On course		

**BRANDING (E)**

90.	SW	Redesign website to give it a fresh look in line with the revised corporate identity, improve navigation and increase the functionality.	Sep	On course	Rescheduled <sup>20</sup>		
91.	KeG	Work with a specialist design company to incorporate new ID guidelines into static interpretation	Oct	On course	<b>Achieved</b>		
92.	FR	Implement and use new DCM sub brand	Mar	On course	<b>Achieved</b>	-	-
93.	KG	Publicise new corporate visual identity guidelines and begin process of implementation Authority-wide	Mar	On course	On course		
94.	KS	Implement and use new retail sub brand	Mar	On course	On course		

**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**

<sup>18</sup> Due to the economic climate newspapers are on skeleton staff therefore have no capacity for attending training events. We do not expect this to change this year. Activity has shifted to work with partner organisations and their PR and media teams to influence them and improve their understanding of NP work.

<sup>19</sup> Put back to January to tie into new point of sale material which is due in the NPC

<sup>20</sup> Put back to March to incorporate new technology and more thorough analysis of website as a communication tool

**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 (B)**

95.	CK	Complete a survey of one Authority site to assess its suitability for families and young people	Sep	On course	<b>Achieved</b>	-	-
96.	CK	Mosaic Partnership: a) deliver the Mosaic Partnership action plan including website work b) build contacts with 5 potential new Community Champions in Leeds	Sep Mar	On course On course	<b>Achieved</b> On course	-	-
97.	CK	Deliver an annual programme of Dales Experience visits, promoting physical and mental health and well-being for a variety of under-represented groups	Mar	On course	On course		
98.	CK	Deliver twelve outreach activities throughout the year	Mar	On course	On course		
99.	FR	Develop one project linking the Dales Countryside Museum with targeted outreach community groups	Mar	On course	On course		

**EDUCATION (C)**

100.	BW	Deliver a climate change project to encourage young people to get involved in conserving the special qualities of the National Park	Dec	On course	On course		
101.	BW	Deliver a programme of educational activity for at least one disabled educational group	Mar	On course	<b>Achieved</b>	-	-
102.	BW	Deliver an annual programme of 'walks, talks and workshops' activities for local and visiting education groups	Mar	On course	On course		
103.	BW	Update two education file resources for education groups	Mar	On course	On course		
104.	BW	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	On course On course On course	On course On course On course		

**EVENTS (E)**

105.	KeG	Review and improve agricultural shows displays and activities e.g. sponsoring competitions, interactive games in tents to raise profile	Jun	<b>Achieved</b>	-	-	-
106.	KeG	Attend an agreed selection of agricultural shows and village galas across the Dales using climate change as a theme	Sep	On course	<b>Achieved</b>	-	-
107.	KF	Market the 2009 events programme: a) deliver three initiatives to targeted outreach groups b) deliver three initiatives regionally	Sep Sep	On course On course	<b>Achieved</b> <b>Achieved</b>	- -	- -

108.	KF	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	On course On course	<b>Achieved</b> On course	-	-
109.	KF	Deliver the Authority's annual events programme for 2009 including information and activities for people with a range of disabilities	Dec	On course	On course		
110.	KF	Develop and organise the Authority's annual events programme for 2010 including information and activities for people with a range of disabilities	Dec	On course	On course		
111.	KeG	Complete programme of events to celebrate 60 <sup>th</sup> anniversary of creation of National Parks Act	Mar	On course	On course		

**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 (B)**

112.	KSt	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	<b>Achieved</b> On target	- <b>Achieved</b>	-	-
113.	JB	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	On course On course	<b>Achieved</b> On course	-	-
114.	KSt	Develop visitor payback scheme as part of Three Peaks Project	Sep	On course	<b>Achieved</b>	-	-
115.	AG	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	On course On course	<b>Achieved</b> On course	-	-
116.	AR	Retain Europarc 'Stage 1' status: a) develop the action plan to implement Europarc accreditation b) report to Europarc Evaluation Committee	Dec Mar	On course On course	On course On course		

No	Lead	Action 2009/10	When	Progress			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4

## DEVELOPMENT CONTROL

### OBJECTIVE 13

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

- a) minimise environmental harm by regularising 60% of enforcement cases within 16 weeks
- b) 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 (A)

117.	SWr	Compile a register of sources of building materials and skills	Dec	On course	On course		
118.	AM	Run a Building Design Awards Competition	Mar	On course	On course		
119.	PW	Complete a satisfaction survey of users of the Development Control service	Mar	On course	On course		
120.	PW	Organise and host an annual Built Environment Forum	Mar	On course	On course		

## ENFORCEMENT (B)

121.	AM	Prepare and adopt revised policy on Enforcement	Jan	On course	<b>Achieved</b>	-	-
122.	AM	Reduce outstanding workload to no more than 100 live cases.	Mar	On course	On course		

No	Lead	Action 2009/10	When	Progress			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4

## FORWARD PLANNING

### OBJECTIVE 15

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

### OBJECTIVE 16

By 2009 use the Local Development Framework (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)

## PLANING POLICY (C)

123.	AM	Revise the Design Guide to include guidance on renewable energy, and issue for public consultation	Sep	On course	Rescheduled <sup>21</sup>		
124.	PS	Install an on-line consultation and database system for Local Development Framework (LDF)	Dec	On course	Revised <sup>22</sup>		
125.	PS	Through the LDF process, establish targets for affordable housing in the Dales	Mar	On course	Revised <sup>23</sup>		
126.	PS	Carry out public consultation on preferred sites for affordable housing	Mar	On course	On course		

## LANDSCAPE POLICY (D)

127.	JS	Prepare Landscape Character Guidelines: a) finalise 'generic principles' following internal consultations b) finalise 40 'Local Area guides' following internal consultations	Dec Mar	On course On course	Postponed <sup>24</sup> Postponed <sup>24</sup>		
128.	JS	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 woodlands	Sep Mar Mar	Rescheduled <sup>25</sup> On course On course	<b>Achieved</b> On course On course	-	-

<sup>21</sup> Delayed until March by restructuring/staffing issues.

<sup>22</sup> Following evaluation of available systems, concluded that costs not justified by level of use. Access data base to be prepared in-house by March.

<sup>23</sup> Timetable revised by Members of Housing Working Group. Revised target is to have an approved consultation draft of the Housing Development Plan Document, including targets, by March.

<sup>24</sup> Delayed by higher priority work. Now proposed to develop the guidelines to form part of the consultation on the next review of the National Park Management Plan in 2011

<sup>25</sup> Put back to September - scope for input prepared and under discussion with planning department.

**NATIONAL PARK MANAGEMENT PLAN (E)**

129.	MT	Provide up-to-date information on progress on every objective through the Authority's website	Jun	<b>Achieved</b>	-	-	-
130.	GS	Produce second annual report on progress in implementing the National Park Management Plan	Jul	<b>Achieved</b>	-	-	-

**STATE OF THE PARK (C)**

131.	MT	Provide updated information on all State of the Park indicators through the Authority's website	Jun	<b>Achieved</b>	-	-	-
132.	GS	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	Dec	Rescheduled <sup>26</sup>	On course		

**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 (A)**

133.	MT	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 Dec	<b>Achieved</b> Rescheduled <sup>27</sup>	- On course	-	-
134.	GS	Work with Feilden Clegg Bradley Studios to develop '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	Rescheduled <sup>28</sup> On course On course	<b>Achieved</b> Rescheduled <sup>29</sup> On course	-	-
135.	AS	Review the Sustainable Economic and Community Development	Oct	On course	Rescheduled <sup>30</sup>		

<sup>26</sup> Due to report back to NPA 'Joint Improvement Group' in December

<sup>27</sup> Rescheduled to Dec due to later than expected completion of feasibility study

<sup>28</sup> Currently editing final draft. Will be completed by end July

<sup>29</sup> Delayed by other work commitments – will be completed by December.

<sup>30</sup> Put back to January due to work pressures resulting from launch of Leader & CSF programmes.

		Strategy					
136.	MT	Review lessons learnt from projects funded through SDF, and analyse outcomes achieved through grants.	Jan	On course	Rescheduled <sup>31</sup>		
137.	MT	Through the Sustainable Development Fund provide support to at least 15 new projects	Mar	On course	On course		
138.		Work with local authorities, Local Strategic partnerships, community groups, Yorkshire Forward, Rural Action Yorkshire and others to support sustainable economic and social development:					
	MT	a) promote sustainable socio-economic initiatives through support for the successor to the North Yorkshire Rural Target Fund	Mar	On course	On course		
	MT	b) support the work of the York and North Yorkshire Partnership Unit and input into sub-regional partnerships	Mar	On course	On course		
	AS	c) contribute to the delivery of the Yorkshire Dales Leader programme	Mar	On course	On course		
	AS	d) support the Cumbria Fells and Dales Leader programme	Mar	On course	On course		
139.	MT	Progress the Craven LSP targets for the Climate Change Development officer, to include supporting at least one community.	Mar	On course	On course		

<sup>31</sup> Put back to Mar to allow for completion of national review (due by December)

No	Lead	Action 2009/10	When	Progress			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4

## CORPORATE AND DEMOCRATIC CORE

### OBJECTIVE 18

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

- a) retain the 'Investors in People' (IIP) standard by December 2010
- b) work towards the Authority becoming 'Carbon Neutral' by 2012, including reducing CO<sub>2</sub> emissions by 15% by 2009 (compared to 2005/06 levels).

### PERSONNEL

140.	PW	Implement the structural review of Development Control together with the revised standards of customer care	Jul	<b>Achieved</b>	-	-	-
141.	HC	Undertake re-assessment against IIP standard	Dec	On course	On course		
142.	HC	Complete a review of all personnel policies in line with the People Strategy	Mar	On course	On course		
143.	DB	Ensure that staff costs stay below 70% of core grant	Mar	On course	On course		

### CLIMATE CHANGE

144.	RB	Complete all actions identified in the Authority's own Sustainability Action Plan for 2009/10, including: 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	On course N/C N/C	Rescheduled <sup>32</sup> Rescheduled <sup>33</sup> On course		
			Dec Feb	N/C N/C	On course N/C		
145.	GS	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	Mar	On course	On course		
			Dec	On course	Rescheduled <sup>34</sup>		

<sup>32</sup> Work underway, will be completed in November. Delay due to timing of grant award

<sup>33</sup> Part of cross-NPA project; implementation awaiting work to be completed by lead NPA (Lake District NPA); likely date now March.

<sup>34</sup> Moved back to February pending national guidance from Defra on the scope of NPA reports under the 'Adaptation Reporting Power' in the Climate Change Act 2008.

**PROPERTY**

146.	PD	Review the access audits on all buildings accessible to the public and provide a structured plan of actions for the following three years	Sep	Rescheduled	Rescheduled <sup>35</sup>		
147.	PD	Create an extension to the workshop at Grassington to meet health & safety requirements and enable larger works to be carried out	Sep	On course	Rescheduled <sup>32</sup>		
148.	PD	Undertake programmed review of the Authority's Property Strategy	Feb	N/C	N/C		

**INFORMATION TECHNOLOGY**

149.	SF	Implement a replacement Wide Area Network	Aug	On course	<b>Achieved</b>	-	-
150.	SF	Undertake systems upgrades of both hardware and software in line with the Information and Communications Technology Strategy	Sep	On course	<b>Achieved</b>	-	-

**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**

151.	AG	Analyse and disseminate the results of the 2009 Resident Survey to the public, members and officers	May	<b>Achieved</b>	-	-	-
152.	LK	Review the Authority's complaints procedure	Jun	<b>Achieved</b>	-	-	-
153.	GS	Equality and diversity: a) publish annual report on progress in implementing Disability Equality Scheme	Jun	<b>Achieved</b>	-	-	-
	AG	b) agree Authority approach to taking forward commitment to equality and diversity	Jul	On course	<b>Achieved</b>	-	-
	AG	c) determine and implement appropriate arrangements to obtain regular, independent disability advice (eg through Equality Group)	Jul	On course	<b>Achieved</b>	-	-
	HC	d) implement programme of disability awareness training for staff and members and further training in the range of disabilities for key staff	Aug	On course	Rescheduled <sup>36</sup>		
	AG	e) identify key actions to improve fair and equal access to Authority services	Sep	On course	<b>Achieved</b>	-	-
	AG	f) carry out awareness and visitor surveys relating to diversity	Sep	On course	Rescheduled <sup>37</sup>		
	RB	g) review the Authority's comprehensive 'Equality Policy'	Feb	N/C	N/C		

<sup>35</sup> Put back to January due to unanticipated complexity of the review and additional work on other projects

<sup>36</sup> Training underway but will not complete programme until November.

<sup>37</sup> Surveys complete but data not yet collated. Will now be done by January.

**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**

154.	RB	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	<b>Achieved</b> N/C	- On course	-	-
155.	JA	Review the Member Champion initiative and report findings to the Authority	Jul	<b>Achieved</b>	-	-	-
156.	RB	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	On course N/C	<b>Achieved</b> <b>Achieved</b>	- -	- -
157.	RD	Consider whether performance appraisal should apply to all Members	Sep	On course	Rescheduled <sup>38</sup>		
158.	RB	Undertake the programmed review of the Anti-fraud and Corruption Policy	Sep	N/C	<b>Achieved</b>	-	-
159.	RD	Introduce the new Code of Conduct for members	Dec	Rescheduled	Rescheduled <sup>39</sup>		
160.	DB	Implement the conclusions of the Government paper on Direct Elections	Nov	N/C	On course		
161.	RD	Maintain the Local Code of Corporate Governance, and produce the Annual Governance Report to Audit & Review Committee	Nov	On course	On course		
162.	RB	Procurement: a) examine the Authority's general approach to procurement, taking external advice to identify opportunities to make this more efficient b) review way in which the Authority lets and manages major contracts	Nov Feb	N/C N/C	N/C N/C		
163.	RD	Following publication of the new 'National Parks Circular', review the documentation on the role and responsibilities of Members	Mar	N/C	N/C		
164.	AG	Complete the work on the Authority's Communications Strategy taking into consideration the Local Government Public Involvement in Health Act 2007	Mar	On course	On course		
165.	RB	Pay 97% of invoices within 30 days.	Mar	On course	On course		
166.	RB	Upgrade financial systems, with the preparation of a Finance Handbook and introduction of the latest version of accounting software	Mar	N/C	N/C		
167.	RD	Review the Corporate Governance Policy and introduce any changes	Mar	On course	On course		

<sup>38</sup> Put back to March to allow time for Member/Officer working group to develop proposals (as per discussion at Policy Development Forum on 20 October)

<sup>39</sup> Put back to March. Still waiting for the Government to produce a revised model code of conduct for members (which was due in Spring 2009!).

**OBJECTIVE 21**

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

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

**PERFORMANCE MANAGEMENT**

168.	GS	Produce the Corporate Plan	Jun	<b>Achieved</b>	-	-	-
169.	GS	Review the Authority's performance:	Jun	<b>Achieved</b>	-	-	-
	GS	a) carry out an annual review of progress and performance	Jun	<b>Achieved</b>	-	-	-
	DB	b) identify two areas for performance improvement reviews	Mar	N/C	Revised <sup>40</sup>		
	DB	c) carry out two performance improvement reviews	Mar	N/C	Revised <sup>40</sup>		
170.	JA	Review outcomes of 'major project reviews' to ensure that lessons learned are being adopted across the Authority	Jul	<b>Achieved</b>	-	-	-
171.	JA	Carry out a fundamental review of the Authority's priorities	Sep	On course	<b>Achieved</b>	-	-
172.	DB	Review the role of the Senior Management Team in delivering the leadership, behaviours and accountability required by the Authority	Oct	On course	<b>Achieved</b>		

**OBJECTIVE 22**

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

**YDMT**

173.	JA	Identify the Authority's priorities for external funding to assist YDMT in its fundraising activity	Nov	On course	On course		
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<sup>40</sup> Audit & Review Committee has determined that only one review should take place

<b>Glossary of Lead Officers</b>							
AH	Alan Hulme		JD	John Dwyer		PW	Peter Watson
AG	Annie Galloway		JS	Janet Swailes		PH	Phill Hibbs
AM	Andrew McCullagh		KB	Kathryn Beardmore		RB	Richard Burnett
AR	Andy Ryland		KeG	Karen Griffiths		RD	Richard Daly
AS	Adrian Shepherd		KG	Kate Green		RL	Rae Lonsdale
BW	Bill Wood		KN	Kath Needham		RW	Robert White
CK	Catherine Kemp		KS	Kevin Smith		SF	Steve Funnell
DB	David Butterworth		KSt	Kathryn Storey		SH	Steve Hastie
FR	Fiona Rosher		MT	Moya Turrell		SN	Sarah Nicholson
GS	Gary Smith		NO	Nick Oldham		SW	Stuart Willis
HC	Hannah Clarke		PD	Paul Drake		SWr	Susan Wrathmell
JB	Julie Barker		PS	Peter Stockton		TT	Tim Thom