YORKSHIRE DALES NATIONAL PARK AUTHORITY **ITEM 5**

Committee: **FINANCE AND RESOURCES**
Date: **28 May 2019**

Report: **ACTION PLAN 2019/20**

Purpose of the report

1. To seek Members' approval for the detailed programme of activity that the Authority will undertake during 2019/20 in order to achieve its objectives.

Recommendation

2. That Members approve the Action Plan as the basis for managing the Authority's day-to-day work in 2019/20.

Strategic Planning Framework

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

   - ***Corporate Plan objective***
     Plan and manage the Authority's work so as to make the most effective use of our resources, including generating sufficient income to maintain expenditure at the same level as 2014/15 in real terms across the extended National Park.

Background

4. The Authority's current priority programmes were agreed at the Authority meeting in September 2018. They are: Access for All; Development Management; Land Management & Biodiversity; and, Rights of Way.

5. The specific objectives that the Authority is aiming to achieve through our various programmes were agreed at the subsequent Authority meeting in December. Members will recall that this is a brand new set of objectives – mostly taken from the new National Park Management Plan that was launched last November.

The 2019/20 Action Plan

6. For each of the Authority's 38 objectives, the Action Plan **(see Annex)** shows the key actions that will be taken in this financial year; and, the month by which each will be done. The objectives relating to the four priority programmes are highlighted (green).

Actions postponed from last year are marked in red with a (p). Those from two years ago are marked (pp).

7. Members should note that the Plan is an operational document that is updated during the year. It is a 'public document' but is not written with the public as its primary audience.

8. Members' attention is drawn to the following significant 'themes' for work in 2019/20:
    a. ***Supporting high nature value upland farming*** – continuing the national pilot of a 'payment by results' agri-environment scheme in Wensleydale (20.1-2); helping farmers to access national funding schemes (1.1-3; 19.1); and, delivering new projects to support the take up of natural flood management measures (24.1-4).
    b. **Extending our engagement with a diverse range of groups** – an increasing range of activities to enable more people to engage with and enjoy the National Park, including younger people (11.1-11.5; 12.5-6; 13.2-4), and other under-represented groups (9.1-4; 10.1-10.4);
    c. **Delivering landscape-scale enhancement schemes** – supporting implementation of multi-million pound Landscape Partnership schemes in the Ingleborough Dales and Westmorland Dales (5.1-7); and submitting the full final bid for the '*Tees-Swale: naturally connected*' project (17.4)
    d. ***Attracting younger, working-age people to live in the National Park*** – working in partnership to support the District Councils to improve services and support new employment opportunities (26.1-7); provide a range of new housing (25.1-6); support local apprenticeships (32.1-5); and, develop supportive planning policies for the future (33.4).

9. As noted above, the Plan will be updated and added to during the year to reflect significant external changes. This is likely to include responding to recommendations from the Glover Review of designated landscapes, the outcomes of which will not be known until later this year.

10. Subject to Members' approval, the final Action Plan will be made available to all Members and staff. Progress on all the actions will be monitored by the Audit and Review Committee.

Conclusion

11. In line with the Authority's agreed priorities and budget, the Action Plan for 2019/20 sets out an ambitious but realistic programme of work that will be undertaken to achieve the Authority's objectives,.

Gary Smith
Deputy Chief Executive
13 May 2019

1	***During Brexit transition, support farmers and landowners to continue to deliver a range of public benefits through national agri-environment scheme agreements and other similar initiatives, and monitor take-up***		
1.1	Support the detailed development of the Foundation for Common Land's *Our Common Cause* project, through to submission of a Stage 2 bid to HLF	Dec	
1.2	Support 100 farmers to secure new agri-environment agreements	Mar	
1.3	Assist the Farmer Network to develop a farm and estate 'open day' programme for launch in 2020	Mar	
1.4	Support the Yorkshire & Cumbria Peat Partnerships to deliver their peat restoration programmes in the YDNP	Mar	
2	***Maintain the National Park as a place where a true sense of tranquility, remoteness and solitude can be found, and by 2021 obtain Dark Skies Reserve status to enhance and promote enjoyment of its night sky***		
2.1	Undertake a lighting audit and identify 'core' area as a pre-requisite for Dark Skies reserve status application	Sep	
2.2	Produce a detailed 'Light Management Plan'	Mar	
3	***Use the Dales Countryside Museum and the Historic Environment Record to help local heritage groups to research, record and promote the stories of the National Park area, including completing the enhancement of the Historic Environment Record for the new area of the National Park by 2024***		
3.1	Host the national 'Joint Statement' event with Historic England in Arkengarthdale	May	
3.2	With funding from Historic England, carry out an audit of the Historic Environment Record	Sep	
3.3	Undertake emergency flood prevention and stabilisation work at Grinton smelt mill	Dec	
3.4	Tender for, and carry out, repairs to the roof at DCM	Dec	
3.5	Launch new galleries interpreting the lead mining and textile heritage of the Yorkshire Dales and display material from the former Yorkshire Dales Mining Museum at Earby (p)	Mar	
3.6	Deliver year 2 of the HLF-funded *Dairy Days* project	Mar	
3.7	Migrate the Authority's HER records onto the open-source HEROS system	Mar	
3.8	Develop a programme of exhibitions and high-profile loans of artefacts from individuals and other organisations to generate income from commission on sales of work and/or retail sales (p)	Mar	
3.9	Undertake the *Ink Inspiration* project using the Marie Hartley woodblocks	Mar	

4	***Help local people restore, repair and - where possible - bring back into use nationally-important historical sites, buildings and structures so that less than 4% of scheduled monuments and listed buildings are 'at risk' by 2024***		
4.1	Develop and adopt a new Cultural Heritage Strategy (pp)	Dec	
4.2	Carry out vegetation removal at Mealbank and Beldi Hill	Feb	
4.3	Tender and appoint a contractor to produce a management plan for Lammerside Castle	Mar	
5	***Deliver co-ordinated programmes of activity that enhance the distinctive landscape, geology and cultural heritage of the 'Ingleborough Dales' (by 2020) and the 'Westmorland Dales' (by 2023)***		
5.1	Agree an annual joint Action Plan with YDMT for a range of activity to enhance the National Park's landscape	Jun	
5.2	Establish a joint workshop and office base for the Westmorland Dales scheme at Tebay	Jul	
5.3	Produce leaflets to promote 2 self-guided walks and 2 self-guided cycle/horse rides in the Westmorland Dales	Dec	
5.4	Support delivery of year4 of the Ingleborough Dales Landscape Partnership	Mar	
5.5	Act as 'accountable body' for the Westmorland Dales Landscape Partnership	Mar	
5.6	Improve opportunities for cycling in the Westmorland Dales by extending the Yorkshire Dales Cycleway through the area linking Reeth to Dent, and adding a further 30km of signed route	Mar	
5.7	Support the Electricity Distribution Companies to place overhead electricity lines underground, including the completion of schemes at Reeth, Oughtershaw and Keld (p)	Mar	
6	***By 2022 secure significant funding to repair, restore, and, where appropriate, find adaptive new uses for traditional field barns, particularly those in Swaledale, Arkengarthdale and Littondale***		
6.1	Support the RDPE Traditional Farm Buildings pilot project, securing funding to restore at least 12 barns	Dec	
6.2	Review the lessons learned from the recent initiatives to support restoration of barns	Mar	
6.3	Complete the Muker Barns project, restoring 5 traditional barns (p)	Mar	
7	***Benefit a wide variety of users by raising the standard of all public rights of way so that 90% are 'easy to use' by 2023***		
7.1	Determine whether Lancashire County Council will provide the Authority with a scheme of delegation for rights of way in the Lancashire part of the National Park	Jun	
7.2	Review the recreation and tourism framework document '*Special Qualities, Special Experience*' (p)	Jun	
7.3	Update the open access leaflet	Jul	

7.4	In conjunction with the British Mountaineering Council promote and deliver the practical construction works of the 'Mend our Mountains II campaign' for the Three Peaks project 'Pitch in for Whernside'	Sep	
7.5	Carry out engineering works to 510m of eroded routes, including new surfacing of the Coast to Coast route Ravenseat, Muker and Occupation Road, Dent	Dec	
7.6	Repair 2.5km of previously engineered routes, including significant works on the ridge footpath, Whernside Summit, and Threshfield Moor Bridleway	Dec	
7.7	Replace 4 bridges and carry out repairs to Nipe Lane, Stepping Stones, Thornton Rust and the approach to Linton Stepping Stones	Dec	
7.8	Maintain existing roadside signs and erect 15 new roadside signs so that the number of places where a right of way is signposted from a metalled road reaches 97% (p)	Mar	
7.9	Repair stiles and gates identified in parish path surveys so that 92% remain in satisfactory condition (p)	Mar	
7.10	Complete 66% of unopposed path order applications within 9 months from the date of receipt	Mar	
7.11	In conjunction with Natural England implement the first phase of the Ingleborough Access Project	Mar	
7.12	Work with local communities, visitors, the Police and animal welfare partners to improve messaging about the behaviour of dogs.	Mar	
8	***Maintain and promote the Pennine Trails and other recognised long-distance routes, and campaign for the Coast-to-Coast footpath to become a National Trail by 2024***		
8.1	Review the lessons learned from the Pennine Trails Partnership project	Nov	
8.2	Implement the Pennine Way maintenance plan 2019/20	Mar	
8.3	Implement the Pennine Bridleway Maintenance Plan for 2019/20	Mar	
8.4	Act as lead authority for the Pennine Way and Pennine Bridleway National Trails Partnership and administer the grant system	Mar	
8.5	Continue to contribute to the management of the Heritage Lottery Fund Resilience Fund '*On the right path*' project on behalf of the Pennine National Trails Partnership	Mar	
9	***Carry out works to improve access on appropriate public rights of way and established permissive routes so that 262 km (10%) are suitable for users of all ages and abilities by 2024.***		
9.1	Revise the '*Miles without Stiles*' leaflet and website to promote accessible routes to a wider audience	Sep	

9.2	Survey the accessibility of 50km of rights of way in the new area of the National Park (pp)	Oct	
9.3	Identify potential capital projects for 'Miles without Stiles' routes (p)	Mar	
9.4	Promote 2 'Miles without Stiles' routes in the new area of the National Park. (p)	Mar	
10	***By 2024 provide 6,000 people from under-represented groups with activity days that enable them to access the special qualities of the National Park, and so increase their understanding, enjoyment, health and well-being.***		
10.1	Deliver 6 events for frail or elderly people through the *Country Connect* programme	Nov	
10.2	Hold an ' Accessible Dales' event	Feb	
10.3	Provide activities for 600 people through the Dales Experience Bus Days and Activity days	Mar	
10.4	Work with communities in Leeds, Wakefield and Bradford to develop a new programme to enable under-represented groups from West Yorkshire to benefit from access to the National Park	Mar	
11	***Through educational and skills-based activities inspire 6,000 young people from in and around the National Park to explore and enhance their environment each year***		
11.1	Develop YDNPA careers material and promote it to 4 secondary schools and/or colleges	Dec	
11.2	Work with local schools to develop and trial a new National Park-focused resource package for schools	Mar	
11.3	Deliver 2 programmes for the John Muir Awards	Mar	
11.4	Run a 'Crucial Crew' safety event for 500 school children, using volunteers	Mar	
11.5	Identify specific projects for schools, including working with a school to deliver a new 'eels project'	Mar	
12	***Run a cohesive programme of inspirational, participatory activities that attract at least 4,000 people each year to find out more about the National Park's special qualities***		
12.1	Deliver 3 'Dog Days' in partnership with North Yorkshire Police and the Dogs Trust	May	
12.2	Provide a YDNPA presence at 2 large and 10 smaller agricultural shows	Sep	
12.3	Deliver a programme of 50 high quality, well promoted, volunteer led guided walks	Oct	
12.4	Design, promote and deliver an inspirational programme of 25 learning and engagement events and activities for families	Oct	
12.5	Design, promote and deliver 9 *Go Wild* events	Nov	
12.6	Run the Young Archaeologists Club	Mar	

13	***Give people from all backgrounds an opportunity to enjoy and contribute to the National Park by providing at least 7,000 volunteer days per year, with 15% coming from under-represented groups***		
13.1	Produce a volunteer supervisors' handbook (pp)	Jun	
13.2	Identify ways to secure the continuation of the Young Rangers programme beyond 2020/2021	Dec	
13.3	Develop new opportunities for young people [aged 16 – 25] to volunteer in the National Park	Mar	
13.4	Run 30 'Young Rangers' task days	Mar	
13.5	Develop opportunities for flexible volunteering including ad hoc and short term volunteering	Mar	
13.6	Evaluate the social, health and well-being impact of volunteering in the National Park	Mar	
14	***Work with organisers of large-scale events to ensure they are well run, benefit local businesses, and contribute to the maintenance of the Park's natural capital, for example funding the cost of maintaining the 'Three Peaks' route***		
14.1	Establish a web-based Three Peaks notification scheme for groups	Sep	
14.2	Undertake an economic impact study of the Three Peaks walks	Dec	
14.3	Produce a Three Peaks Challenge and Individual Peaks map to assist walkers around the area and promote the Three Peaks Project (p)	Dec	
15	***Promote and encourage responsible cycling by supporting world class events that showcase the National Park, enabling the development of four 'cycle hubs', and creating at least one further family-friendly cycling route by 2023***		
15.1	Support the *Tour de Yorkshire* 2019 route through the National Park	May	
15.2	Maximise the legacy opportunities from the Cycling World Championships for example by producing a short film to engage young people with the cycling opportunities in the National Park	Sep	
15.3	Investigate the feasibility of a Wensleydale family-friendly and multi-user cycle route alongside proposals for the re-instatement of the railway from Hawes to Garsdale	Dec	
15.4	Support the 2019 Cycling World Championships through the National Park, and identify lessons learnt	Mar	
16	***Maintain 'green lanes' and, where appropriate, manage use by recreational motor vehicles, including enforcing any restrictions imposed by Traffic Regulation Orders***		
16.1	Put in place management plans for Ravenstonedale Moor and The High Way (northern section) (p)	Sep	
16.2	Replace the footbridge adjacent to the UUR (U2318) Deerstones, Beamsley	Dec	
16.3	Provide the secretariat for meetings of the full Yorkshire Dales Access Forum	Mar	

16.4	Monitor the use and condition of 'sensitive' green lanes and produce an annual report (p)	Mar	
16.5	With NYCC, continue to implement the programme of improvements to Unsurfaced Unclassified Roads	Mar	
17	**Support farmers and landowners to restore and manage landscape-scale mosaics of priority habitats so that:** **a) 30% of the priority habitats outside nationally-designated wildlife sites are in good condition by 2024;** **b) at least one landscape-scale 'nature recovery area' has been created by 2021**		
17.1	Complete a contract to design and test methodologies for farmers to carry out habitat assessment	Sep	
17.2	Complete the 2-year survey of priority habitats and their condition in the new area of the National Park	Dec	
17.3	Commission the development of an on-line habitat map	Dec	
17.4	Work with the North Pennines AONB and partners to submit the Stage II bid to the Heritage Lottery Fund for the £8.5 million *Tees-Swale* nature recovery project	Feb	
18	***Work with farmers and landowners to achieve and maintain stable or increasing populations for 90% of priority species by 2026, including the UK 'red-listed' upland birds — Black Grouse; Curlew; Hen Harrier; Lapwing; Merlin; Skylark; and Yellow Wagtail — for which the National Park is renowned, and those of international importance***		
18.1	Develop and submit a funding bid to NLHF for a Burnt Orchid conservation project	Jun	
18.2	With funding from PTES, run a conference to raise awareness of dormice in mid-Wensleydale.	Jul	
18.3	As part of the NUCLNP, develop and submit a bid to NLHF for a delegated conservation grant scheme to support local groups and businesses to take action to conserve nature (p)	Sep	
18.4	Set up a Swinden Quarry Natural Environment Fund, working with Tarmac.	Sep	
18.5	On behalf of the NUCLNP, host a Curlew Conservation project officer, and support the development and submission of a significant funding bid	Mar	
18.6	With the INNS Steering Group, identify the invasive species that should be the priorities for local action	Mar	
19	***Work with farmers and landowners to improve the condition of the Aire, Eden, Lune, Ribble, Swale, Ure and Wharfe so that at least 90% of all rivers achieve 'good ecological status' by 2027***		
19.1	Through Natural England's *Catchment Sensitive Farming* initiative, deliver a programme of advice, training and funding for farmers to reduce diffuse pollution in the Ure, Swale, Wharfe and Aire catchments	Mar	
19.2	Support the Yorkshire Dales Rivers Trust to complete the River Wharfe SSSI restoration project (p)	Mar	

20	***Work with farmers in Wensleydale to demonstrate the benefit of 'high nature value', low-input farm systems through a 5-year trial of a 'payment by results' approach to agri-environment funding***		
20.1	With Natural England, deliver the DEFRA-funded Payment by Results test & trial on 18 farms in Wensleydale	Mar	
20.2	Support the National Trust's 'Payment for Outcomes' test & trial in Wharfedale & Wensleydale	Mar	
21	***Work with moorland managers and other key stakeholders to devise and implement a local approach to end illegal persecution of raptors, including independent and scientifically robust monitoring, and co-ordinated Hen Harrier nest and winter roost site protection***		
21.1	Establish a local group to take forward implementation of the national action plan produced by the Raptor Persecution Priority Delivery Group	Oct	
21.2	Co-ordinate a programme of roost monitoring in the YDNP and work with partner organisations to co-ordinate the monitoring of any nesting attempts by Hen harriers in the YDNP	Mar	
22	***Work with farmers and landowners to ensure that at least 70% of all woodland is in active management by 2023, including positive management of conifer plantations to increase suitable habitat for red squirrels and black grouse***		
22.1	Complete the collation of data on the extent and type of woodland in the new area of the National Park (pp)	Jun	
22.2	Produce 8 woodland management plans	Mar	
22.3	With the Dales Woodland Forum, carry out preparatory work for a new Dales Woodland Strategy	Mar	
23	***Support landowners to create at least a further 450 hectares of native broadleaved and mixed woodland that enhances the National Park's landscape by 2024, with priority given to projects that strengthen habitat networks, increase carbon storage and help to reduce flooding***		
23.1	With funding from YDMT, complete the planting of 1,700m of hedgerow and trees to support the expansion of the Dormouse population in mid-Wensleydale (p)	Feb	
23.2	As part of the Dales Woodland Restoration programme support the planting of 50ha of new native woodland	Mar	
23.3	With funding from the Woodland Trust, create an additional 20ha of new native woodland	Mar	
23.4	With funding from PTES create 10 small woodlands as Dormice habitat in mid-Wensleydale	Mar	
23.5	Work with partners in the White Rose Forest to engage with landowners and identify opportunities for woodland creation in the Craven part of the YDNP	Mar	

24	***Work with farmers and landowners to deliver landscape-scale natural flood management projects in the Aire, Eden, Ribble; Lune; Swale, Ure, and Wharfe catchments***		
24.1	Work with groups of farmers in Wensleydale and Lunesdale to support take up of natural flood management measures through the Wensleydale and Lunesdale Facilitation Fund projects	Mar	
24.2	With Lune Rivers Trust complete a programme of natural flood management works at Tebay and Sedbergh	Mar	
24.3	Support the work of the Lune, Ribble and Eden River Catchment Partnerships	Mar	
24.4	Work with partners in the Dales to Vales Rivers Network to deliver the Bishopdale NFM project	Mar	
25	***Support the completion of 400 dwellings in a range of tenures, sizes, types and prices, by 2024***		
25.1	Collate data on, and analyse the reasons for, planning permissions for housing not being implemented	Jul	
25.2	Identify potentially viable 'exception sites' for affordable housing development in Craven and South Lakeland	Sep	
25.3	With district council partners, commission designs for new, modern housing in the National Park to reduce build costs; increase sustainability, and be sympathetic to landscape character	Oct	
25.4	With district council partners, assess the feasibility of establishing a Park-wide Community Land Trust	Dec	
25.5	Support District Councils and housing providers to deliver at least 55 new dwellings (pp)	Mar	
25.6	Permit at least 70 new dwellings	Mar	
26	***Undertake a 5-year programme of measures to promote the National Park as a place to live for younger, working age households (18-44) to help halt the decline in their numbers***		
26.1	Work with NYCC to identify the best sites to locate proposed mobile infrastructure for two 'not spots'	Jun	
26.2	With CDC and SLDC, complete the selection of the winners of '*Great Place: Lakes and Dales'* competition to design flexible live-work housing for younger people	Jul	
26.3	'Re-brand' local occupancy conditions to make clear they don't just apply to people who already live in the National Park (p)	Jul	
26.4	Commission and complete a study into the socio-economic 'state' of the National Park	Oct	
26.5	Develop proposals for a package of "get-to-know-the-Dales" events for people who might be considering moving into the National Park	Oct	
26.6	With South Lakeland and Craven District Councils, support the delivery of a range of activities through '*Great*	Dec	

	Place: Lakes and Dales' project– including marketing the area to younger people.		
26.7	Support further roll-out of hyperfast community broadband through B4RN, including to Sedbergh.	Mar	
27	***Use the Sustainable Development Fund and other funding sources, to support 20 new local projects each year that bring economic, social and environmental benefits to the National Park***		
27.1	Provide Sustainable Development Fund grants to at least 20 new local projects	Mar	
28	***Provide an efficient development management service that supports appropriate opportunities for economic and community development whilst helping to conserve and enhance the special qualities of the National Park, including ensuring that 65% of minor and 80% of 'other' planning applications are being determined within eight weeks and at least 80% of applicants are satisfied with the service provided***		
28.1	Install and go live with new planning software, document management system and public portal	Dec	
28.2	Close at least 100 enforcement cases	Mar	
28.3	Determine at least 65% of 'minor' planning applications within 8 weeks or the time limit agreed with applicant	Mar	
28.4	Determine at least 80% of 'other' planning applications within 8 weeks or the time limit agreed with applicant	Mar	
29	***Improve the quality, variety and marketing of the tourism 'offer' to encourage more overnight stays and more visitors in the quieter months, so that the value of tourism grows by at least 5% in real terms by 2024***		
29.1	Launch a 'food toolkit' for businesses	Jul	
29.2	Publish and distribute 125,000 copies of 'The Visitor 2020' as the official guide to the National Park	Feb	
29.3	Run 2 development workshops for tourism businesses to make better use of tourism opportunities based on the National Park's special qualities.	Mar	
30	***Promote the Yorkshire Dales National Park as a leading sustainable tourism destination, including enhancing the locations of 4 National Park Centres to create 'visitor hubs' that promote local distinctiveness and assist destination promotion for local activities, accommodation, food and itineraries***		
30.1	Install electric car charging points at Grassington, Aysgarth and Hawes car parks (p)	Jul	
30.2	Establish a new tourism businesses database, and new e-newsletter	Sep	
30.3	Develop 'meet the maker' type Visitor Centre events to encourage visitors to come into the centres	Dec	
30.4	Refurbish the Grassington National Park Centre and improve infrastructure in the car park site so as to create	Mar	

	a more effective visitor hub that encourages greater exploration of the local area (p)		
31	***Develop and promote new events, festivals and attractions based on the National Park's special qualities and local distinctiveness so that at least 10% of visitors each year are coming for the first time***		
31.1	Undertake a survey to find out how many 'first time' visitors attend the Cycling World Championships	Sep	
31.2	Deliver year 3 of the *Moors and Dales Destination Management* project, including the annual Cheese Festival and Dark Skies Festival	Oct	
32	***By 2023 provide at least 20 apprenticeships that focus on the skills that are essential to maintaining the National Park's special qualities***		
32.1	Recruit an apprentice supervisor and 4 new apprentices as part of the Westmorland Dales scheme	Sep	
32.2	Support the establishment of an internal Youth Forum	Sep	
32.3	Recruit 4 new YDNPA apprentices (in planning, wildlife, heritage and communications)	Dec	
32.4	Complete the final two apprenticeships as part of the Ingleborough Dales Landscape Partnership	Mar	
32.5	Continue to host and support 2 apprentices as part of YDMT's *Green Futures* project	Mar	
33	***Work with neighbouring authorities to produce a single, updated Local Plan for the whole of the National Park by 2023, which will help achieve the vision and objectives in the National Park Management Plan***		
33.1	Co-ordinate and publish the NPMP Steering Group's first annual progress report on the 2019-24 NPMP	Jun	
33.2	Design and launch a new NPMP section on the Authority's website	Jul	
33.3	Hold the third NPMP Annual Forum	Nov	
33.4	Launch a public consultation on 'Issues and Options' for the new Local Plan	Jan	
33.5	Commission and adopt an updated Landscape Character Assessment for the National Park	Feb	
33.6	Cooperate on 'Statements of Common Ground' with Lancaster City and Richmondshire District Council	Mar	
33.7	Provide parish census data and other information to support development of a Clapham Neighbourhood Plan	Mar	

34	***Plan and manage the Authority's work so as to make the most effective use of our resources, including generating sufficient income to maintain expenditure at the same level as 2014/15 in real terms across the extended National Park area***		
34.1	Implement systems to enable the automatic submission of VAT returns and data	Apr	
34.2	Publish the Corporate Plan for 2019/20	Apr	
34.3	Plan and run the 2019 Society of National Parks Staff Conference	May	
34.4	Produce a detailed Action Plan to deliver the Authority's objectives in 2019/20	May	
34.5	Publish a detailed assessment of the Authority's performance in 2018/19	Jul	
34.6	Plan and run the UK National Parks Conference	Sep	
34.7	Review progress in reducing greenhouse gas emissions and develop costed proposals for further action	Dec	
34.8	Prepare the Medium Term Financial Strategy (3-year budget) for 2020/21 to 2022/23	Feb	
34.9	Review of the business rates for the Dales Countryside Museum and the Authority's car parks and toilets	Mar	
34.10	Organise and Monitor loan arrangements that support programme delivery, including with the Yorkshire Wildlife Trust, the Lune Rivers Trust and Broadband for the Rural North.	Mar	
34.11	Re-contract for the supply of cash investment and insurance brokerage advice	Mar	
35	***Provide high quality, efficient and effective services and communications to the public and other stakeholders, and so maintain the Customer Service Excellence standard every year***		
35.1	Re-develop the website to improve user experience (p)	Jul	
35.2	Retain the Customer Service Excellence standard following the annual re-accreditation process	Aug	
35.3	Carry out a reader survey in the 'Dales' newspaper.	Sep	
35.4	Review the format, design, layout and content of the 'Dales' newspaper	Oct	
35.5	Publish and distribute two editions of the 'Dales' newspaper to all properties in the National Park	Mar	
35.6	Develop social media activity to promote the National Park and the work of the Authority, ensuring that we achieve top quartile status for social media reach amongst National Park Authorities	Mar	
35.7	Review, revise and update the Authority's Visual Identity Guidelines	Mar	

35.8	Review the Authority's overall communications strategy, to include reputation management and specific reference to engaging residents	Mar	
36	***Operate governance arrangements that are fit for purpose, as reported through the Annual Governance Statement and the Annual Governance Report***		
36.1	Produce the Annual Governance Statement	Apr	
36.2	Produce the Statutory Accounts for 2018/19, and achieve an unqualified external audit opinion	Jul	
36.3	Work with Defra to design and agree a replacement for the English NPAs' Financial Grant Memorandum	Aug	
36.4	Review and revise the Authority's suite of procurement documentation, including *pro forma* contracts	Sep	
36.5	Review and revise the Authority's Financial Regulations	Sep	
36.6	Produce an Annual Governance Report to include a review of the Local Code of Corporate Governance	Nov	
36.7	Complete review of the structure of the YDNPA Board in light of the extension to the National Park boundary	Dec	
36.8	Review the Corporate Governance Policy	Mar	
36.9	Establish a methodology for monitoring and reporting arrangements (including to Defra) in relation to outcomes from the Government's 25 Year Environment Plan, and link these to the revised Grant Agreement'	Mar	
36.10	Review the Protocol on Member-Officer Relations	Mar	
36.11	Re-contract for the supply of an Internal Audit service	Mar	
37	***Ensure that we have personnel policies, procedures, terms and conditions to attract and support the right people with the right skills to deliver the work of the Authority effectively, as evidenced by accreditation under the Investors in People standard***		
37.1	Develop an action plan to deliver targeted improvements that build on the 2018 *IIP* assessment	Jul	
37.2	Review and update the Authority's Pension Discretions Policy	Dec	
37.3	Review and update the Equality & Diversity Policy	Feb	
37.4	Review personnel policies in line with the Authority's People Management Strategy	Mar	
38	***Provide facilities and IT systems that are fit for purpose and support effective delivery of our services, as evidenced by the external auditor's annual 'value for money' opinion and internal audit's reporting on relevant systems***		
38.1	Complete the repair and refurbishment of the cottage building at Colvend.	May	

38.2	Complete the roll out of new desktop computers (p)	Sep	
38.3	Build five new Remote Desktop Services (RDS) Servers, to begin the migration of users to Office 2016.	Dec	
38.4	Resolve issues with Ranger accommodation in the south of the Park (p)	Mar	
38.5	Re-contract cleaning contracts for public and office premises	Mar	
38.6	Review and update the Property Profile for each National Park car park and amenity site	Mar	
38.7	Review and implement the Risk Assessment and Inspection process for each car park and amenity site	Mar	
38.8	In conjunction with Dent Parish Council refurbish Dent toilets and establish a new lease agreement (p)	Mar	
38.9	Refurbish the public toilets at Buckden and Linton Falls	Mar	