

**Date:** 28 September 2021

**Report:** SETTING PRIORITIES FOR 2022 AND BEYOND

### **Purpose of the report**

1. To inform Members of the work carried out as part of the 3-yearly fundamental review of the prioritisation of the Authority's work programmes; and to seek approval for a revised prioritised list for 2022/23 onwards.

### **RECOMMENDATION**

2. That Members adopt the revised prioritised list of 'sub-programmes' at Annex B, as the initial basis for preparing the Authority's operational plans and budget for 2022/23 and beyond.

### **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 2021-22**  
*Objective 35: Plan and manage the Authority's work so as to make the most effective use of its resources....*

### **Background**

4. A robust system of prioritising the Authority's work programmes has become an integral and important part of our business planning. It is important that we identify those areas of work that are most important to the Authority so as us to ensure that:
  - staff, partners and stakeholders are clear about where we will be directing our efforts, and where we won't; and,
  - resources are allocated most effectively to achieve our objectives.
5. The process of fundamentally reviewing the priority of each of the Authority's work programmes is carried out once every 3 years, using a model developed by a Member/officer working group. The last fundamental review was done in 2017.

## **Context to this review**

6. Over the period from 2009-2015, the Authority dealt with a real terms cut in core funding of about 40% - or £2.2 million in 'cash' terms. As a result, decisions on priorities were largely focused on which areas of work to cut back or stop, and identifying a small number of programmes where we would continue to strive for excellence. It resulted in some programmes being amalgamated and others stopped altogether.
7. The extension of the National Park boundary in 2016 – and *pro-rata* increase in our core grant provided some stability in funding but this has continued to be eroded with real terms cuts in recent years. What *has* changed – dramatically – is the extent to which the Authority is now accessing funding from other sources ('earned income'). So, whilst our core Defra grant this year is just over £1 million higher than it was in 2014/15 our expenditure will be over £4 million higher. That has meant that the Authority has been able to continue to pursue objectives that would otherwise have been impossible to achieve (given that our core grant is still less than it was in 2009-10). It is important to note, though, that much of this 'earned income' is project-specific and doesn't contribute to core running costs. It has also changed the *nature* of the organisation – with an increase in the number of staff on short-term or project-based contracts, and significantly more organisational and financial 'volatility'.
8. Current indications from Defra are that the Authority can expect another real-terms cut in its core grant for 2022-23 (i.e. the same in cash terms as 2020-21, with no allowance for inflation). Beyond that, though, nothing is certain with a post-pandemic Government spending review currently underway. However, the majority of our earned income looks fairly secure - at least for the next 3 years.
9. Looking beyond finances, the review of our priorities takes place in the context of:
  - The economic recovery from Covid – 'levelling up'; 'building back better' etc;
  - The climate emergency;
  - The '30 x 30' Government commitment to protect 30% of UK land for biodiversity by 2030, which includes all National Parks;
  - An imminent Government response to the Glover review of national landscapes
  - Significant structural change to our constituent local authority partners in Cumbria and North Yorkshire.

## **Determining the Authority's priorities**

10. The Authority's broad approach to setting and reviewing its priorities is well established. The parameters for this particular review were agreed at a meeting with the Chair and Deputy Chair in April:
  - The Authority's spending 'programmes' have been broken down into smaller work areas ('sub-programmes') as the basis for the initial prioritisation. This is to enable Members to take a more nuanced approach than would be possible using just the existing programmes, some of which contain multiple strands of different activity

(e.g. the current Land Management programme incorporates: farm conservation; woodlands; and, biodiversity work). The 14 programmes have — for the purposes of this process — been split into 31 sub-programmes.

- Core services (e.g. IT, Personnel, Finance) are not included in this process. Partly because they are a means to facilitate the work programmes (rather than an end in themselves) and partly because they are all subject to on-going scrutiny to keep costs down.
- Statutory functions (e.g. Development Management) *are* included because, whilst we can't stop doing them, the Authority has considerable discretion about the *level* of service provided;
- For the process to be meaningful, only a small number of sub-programmes can be considered a priority. So, if a sub-programme 'moves up', another has to 'move down'.

11. The process so far has involved officers applying a set of criteria to compare the 31 sub-programmes. The criteria were very similar to those used in previous fundamental reviews. The primary factor is the sub-programme's contribution to achieving the two statutory national park purposes, but the assessment also takes account of other factors such as the contribution to local socio-economic well-being and the amount of external funding generated.

12. Using the results of this initial analysis, the sub-programmes were grouped into the three categories that we currently use:

- **'Priority'** – those where we will strive for excellence;
- **'Adequate'** – those where we will seek to maintain a decent level of service;
- **'Limited'** – those where progress will be largely dependent on external funding, or where we will only do the minimum necessary to meet legal duties.

13. The results of this initial analysis were presented at the Policy Development Forum on 7 September. The background papers – summarising what each sub-programme does; the objectives it is intended to achieve; and some initial indication of how it might be affected by decisions about its priority – are set out in **Annex A**. It is worth reiterating that the potential impacts are only indicative and are based on an assumption that NPA core funding stays broadly at the current level over the next 3 years, and will obviously be different if funding is actually cut (or increased).

14. At the Policy Development Forum there was a wide-ranging and informed debate as to what the priorities for the National Park Authority should be. Whilst all the sub-programmes are important, there was a clear recognition amongst the Members present that some hard choices would have to be made. Overall, there was a clear consensus on the relative priority of most of the sub-programmes. However, there were two groups of sub-programmes that then generated further debate:

- a) There were 3 sub-programmes (Education; Planning; and, Planning Policy) that received support for inclusion in the 'priority' category but only room for two of them. The consensus (just) was for Planning and Planning Policy to be included in the priorities.

- b) There were 7 sub-programmes (Building Conservation; Dark Skies; Enforcement; National Park Centres; Outreach; Public Transport; Sustainable Development Fund) where there was a debate about whether they should be in the 'adequate' or 'limited' categories. The consensus (fairly clear cut) was that Building Conservation, National Park Centres and Public Transport should be in the limited category.

15. The results of Members' combined consideration at the Policy Development Forum is shown in **Annex B**.

### **Next steps**

16. Subject to Members' views today, officers will use the final prioritised list of sub-programmes to start to develop operational plans for 2022/23 and beyond, including:

- Considering whether any consequential changes might be needed to the Authority's current objectives (December NPA);
- Developing a detailed budget (February F&R); and,
- Identifying practical actions that will be needed to give effect to Members' decisions (May F&R).

17. It's worth reminding Members that the decision on priorities simply provides a framework and context in which to develop our work programmes. Any fundamental decisions or changes to these programmes will always come back to the Authority for discussion and final determination.

### **Conclusion**

18. The priority-setting process is a challenging part of the Authority's corporate governance but one that has stood the Authority in good stead. Whilst all Members will have their own individual views, being able to arrive at a consensus about those areas of work that are most important to the Authority provides the necessary framework for officers to be able to deliver the Authority services. It also enables us to provide the public and our external partners with clarity about what we intend to do (or, in some cases, not do) over the next three years.

**Gary Smith**  
**Deputy Chief Executive**

14 September 2021

## **APPRENTICES**

### **Activities**

- A permanent programme of 'corporate' apprenticeships, each hosted by different services (Wildlife, Heritage, Communications, Planning) across the Authority.
- A series of 'project specific' apprenticeships and trainees through externally funded programmes (e.g. Landscape Partnerships).

### **Corporate Plan objectives**

*33. By 2023 provide at least 20 apprenticeships that focus on the skills that are essential to maintaining the National Park's special qualities.*

### **Indicative Future Scenarios**

#### **High Priority**

Increase the number of 'corporate' apprentices by providing additional budget and management time. Actively seek potential grant funding bids that present the opportunity for funding more project-specific apprenticeships.

#### **Adequate Service**

Continue to fund a handful of 'corporate' apprenticeships each year. Ensure that wider external funding bids (Landscape Partnerships etc) include funding to provide project-specific apprenticeships.

#### **Limited**

End the 'corporate' apprentice programme. Only host project-specific apprenticeships that can be wholly resourced through externally-funded projects.

#### **No Service**

Cease all activities associated with hosting apprenticeships, including those funded by external grants once the existing projects end.

## ARCHAEOLOGY

### Activities

- Action to conserve and manage important historical sites and features that are neglected because they are of no economic value or have uncertain ownership;
- Promote understanding and enjoyment of the value and interest of the Dales' archaeology, and engage local communities in projects to conserve their heritage;
- Monitor the condition of the NP's most important historical sites and features;
- Respond to wide range of statutory and non-statutory consultations.

### Corporate Plan objectives

*4. Help local people to 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 considered 'at risk' by 2024.*

### Indicative future scenarios

#### **High priority**

Take a more proactive and strategic approach to targeting Scheduled Monuments at risk, exploring a full range of solutions – including more use of legal powers. Develop a better-funded and more active conservation programme - using contractors, volunteers, and greater involvement of local communities - for monument restoration and management.

#### **Adequate service**

Continue the current approach to conservation, with significant improvements being dependent on access to external funding (e.g. NLHF funding through the Ingleborough Dales and Westmorland Dales Landscape Partnerships) or national agri-environment scheme agreements. Continue programme of volunteer surveys of the condition of Scheduled Monuments.

#### **Limited**

Cut back funding for repairs or advice programme. Focus on supporting statutory functions (e.g. commenting on planning applications); agri-environment scheme applications; and chargeable services only. End the condition surveys of monuments and rely on national condition surveys.

#### **No service**

Buy in archaeological advice when needed for significant planning or agri-environment scheme applications.

## **BARNS & WALLS**

### **Activities**

- Provide specialist advice and support to applicants for barn restoration and repair projects funded through agri-environment or other funding schemes.
- Fund the restoration and repair of barns in the Barns and Walls Conservation Areas

### **Corporate Plan objectives**

*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.*

### **Indicative future scenarios**

#### **High priority**

Provide direct Authority funding for a substantial programme of barn repair and restoration, focusing on the two Barns and Walls Conservation Areas that are at risk, and seek further increases in funding through e.g. national agri-environment schemes, National Lottery Heritage Fund, and other sources to expand the range of activity. Provide specialist advice to farmers, landowners and statutory agencies. Develop proposals/bids to fund adaptation of barns to enable new economic uses.

#### **Adequate service**

Continue to provide advice and assistance to support national and other local funding schemes for barn restoration, and run a small fund for repairs to barns in the two designated Conservation Areas, supplemented with money from legacies, donations and other external funding.

#### **Limited**

No direct funding for barn repair or restoration (unless externally funded). Provide specialist advice only when paid for.

#### **No service**

End the service.

## **BUILDING CONSERVATION**

### **Activities**

- Help people to conserve, maintain, repair and re-use Listed Buildings and other locally-important buildings
- Carry out regular surveys of the condition of Listed Buildings
- Raise awareness of built heritage, and help local people and visitors to realise and appreciate its value and interest.

### **Corporate Plan objectives**

*4. Help local people to 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 considered 'at risk' by 2024.*

### **Indicative future scenarios**

#### **High priority**

Take a more proactive and strategic approach to targeting Listed Buildings at risk, exploring a full range of solutions, including legal measures, to start to reduce the number at risk. Develop a more active advice and grant funding programme for traditional building owners (including for buildings that aren't listed but have local importance).

#### **Adequate service**

Continue the current approach of advice and small grants. Significant improvements would be dependent on access to external funding (e.g. NLHF) or being achieved through planning permissions/conditions. Continue programme of using volunteers to survey the condition of Grade 2 Listed Buildings.

#### **Limited**

Reduce funding and advice for building owners. Focus on supporting statutory functions (e.g. planning applications); agri-environment scheme applications; and chargeable services. End the programme of regular condition surveys of Grade 2 Listed Buildings.

#### **No service**

Would need to buy in occasional building conservation advice for significant planning applications.

## CAR PARKS

### Activities

- Manage and maintain the 10 Authority car parks and associated land.

### Corporate Plan objectives

*None*

### Future scenarios

#### **High priority**

Provide dedicated 'grounds maintenance' staff to keep the car parks and surrounding areas in excellent condition and regularly monitor ticket compliance. Regularly upgrade ticket machines. Carry out an annual and rolling 10-year programme of enhancements: signing, re-surfacing, and interpretation programme for each car park.

#### **Adequate service**

Carry out regular surfacing/tarmac enhancement for all car parks, rather than just tarmacking small sections as and when required. Carry out regular monitoring of ticket compliance through rangers and volunteers.

#### **Limited**

Carry out only basic surface and grounds maintenance to retain compliance with Health and Safety standards. Basic ticket machine software upgrades, as required.

#### **No service**

Dispose of the car parks. Note - significant reduction in income if no service provided. Significant traffic management issues likely to arise in and around the villages where our sites are if they are not retained as car parks.

## CYCLING INFRASTRUCTURE

### Activities

- Promote cycling in all its forms in the National Park, including ‘cycle the dales’ website
- Identify and commission feasibility studies for family-friendly cycle routes in the hope that they will be taken forward, and the right environment will be created for cycle hubs to establish

### Corporate Plan objectives

*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.*

### Indicative future scenarios

#### **High priority**

Provide new resources to identify the most promising locations and undertake the legal work and negotiations necessary to create a series of ‘shovel ready’ new family-friendly cycle routes in the National Park. Develop and support bids for capital funding to implement the physical works necessary to create the routes on the ground. A family-friendly cycle route is a pre-requisite for any location to become a ‘cycle hub’. Continue to promote cycling through the dedicated website ‘Cycle the Dales’. Maintain the Yorkshire Dales cycleway signage and promote the touring route as a sustainable way to explore the Yorkshire Dales

#### **Adequate service**

Identify the most promising locations for new family-friendly multi-user routes and support other organisations (such as the County Councils, Sustrans and Cycling UK) to take forward their implementation. Continue to promote cycling through the dedicated website ‘cycle the dales’. Maintain the Yorkshire Dales cycleway signage and promote the route.

#### **Limited**

Continue to maintain the signage for the Yorkshire Dales cycleway (this route was developed by the YDNPA) but rely on other organisations and businesses to promote other cycling opportunities in the National Park. No development of new family-friendly routes unless funded externally.

#### **No service**

End the service.

## DALES COUNTRYSIDE MUSEUM

### Activities

- Maintain permanent and temporary heritage exhibitions and displays interpreting the wildlife, landscape and cultural heritage of the National Park
- Manage the Museum collection in accordance with museum accreditation including provision of access for research
- Run school and family activities, community-based projects events and workshops

### Corporate Plan objectives

*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.*

### Indicative future scenarios

#### **Priority**

Increase financial investment to allow all elements of the museum accreditation (governance, exhibitions and events programme, and customer service) to be at a higher standard, with dedicated curatorial staff to allow more time to be spent on collection management.

#### **Adequate**

Continue to meet the requirements of the ACE (Arts Council England) museum accreditation, so as to provide opportunities to host collections from other museums and enable access to external funding which is specific to museums. Replace exhibitions only when damaged, or when external funding is available. Run a small number of events (funded by the 'Friends' and other external funding).

#### **Limited Programme**

Visitor opening hours would be reduced from 11 months of the year to 6 months (to bring into line with National Park Visitor Centres). Seek to reduce running costs by e.g. franchising out more of the internal space to generate income.

#### **No service**

There would be a financial cost in dispersing the collection if DCM ceased to be a museum.

## **DARK SKIES**

### **Activities**

- Ensure compliance with and retention of Dark Sky reserve status
- Provide volunteering opportunities to undertake Dark Sky readings, and citizen science.
- Provide Dark Sky residential experiences for families who wouldn't otherwise experience a night under the stars in a protected landscape.
- Run educational sessions for schools and groups as part of the Dark Sky Festival;
- Provide grants to encourage communities and businesses to take action to reduce light pollution

### **Corporate Plan objectives**

*2. Maintain the National Park as a place where a true sense of tranquillity, remoteness and solitude can be found, and by 2021 obtain Dark Skies Reserve status to enhance and promote enjoyment of its night sky.*

### **Indicative future scenarios**

#### **High priority**

Undertake all necessary activities to ensure compliance with, and retention of, International Dark Sky reserve status. These include running Dark Sky residential for families who wouldn't otherwise experience a night under the stars; education activities to raise understanding of the importance of the Dark Skies; Volunteers undertaking Dark Sky Readings and Citizen Science activities. Continue to ensure appropriate lighting schemes as part of any new development. Provide advice and grants to encourage local communities and businesses to take action to reduce light pollution.

#### **Adequate service**

Continue to provide guidance to communities and business to support to action to reduce light pollution, including through the planning system. End the existing grant programme unless external funding can be secured. Continue to use volunteers to undertake Dark Sky Readings. Deliver some limited education activities but stop running the Dark Sky residential.

#### **Limited**

Volunteers undertaking Dark Sky Readings only. Ensure appropriate lighting schemes as part of any new development requiring planning permission.

#### **No service**

End the service (but would mean that Dark Skies Reserve status unlikely to be retained)

## EDUCATION

### Activities

- Deliver a 'formal education' outdoor learning programme for schools, which promotes understanding of the National Park through the national curriculum, and encourages young people to learn about, explore, and conserve the Yorkshire Dales.
- Run 'Crucial Crew' sessions to educate school children about the Countryside Code.

### Corporate Plan objectives

*11. Through educational and skills-based activities inspire 1,500 young people from in and around the National Park to explore and enhance their environment each year.*

### Indicative future scenarios

#### **High priority**

Continue to expand the current service to increase the number of schoolchildren we can reach to bring in those in schools in the surrounding urban conurbations beyond the National Park's school catchment area. For each additional staff member, we could reach a further 1,500 children.

#### **Adequate service**

Retain the existing formal education service – delivering a free outdoor learning programme to primary, secondary and special schools whose catchment includes part the National Park. These are practical and engaging learning experiences that are welcomed by schools as they meet the requirements of the National Curriculum; as well as enabling children and young people to develop an informed and inquisitive relationship with the National Park.

#### **Limited**

Return to a more reactive and *ad hoc* approach to formal educational activities – providing occasional materials or staff visits to support national curriculum activities in local schools but without any dedicated resources to provide a co-ordinated or focused approach.

#### **No service**

End all formal educational work.

## **ENFORCEMENT**

### **Activities**

- Monitor 'high risk' development to ensure compliance with planning conditions;
- Take enforcement action where necessary

### **Corporate Plan objectives**

*29. 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.*

### **Indicative future scenarios**

#### **High priority**

Continue the current proactive approach to enforcement monitoring and compliance, including ensuring the discharge of conditions on higher risk developments.

#### **Adequate service**

A more reactive service, prioritising cases where there is significant environmental or amenity harm. Limited monitoring of ongoing development.

#### **Limited**

Deal only with the most serious enforcement complaints.

#### **No service**

Although decisions to take enforcement action on a case by case basis are discretionary, a decision not to provide any service would be a failure to deliver the Authority's statutory function as a Planning Authority.

## FARM CONSERVATION

### Activities

- Support 'High Nature Value' farming in the National Park, including through the Tees-Swale project and 'Farming in Protected Landscapes' programme
- Deliver the 'Catchment Sensitive Farming' programme to help reduce agricultural pollution in the Aire, Swale, Ure and Wharfe catchments
- Deliver local programmes of support for natural flood management

### Corporate Plan objectives

*1. Support farmers and landowners to continue to deliver a range of public benefits through national agri-environment scheme agreements and other similar initiatives.*

*18. Support farmers and landowners to restore and manage landscape-scale mosaics of priority habitats so that at least one landscape-scale 'nature recovery area' has been created by 2021.*

*20. 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.*

*21. 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.*

*25. Work with farmers and landowners to deliver natural flood management projects in the Aire, Eden, Ribble; Lune; Swale, Ure, and Wharfe catchments.*

### Indicative future scenarios

#### **High priority**

Continue existing service: provide a range of support to help farmers to enter national agri-environment schemes; pioneer new approaches to make 'High Nature Value' farming more viable; run 'Catchment Sensitive Farming' projects to help farmers reduce diffuse pollution; and, continue to lead local partnerships to deliver natural flood management.

#### **Adequate service**

Provide more limited advice/assistance to farmers entering national schemes. Continue existing externally-funded projects (Catchment Sensitive Farming; Farming in Protected Landscapes etc) but stop developing new approaches and projects.

#### **Limited**

Stop all advice and support for farming other than where covered by externally-funded projects (e.g. CSF; FiPL; Tees-Swale).

#### **No service**

End the service once the existing long-term contractual commitments to externally-funded projects (FiPL, Tees-Swale etc) are completed.

## HISTORIC ENVIRONMENT RECORD

### Activities

- Maintain the Historic Environment Record for the National Park, and make the data publicly available
- Fund research to improve knowledge of the historic environment of the National Park

### Corporate Plan objectives

*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.*

### Indicative future scenarios

#### **High priority**

Take a more proactive approach to maintaining and updating the HER, including identifying gaps in current knowledge and commissioning programmes of research to fill those gaps. Ensure that the HER is kept up-to-date, with new records added immediately. Make it easier for the public to access the information on the HER via enhanced on-line access and interpretation.

#### **Adequate service**

Continue the current approach to maintaining and updating the HER, adding new records as resources permit. Complete enhancements to the record for the post-2016 areas of the Park to bring it up to broadly the same standard as the record for the rest of the NP. Fund a small number of local research projects each year.

#### **Limited**

Limited enhancement of the HER for the post-2016 areas of the Park. Maintain the current HER but with little or no updating. No funding of research unless provided from external funding.

#### **No service**

Transfer the HER back to the County Councils.

## LANDSCAPE FEATURES

### Activities

- Develop and support NLHF Landscape Partnership programmes
- Designate, review, and enhance Conservation Areas
- Protect important landscape trees
- Encourage and support planting of new landscape trees

### Corporate Plan objectives

*5. Deliver co-ordinated programmes of activity that enhance the distinctive landscape, geology and cultural heritage, including the 'Westmorland Dales' Landscape Partnership by 2023.*

### Indicative future scenarios

#### **High priority**

Develop a strategic programme of large-scale landscape projects and funding bids. Ensure all Conservation Area appraisals are up to date, and provide funding for an active Conservation Area enhancement programme, starting with the three that are currently at risk. Fund (and seek further funding for) a programme to plant individual landscape trees at key locations across the National Park. Provide a good service for statutory tree work.

#### **Adequate service**

Continue to support the Westmorland Dales Landscape Partnership, and identify opportunities for new Landscape Partnerships every few years. Continue the occasional updating of Conservation Area appraisals, and provide a small fund for enhancements and for landscape trees. Provide a good service to deal with statutory tree work.

#### **Limited**

No work on Landscape Partnerships (unless externally funded). No work on Conservation Areas beyond the statutory minimum. Provide the basic service necessary to deal with statutory tree work.

#### **No service**

Statutory tree work and Conservation Areas are statutory duties, so we would need to buy in as necessary.

## **MINERALS**

### **Activities**

- Advise on and guide the development of mineral working and quarries, and their end-of-life restoration;
- Monitor quarry operations.

### **Corporate Plan objectives**

*29. 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.*

### **Indicative future scenarios**

#### **High priority**

Continue to provide a specialist minerals planning service. Deal with applications for new development at existing sites on a 'positive and proactive' basis, providing a high-quality and timely pre-application advice service. Carry out regular monitoring visits to ensure compliance at remaining active quarry sites.

#### **Adequate service**

Provide a more limited pre-application advice service or make significant increases in charges. Reduce time spent on negotiation with applicants. Continue monitoring visits.

#### **Limited**

Limited monitoring of quarry operations. Deal with any minerals planning applications as and when they arise, buying in specialist advice if needed.

#### **No service**

Planning applications will still have to be dealt with as the Authority is a Mineral Planning Authority.

## NATIONAL PARK CENTRES

### Activities

- Provide face-to-face advice at flagship National Park Visitor Centres (Aysgarth Falls, Grassington, Hawes, Malham) with National Park-specific information and interpretative displays
- Provide a retail service from National Park Visitor Centres
- Financial support for partnership centres (Reeth, Sedbergh, Kirkby Lonsdale, Kirkby Stephen)

### Corporate Plan objectives

*31. 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.*

### Indicative future scenarios

#### **High priority**

Increase the amount of double-staffing throughout the year when the National Park Visitor Centres are open. Employ a full time Centre Manager at each centre and a dedicated Retail Manager to extend the retail offer at the Centres and through the online shop.

#### **Adequate service**

Increase staffing so the 4 'flagship' National Park Visitor Centres are open seven days a week throughout the year. All flagship National Park Centre sites to be fully re-developed as visitor hubs, with good signage/orientation and easy walks.

#### **Limited**

Continue to open flagship National Park Visitor Centres 7 days a week from April to October, and at weekends/holidays from November to March. Re-develop flagship sites as visitor hubs on an ad hoc basis, subject to securing external funding or investment. Consider Visitor Centre and Partnership Centre approach.

#### **No service**

End the funding for partnership centres. Dispose of National Park Visitor Centres.

## NATIONAL PARK MANAGEMENT PLAN/STATE OF THE PARK

### Activities

- Develop, monitor and review progress in implementing the National Park Management Plan;
- Collate and analyse information about the condition of the National Park from existing national and local datasets.

### Corporate Plan objectives

*34. 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.*

### Indicative future scenarios

#### **High priority**

Take a more rigorous approach to identifying and setting SMART objectives, and holding other organisations to account for achieving them, including more regular NPMP Forums. Develop a programme of local data collection to fill gaps in national data to allow monitoring of outcomes across all of the NP's special qualities, and produce a 'live' State of the Park report through the Authority's website.

#### **Adequate service**

Continue current approach to reviewing and updating the NPMP through a local partnership (the NPMP Steering Group) and with wide public consultation. Provide regular, thorough, and publicly-available updates on progress via the website. Collate information from available national datasets to help set SMART objectives where possible, and to monitor progress in achieving some key environmental outcomes.

#### **Limited**

Provide the statutory minimum of consultation (Natural England and Principal Councils only) and with 5-yearly light touch review only. Focus on the statutory purposes, with less focus on wider socio-economic objectives (which are the hardest to negotiate and monitor).

#### **No service**

Cannot entirely end the service – NPMP review every 5 years is statutory requirement – but could be done by 'buying in' support only when needed.

## NATIONAL TRAILS

### Activities

- Maintain the sections of the Pennine Way and Pennine Bridleway National Trails within the National Park.
- Lead Authority for the management of the Pennine National Trails Partnership and administering the maintenance grant from Natural England.
- Gather information to support the Coast-to-Coast footpath becoming a National Trail.

### Corporate Plan objectives

*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.*

### Indicative future scenarios

#### **High priority**

Continue to manage the National Trails (Pennine Way, Pennine Bridleway) partnership, involving 14 local authorities. Administer the Natural England grant award and promote use of the Trails. Actively seek to have the Coast to Coast footpath designated as a National Trail. Continue to undertake the existing programme of maintenance on the national trails within the National Park.

#### **Adequate service**

Continue to manage National Trails partnership and undertake the existing programme of maintenance (so long as grant continues to be provided by Natural England). Otherwise, maintain the Trails at a similar level to other public rights of way across the National Park i.e. on the basis of 'priority' and level of use.

#### **Limited**

Continue to manage National Trails partnership and undertake the existing programme of maintenance (so long as grant continues to be provided by Natural England). Otherwise, maintenance of routes through the National Park would be handed back to the county councils.

#### **No service**

End the service – handing maintenance of the routes back to the County Councils.

## OUTREACH

### Activities

- Connect people from under-represented groups to the natural environment, culture and heritage of the National Park through enjoyable and informative activity days.
- Work with Dales communities and businesses to increase the knowledge and understanding of under-represented groups.

### Corporate Plan objectives

*10. Provide 900 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.*

### Indicative future scenarios

#### **High priority**

Deliver a range of projects and programmes of activity to enable people from under-represented communities to experience the health and wellbeing benefits of connecting with nature, cultivate a sense of care for the environment and develop a lifelong relationship which brings them back to visit, work and live in the National Park. Typical projects include: 'Notice Nature' – to connect participants with the area's rich natural history; and, the Clarion House (housing association) programme that introduces young Clarion House residents to the National Park to support their health and wellbeing.

#### **Adequate service**

Provide a reduced service that supports fewer projects and people. Continue to develop a small number of projects that can be delivered through the existing team but with less scope to take advantage of projects such as the work with Clarion House (as it requires in-kind contribution from YDNPA staff).

#### **Limited**

Organise activities for families, and under-represented groups on an occasional and *ad hoc* basis. Only run significant outreach projects where they are fully externally funded.

#### **No service**

End the service.

## PLANNING POLICY (LOCAL PLAN)

### Activities

- Prepare, review and monitor the impact of the Local Plan;
- Support local authorities and Local Enterprise Partnerships to support appropriate socio-economic development in the National Park;
- Work with district councils to facilitate the delivery of more affordable housing.

### Corporate Plan objectives

*26. Encourage and facilitate high quality proposals for new housing in a range of tenures, sizes, types and prices, such that around 85 new dwellings are approved each year.*

*27. 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*

*34. 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.*

### Indicative future scenarios

#### **High priority**

Speed up the preparation of the Local Plan and stimulate more neighbourhood planning. Be more proactive in encouraging/incentivising the development of all allocated housing and employment sites. Engage with government, other agencies and local authorities to test and seek funding for new development initiatives inside the National Park (e.g. to speed up housing development, and attract more working age households). Actively promote the National Park as a place to live and work.

#### **Adequate service**

Continue to produce the new Local Plan to the current timetable, including developing new policies to support more affordable housing. Continue to support the work of the local authorities and LEPs to speed up house-building, support a green economy (decarbonisation of energy supply etc), and provide services that will make the NP an attractive place to live for working age households

#### **Limited**

Provide the statutory minimum planning policy function and meeting the 'duty to cooperate' with neighbouring local authorities. Leave direct action on housing and wider socio-economic development entirely to the local authorities, LEPs and the market. Undertake minimal monitoring of the impacts of planning policies.

#### **No service**

Statutory requirement so not an option.

## PLANNING SERVICE

### Activities

- Provide a comprehensive pre-application planning advice service;
- Process, negotiate and determine planning applications
- Carry out land charge searches

### Corporate Plan objectives

*29. 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.*

### Indicative future scenarios

#### **High priority**

Strive to operate a positive and proactive programme with a strong emphasis on customer service - providing a high-quality and timely pre-application advice service, and free informal advice through regular planning surgeries. Exceed national targets for speed of decision-making.

#### **Adequate service**

Provide a more limited pre-application advice service or make significant increases in charges. Less time spent on negotiation with applicants in order to still meet national targets for speed of decision-making. Cut back on assistance (e.g. planning surgeries; advice to neighbours on planning applications).

#### **Limited**

Provide the minimum statutory service required by planning legislation. Reduce service to processing planning applications, appeals, and the most serious enforcement complaints. No pre-application advice. No negotiation on applications.

#### **No service**

Statutory requirement so not an option.

## **PUBLIC TRANSPORT**

### **Activities**

- Funding to support provision of public transport services for visitors;
- Liaison with local providers and users;
- Provision of public transport and tourism information for users.

### **Corporate Plan objectives**

*None*

### **Indicative future scenarios**

#### **High priority**

Employ a dedicated public transport officer to assess the current shortfalls in bus services for visitors to the National Park and identify solutions. Commission/support new visitor bus services to serve the National Park, as part of an integrated transport service alongside the railway. Provide and promote public transport information, and liaise with user groups and other public transport providers.

#### **Adequate service**

Gain a decent understanding of public transport policy and issues. Provide a small number of grants each year to support those bus services that deliver the best outcomes for the National Park.

#### **Limited**

Continue the current grant of £5k pa to Dales Bus to subsidise summer Sunday bus services only. No local liaison with users. No promotion of public transport beyond signposting to existing providers.

#### **No service**

End the service.

## RECREATION AND HEALTH

### Activities

- Improve and promote routes for families and people with limited mobility through the creation of ‘miles without stiles’ routes and ‘easy’ distinctively waymarked walks and ‘access for all’ publications;
- Promote opportunities and recreational activities for people to enjoy the special qualities of the National Park to benefit their health and well-being;
- Run engagement activities (e.g. Go Wild events– providing activities at ‘hot spot’ sites to educate people how to visit responsibly).

### Corporate Plan objectives

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.

12. Run a cohesive programme of inspirational, participatory activities that attract at least 3,000 people each year to find out more about the National Park’s special qualities.

### Indicative future scenarios

#### **High priority**

Proactively look for, and undertake route improvements to create ‘miles without stiles’ routes that will benefit families with pushchairs, people with limited mobility and mixed ability parties. Actively promote these and other ‘easy’ walks using specially commissioned maps. Commission outdoor providers to run recreational activities in the Park which are attractive to those who wouldn’t otherwise access them (e.g. *Summit for Nothing*) Run a programme of engagement activities, that are inspirational and help participants understand more about the National Park and how to visit responsibly.

#### **Adequate service**

Only improve routes to add to the ‘miles without stiles’ network as opportunities arise, or where external funding becomes available. Continue to promote routes that already exist through existing publications. Continue to run engagement activities.

#### **Limited**

Continue to promote the routes that already exist but no further physical improvements to the network, other than those that are already committed through externally funded projects like Tees-Swale and the Westmorland Dales. End the programme of engagement activities unless externally funded

#### **No service**

End the service once existing externally-funded projects are completed.

## RECREATION MANAGEMENT

### Activities

- Meet the Authority's statutory duties under the CRoW Act, managing 'Open Access' restrictions and providing the secretariat for the Yorkshire Dales Access Forum
- Manage the use of recreational motor vehicles on sensitive green lanes
- Liaise with landowners, communities, visitors and user groups and organisers of large-scale recreational events

### Corporate Plan objectives

*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.*

*16. Maintain 'green lanes' and, where appropriate, manage use by recreational motor vehicles, including enforcing any restrictions imposed by Traffic Regulation Orders.*

### Future scenarios

#### **High priority**

Provide seasonal staff on the ground to improve liaison with landowners and visitors at busy times/locations. Increase staffing to further promote National Park messages during mass-participation events. Increase monitoring of sensitive green lanes. Fund research and regularly monitor recreational use of the National Park. Provide a prescriptive service for landowners on open access restrictions – signage and information.

#### **Adequate service**

Provide seasonal staff on the ground to improve liaison with landowners and visitors at busy times/locations. Increase staffing to further promote National Park messages during mass-participation events. Monitor recreational motor vehicle compliance with TROs, and management and use on green lanes; Continue liaison with user groups and individuals on recreation and visitor management issues e.g. voluntary climbing restrictions and breeding birds, mass participation cycling and other recreational events

#### **Limited**

Monitor recreational motor vehicle compliance with TROs, and management and use on green lanes. Meet our other statutory obligations under the CRoW Act, including providing the secretariat for the Yorkshire Dales Access Forum (LAF). Continue liaison with user groups and individuals on recreation and visitor management issues e.g. voluntary climbing restrictions for breeding birds, mass participation cycling and other recreational events.

#### **No service**

Not an option – basic statutory obligations under the CRoW Act would need to be met.

## RIGHTS OF WAY

### Activities

- Maintenance of rights of way including replacement of bridges and cross points, so a wide range of people can enjoy the special qualities of the National Park
- Maintenance of the Three Peaks and other engineered routes
- Path Order applications - diversions and creation agreements

### Corporate Plan objectives

*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.*

### Indicative future scenarios

#### **High priority**

Continue to provide an enhanced maintenance service for farmers and landowners to ensure stiles and gates are in good condition and public rights of way are waymarked and 'easy to use' by residents and visitors across the National Park. Implement the targets in the existing 5-year Maintenance Plan and take a proactive approach to securing external funding to enhance the condition of key rights of way. Maintain the surfaces of rights of way and the maintenance of bridges in the national park.

#### **Adequate service**

Focus maintenance activity on busy public rights of way. Maintenance on the remainder reduced, with only the surface maintained by the ranger service, with stiles and gates on these routes being maintained by landowners and farmers. Reduce the level of service for Diversion Orders for landowners (longer application times).

#### **Limited**

Responsibility for rights of way maintenance would be handed back to the county councils, with rights of way work limited to 'promoted' routes only. All rights of way legal work would cease, with any work required undertaken by the county councils.

#### **No service**

End the service

## SUSTAINABLE DEVELOPMENT FUND

### Activities

- provide grants to local businesses, organisations and communities for projects that bring environmental, social and economic benefits.

### Corporate Plan objectives

*28. 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.*

### Indicative future scenarios

#### **High priority**

Significantly increase the size of the Fund. Identify and provide additional targeted support to particular types of project, groups or business sectors, to complement other funding programmes. Provide more advice and assistance to applicants.

#### **Adequate service**

Return to pre-austerity funding levels, supporting a small increase in the number of projects. Provide detailed advice and assistance to applicants.

#### **Limited**

Consider further reductions in the size of the Fund, or use it as more of a vehicle to deliver the objectives of other programmes that are a higher priority.

#### **No service**

End the Fund. This would need to include a 12-month period of winding down/completing all the currently approved projects.

## TOILETS

### Activities

- Manage 10 sites with toilets in car parks
- Maintain and clean public conveniences at these sites

### Corporate Plan objectives

*None.*

### Indicative future scenarios

#### **High priority**

Each facility to have a significant level of monitoring and cleaning, on a regular, set time throughout the day. Acquire more toilets. Annual maintenance and refurbishment programme for each facility.

#### **Adequate service**

Twice daily monitoring and cleaning regime for each existing property throughout the year. General maintenance programme and five-year refurbishment programme for each facility.

#### **Limited**

Summer and winter cleaning programme for each property. General basic maintenance programme and 10-year refurbishment programme for each facility.

#### **No service**

Close/dispose of all facilities.

## TOURISM

### Activities

- Work with Destination Management organisations to promote the Yorkshire Dales, and lead and support Yorkshire Dales Tourism partnership
- Support business through annual forum and workshop activities to share good practice
- Provide opportunities for businesses to benefit from tourism based on NP special qualities
- Produce National Park visitor economy monitoring and trend data

### Corporate Plan objectives

*30. 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.*

*32. 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.*

### Indicative future scenarios

#### **High priority**

Increase staffing to work directly with more tourism businesses to identify and deliver their training needs to help them promote sustainable tourism. Fund dedicated National Park campaigns with high quality marketing. Develop a dedicated Destination Management System within our website.

#### **Adequate service**

Focus on product development based on the special qualities of the National Park to: extend the traditional visitor season (e.g. food tool kit, Dark skies and Cheese festivals and National Park Experiences collection) and support 'Distinctly Dales' local distinctiveness project. Continue to share good practice, support Dark Sky business accreditation scheme and 'Brilliant Businesses', and provide workshops and networking events such as an annual forum. Facilitate the Yorkshire Dales National Park Tourism Partnership and work nationally with Visit England/Visit Britain and regionally with Welcome to Yorkshire Evaluate visitor economic trends, through the STEAM Model and other research. Financially support cycling events that showcase the National Park.

#### **Limited**

Only undertake tourism work by trying to influence tourism bodies. Stop providing dedicated support for tourism businesses to help them promote the special qualities of the area unless externally funded. Stop providing financial support for the Tour De Yorkshire.

#### **No service**

End the service.

## **VOLUNTEERING**

### **Activities**

- Promote, provide and manage volunteering opportunities with the Authority, and volunteer support for Authority programmes;
- Provide a supported volunteering programme for individuals from under-represented groups

### **Corporate Plan objectives**

*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.*

### **Future scenarios**

#### **Priority Programme**

Increase resources so as to be able to provide a full volunteer sign-posting service for organisations and volunteers across the National Park. Increase the number of supported and unsupported volunteering opportunities.

#### **Adequate Programme**

Continue to provide around 7,000 volunteer days a year. Continue to develop opportunities for short-term and supported volunteering for under-represented groups.

#### **Limited Programme**

Significantly reduce or end work with Dales Volunteers, developing volunteering opportunities and supporting local volunteer groups, other than where externally funded as part of wider projects. Stop paying expenses.

#### **No service**

End the service

## WILDLIFE

### Activities

- Through the Biodiversity Forum, produce, co-ordinate and monitor plans for nature recovery in the National Park;
- Carry out a rolling programme of habitat surveys across the Park, and carry out and co-ordinate species monitoring and research projects;
- Fund and support community wildlife projects, including running the Swinden and Dry Rigg Natural Environment Funds to support environmental enhancement projects in areas affected by quarrying.

### Corporate Plan objectives

*17. Support farmers and landowners to restore and manage landscape-scale mosaics of priority habitats so that 30% of the priority habitats outside nationally-designated wildlife sites are in good condition by 2024;*

*19. 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.*

*22. Work with moorland managers and others 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.*

### Indicative future scenarios

#### **High priority**

Continue to develop ambitious plans for nature recovery in the National Park, including landscape-scale 'nature recovery areas'. Continue the programme of habitat condition surveys to inform advice, action and development of new wildlife conservation projects. Continue the local raptor co-ordination group. Continue to support local wildlife projects with grants and specialist advice.

#### **Adequate service**

Reduce proactive nature conservation work (other than where externally funded). Reduce the scope of wildlife survey activity and focus on a few key species/habitats. Concentrate resources on supporting nature recovery through farming/land management and stop funding community wildlife projects.

#### **Limited**

End all habitat and species surveys (other than where done by volunteers) and stop funding practical nature conservation work (other than where externally-funded). Limit biodiversity advice just to significant planning and agri-environment applications.

#### **No service**

End the service (other than the running of the quarry Natural Environment Funds) – but will buy in specialist advice on e.g. significant planning applications.

## WOODLANDS

### Activities

- Provide funding and advice for new native woodland;
- Provide funding and advice for woodland management schemes
- Seek to manage/enhance existing conifer plantations and commercial woodland;
- Promote opportunities for woodland to support economically viable farm businesses

[Note: individual landscape trees, hedgerows and protected trees work is within the 'Landscape Features' sub-programme]

### Corporate Plan objectives

*23. 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.*

*24. 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.*

### Indicative future scenarios

#### **High priority**

Continue to provide additional funding, advice and support to farmers and landowners in the National Park to encourage native woodland creation and better woodland management. Take a proactive approach to securing external funding, including public and private finance, to help increase woodland cover significantly – with the right tree in the right place to deliver the most benefit.

#### **Adequate service**

Continue externally funded programmes and posts but revert to a more reactive approach elsewhere. Reduce the amount of advice and support to help farmers/landowners get into national grant schemes. Reduce the Authority's own direct funding for woodland creation, and stop funding woodland management.

#### **Limited**

No funding or advice (unless externally funded). Retain a small staff resource to influence local policy (Dales Woodland Forum) and liaise with the Forestry Commission on only the most significant felling/planting proposals.

#### **No service**

End the service.

## YOUTH VOLUNTEERING

### Activities

- Run 'Young Rangers' groups;
- Connect young people to nature through 'mass-reach' virtual experiences for many; and, direct volunteering and skills development to support employment for a few.

### Corporate Plan objectives

11. *Through educational and skills-based activities, inspire 1,500 young people from in and around the National Park to explore and enhance their environment each year.*

12. *Give people from all backgrounds an opportunity to enjoy and contribute to the National Park by providing at least 1,000 volunteer days per year, with 15% coming from under-represented groups*

### Indicative future scenarios

#### **High priority**

Continue the 'Generation Green 'UpSkill/Downdale' programme – which is providing a targeted and supported volunteering programme to 'upskill' young people to enable their future employment in the 'green economy' - beyond 2021/22 (when external funding ends), and widen the scope to include young people (age 17 – 24) living in the urban areas around the National Park. Continue to run *Dales Activity Days* giving young people from urban areas an introduction to conservation volunteering. Continue to run three Young Rangers groups (age 11-16) providing a practical volunteering programme for young people in or on the edge of the National Park.

#### **Adequate service**

End the *Generation Green* programme once the current external funding finishes. Continue to run three 'Young Rangers' groups: two based in the North of the Park (Sedbergh and Aysgarth) and one based in the South (Settle), with 60 young rangers aged between 11-16. Older young people (aged 17+) can become young ranger leaders, continue as an adult volunteer or take up apprenticeships with the YDNPA.

#### **Limited**

Run a Young Rangers Group offering conservation based activity programme for young people aged 11–16 living in or on the edge of the National Park.

#### **No service**

End the service

**PROPOSED PRIORITISATION FOR 2022-23 ONWARDS**

<b>'Priority' sub-programmes</b>	
Farm Conservation	Recreation & Health
Planning	Rights of way
Planning Policy	Wildlife

<b>'Adequate' sub-programmes</b>	
Apprenticeships	Outreach
Archaeology	Recreation Management
Barns & Walls	Sustainable Development Fund
Dales Countryside Museum	Tourism
Dark Skies	Volunteering
Education	Woodlands
Enforcement	Youth Volunteering
NPMP/State of the Park	

<b>'Limited' sub-programmes</b>	
Building Conservation	Minerals
Car Parks	National Park Centres
Cycling Infrastructure	National Trails
Historic Environment Record	Public Transport
Landscape Features	Toilets

**Note:** sub-programmes are listed alphabetically within each category, and not in any ranked order.